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COUNCIL

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Vision for the Structure and Functioning of Decentralized Offices

Executive Summary

1. This document provides a medium to long-term vision for the structure and functioning of the Decentralized Offices (DOs) network, as well as a strategy and an integrated set of actions to achieve this vision. This vision reflects the IPA actions related to decentralization and the views expressed on this subject by the five Regional Conferences held in 2010.

2. The overall management vision is: "FAO, functioning as one, with DOs an integral part of the Organization, is a world-wide provider of high quality policy advice, information, support for capacity development and technical services on food and agriculture." The strategy to achieve this vision would be to pursue a "Strong and responsive country-office-centred network that provides timely and effective services by drawing on the full range of technical expertise in FAO, its Members and Partners".

3. The strategy would cover actions in areas of structure, staffing, operations and funding.

The Council is requested to:

Provide guidance on the vision, strategy and areas of major actions as set out in the document, taking into consideration the emerging issues, challenges and risks that need to be addressed.

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Vision on Structure and Functioning of FAO's Decentralized Offices Network

A. Introduction

1. In 2009, the FAO Conference endorsed the request which emerged from CoC-IEE discussion on Action 3.84 of the Immediate Plan of Action (IPA) for Management to "prepare a medium to long-term vision related to the structure and functioning of the Decentralized Offices (DOs) network, taking account of the IPA actions on decentralization". The Conference also requested a consultation process with the Regional Conferences (RCs). In line with this, a document "Towards a New Vision for the Decentralized Offices Network" that included recommendations on structure and functioning, was presented to the five RCs held over the course of 2010. The Joint Meeting of the Programme and Finance Committees also reviewed progress on decentralization at its meeting on 27 October 2010 and re-iterated the request to Management to present to the Programme and Finance Committees, as well as the CoC-IEE, a comprehensive vision of the effective and efficient functioning and benefits of FAO's DOs network, reflecting IPA actions on decentralization and any other pertinent initiatives being taken. This request was endorsed by the Council at its 140th session in November-December 2010.

2. Section B of the current document includes a summary of the views of the RCs on the topic of decentralization and on the overall vision of the structure and functioning presented to them. Section B also presents a high-level vision for the global network of offices. Section C then provides an overview of the benefits from actions being implemented under the IPA, with an assessment of the emerging gaps, challenges and risks, and Section D considers some strategic actions, grouped into four major areas. Section E concludes seeking guidance from the Members on the vision, as well as on some strategic actions.

B. An Overall Vision for the Decentralized Offices Network

The Outcome of the Discussions in the Regional Conferences

3. The work done in the area of decentralization, as well as the document "Towards a New Vision for the Decentralized Offices Network", was presented to the five RCs where it generated substantial discussion. A summary of the discussions by the RCs on decentralization is provided in Attachment 1. In general, the RCs agreed with, and appreciated and supported, the work done so far in the area of decentralization. The RCs for Africa and for the Near East also endorsed the overall vision, including the proposals on the structure and functioning, as presented to them.

4. **Country Coverage.** With regard to the country coverage through FAO Representations, the RCs highlighted the importance of FAO's country presence. The RCs for Africa, for Asia and the Pacific, for Europe and for Latin America and the Caribbean requested that such presence be further extended and strengthened. The RCs for Latin America and the Caribbean and for Africa also expressed the view that the criteria for the review of country offices, as set out in the IPA, were not practical. The RC for Africa further requested that the special needs of their region be considered, stating that multiple accreditation of FAO Representatives would not be suitable in Africa. The RC for Latin America and Caribbean also requested that FAO maintain a country presence whenever necessary and requested by the government in question, and that the option of sharing offices with other UN Programmes and Agencies be appraised, stressing that it should not affect the Organization's mandate or programmes.

5. **Structure and Functioning of the DOs Network.** The RCs highlighted the need for further strengthening of the technical capacity of DOs. The RC for Asia and the Pacific also suggested enhancing the capacity of DOs to provide timely response to emergencies and disasters as well as address investment issues; develop effective linkages within the Organization as well as with

governments, UN system organizations and development partners; and maintain effective linkages between DOs and headquarters staff. Some of the other key points on structure that emerged from the RCs in 2010 are: strengthening of the DOs network which includes enhanced capacities in Regional and Subregional Offices; adjustments in the co-located Regional and Subregional Offices set up in Santiago and Budapest[1]; and opening of new Country Offices.

The Overall Vision

6. Based on the general feedback from the RCs, the overall Management vision is:

> ***FAO, functioning as one, with DOs an integral part of the Organization, is a world-wide provider of high quality policy advice, information, support for capacity development and technical services on food and agriculture***.

The primary building block for FAO to be the premier worldwide provider of services in its area of mandate is a strong and responsive country-office-centered network that provides timely and effective support to Members by drawing on the technical expertise in subregional, regional and headquarters (HQ) units, as well as from partners and Members themselves. From this perspective, action may be considered in four major areas related to structure, staffing, operations and funding as summarized in Chart 1.

C. Progress on Decentralization and Emerging Issues

7. Over the last several years, efforts have been made to establish a DOs network[2] that is suited to the needs of Members. FAO's field programme has increased significantly to reach USD1.2 billion in the 2008-09 biennium with funds coming predominantly from voluntary contributions and mostly for national-level projects - see Tables 3-7 in Section II that provide data for the field programme, and on the sources of funding from the Regular Progamme and from voluntary contributions between 2004 and 2010. The strength and relevance of FAO's DOs network has also improved in response to an increased level of activities at country level. Developmental activities are being increasingly undertaken by the DOs, mostly at country level – see Tables 8 and 9 in Section III that provide data on the level of extra budgetary resources being operated by DOs. The coherence and relevance of the work of the DOs with national needs and priorities has been improved both by internal processes, such as better planning through the National Medium Term Priority Frameworks (now renamed Country Programming Frameworks)[3], as well as by closer working relations with partners, particularly UN partners at country and regional level[4]. The process of decentralization has accelerated with the start of the IPA with most of the actions specifically related to decentralization having been completed or currently being implemented. The key actions completed include full involvement of the Regional Offices in decision-making in policy and programme matters; transfer to the Regional Offices of the supervision of Regional Technical Officers and FAO Representatives; decentralization of decision-

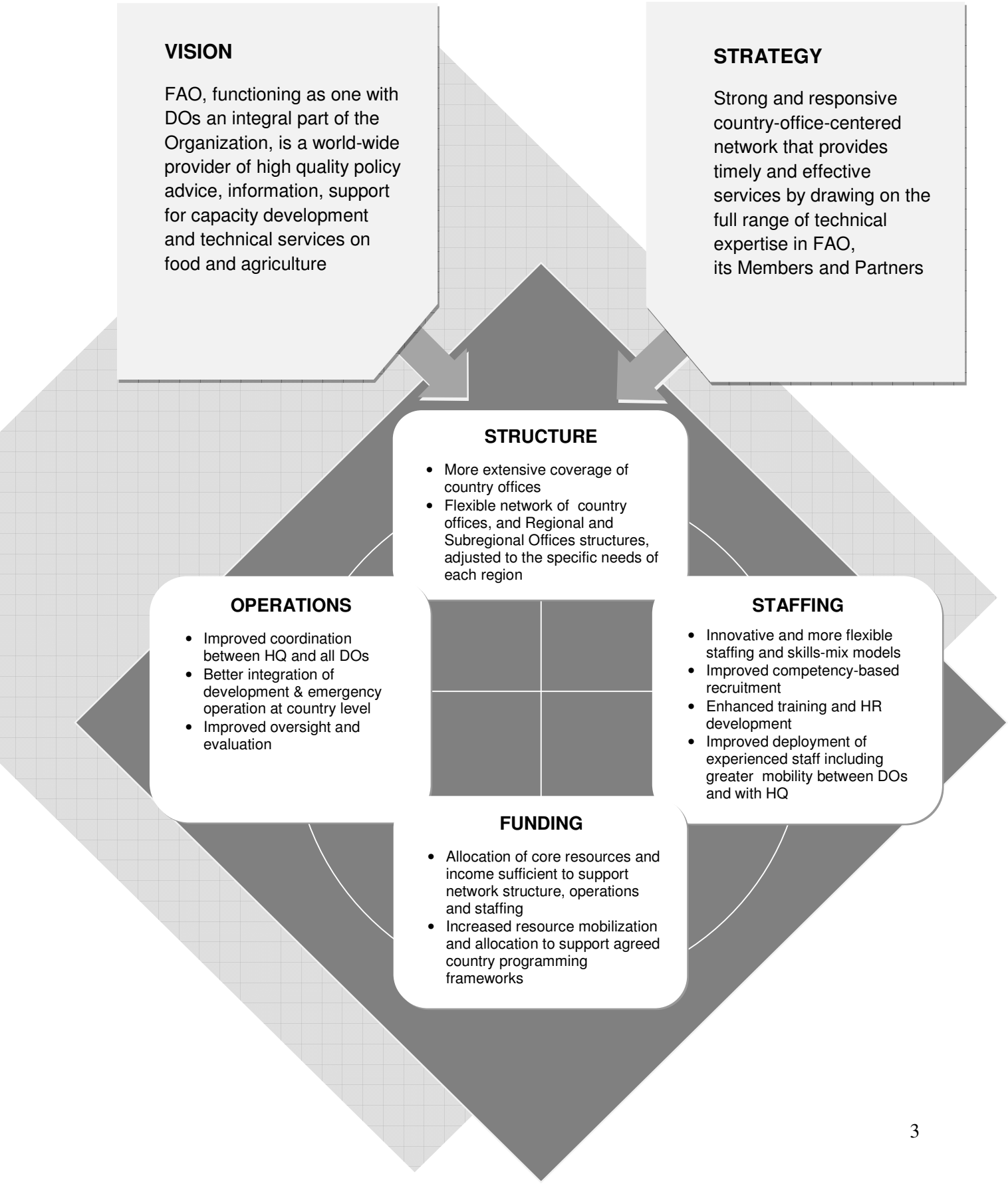
[1] The recently completed independent evaluation of the Regional and Subregional Offices in the Near East is proposing the same for the office in Cairo, Egypt.

[2] Information on the DOs network, including structure, staffing and regular programme resources is provided in Tables 1 and 2 (Section I).

[3] Further improvements are being made in this process following the independent evaluation of country planning; the UNDAF Guidelines; and the country-level work planning pilot.

[4] FAO has been actively participating in the UN Reform at HQ level; at regional level through the UN System Regional Management Teams; and at country level, particularly in the eight Delivering as One pilots as well as in the several "self starters".

Chart 1: Functioning as One FAO



making on the TCP; increased delegation of authority to DOs in the areas of procurement, human resources, etc.; full integration of DOs staff in the results-based management system; increased training; and improvements in ICT systems which will allow better communication and extended use of web-based corporate systems in DOs. The major IPA actions directly related to decentralization that are still under implementation relate to Benchmarking (Action 3.88), which is currently under discussion for final design, and preparation of a revised competency profile (Action 3.87) for staff in DOs. Both these actions are expected to be completed in the course of 2011 with implementation to be started in 2012/13.

Benefits

8. The actions undertaken under the IPA in support of decentralization are contributing to FAO functioning as one, with improved planning and coherence of the Organization's work in support of Members and greater involvement of DOs in all aspects of strategic policy-making. Some of the benefits that can already be seen include:

- Greater reflection of the needs and priorities of Members in FAO's policies, programmes and projects. This is a result of the increased and more systematic involvement of DOs in senior level policy- and decision-making; delegation of authority on TCP; an enhanced role of DOs in resource mobilization and partnerships; and more focus on priority setting at country, subregional and regional level, including a much expanded role for the RCs.

- A more integrated and cohesive corporate workforce. This is the result of the incorporation of staff in DOs in the Organization's accountability structure and the requirement to participate in work planning and in the Performance Evaluation and Management System (PEMS); introduction of a rotation and mobility policy; an increased training effort; and culture change initiatives at HQ and in the DOs.

- A more responsive and efficient DOs network as a result of a higher level of delegated authority, particularly in the areas of human resources management and procurement of goods and services.

9. Other benefits in terms of greater efficiency and effectiveness are expected to emerge over time, including those resulting from the transfer of functions from HQ to the Regional Offices for the management of technical officers and FAO Representatives. These additional benefits will, together with others activities of the IPA, such as Culture Change and RBM, enable FAO to progressively work in a more fully decentralized way in line with the overall vision for the DOs network.

Gaps, Challenges, Risks and Issues

10. A large scale change process, such as the one launched under the IPA, cannot be implemented without revealing a number of gaps, challenges and risks. The most important of these, as currently perceived by Management, relate to:

- How to determine the optimal scale and scope of the Country Offices network. There is growing consensus, as reflected during discussions in the RCs on the need for strengthening of the DOs network, including the establishment of new Country Offices.

- How to ensure an adequate level and allocation of core resources and income to support the DOs network structure, operations and staffing in line with their expanded responsibilities. This is critical to providing the enabling environment for delivering policy advice and technical services, and mobilizing resources, to address the agreed priority areas of action including those identified in the Country Programming Frameworks (CPFs).

- How to ensure that decentralization, which is mainly focused on the five Regional Offices, does not result in fragmentation of the Organization, creating five "regional FAOs" having divergent

approaches and applications of corporate policies; limited mobility of staff among regions; and different methodologies and processes in dealing with Country Offices.

- How to ensure that decentralized technical officers, who are now under the direct supervision of the Regional Representatives, remain closely linked to their technical colleagues in HQ, as well as to those in other DOs, and are able to draw on the full technical knowledge of the Organization in providing support to projects and programmes, as well as policy advice.

- How best to reap the synergies between "development" and "emergency" programmes. A more integrated approach to these two major areas of FAO's work would ensure smoother implementation, ensure that FAO's technical know-how is fully mobilized for short-term interventions, and also facilitate a more effective transition from relief and rehabilitation to longer-term development.

D. Areas of Action to Address Gaps, Challenges and Risks

11. As mentioned above, implementation of the vision would require that the actions be considered in four major areas related to structure, staffing, operations and funding.

Structure

12. The structure of the DOs should ensure that all parts of the Organization (HQ and DOs) function as one, and that assistance to Members draws on the full range of technical expertise available in FAO, its Members and Partners. FAO currently has a multi-tiered structure for providing services which include HQ, Regional Offices, Subregional Offices, Country Offices, and programmes and projects at field level. The mandates for regional, subregional and country offices are provided in Attachment 2.

13. However, there are significant differences among regions. For example, the Africa region has the most comprehensive structure with a Regional Office, four Subregional Offices, and 41 country offices. In contrast, the Asia and the Pacific region has one Subregional Office, while Europe does not have fully fledged Country Offices. As no one-size fits all, decisions on structure have to be taken by Members.

14. Some issues need additional review by Management including further fine-tuning of FAO's Country Offices network with the introduction of measures such as cost-sharing agreements, in particular by middle-income countries; project-type, time-bound, representational agreements; a greater use of UN system country offices; and enhanced use of multiple accreditation, with a concurrent strengthening of the national staff, as necessary, in the relevant Country Offices. A review is also needed of the current practice of covering some countries by outposting/seconding technical officers from Regional or Subregional Offices/Multidisciplinary Teams (MDTs), or placing FAO Representatives against posts in Regional Offices.

15. Some of the options that Members, meeting in future RCs, could consider are:

- The establishment of a structure of DOs that is best suited to the specific needs of each region. This may include consideration of a structure with fewer layers between the country level, where the bulk of the work is performed, and the main repository of global technical excellence, which rests with the HQ technical divisions.

- A further strengthening of the Subregional Offices/MDTs to be achieved by refocusing the Regional Office's work on regional policy and strategic issues.

Staffing

16. FAO's effectiveness depends critically on the quality of staff, particularly staff that work with Members at country level. In order for the Organization to fulfill its mandate, it is essential that the DOs network be staffed with experienced and skilled experts who are able to draw upon the full range of technical expertise available in FAO, its Members and Partners. Important actions to ensure the highest quality of staff, such as improved training, mobility and rotation policies are being introduced. A review of the competency framework for the Organization, including for heads of DOs, is currently being carried out which will pave the way for improved competency-based recruitment and staff management. However, there may be a need for the management to explore further options including:

- Ways to provide greater flexibility for Regional and Subregional Offices with regard to overall staffing levels, as well as the skill mix. These should be consistent with the priority setting process at country, subregional and regional levels. Options could possibly include the introduction of "core" and "non-core" staff categories for the positions of members of the MDTs. Such practices, particularly "assignment for limited durations" for non-core staff, have been introduced in some other UN organizations.

- Innovative ways to strengthen DOs' human resources, such as national experts, junior professionals, volunteers and South-South Cooperation experts. The Organization already has a number of agreements with Universities and Research Centers and this modality has the potential of being expanded considerably.

Operations

17. FAO has a large network of DOs with presence in over 130 countries. Unity of purpose and practice across all parts of the Organization is essential to avoid overlap, fragmentation, duplication and working at cross-purposes. In order to do this, a major effort has been made to prepare an overall strategic framework and a medium-term plan which set out the goals and objectives towards which all parts of FAO need to work. Results-based management and PEMS, which are being extended to all parts of the Organization, will play a key role. Other critical ongoing initiatives include the changes in planning and priority setting, the knowledge management efforts, capacity development initiatives, and improvements in ICT and information systems that have resulted in increased interactions between DOs and HQ.

18. Some other areas to be reviewed by Management in order to ensure further improvements include the following:

- Better coordination to ensure that decentralization does not result in fragmentation, where the DOs and the five regions work independently of HQ and of each other. The monthly Operational Arm Meeting, chaired by the Deputy Director-General Operations, is already playing an important role in this regard. Further improvements in central oversight and coordination could be considered.

- Strengthened planning particularly to ensure that the priority setting effort at Regional and Subregional level takes full account of country plans.

- Further improvements in ICT aimed at allowing DOs, wherever possible, to make full use of corporate systems related to finance, administration and knowledge management.

- How to better integrate the Organization's emergency and development programmes at country level. This could include, in the short-term, greater synergy between emergency operations and FAO Representations. Over the medium to longer term, the issue of leadership for coordinating all

programmes in the country would need to be considered, with a view to ensuring optimal synergy, efficiency and effectiveness, while ensuring the necessary flexibility.

Funding

19. With greater decision-making, implementation and operational responsibilities being given to the DOs, additional resources will be required to ensure their operations and necessary staffing. Without such resources, funds may be diverted from technical support to administration, management and oversight. This is particularly a risk in Regional Offices which have taken over a number of such operational responsibilities and support services from HQ. In addition, at country level the preparation and launching of the CPFs, particularly in the context of a more joined-up UN system effort will need resources. For decentralization to work effectively, it is critical that the resources issue be addressed by a balanced approach that includes core resources, as well as increased resource mobilization and income generation by DOs.

20. Some options, that Members and Management need to jointly consider, are:

- The further integration of Regular Programme and extra-budgetary resources at DOs level which would allow the size, structure and composition of these offices to match the specific requirements of the programme.

- Increased resources from extra-budgetary projects to DOs, through improved project budgeting and financial management which aim at fully recovering from projects and programmes all related costs incurred at country level.

- Further mobilization of local financial resources by DOs in general, and country offices in particular, from donors, regional and subregional organizations/institutions, and the private sector.

E. Guidance Sought

21. In overall terms the work on decentralization, particularly the implementation of the IPA, has been progressing satisfactorily and this has been acknowledged by all RCs. However, emerging issues, challenges and risks need to be addressed if the DOs network is to efficiently and effectively provide support to Members. In moving forward, Members may wish to provide guidance on the vision, strategy and areas of major actions as set out in this document. In addition:

- Governing bodies, including RCs, could provide further guidance on the overall structure of the DOs network and on the relative roles of the Regional, Subregional/MDTs and Country Offices in supporting Members. This would provide the basis for continued discussion by Management on this topic.

- While efforts will continue to improve efficient use of resources and mobilize extra-budgetary resources, the allocation of core resources and income may need to be revisited in order to provide sufficient funding to support the structure, operations and staffing of the DOs network. Members may wish to revisit the issue of the allocation of Regular Programme resources between HQ and DOs. Donors, in particular, may also support better recovery of costs by the DOs for managing projects and programmes.

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Section I. Structure, Staffing and Funding of the Decentralized Offices Network

(Tables 1-2)

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Table 1 – Current Structure of Regional Offices, Subregional Offices/MDTs and Country Offices

Regional Offices (5)

Office name	City	Country
Regional Office for Africa	Accra	Ghana
Regional Office for Asia and the Pacific	Bangkok	Thailand
Regional Office for Europe and Central Asia	Budapest	Hungary
Regional Office for Latin America and the Caribbean	Santiago	Chile
Regional Office for the Near East	Cairo	Egypt

Subregional Offices and Multidisciplinary Teams (13)

Office name	City	Country
Subregional Office for the Pacific Islands	Apia	Samoa
Subregional Office for Central Asia	Ankara	Turkey
Subregional Office for Central and Eastern Europe	Budapest	Hungary
Subregional Office for Central Africa	Libreville	Gabon
Subregional Office for Eastern Africa	Addis Ababa	Ethiopia
Subregional Office for Southern Africa	Harare	Zimbabwe
Subregional Office for West Africa	Accra	Ghana
Subregional Office for the Caribbean	Bridgetown	Barbados
Subregional Office for Central America	Panama	Panama
Multidisciplinary Team for South America	Santiago	Chile
Subregional Office for North Africa	Tunis	Tunisia
Multidisciplinary Team for Oriental Near East	Cairo	Egypt
Subregional Office for the GCC States and Yemen	Abu Dhabi	UAE

Liaison Offices (5)

Office name	City	Country
Liaison Office with the European Union and Belgium	Brussels	Belgium
Liaison Office with the United Nations (Geneva)	Geneva	Switzerland
Liaison Office in Japan	Yokohama	Japan
Liaison Office with the United Nations	New York	USA
Liaison Office for North America	Washington	USA

FAO Representations (excluding FAORs hosted in Regional or Sub-Regional Offices) (74)

Afghanistan	Gambia	Nepal
Angola	Guinea	Nicaragua
Bangladesh	Guinea-Bissau	Niger

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Benin	Guyana	Nigeria
Bolivia (Plurinational State of)	Haiti	Pakistan
Brazil	Honduras	Peru
Burkina Faso	India	Philippines
Burundi	Indonesia	Rwanda
Cambodia	Iran (Islamic Republic of)	Senegal
Cameroon	Iraq	Sierra Leone
Cape Verde	Jamaica	Somalia
Central African Republic	Kenya	South Africa
Chad	Lao People's Dem Rep	Sri Lanka
China	Lebanon	Sudan
Colombia	Lesotho	Syrian Arab Republic
Congo	Liberia	Togo
Costa Rica	Madagascar	Trinidad and Tobago
Cuba	Malawi	Uganda
Côte d'Ivoire	Mali	United Republic of Tanzania
Dem Rep of the Congo	Mauritania	Uruguay
Djibouti	Mexico	Venezuela
Dominican Republic	Morocco	Viet Nam
Ecuador	Mozambique	Yemen
El Salvador	Myanmar	Zambia
Eritrea	Namibia	

Countries Covered by Multiple Accreditation with a National Professional Officer (NPO) or a National Correspondent (NC) (36)

Antigua and Barbuda	Georgia	Republic of Moldova
Armenia	Grenada	Saint Kitts and Nevis
Azerbaijan	Kiribati	Saint Lucia
Bahamas	Kyrgyzstan	Saint Vincent & the Grenadines
Belize	Maldives	Sao Tome and Principe
Bhutan	Marshall Islands	Seychelles
Botswana	Mauritius	Solomon Islands
Comoros	Micronesia (Federated States of)	Suriname
Cook Islands	Mongolia	Swaziland
Dem People's Rep of Korea	Nauru	Tonga
Dominica	Niue	Tuvalu
Fiji	Palau	Vanuatu

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FAO Offices with Technical Officer/FAOR (8)

Algeria	Guatemala	Paraguay
Argentina	Jordan	Qatar
Equatorial Guinea	Libyan Arab Jamahiriya	

National Correspondents (without FAOR) (5)

Albania	Papua New Guinea	Tajikistan
Belarus	Romania	

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Table 2 - Staffing and Regular Programme Resources

2010-2011 Regular Programme Resources					
Office	**Biennial RP Budget * (USD million)**	**Posts (C 2009/15, Annex X)**			**Remarks**
		Prof	**GS**	**Total**	
Africa					
RAF (Regional Office)	15.0	24	39	63	
SFC (Subregional Office)	5.2	10	3	13	
SFE (Subregional Office)	6.1	11	6	17	
SFS (Subregional Office)	7.0	12	9	21	
SFW (Subregional Office)	5.8	9	5	14	Co-located with Reg. Office
RAF (FAOR Network)	49.7	117	230	347	
Total Africa	**88.8**	**183**	**292**	**475**	
Asia and the Pacific					
RAP (Regional Office)	23.0	42	75	117	
SAP (Subregional Office)	4.0	7	7	14	
RAP (FAOR Network)	17.2	41	105	146	
Total Asia & the Pacific	**44.2**	**90**	**187**	**277**	
Europe and Central Asia					
REU (Regional Office)	6.9	13	15	28	
SEC (Subregional Office)	4.4	10	6	16	
SEU (Subregional Office)	4.9	8	5	13	Co-located with Reg. Office
REU (FAOR Network)	2.4	8	12	20	
Total Europe & Central Asia	**18.6**	**39**	**38**	**77**	
Latin America and the Caribbean					
RLC (Regional Office)	13.9	22	48	70	
SLC (Subregional Office)	4.9	9	9	18	
SLM (Subregional Office)	4.3	10	5	15	
SLS (MDT)	4.9	10	2	12	Co-located with Reg. Office
RLC (FAOR Network)	21.1	49	84	133	
Total Latin America & Caribbean	**49.1**	**100**	**148**	**248**	

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Near East					
RNE (Regional Office)	12.5	19	29	48	
SNE (Subregional Office)	6.3	11	12	23	
SNG (Subregional Office)	**(4.0*)**	(9)	(4)	(13)	* Under Trust Fund modality
SNO (MDT)	4.0	7	5	12	Co-located with Reg. Office
RNE (FAOR Network)	8.4	20	49	69	
Total Near East	**31.2**	**57**	**95**	**152**	Excluding SNG
Liaison Offices					
LOW	4.5	4	11	15	
LON	3.6	4	5	9	
LOG	3.3	5	4	9	
LOB	0.9	3	1	4	
LOJ	1.4	2	1	3	
Total Liaison Offices	**13.7**	**18**	**22**	**40**	

* Includes cost increases and is after distribution of unidentified further efficiency gains and one-time savings.

Section II: Delivery time series of Field Programme Activities by type and source of funding

- Tables 3-7 provide an overview of the funding source and regional distribution of the field programme total delivery of FAO for the period 2004 to 2010 (preliminary figures), Technical Cooperation includes core voluntary contributions.

- The Field Programme has increased by 142% in the last six years, with the majority of the delivery being funded by voluntary contributions (+190%).

- Africa and Asia Pacific regions see a sharp increase in delivery funded from voluntary contributions for technical assistance in 2009 and 2010. With regards to Emergencies funded from voluntary contributions, Africa and Latin America and the Caribbean see a sharp increase since 2007, while Asia Pacific from 2008.

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Table 3 - Field Programme Delivery by type and source of funding - in USD millions

	2004	2005	2006	2007	2008	2009	2010 (preliminary)
Total Field Programme	368.3	418	450.6	505.1	601.9	715.2	891.3
I. Technical Cooperation	238.7	247.6	250.1	254.9	259.8	364.6	499.4
a) Voluntary Contributions	181.9	202.2	221.1	227.7	227.2	322.1	471.1
b) Assessed Contributions (TCP & SPFS)	56.8	45.4	28.9	27.2	32.5	42.5	28.3
II. Emergencies	129.6	170.4	200.6	250.2	342.1	350.6	391.9
a) Voluntary Contributions	112.3	160.7	195.3	245.5	321.3	326.9	384.6
b) Assessed Contributions (TCP & SPFS)	17.3	9.7	5.3	4.7	20.8	23.8	7.2

Source: Oracle DWH and FPMIS - 2010 as at December.

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Table 4 - Technical Cooperation (Voluntary Contributions) - in USD millions

	2004	2005	2006	2007	2008	2009	2010 (preliminary)
Total Voluntary Contributions	181.9	202.2	221.1	227.7	227.2	322.1	471.1
I. National Projects	99.9	117.9	113.3	108.1	109.5	185	311.3
Africa	35.4	36.3	33	35.8	40	86.6	112.9
Near East	14	16.5	16.3	14.8	13.5	16.1	19.9
Asia & the Pacific	21.3	32.1	30.9	29.6	26.7	48.5	114.1
Europe & Central Asia	4	4.6	2.6	2.2	1.6	1.7	3.4
Latin America & the Caribbean	25.3	28.4	30.4	25.6	27.7	32.1	60.9
II. Regional Projects	22.4	20.7	22.3	26	29.1	30.6	42.6
Africa	6.8	6.9	7	9.3	12.9	13.3	13.9
Near East	1.5	1.1	0.7	0.9	2.1	1.7	2
Asia & the Pacific	7.1	6	6.5	7.7	8.3	7.3	11.6
Europe	2	2.1	2.1	2.4	2.1	1.7	3.4
Latin America & the Caribbean	5.1	4.6	6	5.6	3.7	6.7	11.7
III. Interregional Projects	59.5	63.6	85.5	93.6	88.7	106.5	117.2

Source: Oracle DWH and FPMIS - 2010 as at December.

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Table 5 - Technical Cooperation (Assessed Contributions) - in USD millions

	2004	2005	2006	2007	2008	2009	2010 (preliminary)
Total Assessed Contributions	56.8	45.4	28.9	27.2	32.5	42.5	28.3
I. National Projects	49.6	39.6	24.8	24.3	28.4	36.4	23.3
Africa	24.6	16.6	9.6	9.8	10.5	13	10
Near East	4.6	3.8	1.3	1.3	2.4	4.1	1.3
Asia & the Pacific	9.5	8.3	5.5	5.1	7.5	9	5.2
Europe & Central Asia	4.5	4.1	2.8	2.5	2.1	3.6	2.4
Latin America & the Caribbean	6.4	6.8	5.6	5.6	5.9	6.7	4.4
II. Regional Projects	6.4	5.1	3.5	2.6	3.8	5.6	4.3
Africa	2	1.7	0.8	0.7	1.6	1.8	1
Near East	0.7	0.4	0.2	0	0.2	0.3	0.1
Asia & the Pacific	1.1	0.7	0.9	0.9	0.8	1.3	1.8
Europe	0.3	0.3	0.2	0.2	0.2	1	0.3
Latin America & the Caribbean	2.3	2	1.4	0.8	1	1.2	1.1
III. Interregional Projects	0.8	0.8	0.5	0.4	0.3	0.5	0.6

Source: Oracle DWH and FPMIS - 2010 as at December

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Table 6 -. Emergency Activities (Voluntary Contributions) - in USD millions

	2004	2005	2006	2007	2008	2009	2010 (preliminary)
Total Voluntary Contributions	112.3	160.7	195.3	245.5	321.3	326.9	384.6
I. National Projects	70.1	135.9	147.6	191.8	266.9	274.9	335.3
Africa	38.0	67.4	78.1	120.7	147.6	163.6	180.2
Near East	17.3	31.9	21.5	20.4	31.5	25.5	25.0
Asia & the Pacific	12.4	30.3	43.3	42.0	61.9	53.9	100.1
Europe & Central Asia	1.8	2.5	2.1	3.8	10.5	12.6	5.8
Latin America & the Caribbean	0.6	3.8	2.6	4.9	15.4	19.3	24.1
II. Regional Projects	40.8	19.5	31.6	35.5	37.3	38.8	31.5
Africa	39.7	17.4	21.0	19.4	20.4	23.3	16.8
Near East	0.0	0.0	0.0	0.4	1.2	2.3	0.6
Asia & the Pacific	1.2	2.1	10.6	15.8	15.6	13.0	13.1
Europe	0.0	0.0	0.0	0.0	0.0	0.1	0.5
Latin America & the Caribbean	0.0	0.0	0.0	0.0	0.0	0.1	0.5
III. Interregional Projects	1.4	5.3	16.1	18.1	17.2	13.3	18.4

Source: Oracle DWH and FPMIS - 2010 as at December.

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Table 7 - Emergency Activities (Assessed Contributions) - in USD millions

	2004	2005	2006	2007	2008	2009	2010 (preliminary)
Total Assessed Contributions	17.3	9.7	5.3	4.7	20.8	23.8	7.2
National Projects	13.4	7.7	3.1	2.5	19.8	20.9	4.8
Africa	5.8	1.9	1.0	0.9	9.8	9.4	2.9
Near East	1.7	0.5	0.2	0.0	1.0	0.7	-0.0
Asia & the Pacific	3.1	3.3	0.8	1.0	3.5	7.2	1.3
Europe & Central Asia	0.8	0.2	0.3	0.4	1.7	1.3	0.2
Latin America & the Caribbean	2.0	1.8	0.7	0.3	3.9	2.2	0.4
Regional Projects	1.7	1.3	2.1	2.2	1.0	2.9	2.2
Africa	0.3	0.1	0.7	0.2	0.7	1.2	0.4
Near East	0.0	0.0	0.4	0.2	0.0	0.0	0.0
Asia & the Pacific	1.1	0.8	0.2	0.1	0.0	1.0	0.5
Europe	0.0	0.0	0.2	0.1	0.0	0.0	0.0
Latin America & the Caribbean	0.3	0.3	0.5	1.5	0.3	0.6	1.3
Interregional Projects	2.1	0.7	0.1	0.0	0.0	0.0	0.2

Source: Oracle DWH and FPMIS - 2010 as at December.

Section III: Delivery time series of Field Programme Activities Operated by Decentralized Office – Voluntary Contributions

- Tables 8 and 9 provides an overview of total Field Programme delivery as operated by Decentralized offices by type of activities and projects funded by voluntary contributions. These tables show increased delivery of FAO products and services at national level by decentralized offices, measured through projects delivery.

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Table 8 - Technical Cooperation (Voluntary Contributions) operated by Decentralized Offices - in USD millions

	2004	2005	2006	2007	2008	2009	2010 (preliminary)
Country Offices	31.3	34.4	30.7	32	36.1	47.8	48
Regional Offices	3.6	5.6	7	5.6	2.1	1.8	2.5
Subregional Offices	0	0.1	0.2	2.8	7.7	6.2	5.3
Africa	**34.9**	**40.1**	**37.9**	**40.4**	**45.9**	**55.8**	**55.8**
Country Offices	20	30	29.8	28.6	25.7	34	48.4
Regional Offices	7.4	7.2	7	7.5	5.3	5.1	10.1
Subregional Offices	0	0	0	0.5	2.1	0.2	0
Asia	**27.4**	**37.2**	**36.8**	**36.6**	**33.1**	**39.3**	**58.5**
Country Offices	0	0	0	0	0	0.1	0.5
Regional Offices	4.5	5.2	3.6	2.7	0.7	0.5	0.5
Subregional Offices	0	0	0	0.3	2.1	1.9	4.6
Europe	**4.5**	**5.2**	**3.6**	**3**	**2.8**	**2.5**	**5.6**
Country Offices	24.1	27.9	30	24.7	27.2	29.8	38.7
Regional Offices	4.2	2.5	3.5	3.3	2.7	4.1	7.7
Subregional Offices	0.1	1.3	1.4	1.3	0.7	2.7	4.2
Latin America	**28.4**	**31.7**	**34.9**	**29.3**	**30.6**	**36.6**	**50.6**
Country Offices	6.8	7.2	4.6	4.5	1.8	2.9	5.2
Regional Offices	7.4	9.8	12.2	11.2	13.2	13.4	15
Subregional Offices	0	0	0	0	0	0.1	0
Near East	**14.2**	**17**	**16.8**	**15.7**	**15**	**16.4**	**20.2**
DO without Interregional projects	**109.4**	**131.2**	**130**	**125**	**127.4**	**150.6**	**190.7**
Country Offices	1.3	1.1	1	0.7	0.3	0.2	0.4
Regional Offices	2	1.2	1.5	1.6	1.8	1.6	2
Subregional Offices	0	0	0.1	0.1	0.3	0.7	0.7
Interregional	**3.3**	**2.3**	**2.6**	**2.4**	**2.4**	**2.5**	**3.1**
DO with Interregional projects	**112.7**	**133.5**	**132.6**	**127.4**	**129.8**	**153.1**	**193.8**

Source: Oracle DWH and FPMIS - 2010 as at December.

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Table 9 - Emergency Activities operated by Decentralized Offices (Voluntary Contributions) - in USD millions

	2004	2005	2006	2007	2008	2009	2010 (preliminary)
Voluntary Contributions							
Country Offices in Africa	0	0	0.1	0.3	0.4	0.2	0.3
Africa	**0**	**0**	**0.1**	**0.3**	**0.4**	**0.2**	**0.3**
Country Offices in Asia	0	0	0.1	0.5	0.2	0	0.2
Asia	**0**	**0**	**0.1**	**0.5**	**0.2**	**0**	**0.2**
Regional Office	0	0	0	0	0	0	0.1
Subregional Offices in Europe	0	0	0	0	0	0.2	0
Europe	**0**	**0**	**0**	**0**	**0**	**0.2**	**0.1**
Country Offices in Latin America	0	0.1	0.2	0.7	1.4	0.6	0.2
Latin America	**0**	**0.1**	**0.2**	**0.7**	**1.4**	**0.6**	**0.2**
Subregional Offices in Near East	0	0	0	0	0	0	0
Near East	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total Voluntary Contributions	**0**	**0.1**	**0.4**	**1.5**	**2**	**1**	**0.8**

Source: Oracle DWH and FPMIS - 2010 as at December

Notes:

- Tables 8 and 9 refer only to Donor-Funded assistance executed by FAO.
- Liaison Offices do not operate Donor-Funded Technical Cooperation assistance projects.
- The data for 2010 is as of end December (preliminary closure).
- Figures for Subregional Offices start in 2005 as they have primarily been created between 2005 and 2010.

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Attachment 1 - Extracts from the Reports of the Five Regional Conferences Related to Decentralization

Regional Conference for Latin America and the Caribbean	Regional Conference for Africa	Regional Conference for Europe	Regional Conference for Asia and the Pacific	Regional Conference for the Near East
1. Overall Assessment of Decentralization				
➢ Agreed with the IPA actions related to decentralization.	➢ Endorsed the vision, as well as the proposals on structure and functioning, contained in the addendum to document ARC/10/2.	➢ Expressed its full support for the implementation of the IPA to enhance the efficiency of the Decentralized Offices network.	➢ Welcomed progress made in the implementation of IPA, particularly those having an impact on decentralization. ➢ In the context of the Regional Priority Framework (2010-2019), while welcoming the initial steps agreed to under the decentralization process in FAO, the Conference recognized that more remains to be done with respect to the commensurate delegation of authority and allocation of resources and urged FAO to advance the process accordingly.	➢ Endorsed the overall vision for decentralization as well as the proposals on structure and functioning of the Decentralized Offices network as contained in document NERC/10/2 Add.1. ➢ Urged FAO for efforts to further strengthen the Decentralized Offices network.
2. Country Coverage				
➢ Drew attention to the possible consequences of indiscriminate application of the eight streamlining criteria set out in Action	➢ Expressed the view that the criteria on country coverage provided in the IPA were theoretically good but not practical, particularly in the	➢ Requested the secretariat to provide further background documentation on decentralization, including a detailed inventory of the	➢ The delegation from Timor-Leste requested the establishment of a full-fledged FAO country office in its capital.	-

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Regional Conference for Latin America and the Caribbean	Regional Conference for Africa	Regional Conference for Europe	Regional Conference for Asia and the Pacific	Regional Conference for the Near East
3.84. In this regard, it recalled that a theoretical exercise involving the possible application of five of these eight criteria had produced the alarming result that 94 percent of FAO country offices be eliminated. ➢ Emphasized the importance of maintaining FAO's presence in all the countries of the region and of reinforcing the professional teams and technical capacities of the Regional Office and the Subregional Offices. ➢ Stressed that the criteria of cost reduction and administrative efficiency, as narrowly interpreted, were clearly insufficient to guide decisions on the decentralization process. ➢ Stressed that decisions on the decentralization process also needed to take into account the contributions of	case of Africa. ➢ The measures introduced by management were an effective way to address the structural deficit in the FAOR network budget. ➢ Recommended that the special needs of Africa be kept in mind and that a strong network of country offices, which was essential to meet these needs, be provided. ➢ Multiple accreditation for country offices would not be suitable for African countries which had urgent and pressing needs for help and support. ➢ FAO should maintain and possibly increase the number of country offices in the Region. ➢ Decentralized Offices should be strengthened through both financial and technical resources and there should be better training for staff in	present structure, staffing and funding of the Decentralized Offices and to give serious consideration to fully fledged presence in some of the countries in the region, especially in the Central Asia subregion, while reinforcing its country presence in some others through the nomination of Assistant FAO Representatives.		

Regional Conference for Latin America and the Caribbean	Regional Conference for Africa	Regional Conference for Europe	Regional Conference for Asia and the Pacific	Regional Conference for the Near East
Governments for the functioning of national, subregional and regional offices. ➢ Stated that before taking decisions on the decentralization process based exclusively on the criteria of cost reduction and savings, the actual performance of the decentralized offices needed to be assessed, for which the requirements deriving from their new role needed to be satisfied. ➢ Urged that the streamlining process consider all elements relevant to the Organization's objectives, beyond mere consideration of reduced cost. Considered it vital that there be better formulation and clarification of the flexibility approach to determining the size and composition of the decentralized offices and spoke out in defense of	these offices. ➢ The criteria for selection and appointment to FAOR positions should be revised periodically based on the evolving needs of the countries. ➢ In order to avoid FAO Representative positions being vacant for prolonged periods, there should be a time limit for Member countries to provide feedback on proposed appointments made by the Director-General.			

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Regional Conference for Latin America and the Caribbean	Regional Conference for Africa	Regional Conference for Europe	Regional Conference for Asia and the Pacific	Regional Conference for the Near East
FAO's presence in countries, whenever necessary and requested by the Government in question. ➢ Considered relevant a more in-depth appraisal of the option of sharing offices with other programmes and agencies, stressing that this option should not affect the Organization's mandate nor the programmes approved by its Governing Bodies.				
3. Structure and Functioning of the Decentralized Offices Network				
➢ The Regional Conference understands that the Subregional Office for Central America will include Mexico and will become the Subregional Office for Mesoamerica; and that Cuba and Dominican Republic will participate in the meetings of this Subregion when they consider appropriate. The Regional Conference also understands that the Regional Office in	-	➢ Suggested to give due consideration to merging the two offices (REU and SEU) in Budapest to enhance efficiency and savings.	➢ Noted the broad outline of the future vision on decentralization and requested FAO to take into account, in further elaborating the vision, additional measures to further increase efficiency and productivity: i) further strengthening of the technical capacity of the decentralized offices and, in particular, to ensure provision of adequate	➢ Called for strengthening of the Regional Office to enable it to better respond to Member Countries' needs.

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Regional Conference for Latin America and the Caribbean	Regional Conference for Africa	Regional Conference for Europe	Regional Conference for Asia and the Pacific	Regional Conference for the Near East
Santiago, Chile, will only have one multidisciplinary team which will incorporate the multidisciplinary team for South America. The functions of the Deputy Regional Representative will be revised – the only additional responsibility will be that of the FAO Representative in Chile.			technical support to country offices; ii) enhancing the capacity of the decentralized offices to provide timely response to emergencies and disasters and address investment issues; iii) implementing staff mobility and rotation policies; and iv) developing a decentralized offices network with effective linkages within the Organization, as well as with the concerned governments, other UN system organizations and development partners. ➢ Stressed the importance of maintaining effective linkages between decentralized offices and headquarters staff.	

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Attachment 2 - Roles, Mandates and Functions of Regional, Subregional and Country Offices

The responsibilities of DOs, exercised in the overall context of the Organization's Strategic Objectives, Medium-term Plan (MTP) and Programme of Work and Budget (PWB), are summarized below.

Regional Offices

The Regional Offices (ROs), working under the overall guidance of the Assistant Director-General/Regional Representative (ADG/RR), are responsible for planning, implementation, monitoring and reporting of FAO's response to the regional priorities of FAO's membership. They mobilize the resources of FAO, as well as its partners and members, in support of actions arising from regional priorities and the development of capacities in the region. They contribute regional perspectives and lessons learned from regional experience to corporate decision making; and, in close collaboration with concerned HQ Departments and Divisions, provide guidance on, and ensure adherence to, corporate policies and standards in their region. The RO and the regional projects provide support in technical areas, within the broad context of strengthening national, subregional and regional partners for achieving the MDGs.

The ADG/RR is the direct supervisor of staff in the RO, of the Subregional Coordinators (SRCs) and the FAO Representatives. He/she chairs the Regional Management Team, composed of Regional Technical Officers (RTOs), SRCs and senior regional project staff in addressing common managerial and programmatic issues. The ADG/RRs lead the regional programming and budget process in accordance with OSP guidelines, as well as the organization of the Regional Conference with support from OSD.

Subregional Offices/Multidisciplinary Teams

The Subregional Offices/Multidisciplinary Teams (SROs/MDTs), working under the guidance of the ADG/RRs, are responsible for planning, implementation, monitoring and reporting of FAO's response to the subregional priorities of FAO's membership and providing technical support to FAO Representatives. They mobilize the knowledge and other resources of FAO and its partners in support of subregional priorities and the development of capacities in the subregion. With guidance of the ROs, they provide, subregional perspectives and lessons learned e in discussions on corporate policies and standards, as well as on other regional or corporate issues. The SRO/MDT is the first port of call for technical assistance to the FAO Representations. In cases where the required expertise is not available within the SRO/MDT, they facilitate provision of expertise through the ROs or HQ.

The SRCs are the direct supervisor of all staff in the SROs (except CIO officers). They guide their staff on – and ensure adherence to – corporate policies and standard in their subregions. They chair the Subregional Management Team comprising the technical staff in the SROs, and the FAO Representatives and senior project staff in the subregion, in addressing common managerial and programmatic issues and in the formulation of subregional priorities. They lead the development of subregional areas of priority action and provide input on subregional priorities to the Regional Strategy Team, in accordance with applicable procedures. The SRO and the subregional projects of

which SRCs are budget holders provide technical, policy and other capacity development support mostly at the country (through the FAO Representative) and subregional level but may also support FAO's work at the global and regional levels. The SRO and the subregional projects provide support in technical areas, within the broad context of strengthening national, subregional and regional partners for achieving FAO's Strategic Objectives.

Country Offices

Country Offices (COs), working under the overall guidance of the ADG/RRs, and with technical input and assistance from SROs, ROs and HQ, are responsible for planning, implementation, monitoring and reporting FAO's response to the priorities of FAO's country Members. The COs mobilize the resources of FAO and its partners in support of actions arising from national priorities and for the development of national capacities. They lead FAO's engagement in long-term, nationally led processes that aim at enhancing technical and other capacities such as policy, implementation, knowledge management and partnering, addressing the enabling environment, organizations and individuals as necessary. They lead the implementation of FAO programmes in and for the country. They represent, advocate for, and communicate on behalf of FAO with the host government, the UN system in the country, national, bilateral and international organizations and development partners present in the country, the national media and other stakeholders. They provide national perspectives in discussions on subregional, regional or global issues and guidance on – and ensure adherence to – corporate policies and standards by FAO staff in their countries of accreditation.

The FAO Representative is responsible for shaping the enabling environment for the FAO Representation and for the direct supervisor of all staff in the CO. They lead the development of a Country Programming Framework (CPF) to align FAO's development and disaster risk management activities with the needs and priorities of the host country and they mobilize resources for FAO's work in and for the country in accordance with applicable guidance from TCS. They plan and report on their work plans in accordance with OSP guidelines. The FAO Representative, in consultation with the concerned lead technical officer, also supervises the staff of the development projects of which they are budget holder. They mobilize technical backstopping for projects, on a first port-of-call basis, from the SMT/MDT or, if the required expertise is not available there, from the ROs or HQs. They provide country priorities to the various Programming Processes in accordance with applicable OSP procedures.