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FAO

DECENTRALIZED OFFICES



WHERE KNOWLEDGE
BECOMES ACTION



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FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Rome, 2015

Booklet developed by:
Office of Support to Decentralized Offices (OSD)
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CONTENTS

INTRODUCTION	6
FAO REGIONAL, SUBREGIONAL AND LIAISON OFFICES	10
REGIONAL OFFICES	12
FUNCTIONS OF REGIONAL OFFICES	13
COVERAGE AND LOCATION OF REGIONAL OFFICES	14
SUBREGIONAL OFFICES	16
FUNCTIONS OF SUBREGIONAL OFFICES	17
COVERAGE AND LOCATION OF SUBREGIONAL OFFICES	18
COUNTRY OFFICES	20
FUNCTIONS OF COUNTRY OFFICES	21
FAO PREMISES BY REGION	25
COVERAGE AND LOCATION OF COUNTRY OFFICES	26
PROFILE OF FAO REPRESENTATIVES	28
FAO POLICY ON SELECTION AND EVALUATION OF FAO REPRESENTATIVES	29
LIAISON OFFICES	30
NEW PARTNERSHIP & LIAISON OFFICES	32
CONTACT INFORMATION	34
LIST OF ACRONYMS	38

INTRODUCTION



Since 2012, the Food and Agriculture Organization of the United Nations (FAO) has embarked on an initiative to strengthen the decentralization process, aimed at bringing FAO closer to its Members. This has entailed not only a more decentralized structure, but also a new management approach with increased delegation of authority and an environment that encourages staff creativity and initiative.

Decentralization is part of a wider reform within FAO to enhance the Organization's role as a centre of excellence and better define its work programme and responsibilities in support of FAO's mandate.

The aim of FAO's decentralization strategy is to improve the effectiveness of the Organization's work at the country, subregional and regional levels. At country level, this is achieved through direct interaction with national authorities and better coordination of activities within the United Nations Country Team (UNCT), as well as with local representatives of donor governments and international financing institutions. Being close to the stakeholders, NGOs, civil society and private sector, also offers better opportunities for national capacity building as well as the use of local expertise.

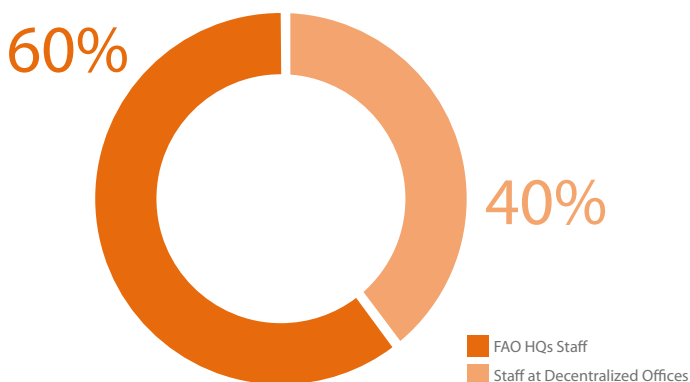
The strategy is closely integrated with the UN Reform and is aimed at leveraging the synergies inherent in the "Delivering as One" concept to achieve greater impact and relevance of the work of the UN System in support of jointly developed and nationally owned development programmes. Through such an approach, the Organization is better equipped to make a major contribution towards the attainment of the Millennium Development Goals (MDGs) and, in particular, to the daunting challenge of eradicating poverty and hunger.

As of October 2014, FAO is present in over 130 Countries. The decentralized network currently includes 5 Regional Offices, 9 Subregional Offices, and 80 FAO Representations (excluding those hosted in Regional and Subregional Offices). An additional 38 countries are covered through multiple accreditation agreements, i.e. the FAO Representative (FAORep) resides in another country and is supported locally by an Assistant FAO Representative (AFAOR) or a National Correspondent. In another 3 countries, FAO is represented by a Technical Officer who acts as FAO Representative in addition to carrying out specific technical duties. Furthermore, there is 1 FAO Office with a Programme Officer, 4 Offices with National Correspondents (without FAOR) and 2 Information Offices: 1 in Madrid, Spain and 1 in Lisbon, Portugal for liaising with the Community of Portuguese Language Countries (CPLP).

FAO has 5 Liaison Offices that are responsible for facilitating contacts with the UN System, relevant external development partners as well as Members.

Furthermore, recently FAO has developed the concept for a new type of FAO country office, the FAO Partnership and Liaison Office, to respond to demands of a number of Member States for the establishment of an FAO presence or for the strengthening of an already existing presence in the country.

With a total of more than 1300 staff, decentralized offices account for approximately 40% of the personnel funded from the FAO Regular Programme¹. Currently there are 253 Professionals and 481 General Service (GS) staff serving in the FAO country offices and 279 Professionals and 290 GS staff in the other decentralized offices.



Decentralized Staff	Number	Percentage of total
Professionals at FAORs	253	19
General Service at FAORs	481	37
Professionals at other DOs*	279	22
General Service at other DOs	290	22
TOTAL	1303	100

* DOs stands for Decentralized Offices, which include Regional, Subregional and Country Offices

① FAO staff is made up of the following categories: General Service, graded from G-1 to G-7. National Professionals, graded from N-1 to N-4. Professional Staff, graded from P-1 to P-5. Director level staff graded from D-1 to D-2. Departments and Regional Offices are headed by Assistant Directors-General (ADGs). The Director-General (DG) is assisted by two Deputy Directors-General (DDG Coordinator for Natural Resources and DDG Operations).

The total amount of resources allocated to FAO decentralized offices represents about 27% of the Organization's Regular Programme budget.

While funds are utilized to cover mainly the cost of staff and the operating expenses of the decentralized offices, including vehicles and equipment, many countries contribute to the cost of the office by providing premises and national personnel, and in some cases vehicles and equipment, free of charge. In addition, some countries provide an annual Government Contribution which is used to offset the operating costs at the country level.

All FAO country offices have been opened at the request of the host governments and with the concurrence of the Governing Bodies.



FAO Regional, Subregional and Liaison Offices

AFRICA

Regional Office:

Accra, Ghana (RAF)

Subregional offices:

Central Africa

Libreville, Gabon (SFC)

Southern Africa

Harare, Zimbabwe (SFS)

Eastern Africa

Addis Ababa, Ethiopia (SFE)

ASIA AND THE PACIFIC

Regional Office:

Bangkok, Thailand (RAP)

Subregional offices:

Pacific Islands

Apia, Samoa (SAP)

Liaison Office:

Yokohama, Japan (LOJ)

LATIN AMERICA AND THE CARIBBEAN

Regional Office:

Santiago, Chile (RLC)

Subregional offices:

Caribbean

Bridgetown, Barbados (SLC)

Mesoamerica

Panama City, Panama (SLM)

NEAR EAST AND NORTH AFRICA

Regional Office:

Cairo, Egypt (RNE)

Subregional offices:

North Africa

Tunis, Tunisia (SNE)

GCC States and Yemen

Abu Dhabi, UAE (SNG)

EUROPE AND CENTRAL ASIA

Regional Office:

Budapest, Hungary (REU)

Subregional offices:

Central Asia

Ankara, Turkey (SEC)

Liaison Offices:

European Union and Belgium
Brussels, Belgium (LOB)

United Nations
Geneva, Switzerland (LOG)

Information Offices:

Madrid, Spain (FIOES)
Lisbon, Portugal (FIOPT)

NORTH AMERICA

Liaison Offices:

North America,
Washington, USA (LOW)

United Nations,
New York, USA (LON)

REGIONAL OFFICES



Geneva Washington New York Spain Panama Thailand Chile Egypt Tunisia Bangkok Santiago Cairo Doha Dhaka Ankara Libreville Harare Addis Ababa Abja

Functions of Regional Offices

Regional Offices (ROs) are responsible for leading FAO's response to regional priorities for food security, agriculture and rural development through the identification, planning and implementation of FAO's priority activities in the Region.

Each RO is headed by a Regional Representative (RR) who is assisted by a Deputy Regional Representative (DRR). The RRs determine the annual workplan and staff time utilization for Regional Technical Officers, in consultation with and with functional guidance from the Technical Departments and Divisions in Headquarters and within the framework of Strategic Objectives (SOs).

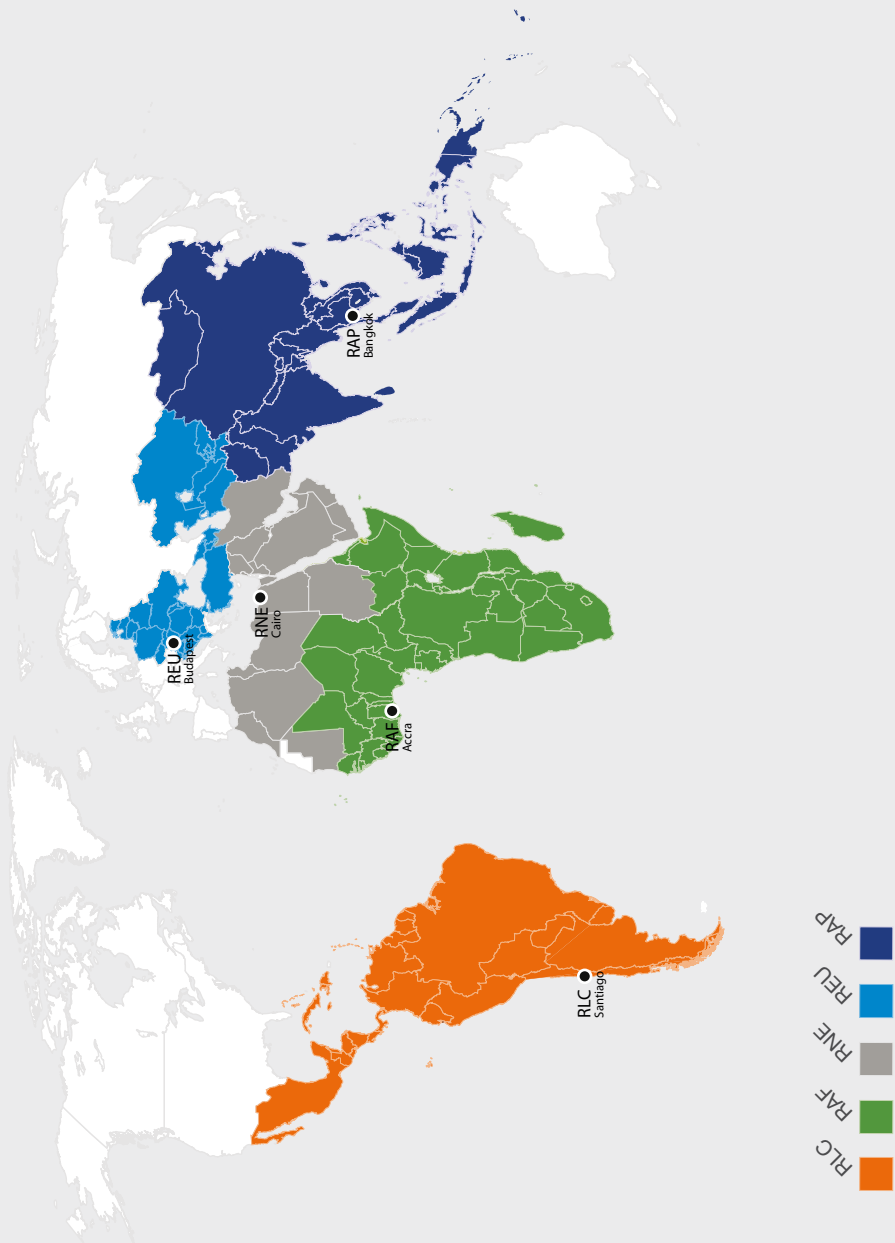
RRs represent, advocate and communicate for FAO with region-wide organizations including the Regional Economic Integration Organizations (REIOs), region-wide entities of the UN system, regional development partners and non-governmental organizations (NGOs), media and other regional stakeholders.

They support regional policy dialogue, capacity development and resource mobilization and facilitate the emergence of regional partnerships for food security, agriculture and rural development in the region. They lead the contribution of the ROs to the FAO programme and budget process and support the food security, agriculture and rural development aspects of aid coordination, including joint UN strategy and programme development, at the regional level. In doing so, they ensure that the FAO strategy and programme development at the regional level is embedded in the wider framework of FAO's Regular Programme as well as joint UN action.

Regional Offices are also responsible for overseeing the management of FAO Representations in their respective regions and they provide operational and administrative support to the functioning of these offices. The RRs play an important role in shaping the broader policy agenda of the Organization through the preparation and management of the Regional Conferences which serve as governing bodies of the Organization and report to the FAO Council and Conference.

In addition, ROs are accountable for the delivery of Regional Initiatives (RI). Specifically, RRs allocate the necessary time and directly supervise the designated delivery manager, assign necessary time of appropriately skilled technical officers from regions and sub regions to the delivery team, ensure technical quality and coherence in the region, and monitors results.

Coverage and Location of Regional Offices



Regional Office	Host Country	Member Countries
Regional Office for Asia and the Pacific (RAP)	Thailand (Bangkok)	Afghanistan, Bangladesh, Bhutan, Cambodia, China, Cook Islands, Fiji, India, Indonesia, Kiribati, Korea DPR, Lao People's Democratic Republic, Malaysia, Maldives, Marshall Islands, Micronesia (Federated States of), Mongolia, Myanmar, Nauru, Nepal, Niue, Pakistan, Palau, Papua New Guinea, Philippines, Samoa, Solomon Islands, Sri Lanka, Thailand, Timor-Leste, Tonga, Tuvalu, Vanuatu, Viet Nam
Regional Office for Europe and Central Asia (REU)	Hungary (Budapest)	Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Malta, Republic of Moldova, Romania, Serbia, Slovakia, Slovenia, Tajikistan, Macedonia, Turkey, Turkmenistan, Ukraine, Uzbekistan
Regional Office for Africa (RAF)	Ghana (Accra)	Angola, Benin, Botswana, Burkina Faso, Burundi, Cabo Verde, Cameroon, Central African Republic, Chad, Comoros, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia, Zimbabwe
Regional Office for Latin America and the Caribbean (RLC)	Chile (Santiago)	Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela
Regional Office for the Near East and North Africa (RNE)	Egypt (Cairo)	Algeria, Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Sudan, Syrian Arab Republic, Tunisia, United Arab Emirates, Yemen

SUBREGIONAL OFFICES



Functions of Subregional Offices

The Subregional Offices (SROs) are led by Subregional Coordinators (SRCs) and are an integral part of the Region. They are composed of officers located in the subregional office, and also include the FAOREps of the subregion. The SROs represent a critically important component of the decentralization strategy. They bring cutting edge technical expertise to the countries of the subregion, in response to specific requests for assistance from governments for policy advice, capacity building, project formulation and implementation. The SROs serve as the first port of call for technical support to member countries. They also assist the FAOREps in the formulation of the Country Programming Frameworks (CPF) within the context of the broader development objectives defined in the United Nations Development Assistance Framework (UNDAF).

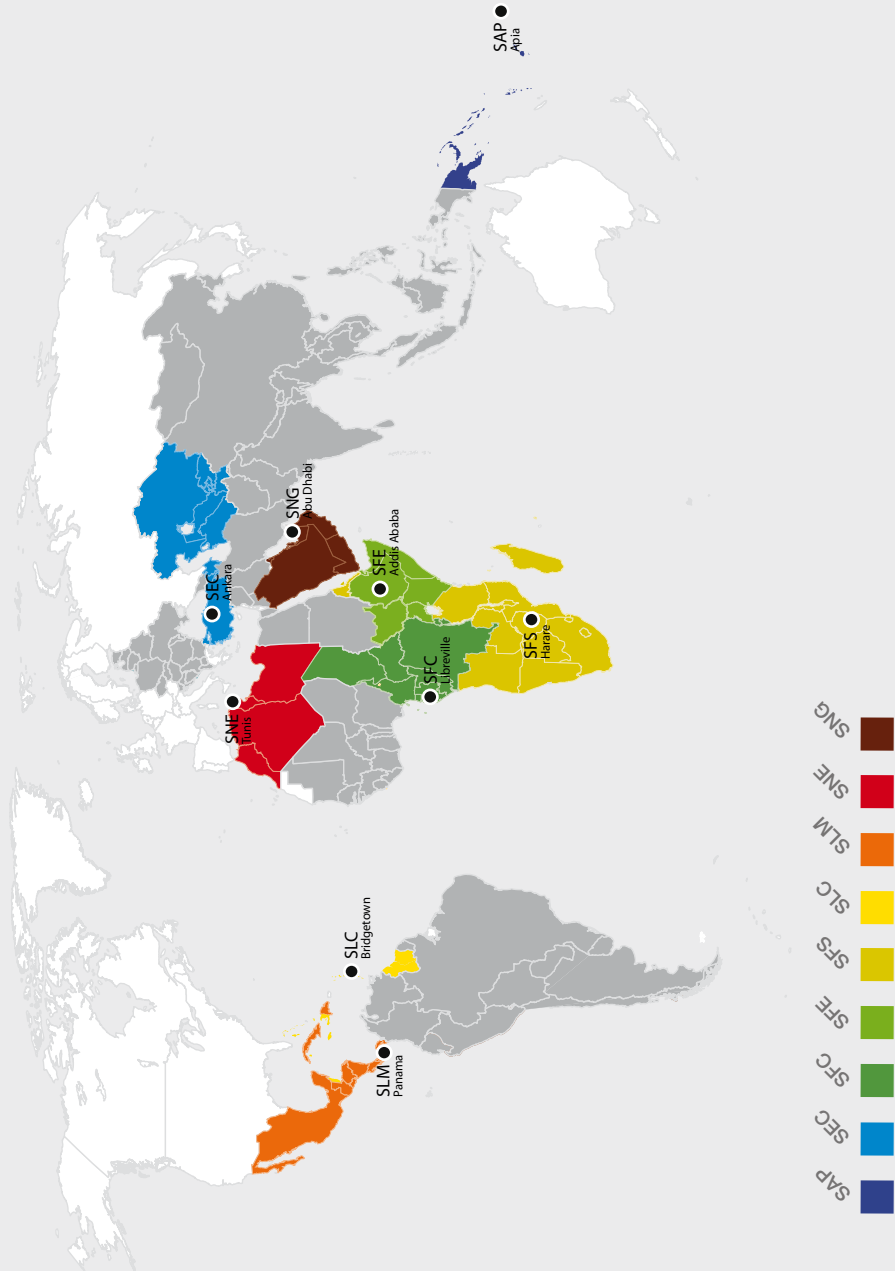
Working closely with the Regional Offices, the Subregional Offices are responsible for the overall planning of FAO activities in the subregion, by developing, promoting, overseeing and implementing strategies for addressing subregional food, agriculture and rural development priorities. They develop and maintain relations with subregion-wide institutions, as well as those Regional Economic Integration Organizations that are located in the subregion. They assist the countries in the subregion by addressing subregional food security, agriculture and rural development issues.

The SRCs represent FAO vis-à-vis subregional institutions and media. They also play the role of FAOREp to the host country and in some cases to other countries under multiple accreditations. The SRCs provide functional guidance to the FAOREps of the subregion, in their capacity as Multidisciplinary Team (MDT) members (for up to 30% of their time), and supervise the Subregional Technical Officers (STOs) who, together with the subregional FAOREps, make up the MDT.

The SRCs, in the context of FAO's mandate, ensure coherence between country, subregional and regional priorities. SRCs work in the line of command of the Regional Representative (RR) and receive functional guidance from the relevant divisions at Headquarters.

SRCs are the heads and managers of the SROs, and they may take such measures as may be necessary to optimize SRO's performance, within the general organizational framework of its functional statement, the Circular on Responsibilities and Relationships and other applicable corporate standards, priorities, policies and procedures. The SRC determines, in consultation with the RR and the concerned Division Directors, the annual work plan and staff time utilization of STOs and other SRO staff.

Coverage and Location of Subregional Offices



* Greyed areas on the map indicate countries covered by their respective Regional Offices.

Subregional Office	Host Country	Member Countries
Subregional Office for the Pacific Islands (SAP)	Samoa (Apia)	Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia (Federated States of), Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
Subregional Office for Central Asia (SEC)	Turkey (Ankara)	Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkey, Turkmenistan, Uzbekistan
Subregional Office for Central Africa (SFC)	Gabon (Libreville)	Cameroon, Central African Republic, Chad, Republic of the Congo, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Sao Tome and Principe
Subregional Office for Eastern Africa (SFE)	Ethiopia (Addis Ababa)	Burundi, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Uganda
Subregional Office for Southern Africa (SFS)	Zimbabwe (Harare)	Angola, Botswana, Comoros, Eritrea, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe
Subregional Office for the Caribbean (SLC)	Barbados (Bridgetown)	Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago
Subregional Office for Mesoamerica (SLM)	Panama (Panamá)	Costa Rica, Cuba, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama
Subregional Office for North Africa (SNE)	Tunisia (Tunis)	Algeria, Libya, Mauritania, Morocco, Tunisia
Subregional Office for the Gulf Cooperation Council States and Yemen (SNG)	UAE (Abu Dhabi)	Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates, Yemen

COUNTRY OFFICES



ORGANISATION DES NATIONS UNIES
PRÉSENTATION DE LA FAO AU BURKINA FASO



PROGRAMME ALIMENTAIRE MONDIAL
PRÉSENTATION DE LA FAO AU BURKINA FASO

REPRESENTATION DE LA FAO AU BURKINA FASO

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Belgium
Switzerland
France
Germany
Italy
Japan
Kenya
Madagascar
Malawi
Mali
Morocco
Niger
Rwanda
Senegal
Sierra Leone
Tanzania
Togo
Tunisia
Zambia

Accra
Bangkok
Bridgetown
Cairo
Geneva
Harare
Havana
Jeddah
Lima
London
Lusaka
Maputo
Medan
New York
Paris
Rome
Santiago
Tunis
Washington

Functions of Country Offices

The main aim of the FAO country offices¹ is to assist governments to develop policies, programmes and projects to achieve food security and to reduce hunger and malnutrition, to help develop the agricultural, fisheries and forestry sectors, and to use their environmental and natural resources in a sustainable manner.

In particular, this is achieved by:

- Developing, promoting and overseeing strategies for addressing national food security, agriculture and rural development objectives;
- Developing and implementing FAO field programmes by identifying and formulating new programmes and projects and by liaising with local stakeholders including donor representations;
- Helping governments to prevent disasters, assess damage, and assist them in the reconstruction and rehabilitation of the agricultural sector;
- Carrying out public awareness activities and supporting important FAO activities such as TeleFood and World Food Day;
- Providing assistance to technical and investment missions from FAO headquarters and from Regional or Subregional Offices to the country;
- Serving as the channel of FAO services to governments and other partners (donors, NGOs, Civil Society Organizations, private sector, research institutions, etc.);
- Keeping FAO informed of major social and economic developments in the country and monitoring the situation of the agricultural sector in the country;
- Representing FAO before host governments and all partners involved in FAO activities.

As representatives of the Director-General in their country/countries of accreditation, FAOReps develop and maintain relations with the government and other institutions in the country and liaise on behalf of the Regional Representative (RR) or Subregional Coordinator (SRC) with (sub)regional organizations located in their country. They guide all units in FAO on country assistance priorities and all FAO staff in the country on advocacy, policy, security and general managerial issues. FAOReps work in the direct line of command of the Regional Representative.

¹ FAO country offices, also known as FAO Representations, may be headed by a FAO Representative or a Technical Officer serving as FAORep. In some cases, FAO representation in the country is achieved through the concurrent accreditation of a FAORep resident in another country. In such cases, there is a resident National Professional Officer or a National Correspondent.

FAOREps lead FAO's response to individual member countries' priorities and specific needs, notably in the context of the United Nations Development Assistance Framework (UNDAF) and FAO Country Programming Framework (CPF) processes.

In order to accelerate and to enhance the effectiveness of decentralization of programme delivery, the Organization has strengthened the resource base available for technical assistance at field level by expanding the Technical Cooperation Programme (TCP) Facility², with FAOREps now having the authority to approve commitments up to USD 200,000 per biennium for each eligible member country. In this context, the FAOREps have also been granted a higher level of delegation of authority for the procurement of goods and services and for the recruitment of personnel.

The decentralization process over the past few years has resulted in the FAO Reps having increased levels of authority, responsibility and delegations, especially related to the project cycle and their role in the UN Country Team (UNCT).

Each fully-fledged Country Office has an FAO Representative (international staff normally at P5/D1 level) and two National Professional Officers (Assistant FAOR Programme and Assistant FAOR Administration), in addition to other support staff whose number varies depending on the volume and complexity of the work carried out by the office.

A number of Deputy FAORep posts have also been established in countries with large portfolios.

² The Technical Cooperation Programme (TCP) is funded by the FAO Regular Programme and supports FAO Member Nations through projects that address specific problems in the agriculture, fisheries and forestry sectors. The aim of the TCP projects is to produce tangible and immediate results in the battle against hunger and to pave the way for long term sustainable development programmes.

The TCP Facility (TCPF) enables FAO Representatives to respond to government requests for urgent small-scale technical assistance activities and to strengthen the field programme development process.

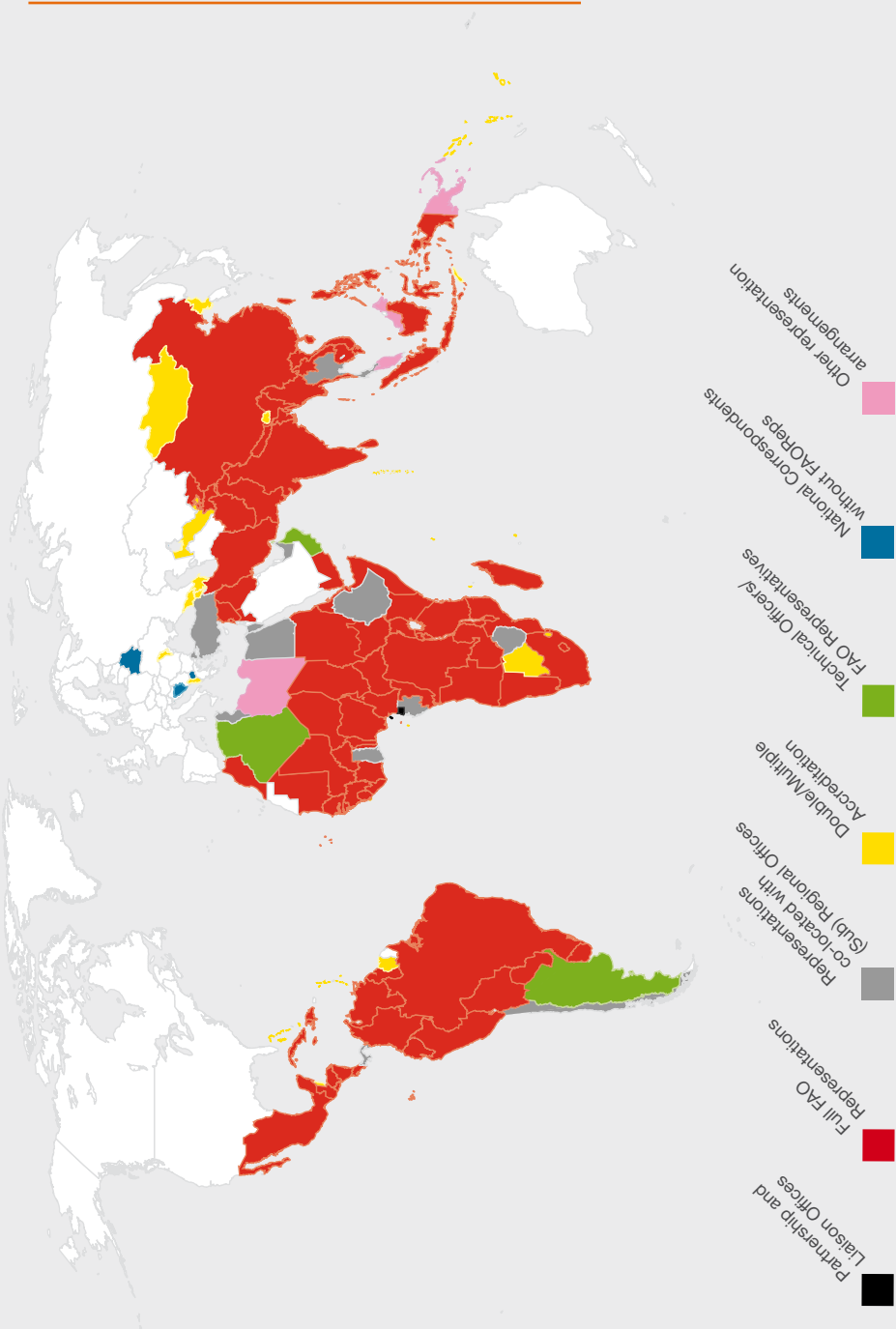




FAO Premises by Region					
FAO Region	Premises provided free of charge by Government to FAO	Premises provided free of charge by Government to UN (UN Common Premises)	FAO Rented Premises	UN Rented Premises (UN Common Premises)	
Africa	20	10	7	1	
Near East	9	1	4	2	
Latin America and the Caribbean	11	4	6	1	
Asia and the Pacific	5	2	4	1	
Europe and Central Asia	4	0	1	1	
Total	49	17	22	6	

NB: Excluding "Multiple Accreditation" and "National Correspondent" countries, including TOs, SROs, and ROs

Coverage and Location of Country Offices



Offices	Africa	Asia and the Pacific	Latin America and the Caribbean	Near East and North Africa	Europe and Central Asia
Partnership and Liaison Offices	Equatorial Guinea				
Full FAO Representations (FAORs)	Angola, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Democratic Republic of the Congo, Republic of Congo, Côte d'Ivoire, Djibouti, Eritrea, Gambia, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, South Sudan, Tanzania, Togo, Uganda, Zambia	Afghanistan, Bangladesh, Cambodia, China, India, Indonesia, Laos, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Vietnam	Bolivia, Brazil, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Paraguay, Peru, Trinidad and Tobago, Uruguay, Venezuela	Iran, Iraq, Jordan, Lebanon, Mauritania, Morocco, Sudan, Syria, Yemen	Kyrgyzstan, Kazakhstan*, Tajikistan
Representations co-located with (Sub) Regional Offices	Gabon, Ghana, Ethiopia, Zimbabwe	Samoa, Thailand**	Barbados, Chile, Panama	Egypt, Tunisia, UAE	Turkey
Countries covered by double/multiple accreditation with a Deputy FAOR, or an Assistant FAOR or National Correspondent	Botswana, Comoros, Mauritius, Sao Tome and Principe, Seychelles, Swaziland	Bhutan, Cook Islands, Fiji, Kiribati, Korea DPR, Maldives, Marshall Islands, Micronesia (Federated States of), Mongolia, Nauru, Niue, Palau, Solomon Islands, Timor Leste, Tonga, Tuvalu, Vanuatu	Antigua and Barbuda, Bahamas, Belize, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname		Albania, Armenia, Azerbaijan, Georgia, Moldova, Turkmenistan*, Uzbekistan
Technical Officers / FAORs			Argentina	Algeria, Oman	
National Correspondents without FAORs					Belarus, Bosnia & Herzegovina, Macedonia, Serbia*
Other representation arrangements		Malaysia, Papua New Guinea***		Libya	

* envisaged but not yet implemented

** FAO Office for Thai Affairs

***FAO Office with Programme Officer

Profile of FAO Representatives

Out of all the FAOReps currently (October 2014) on post, fourteen are women (19%). These posts normally range from P-5 to D-1. Although the required minimum educational background is a university degree in a major discipline relevant to the work of the Organization, most FAOReps have advanced degrees. Substantive professional background in a technical area of interest to the Organization and considerable managerial experience are prerequisites for being considered for a FAORep position.

FAOReps normally spend an average of 4 to 5 years in a country.



FAO Policy on Selection and Evaluation of FAO Representatives

Appointing FAO Representatives of the highest caliber is crucial, since they are the staff who will lead FAO's Country Offices in directly addressing the needs of the Member States.

Potential FAO Representatives are identified in various ways. An important approach is the call for expression of interest, issued to serving FAO staff twice a year. CVs of candidates may also be obtained from different sources and through outreach approaches. Candidates meeting all essential qualifications are included in a Roster managed by the Office of Support to Decentralized Offices (OSD) and are considered for suitable openings.

Following rigorous review of available candidatures, applicants are interviewed by a selection team, comprising the concerned ADG/Regional Representative, the ADG Technical Cooperation Department, the Subregional Coordinator (where applicable), and the Director of the Office of Support to Decentralized Offices. They conduct a competency-based interview of applicants, review the outcome of the assessment of managerial competencies (conducted by a professional assessment company), check references and provide individual assessments of the candidates. CVs of successful candidates are submitted to the Director-General for final decision, subject to the clearance of the government of the country of assignment.

FAO Liaison Offices have been established at strategic locations. Some of them are in places where many UN system organizations and other international, intergovernmental or non-governmental associations or organizations are working. Liaison Offices maintain relations with Members and external development partners operating in these locations. They monitor developments affecting nutrition, food and agriculture and represent the Organization at relevant meetings.

LIAISON OFFICE WITH THE UNITED NATIONS IN NEW YORK (LON)

The Liaison Office has a lead responsibility in the development and implementation of FAO policies and decisions concerning enhanced FAO cooperation and partnerships with the United Nations system and with other international organizations and institutions located in New York.

LIAISON OFFICE FOR NORTH AMERICA IN WASHINGTON D.C. (LOW)

The Liaison Office advises and assists in the development and implementation of FAO policies and programmes by facilitating communication and cooperation between FAO and the North American governments and the public, and between FAO and the international and inter-American organizations based in Washington D.C.

LIAISON OFFICE WITH THE UNITED NATIONS IN GENEVA (LOG)

The Liaison Office advises and assists, together with LON, in the development and implementation of FAO policies and decisions concerning enhanced FAO cooperation and partnerships with the UN system, between FAO and the United Nations and with other international organizations located in Geneva. It serves as the focal point for relations with these organizations.

LIAISON OFFICE WITH JAPAN IN YOKOHAMA (LOJ)

The Liaison Office advises and assists in the development and implementation of FAO policies and programmes by facilitating communication and cooperation between FAO and the Government of Japan and the public, and between FAO and international organizations based in Japan.

LIAISON OFFICE WITH THE EUROPEAN UNION AND BELGIUM IN BRUSSELS (LOB) The Liaison Office follows the work of the European institutions (Commission, Parliament, Committees, Council, European Economic and Social Committee) and other organs of the European Union in areas of relevance to FAO policies and programmes, and facilitates communication and cooperation between FAO and these institutions. It also provides liaison arrangements between FAO and the ACP Secretariat, the Belgian Federal and Regional Governments and institutions, as well as with NGOs and UN Agencies based in Belgium.

NEW PARTNERSHIP & LIAISON OFFICES



In order to respond to the demands of a number of Member Nations for the establishment of an FAO presence in their country or for the strengthening of an already existing FAO presence (e.g. an FAO Representation), the Organization has developed the concept for a new type of FAO country office which should be better suited to the needs of these Member Nations, as compared to a traditional FAO Representation.

The functions of this new type of Representation will include, among others:

- coordinating with government a stronger participation of the country in FAO's work and programmes at the national, subregional, regional and interregional levels;
- enhancing the possibilities for cooperation between the country and FAO through development of unilateral projects, South-South Cooperation and developing the capacity of human resources, as well as strengthening the relationships with international cooperation agencies, as applicable; providing technical support to the government;
- promoting partnerships with private sector, academic institutions, civil society organizations and NGOs, with a view to facilitating exchanges in matters related to governance of food security and nutrition, technology transfer, training and research, and to improve access to scientific and technical information in the fields of agriculture, forestry, fisheries, livestock, trade, etc.;
- cooperating with governments, civil society and the general public;
- promoting knowledge sharing and dissemination on the issues associated with FAO's mandate;
- ensuring international organizations based in the country are informed of FAO's main policies and positions, including emergency appeals, and promoting increased cooperation and partnership;
- recruiting staff; and
- translating of technical documentation into national language when not an official FAO language.

The size and staffing of the office would depend on the level of activities and the programme portfolio that would be mobilized.

Any Member Nation who wishes to strengthen its partnership with FAO can request the establishment of a Partnership and Liaison Office. In particular, this new type of office has been specifically designed for countries which, due to the improvement in their overall economic conditions and their transition to middle-income or high-income status, are now in a position to cover the full cost, or at least part of it, of the technical assistance that they may require and/or provide resources to support other countries.

The current FAO policy is that any incremental cost related to the establishment of a new FAO "Partnership and Liaison Office" or to the upgrade of an existing FAO decentralized office has to be covered by the requesting Member Nation and should not result in any additional cost to the FAO Regular Programme which is approved every biennium by the FAO Conference.

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List of Acronyms

AFAOR	Assistant FAO Representative (National Professional Officer)
CPF	Country Programming Framework
DO	Decentralized Office
DRR	Deputy Regional Representative
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representation
FAORep	FAO Representative
LO	Liaison Office
MDT	Multidisciplinary Team
NGO	Non-governmental Organization
OSD	Office of Support to Decentralized Offices
REIO	Regional Economic Integration Organization
RI	Regional Initiatives
RO	Regional Office
RR	Regional Representative
SOs	Strategic Objectives
SRC	Subregional Coordinator
SRO	Subregional Office
STO	Subregional Technical Officer
TCP	Technical Cooperation Programme
TO	Technical Officer
UNCT	United Nations Country Team



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