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Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

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منظمة الأمم المتحدة
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The Director-General

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Deputy Director-General
Assistant Directors-General
Directors of Bureaux, Offices and Divisions at
Headquarters
Directors and Heads of Established Offices and Institutes
away from Headquarters

Subject: UNESCO Reformed Field Network in Africa

1. Following the approval by the 36th General Conference of my proposals on the reform of the field network and the implementation plan for phase 1 of the reform focused on Africa, the new UNESCO Field Network in this region is now functional.

I. Overview of the Reformed UNESCO Field Network in Africa

2. The reformed UNESCO Field Network in Africa is comprised of multisectoral regional offices and national offices with representational mandate organized in a structure with clear reporting lines, oversight and coordination responsibilities between them and with Headquarters, and also includes, as appropriate, UNESCO desks within United Nations Country Teams and extrabudgetary projects antennas, as out-posted administrative units of multisectoral regional offices without a representational mandate and reporting to their respective directors. The new configuration of the UNESCO Field Network in Africa is set out below.

Regions	Country Coverage	Multisectoral Regional Office	National Office¹	Project Antenna/Desk
West Africa (Sahel)	Burkina Faso, Cape Verde, Gambia, Guinea Bissau, Mali, Niger, Senegal	Dakar	Bamako	
West Africa	Benin, Côte d'Ivoire, Ghana, Guinea, Liberia, Nigeria, Sierra Leone, Togo	Abuja	Abidjan, Accra	Monrovia
East Africa	Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, South Sudan, Uganda, United Republic of Tanzania	Nairobi	Addis Ababa ² , Dar-Es-Salaam, Juba	Antanarivo, Comoros, Djibouti, Kampala, Kigali,
Southern Africa	Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia, Zimbabwe	Harare	Maputo, Windhoek	Gaborone, Johannesburg, Lilongwe, Lusaka
Central Africa	Angola, Burundi, Cameroon, Central African Republic, Chad, Congo, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Sao Tome and Principe	Yaoundé	Brazzaville, Kinshasa, Libreville	Luanda, N'djamena, Bangui
	47 Countries	5 Regional Offices	11 National Offices	13 Project Antennas/Desks

¹ Excluding the former national office in Bujumbura, which was transformed and consolidated as the "House for a Culture of Peace" in Burundi.

² The Addis Ababa Liaison office has a dual function as liaison office to the African Union and United Nations Economic Commission for Africa and as a national office for Ethiopia.

3. The Addis Ababa national office will retain its current function as Liaison Office with the African Union (AU) and its subsidiary organs and with the United Nations Economic Commission for Africa (UNECA). It will continue to facilitate coordination, and to represent UNESCO at AU Headquarters to foster cooperation and collaboration in areas of common interest, channeling relevant information and advocating for UNESCO's areas of competence and interdisciplinary and integrated approach to complex issues. The UNESCO Liaison Office in Addis Ababa will assist in developing strong partnerships based on a deep knowledge of the competencies and strengths of AU institutions and how UNESCO can work more effectively with them. The roles and functions of the UNESCO liaison offices are detailed in DG/Note/11/39 of 07 December 2011.

4. As the new multisectoral regional offices are now operational in Africa, the cluster functions of the following field offices that will be serving henceforth a single Member State are abolished: Accra, Bamako, Dar es Salaam, Libreville and Windhoek.

5. With the reformed field network taking effect in the various regions of Africa, all national offices, desks and project antennas will report to their respective multisectoral regional offices, which will be responsible for preparing/compiling reports on all activities in their region.

II. Key roles, responsibilities and functions across the reformed field network in Africa and interactions with Headquarters

6. The new field network architecture thus establishes a direct accountability and coordination framework between the multisectoral regional offices, the national offices, the desks and the project antennas for the definition, implementation, monitoring, reporting and evaluation of programme/project activities. Key functional roles and authorities by type of decentralized entity, as defined and applicable for the implementation of phase one of the field network reform in Africa, are described below.

Multisectoral regional offices

7. Within the framework of the approved Medium-term Strategy and Programme and Budget (C/4 and C/5 documents), multisectoral regional offices ensure the continuation of the Organization-wide strategic thrusts and expected results in responding to regional and country needs.

8. Multisectoral regional offices have full authority in their respective regions with regard to the coordination of programme design, implementation, monitoring, evaluation and reporting, within the overall C/4 and C/5 programme framework and in collaboration with Headquarters and other regional offices, and relevant national offices. They will provide, with regard to

subsidiary country-level structures, enhanced regional coordination, support and technical oversight. Multisectoral regional offices will facilitate UNESCO's technical contribution to regional and sub-regional organizations/institutions through high-level participation and strategic policy formulation. Ensuring coherence between UNESCO programme inputs and those of other partners and forging and developing partnerships to further UNESCO's objectives and mobilize additional resources for their attainment are also key responsibilities.

9. The multisectoral regional offices will assume an expanded role in strategic analysis and policy development that will enhance UNESCO's role in policy dialogue with national authorities and the donor community at the country and regional levels, and underpin programme design and implementation. Furthermore, the multisectoral regional offices will monitor regional perspectives and needs and ensure that these serve as input for normative work conducted from Headquarters.
10. The multisectoral regional offices, which are the cornerstones of the reformed field network, will guide the prioritization, formulation, selection and implementation of all UNESCO's interventions in their regions, in line with the Organization's strategic orientations and approved programmes and work plans. They are fully responsible and accountable for the delivery of UNESCO country and regional programmes in all countries under their coverage, except where national offices are established. Multisectoral regional offices exercise technical oversight over national offices and project antennas with regard to programme design, implementation, monitoring, evaluation and reporting. They are also responsible for providing policy guidance, substantive support, technical back-stopping and knowledge management services to both national offices and UNESCO desks in all UNESCO priority areas and "cross-cutting" themes, working as appropriate with other multisectoral regional offices as well as with UNESCO institutes and centres tasked with providing specialized support in their fields of competence. Multisectoral regional offices also manage regional projects that provide support to regional institutions and individual countries in their regions, and maintain close cooperation with the relevant offices of other United Nations organizations.
11. Finally, multisectoral regional offices will regularly inform Headquarters about key achievements, main challenges and lessons learned, including through periodic reports that will also provide a strategic assessment of regional and sectoral trends.
12. In defining future directions and designing programmes for the region in the context of the preparation of the C/5 and C/4 documents and associated work plans, the

multisectoral regional offices will benefit from direct input, guidance and review by programme sectors, the Division for Gender Equality, the Africa Department (AFR) and the Bureau of Strategic Planning (BSP), with the objective of ensuring quality programming, results-based management and budgeting approaches, and effective resource mobilization strategies, as well as coherence and alignment with corporate strategic programme objectives and priorities.

13. Based on programme directions as enunciated in the approved C/4 and C/5 documents, and their related documents, ie., Priority Gender Equality Action Plan for 2014-2021, and the Operational Strategy for the Implementation of Priority Africa for 2014-2021 and in consultation with Headquarters, each multisectoral regional office will (i) develop its own four-year plan for the region describing its objectives over the C/5 period and how they would help achieve the C/5 expected results and the C/4 long-term strategic objectives; (ii) breakdown the four-year plan to biennial work plans with key expected results and performance indicators; (iii) strategize the use of the biennial budget as a tool for realizing the expected results and other management targets; and (iv) define its partnership strategy and its annual targets for resource mobilization and delivery of extrabudgetary programmes, paying due attention to the national level where a very significant share of ODA can be accessed today. In this regard, multisectoral regional offices will ensure quality control of extrabudgetary project proposals initiated in the region and will coordinate outreach to decentralized donors and partners.
14. The field-based work plans will identify in particular the actions UNESCO proposes to take at the country level to strengthen the Organization's contribution to national development strategies and policies, notably through its engagement with UN country teams. Accordingly, the field offices' work plans will be based on assessment of national needs and priorities. Country-specific strategic cooperation framework and delivery plans are set out in the UNESCO Country Programming Documents (UCPDs) which are intended to highlight UNESCO's contribution to a country's development efforts in a comprehensive manner, irrespective of the source of financing. UCPDs are prepared for each country in which UNESCO is active and has developed a significant portfolio of activities. UCPDs are formulated at least once every 4 years, aligned to the extent possible with the C/5 programme planning cycle.
15. An adjusted decentralization framework will apply for the Education Sector, which has advanced most in its decentralization efforts. While consistent with the broader criteria and constraints of accountability within the Secretariat as well as the main tenets and concepts of the new decentralization strategy, this adjusted framework seeks to make optimal use of the considerable

asset constituted by the former regional education bureaux, by delegating to them certain types of authority vested in the ADG, namely a lead supervisory function on behalf of ADG/ED in regional planning, budgeting, management and reporting.

National offices

16. National offices are established to enhance UNESCO's support to national development priorities and will operate under the technical oversight of the multisectoral regional offices. National offices are structured and staffed to meet specific local needs. Consequently, their staff size and expertise profiles may vary by location, reflecting the size of their portfolios of activities under both the regular budget and extrabudgetary resources.

17. National offices are fully responsible and accountable for the development and delivery of UNESCO programmes in the country of their respective location, including the preparation of UCPDs (if applicable) and the mobilization of extrabudgetary resources at the national level, in close consultation with their parent multisectoral regional office. The reporting, monitoring and evaluation functions will be conducted under the responsibility of their Heads, with the assistance as needed of the parent multisectoral regional office. Likewise, Heads of national offices will be in charge of all aspects of the financial and general administration of their office, including human resources management. Heads of national offices also have the formal responsibility for representing UNESCO and act as senior advisers to Governments on matters pertaining to UNESCO mandate.

Desks

18. Desks are established to secure an alternative presence in countries where UNESCO has no office in order to identify opportunities for the Organization and provide inputs to common programming exercises. Desks have a coordination role, interacting on a daily basis with national and UNCT counterparts, and following up on specific programme/project activities.

19. Desks operate from within the United Nations Resident Coordinator (RC) Office, a United Nations resident agency office or a government ministry or department and act as an extension of the regional office responsible for the respective location. The core functions of the UNESCO desks are: (i) to contribute to programme design, implementation, monitoring, evaluation and reporting; (ii) to facilitate government, United Nations partners and other stakeholders access to UNESCO expertise towards the development of new UNESCO projects and programmes; (iii) to promote the inclusion of UNESCO domains into the work of the UNCT; (iv) to assess demand for concrete interventions in UNESCO's focus areas; and (v) to

contribute to the implementation of UNESCO activities in the host country.

20. Desks may be established based primarily on the need for UNESCO services as reflected in national development priorities and strategies, as well as the prospects for raising additional funding to expand UNESCO's programmes in the host country. In principle, UNESCO desks would be phased out and replaced by project antennas once sizeable extrabudgetary resources were secured.

Project Antennas

21. As needed, project antennas are established in countries under the authority and coverage of the multisectoral regional offices as out-posted administrative units reporting to the Directors of the multisectoral regional offices, without any representational function (as is also the case with desks). Such project antennas are set up where the Organization's presence is considered essential for the implementation of specific extrabudgetary projects. The UNESCO Project Antenna in Luanda, which is being strengthened alongside the development of a new national programme based upon self-benefitting funds, is an example of such UNESCO's presence fully financed under extrabudgetary resources. Country-level project antennas have different functions and types of personnel and are maintained for the duration of the related extrabudgetary projects.
22. Alternative arrangements adopted by the Organization to ensure its thematic contribution as a UN non-resident agency (NRA), which take the form of UNESCO desks or project antennas often hosted by resident agencies, are complemented by agreements to support UNESCO's country-level action, such as the strategic partnership agreement signed between UNESCO and UNDP.
23. These decisions take effect immediately.

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