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JOINT MEETING

Joint Meeting of the Hundred and Eighth Session of the Programme Committee and Hundred and Fortieth Session of the Finance Committee

Rome, 12 October 2011

ACTIONS ARISING FROM THE VISION FOR THE STRUCTURE AND FUNCTIONING OF FAO'S DECENTRALIZED OFFICES NETWORK

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Actions Arising from the Vision for the Structure and Functioning of FAO's Decentralized Offices Network

Executive Summary

This paper, including an Annex containing financial and staffing information, is being submitted to the Joint Meeting of the Programme and Finance Committees in accordance with the recommendation of the Conference in June 2011. The ensuing guidance from the Joint Meeting will be made available to the Council at its 143rd session in November 2011 to inform their deliberations including on Adjustments to the Programme of Work and Budget for 2012-13, and for formulating further and more specific proposals on decentralization in documents to be prepared for each of the Regional Conferences to be held in 2012.

The paper proposes two sets of related actions building on the discussion on the Vision on Structure and Functioning of FAO's Decentralized Offices (DOs) Network and the recently revised Circular on Responsibilities and Relationships.

Improved Planning and Priority Setting

A greater emphasis will be placed on countries, subregions and regions articulating their own priorities and on making the corresponding budget adjustments. Improved country programming and priority setting work at subregional and regional level (through the Regional Conferences) will also contribute to fine-tuning of the PWB 2012-13 implementation and the review of the corporate Strategic Framework and preparation of the next Medium Term Plan 2014-17, and on better defining the relations between headquarters and DOs.

A More Flexible and Streamlined DO Network

Structure: A number of specific actions are proposed on structure. A more flexible approach for determining the size of country offices is proposed, while maintaining in aggregate -at least initially- the existing total of 74 fully-fledged country offices. At a later stage, the possibility of reviewing the location and size of country offices may be explored in order to maximize FAO's effective presence and impact in response to the countries' specific needs and the priorities in the subregions and regions. Actions are also proposed to strengthen the capacity of Subregional Offices to act effectively as the 'first port of call' for the country offices on technical matters.

Staffing: Any resources available through the new staffing approach for country offices will be distributed among country offices, taking into account some IPA criteria. It is also proposed to establish country offices staffed by national staff. The staff and skills mix in DOs will be regularly reviewed and greater use made of non-staff resources, including through innovative approaches. Accelerated merit-based recruitment, and an improved competency framework together with effective annual performance appraisal of FAO Representatives will be pursued.

Funding: Resources freed up through economies in the delivery of Functional Objectives X and Y, if any, will be utilized to strengthen DOs. Improvements would be made to the utilization of Administrative and Operational Support resources and their enhanced distribution to DOs. Some other specific actions to reduce costs are also proposed.

Operations: Suggestions have been made for headquarters staff to provide effective support to the DOs, further delegations for all contractual instruments while providing a framework for accountability, provision of appropriate ICT systems for DOs, and improvements of TCP projects. Emergency relief, recovery and rehabilitation, technical assistance and other development activities will be better linked together in the country programmes and executed cost-effectively and holistically.

Guidance Sought from the Joint Meeting

The Joint Meeting is requested to provide its views on the specific actions proposed in the paper and summarized in Section C.

A. INTRODUCTION

1. In 2011, Members reviewed a proposed Vision on structure and functioning of FAO's Decentralized Offices (DOs) network, which was that:

> *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.*

Members also noted a strategy to achieve this Vision which was:

> *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.*

2. Through the Report of the CoC-IEE to the Conference on the Immediate Plan of Action for FAO Renewal, endorsed by the June 2011 Conference, Members advised on a broad series of actions relating to structure, staffing, funding and operations of DOs for implementing the strategy[1]. The proposed actions in this document build on guidance provided by Members through the CoC-IEE in 2011, and the five Regional Conferences held in 2010. In addition, they draw on the findings and recommendations of the External Auditor, Inspector-General and relevant Evaluations[2].

3. The proposed actions also build on those implemented since 2004 to improve the operational capacity of the DOs[3], as well as a number of IPA and other actions aimed at improving operations across the Organization, including the DOs[4]. Due consideration has also been given to the recently issued *Circular on Responsibilities and Relationships* (CRR) which confirms the new reporting relationships established under the IPA, with staff in Subregional Offices (SROs), Multidisciplinary Teams (MDTs) and Regional Offices (ROs) reporting to the respective Head of Office, Subregional Coordinators (SRCs) and Heads of Multidisciplinary Teams (HMDTs), as well as FAO Representatives reporting to the ADG/Regional Representative (ADG/RR), and ADG/RRs reporting to the Director-General through the Deputy Director-General Operations (DDO). The CRR also describes functional relationships and networking arrangements required to strengthen the information and knowledge exchange between staff in DOs and at headquarters, in particular through the establishment of Functional Technical Networks which would provide quality assurance of technical work, as well as sharing of experience, know-how and best practices between DOs and headquarters.

4. As proposed by the CoC-IEE and approved by the Conference, the Joint Meeting's guidance on this topic will inform the deliberations of the forthcoming Council session on decentralization and various other related topics, including Adjustments to the Programme of Work and Budget for 2012-13. The Council's guidance will, in turn, inform more region-specific decentralization proposals that will be prepared in close collaboration with ADG/RRs, for the Regional Conferences to be held in 2012. The final aim is to obtain endorsement of the Vision by the Council in 2012.

[1] Document C 2011/7, paragraphs 71 – 85 refers.
[2] These include the: Strategic Evaluation of FAO Country Programming (2010); Evaluation of FAO Operational Capacity in Emergencies (2010); Evaluation of FAO's Activities on Capacity Development in Africa (2010); Independent Review of the TCP (2005); and the Evaluation of FAO's Regional and Subregional Offices for the Near East (2010)
[3] These actions have been summarized in various documents including the report to the Regional Conferences held in 2010 titled "Towards a New Vision for the Decentralized Offices Network".
[4] These include the new Strategic Framework and the Medium Term Plan; the introduction of Results-Based Management, Performance Evaluation Management System (PEMS) and Benchmarking; a reinforced Knowledge Management effort underpinned by a new knowledge management strategy; Capacity Development initiatives; improvements in ICT and information systems; Culture Change; development of systems such as IPSAS-compliant ERP and the new web-based Field Accounting System and improvements in HR management, particularly a revised competency framework for Heads of DOs, training and staff mobility.

B. PROPOSED ACTIONS RELATED TO THE DOs NETWORK

5. FAO has a multi-tiered structure for providing services which includes headquarters, ROs, SROs, MDTs, country offices (COs), and programme and project delivery structures at field level:

a) Headquarters provides overall backup and support, as well as corporate policies, on technical, administrative and operational matters, to all levels of the Organization's decentralized structure, in response to needs and requests.

b) ROs are responsible for identification of regional priorities, the planning, implementation, monitoring and reporting of FAO's response to the regional priorities of Members in the context of agreed corporate Strategic Objectives; and for providing administrative and operational support to the SROs, MDTs and COs. They also provide technical support in areas where they have competence, with other matters being referred to headquarters.

c) SROs and MDTs function as technical hubs and focus on the provision of technical support to FAO's country programmes and activities (as "first port of call") and lead FAO's response to subregional priority areas in close collaboration with subregional organizations.

d) COs lead the planning, resource mobilization and implementation of FAO's programmes and activities at the country level (see document JM 2011.2/4 *Resource mobilization and management strategy*, also on the agenda of the Joint Meeting). They lead the Organization's country-level partnerships with government, UN, civil society and private sector partners. They lead the formulation of the Country Programming Framework (CPF), coordinate the preparation and implementation of FAO's Country Work Plan and act as Budget Holder for projects and activities.

e) Where necessary, COs have dedicated Emergency and Rehabilitation Coordination Units (ERCUs). The Organization is progressively granting the delegation of authority to COs to respond to emergencies, when appropriate capacity exists to address the complex challenges of FAO's emergency and humanitarian operations.

6. Two sets of related actions are proposed in the new strategy for the structure and functioning of the DOs network. The first set will strengthen needs identification and prioritization at the regional, subregional and country levels. This will ensure that FAO's programmes are better tailored to the specific needs and priorities of Members. The second set will ensure that the structure, staffing, funding and operations are in place to enable DOs to provide more timely and effective services, drawing on the full range of technical expertise in FAO, its Members and partners. The actions proposed in the paper provide overall parameters for actions. Proposed actions will need to be further refined and adapted to the needs of different regions and subregions.

Improved Planning and Priority Setting

7. In line with the overall thrust of the IPA towards functioning as one, greater emphasis has been given to the involvement of countries, subregions and regions in articulating their priorities for collaboration with FAO and improving input, through the Regional Conferences, on the results-based programming and budgeting process. In 2009, the FAO Conference adopted a more inclusive intergovernmental process of review of priorities and programmes and budget proposals. The Regional Conferences' Reports are now presented to the Council, through the Programme and Finance Committees on the issues facing their regions and the strategy for addressing the priority areas. The Council examines these regional issues in its consideration of the MTP and PWB and, in particular, the regional results that guide the work of FAO's DOs.

8. In accordance with the agreed Management Response to the *Strategic Evaluation of FAO's country programming* (PC 104/4 Sup. 1), *Country Programming Guidelines* (PC 108/2) are being developed for use by COs. The strengthened country programming process, of which the CPF is a key element, will help ensure that FAO's programmes and activities are driven by country needs and priorities within the context of the Strategic Objectives agreed by the FAO Conference. This would also provide a valuable basis for: prioritizing TCP requests; planning the staffing and technical skills required to address the specific needs of Members; focusing FAO's resource

mobilization efforts; and ensuring that the Organization's emergency relief, rehabilitation, transition and development activities are planned and implemented in a coherent and integrated manner. CPF guidelines will be finalized in 2011, together with a comprehensive training programme. By the end of 2012, all countries should have at least a preliminary CPF.

9. Strengthened Country Planning, together with the priority setting work done at subregional and regional levels (through the Regional Conferences), will be a major milestone in arriving at a more flexible and responsive decentralized structure, developing a more country-centred programming and budgeting process in the regions, within the overall framework of the UN planning country processes, and contributing to the review of the corporate Strategic Framework, preparation of the MTP for 2014-17, as well as guiding implementation of the PWB, starting with 2012-13.

A More Flexible and Streamlined DOs Network

10. The establishment of a more responsive, flexible and streamlined DOs network will require actions in the fields of structure, staffing, funding and operations. The proposed actions are outlined below.

Structure

11. The decentralized structure consists of five ROs, 11 SROs, two of which are co-located with ROs, and two MDTs, both of which are co-located with ROs. There are 74 fully-fledged COs; 36 countries are served through multiple accreditation; and 14 countries have other forms of country-level presence, i.e. Technical Officers outposted as FAO Representatives from a Regional or Subregional Office, or National Correspondents. There are significant variations between regional decentralized structures that reflect different regional circumstances and needs. Detailed information on coverage at the regional, subregional and country level is provided in the Annex and summarized below.

Table 1: Structure by Region

Region	Regional Offices	Subregional Offices[5]	Multi-Disciplinary Teams[6]	Fully Fledged Country Offices	Multiple Accreditations	Other Forms of Presence
Africa	1	4 (1)		36	6	1
Asia and the Pacific	1	1		13	16	1
Europe and Central Asia	1	2 (1)		0	5	6
Latin America and the Caribbean	1	2	1 (1)	18	9	3
Near East	1	2	1 (1)	7	0	3
Total	**5**	**11**	**2**	**74**	**36**	**14**

12. Recent governing body guidance, including from Regional Conferences, and recommendations from Evaluations have underscored the need for a strong and effective COs network. It has also been recognized that SROs play a critical role in making FAO's technical expertise available to FAO COs. The proposal for well resourced SROs made in the PWB 2006-07 was substantially curtailed after the approval of the budget for that biennium, and subsequent increases have been only marginal. Most recently, the Evaluation of FAO's Regional and Subregional Offices for the Near East (PC 106/5 - FC138/22) recommended that the SROs should be: i) field-oriented and equipped to allow for timely technical support to COs and subregion-wide

[5] Figures in brackets indicate the number of SROs in the region that are co-located with the RO.
[6] Figures in brackets indicate the number of MDTs in the region that are co-located with the RO.

counterparts; ii) be consulted, as the first port of call, before the COs request technical support from ROs or headquarters; and iii) involved with, and support, the preparation and operationalization of CPFs in coordination with the ROs.

13. In line with the above recommendations and suggestions the following actions are proposed:

a) **More flexible CO structures.** At present, FAO uses four indicative staffing models (A through D), with a minimum staffing complement ranging from 6-13, for the 74 fully-fledged COs[7]. In a number of countries, a portion of the staffing in COs is provided by the host government as in-kind contributions. While maintaining an overall total of 74 fully-fledged COs, it is proposed to replace the four existing categories of fully-fledged COs with a smaller nucleus of staff to ensure core functionality, but with the flexibility and adaptability to expand in response to increased operational requirements. At a later stage, the possibility of reviewing the overall CO structure, as well as location and size of COs may be explored in order to rationalize and maximize FAO's effective presence and impact in response to the countries' specific needs and the priorities in the subregions and regions. Such a review could take into account *inter alia* factors such as population, economic, poverty and food security indicators, as well as any special geographic considerations for particular countries or regions.

b) **Strengthened SROs.** Actions will be taken to strengthen the capacity of SROs to act effectively, efficiently and consistently as the "first port of call" for the COs on technical matters. Key actions proposed are: i) discontinuation of current practice of assigning specific technical responsibilities to the heads of SROs while maintaining their role as providers of policy advice in their interaction with economic subregional organizations and in the preparation of subregional priority frameworks; ii) discontinuation of the practice of outposting regional and subregional technical officers to COs as FAO Representatives; iii) merging the co-located SRO, under one Budget Holder, with the RO in Budapest and the co-located MDT with the RO in Santiago, as recommended by the Regional Conference for Europe (ERC) and for Latin America and the Caribbean (LARC)[8].

14. Following the recommendation of the 2010 Evaluation of FAO's Regional and Subregional Offices for the Near East that there should not be more than two DOs in any country, the MDT in Cairo will be merged with the RO. Implementation of this merging will be included in the Management Plan that will set out actions in response to the Evaluation and that will be submitted for discussion to the forthcoming 2012 Regional Conference for the Near East.

15. Strengthening the role of SROs as the first "port of call" will not mean that they become the only point of contact for COs with the rest of the Organization. ROs will continue to be responsible for regional policy and strategic issues and the first port of call on administrative matters, including human resources and financial management. ROs will also be strengthened in their coordination and monitoring role vis-à-vis SROs and COs, and in the discharge of their responsibilities for reporting and accountability vis-à-vis the Regional Conferences. COs will continue to be able to draw upon required technical expertise from ROs and headquarters when it is not available at the SRO. Management will, therefore, continue to develop the necessary mechanisms to ensure that technical expertise is provided by ROs and headquarters in a timely and effective manner.

Staffing

16. The Regular Programme (RP) currently funds 287 International Professional posts (including FAO Representatives), 182 National Professional Officer posts and 760 General Service posts in

[7] Category A (13 countries) envisages a total of 13 staff positions, Category B (21 countries) 11 staff positions, Category C (23 countries) 8 staff positions, and Category D (17 countries) 6 staff positions.

[8] In line with the request made at 31st LARC held in 2010, arrangements will be made for Mexico to be covered by the Subregional Office for Central America (SLM) and the name of this office to be changed to the Subregional Office for Mesoamerica. Cuba and the Dominican Republic will participate in the meetings of this Subregion when they consider it appropriate.

the DOs network. Detailed information, broken down by ROs, SROs, MDTs and COs, is provided in the Annex and is summarized in Table 2.

Table 2: Staffing of Decentralized Offices (2010-11)

Region	International Professional Officer Posts				National Professional Officer Posts				General Service Posts			
	RO	SRO	MDT	FAOR	RO	SRO	MDT	FAOR	RO	SRO	MDT	FAOR
Africa	23	35	-	36	1	7	-	81	39	23	-	230
Asia and the Pacific	49	-	-	13	-	-	-	28	75	7	-	105
Europe and Central Asia	12	15	-	-	1	3	-	8	15	11	-	12
Latin America and the Caribbean	22	15	9	18	-	4	1	31	48	14	2	84
Near East	18	9	6	7	1	2	1	13	29	12	5	49
Total	**124**	**74**	**15**	**74**	**3**	**16**	**2**	**161**	**206**	**67**	**7**	**480**

17. As described in paragraph 13, the standard model for a fully-fledged CO would comprise a small minimum-size nucleus of staff including an internationally recruited FAO Representative and, normally, two National Professional Officers (Assistant FAO Representatives, Programme and Administration) and four General Service Staff. These numbers could be reduced as appropriate if staff is provided by host governments, especially in middle-income countries. In all cases, and in order to keep the number of staff to a minimum, the outsourcing of services would be preferred. The balance of the posts (i.e. the difference between the aggregate number of existing positions in COs and the minimum-size nucleus of staff) would continue to be funded from the COs network budget, but would be distributed among COs in a more flexible and adaptable manner. The eventual number of positions in each office would take into account some of the IPA criteria, particularly the size and poverty levels of agriculturally-dependent populations; the potential for agricultural growth; classification as Least Developed Countries (LDCs); as well as indicators such as poverty and malnutrition by country, and/or (as a weighted average) by subregion and region.

18. There are currently 36 countries with nationally-staffed COs overseen by a multiple-accredited FAO Representative. It is also proposed that the staffing of these offices be reviewed and, at a minimum, would comprise a National Professional Officer and support staff as necessary. However, the precise number and level of staff would depend on the level of activities and operations in the country. These offices would continue to receive support from an FAO Representative from a nearby country, on the understanding that, as a general principle, FAO Representatives would typically cover no more than two countries, except where there is a strong rationale for increasing the number. Current delegations will be reviewed to ensure that the national staff in these offices are able to discharge the required operational responsibilities. In case a country with a nationally-staffed FAO CO experiences a very rapid and large increase in operations due, for example, to a major new agricultural development effort by the host government, or a large-scale sudden onset emergency, provisions would be made to establish a fully-fledged CO on a project-type and time-bound basis. This approach could be extended to the seven offices currently covered by a Technical Officer outposted from a Regional or Subregional Office, and countries where there is an FAO National Correspondent.

19. In support of the more flexible staffing structure proposed, the following complementary actions are suggested:

a) **Review of skills mix**. The skills mix in the ROs, SROs and COs will need to be regularly reviewed to conform to country requirements (as articulated in the CPFs), and with regional and subregional priorities as agreed by the Regional Conferences. The review will be undertaken by the Regional Management Team, which comprises the ADG/RR and the SRCs, in consultation with the concerned headquarters units.

b) **Staffing flexibility**. Increased flexibility will be provided to DOs with regard to overall staffing levels through, for example, enhanced use of non-staff contractual instruments at country, subregional and regional office level that could be funded by RP, reimbursements for providing administrative and operational support (AOS) services and for technical support services (TSS), and/or voluntary contributions. Innovative ways to strengthen DOs' human resources will also be explored, including increased recruitment of national experts, junior professionals, volunteers, South-South Cooperation experts/technicians and knowledge networking and institutional partnerships. In addition, the Organization could expand its agreements with national and international universities and research centres for the provision of fellows/volunteers.

c) **HR support arrangements**. In line with the PWB 2012-13, consideration will be given to establishing a professional Human Resources position in the ROs in Accra and Cairo, as is currently the case in Bangkok and Santiago, in recognition of the significant HR delegations to the regions for human resource management and the implementation of several new HR processes. In addition, accelerated merit-based recruitment, and an improved competency framework, together with strengthened annual performance appraisal of FAO Representatives, will be pursued.

d) **Decentralization of procurement.** Procurement capacity should be strengthened at DOs, especially in countries which handle a high volume of procurement. In the context of the IPA, procurement staffing in the DOs should be rebalanced and strengthened to further build the capacity of the field to handle procurement locally during 2012-13.

e) **Resource mobilization**. Measures will be taken to strengthen resource mobilization capacity in DOs, especially COs, for South-South Cooperation. Middle-income countries can play a key role in future resource mobilization for lower-income countries. As part of middle-income countries' CPFs, specific strategies should be outlined for this particular purpose

Funding

20. In the 2010-11 biennium the DOs are allocated a total of approximately USD 231 million of RP resources through assessed contributions, of which USD 97 million are allocated to the CO network, and USD 134 million to the RO/SROs. In addition, a substantial proportion of TCP resources - USD 87.8 million, 82% of the total, in 2010-11 - has been earmarked for DOs under the authority of the ADG/RRs to ensure that RP funds are available for high-priority regional, subregional and country-level activities. No significant net changes in the level of RP resources available to DOs were proposed in the PWB 2012-13. In addition, DOs are able to access additional resources through provision of AOS services, TSS and cash and in-kind contributions from host countries. These resources are managed in close synergy with RP resources. The Organization also delivers a substantial field programme through voluntary contributions which in 2010-11 amounted to USD 1.4 billion. Most of these are projects delivered at country level with management responsibilities divided between COs and headquarters divisions, particularly the Emergency Operations and Rehabilitation Division (TCE). The funding of DOs is described in Table 3. More detailed information, broken down by ROs, SROs, MDTs and COs, is provided in the Annex.

Table 3: Funding of Decentralized Office – 2010-11 (in USD millions)

Region	Assessed Contributions (Net Appropriation)					Total Net Appropriation	Voluntary Contributions (Estimated delivery for 2010-11)	Total
	RO	SRO	MDT	TCP	FAOR Network			
Africa	15.2	23.9	-	35.2	48.6	122.9	625.0	747.9
Asia and the Pacific	23.1	4.0		21.1	17.3	65.5	461.0	526.5
Europe and Central Asia	7.0	9.3		8.7	2.3	27.3	27.0	54.3
Latin America and the Caribbean	14.1	9.3	5.2	15.8	20.6	65.0	203.0	268.0
Near East	12.3	6.3	4.1	7.0	7.9	37.6	92.0	129.6
Total	**71.7**	**52.8**	**9.3**	**87.8**	**96.7**	**318.3**	**1,408.0**	**1,726.3**

21. In line with the guidance provided in the IPA to assure adequate resources for DOs and headquarters, there have been limited and well-defined transfers of resources from headquarters to the DOs. The PWB 2010-11, for example, included transfers of posts from headquarters to DOs, following the implementation of the IPA recommendation related to the TCP and the Office of Coordination and Decentralization (OCD) [9]. The PWB 2010-11 also included provisions for the finalization of the reform model in the Near East region and only limited additional resources to the ROs for the Regional Conferences. The Regional Conferences held in 2010 have made proposals and requests to increase RP resources to the DOs. In particular:

a) The Regional Conference for Latin America and the Caribbean emphasized the need to strengthen the RO and the SROs through human resources, facilities, infrastructure and financial resources.

b) The Regional Conference for Africa recommended that DOs be strengthened through both financial and technical resources.

c) The Regional Conference for Europe encouraged FAO to continue providing technical support, expertise and knowledge through its strengthened RO and DOs Network.

d) The Regional Conference for Asia and the Pacific highlighted that the FAO budget allocated to Asia and the Pacific was not proportional to the magnitude of undernourished in the region and requested that additional human and financial resources be provided.

e) The Regional Conference for the Near East urged that adequate resources be mobilized to address the priority areas of action in the region.

22. Management will continue to review options to find economies in the delivery of Functional Objectives X and Y during 2012-13, after achieving savings in the Adjustments to the PWB. It is proposed that resources freed up through economies in the delivery of Functional Objectives X and Y, if any, will be utilized to strengthen DOs.

23. Other actions that would facilitate a flow of funding to DOs in accordance with their needs and capacities include a strong focus on resources mobilization at country level from all sources including donors, governments, the UN, and the private sector; improved cost recovery from voluntary-funded projects through improved recovery of related administrative and operational

[9] Nine posts for the TCP and 10 posts for OCD activities.

costs, as well as provision of TSS, particularly by SROs and ROs to country, subregional and regional projects. Furthermore, changes in the relationship between headquarters and DOs, which may arise in the context of the review of the Strategic Framework and formulation of the Medium Term Plan in the future, may also require reassessment of funding of the DOs in the related Programme of Work and Budget.

24. In addition, it is proposed to review the allocation of available AOS resources to DOs, particularly ROs, taking into consideration their growing administrative and operational responsibilities related, for example, to increased delegations of authority on HR and procurement. Action will also be taken to increase the predictability and utilization of AOS resources in the CO network, for example, through improving the timing of AOS flows to DOs and strengthening the capacity of DOs to plan effectively the utilization of AOS resources. An initiative to review AOS allocation criteria will be taken, making the process more transparent to all stakeholders. Improved management of AOS flows will benefit a large number of COs. In 2010, for example, 74 offices received AOS resources. Approximately 75 percent of AOS resources received by DOs was linked to non-emergency project activities. AOS services and resources are, by their very nature, linked to the level of operations undertaken in a country. Improved use of AOS resources would therefore enable COs to augment operational capacity in direct proportion to the levels of operations.

25. Efforts could be made to increase cost efficiency in DOs by introducing measures such as increased use of cost-sharing agreements with the host governments, in particular by middle- and higher-income countries. In this area, one key action is the formulation of sets of standard Host Country Agreements, tailored to groups of countries with similar economic situations, specifying the obligations of the host country in supporting the CO; and a greater collaboration with other UN system organizations, particularly WFP and IFAD.

Operations

26. With a growing proportion of the Organization's activities being undertaken in the field, it is critical that the Organization have a DOs network that is an effective and efficient provider of high-quality policy advice, information, support for capacity development and technical services on food and agriculture. At the same time it is essential to reduce fragmentation between headquarters and the DOs including in particular the Organization's emergency relief, rehabilitation and development programmes and activities at the country level. Integration of emergency activities under one single authority at regional, subregional and country levels, together with regular programme and other field programme activities, is currently being considered by the Secretariat and a proposal may be submitted to the governing bodies as soon as possible for any areas on which their guidance may be required.

27. As part of this effort, information sharing and team building efforts between the different layers of the Organization have now been mainstreamed with regular Senior Management Meetings connecting headquarters with all regions, meetings between the DDO and the ADG/RRs, as well as the ADGs of TC and CS, to review all operational matters; and in the DOs between FAO Representatives and the SRO team, and between the SRCs and the ADG/RR, following well-defined agendas. Action has been initiated to increase integration across the "knowledge" and "operations" streams of FAO and, as mentioned above, Functional Technical Networks are being started to provide a firm basis for knowledge sharing between DOs and headquarters and to ensure that corporate guidelines, policies and best practices are fully adhered to at all levels. In addition, the strengthened CPF will lead to improved integration between technical and emergency activities and build linkages to the Regional Results, Organizational Results and their indicators.

28. As a follow-up to the 2010 Evaluation of FAO's Operational Capacity in Emergencies (PC 103/7 – FC 132/10), the Organization is working to ensure its emergency relief, recovery, rehabilitation and development activities are better linked together in its country programmes. Under FAO's competency framework, one of the four competencies of the FAO Representatives is to facilitate and coordinate emergency operations, particularly in formulating FAO's immediate response to emergency and disaster situations, as well as preparing post-emergency technical assistance programmes, in close collaboration with the ROs and SROs. Furthermore, the

Organization is progressively granting the delegation of authority to COs to respond to emergencies, when appropriate capacity exists to address the complex challenges of FAO's emergency and humanitarian operations. These steps are being undertaken with the goal of reinforcing the capacity of COs to build and efficiently manage disaster risk and linkages between preparedness, prevention, early warning, post-disaster response, recovery and transition to development.

29. Further efforts to streamline administrative processes should include actions aimed primarily at ensuring that DOs have resources, administrative capacity, training and information systems needed to deliver services that are based on the best knowledge and experience available in FAO, its partners and Members. This will include establishment of appropriate processes and incentives to ensure that technical and administrative staff at headquarters provide timely and effective support to the DOs. Following upon the recent increase in delegations of authority related to procurement and Letters of Agreement (LoAs), further delegations are also needed to enhance the ability of the DOs to implement projects including for resource mobilization and project execution. This has to be accompanied by an accountability framework that is consistent across the Organization, with strengthened internal controls. Training on LoAs is now in the process of being rolled out to DOs in a "train-the-trainer" approach and training in other aspects of financial management, as well as Human Resources administration need to be expanded, as necessary. Finally, further improvements in ICT are needed for DOs to support programme execution and decision-making, allowing DOs to make full use of corporate systems related to knowledge and financial management, including a new Field Accounting solution and travel system. Current ICT arrangements will be reviewed by management in order to increase efficiency at DOs, including at ROs and headquarters.

30. It is also essential that the substantial TCP resources allocated to the DOs are utilized most effectively through a careful and thorough formulation and approval process, closely related to the overall country programming process and with specific links to regional results and organizational outputs, bringing together the full knowledge of FAO, and are implemented and delivered in a timely and speedy manner.

31. Finally, consideration may also be given to increasing fungibility among the resources allocated within a region in order to strengthen the capacity to achieve the expected results. Oversight responsibility within a region should be entrusted to the RO, with the creation, where appropriate, of a dedicated post of regional planning officer has already been proven useful at some ROs.

C. **GUIDANCE SOUGHT**

32. This document has detailed a number of proposed actions to further support the successful implementation of the Vision and the strategy. The Joint Meeting may wish to give guidance on these proposed actions, particularly on the following:

a) Greater emphasis on improved planning and priority setting (paragraphs 7-9).

b) Adoption of a more flexible approach for determining the size of COs while maintaining the total number of fully-fledged offices (paragraph 13), with redistribution of resulting resources among COs, taking into account some of the IPA criteria (paragraph 17). Actions to strengthen the capacity of SROs to act effectively and efficiently as the "first port of call" for COs on technical matters (paragraph 13).

c) Resources freed up through economies in the delivery of Functional Objectives X and Y beyond savings required in the Adjustments to the PWB 2012-13, if any, will be utilized to strengthen DOs (paragraph 22).

d) Further delegations for all contractual instruments while providing a framework for accountability; and revision of appropriate ICT arrangements for DOs (paragraph 29).

e) Enhanced monitoring and co-ordination role of Regional Offices in implementation of all activities at regional level (paragraph 15). In this context, consideration of increasing

fungibility among the resources allocated within a region in order to strengthen the capacity to achieve the expected results under the overall responsibility of ROs (para. 31).

ANNEX

Additional information on staffing, costs, funding sources and programmes of Decentralized Offices (DOs)

1. The *Report of the CoC-IEE to the Conference on the Immediate Plan of Action for FAO Renewal* (C 2011/7), in its paragraph 158, states that "*Concerning Decentralization, actions arising from the vision for the structure and functioning of DOs will be further elaborated by Management and reviewed by the Programme and Finance Committees in October 2011, as well as the Regional Conferences in 2012, supported by comprehensive additional information on each DO (staffing, costs, funding sources and programmes) provided by Management, with the aim of obtaining endorsement of the vision by the Council in 2012*."

2. This document provides the required information on DOs: Regional Offices, Subregional Offices and Multidisciplinary Teams and, in particular, country offices. In order to provide a comprehensive picture of the DO network, this paper also provides information on the current structure and coverage.

3. The enclosed three maps show the coverage and location of Regional Offices (Map 1), the coverage and location of Subregional Offices and Multidisciplinary Teams (Map 2), and the location of country offices by type of office (Map 3).

4. Table 1 provides the list of countries covered by each Regional and Subregional Office or Multidisciplinary Team.

5. Table 2 provides an overview of Regular Programme (RP) budget and staffing aggregated at regional, subregional and country office network level. The staffing is divided into Professional and General Service categories. The data refer to the 2010-11 biennium (ref. C 2009/15, Annex X).

6. Table 3 presents for 2008-09: i) field programme delivery by region and country, ii) Regular Programme (RP) cost at national level by region and country, and iii) numbers of RP staff at national level by category of staff (Professional and General Service) by region and country. In addition, the table provides information on the type of office and the classification of each country in terms of belonging to the following categories: i) Least Developed Countries (LDC); ii) Low-Income Food-Deficit Countries (LIFDC); and iii) Small Island Developing States (SIDS).

7. It has to be noted that while the data in Table 2 on structure, coverage and staffing of DOs reflect the current situation (i.e. 2010-11), figures on costs and programme delivery in Table 3 are those of the latest available financially closed biennium, i.e. 2008-09 (as data on the current biennium are only partial). However, RP staffing in DOs and, in particular, in country offices, has remained almost unchanged in the current biennium, compared to 2008-09.

8. In reviewing the data in Table 3, the following should be taken into consideration:

   a. The Field Programme delivery has been divided into Technical Cooperation, Emergency Assistance, and Regional Projects. The delivery of regional projects has simply been equally divided among the countries in each region where FAO has either presence or programme activities, as the determination of the distribution by country is not easy due to the nature of the projects;

   b. The data provided reflects the official records of the Organization as presented in the financial statements;

   c. The RP cost at country level shows the cost of the FAO Representative separately from other costs. This has been done in order to highlight the role played by the FAO Representative in policy and technical advice, an element that could be considered as delivery of technical assistance rather than office cost. Such an approach could be extended to functions performed by other staff in COs;

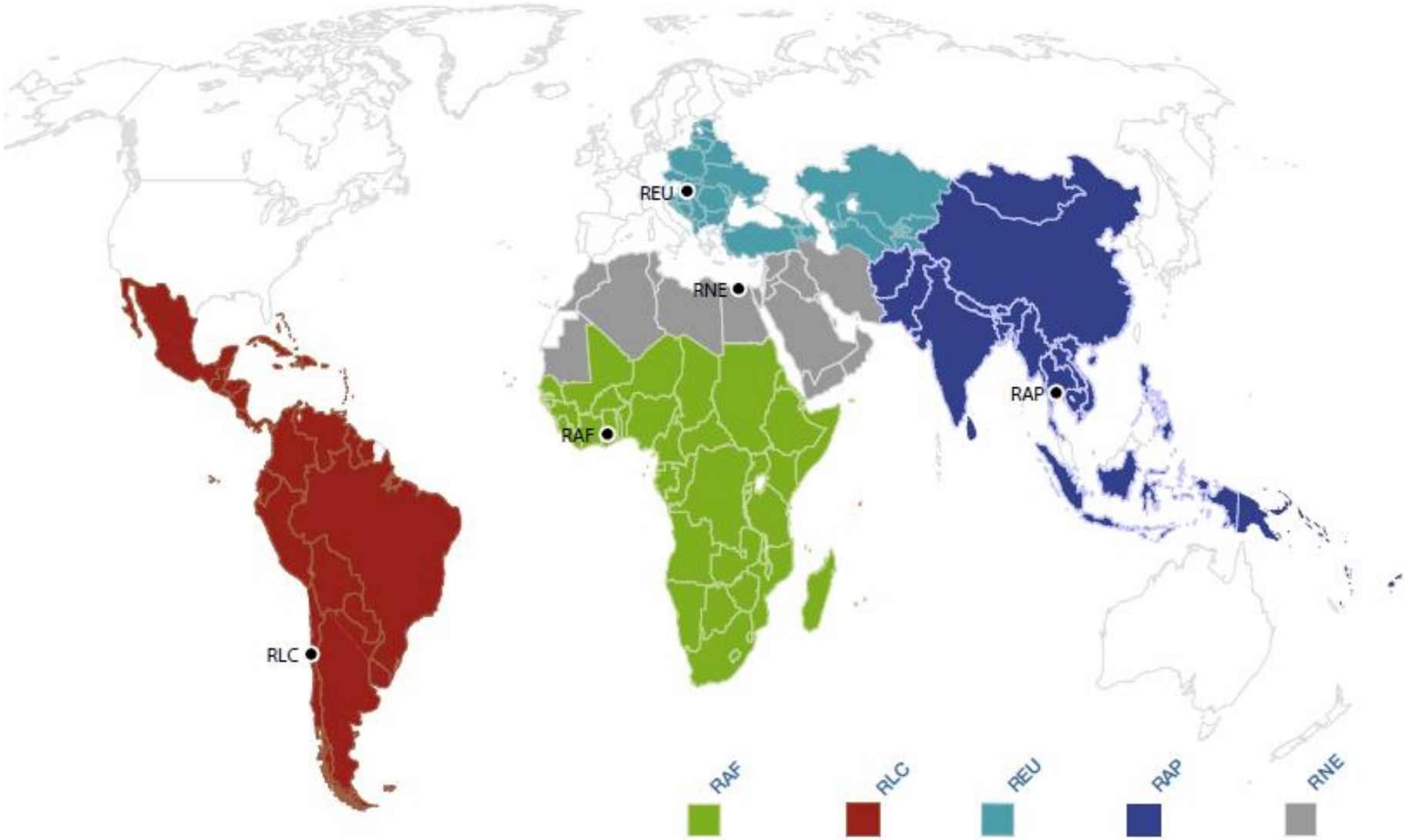
d. The RP staff at country level is divided into Professional and General Service categories. The numbers for Professionals include both FAO Representatives and National Professionals. Fully-fledged Representations have one FAO Representative and normally two National Professional Officers (NPOs: Assistant FAO Representative Programme and Assistant FAO Representative Administration). COs under Multiple Accreditation may have one NPO (Assistant FAO Representative Programme) and support staff;

e. The expenditure for the FAO Representative in some countries varies depending on actual encumbrance of the post during the biennium;

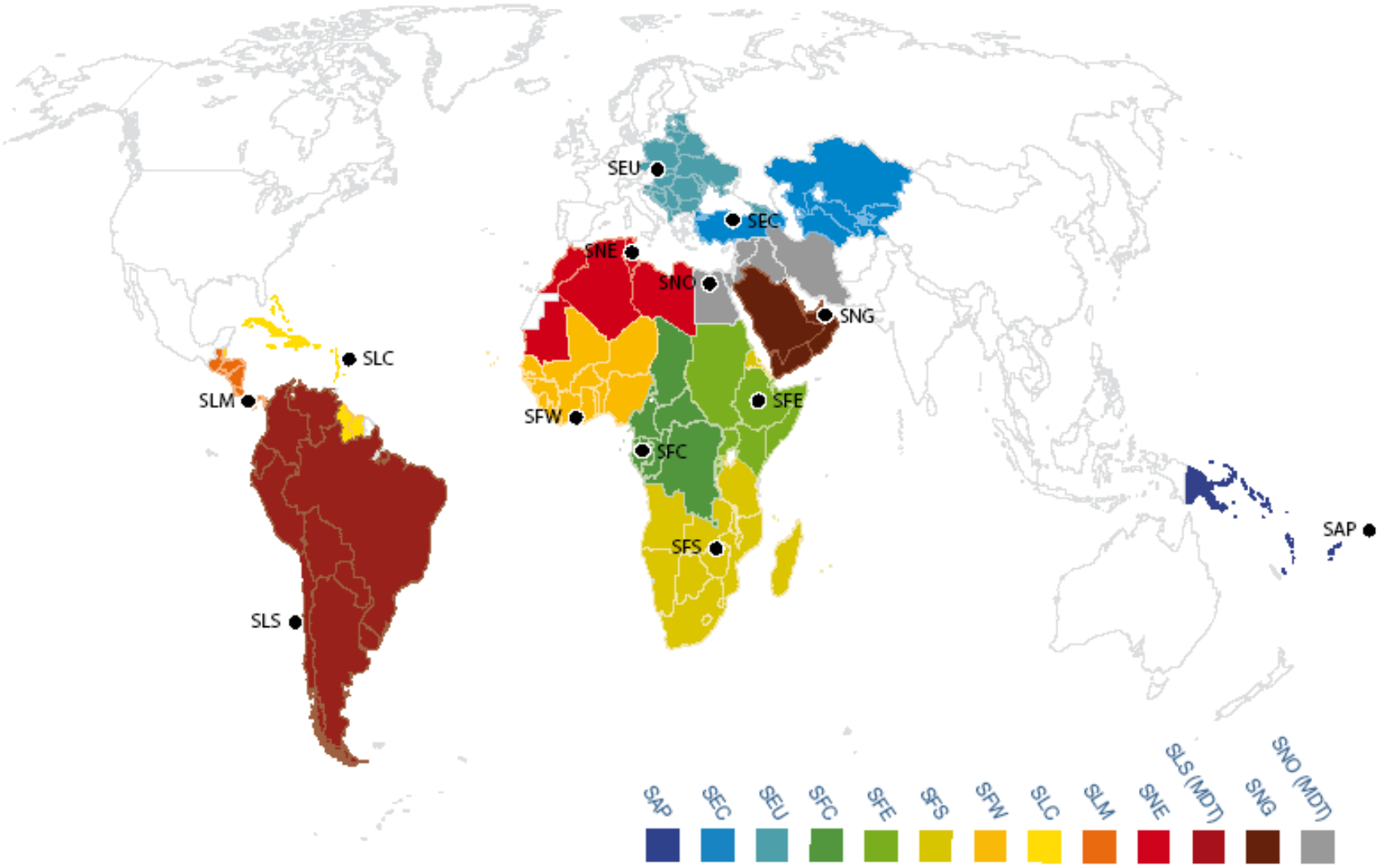
f. The table only provides numbers of RP-funded staff. In addition, many governments second staff to the country offices. Currently about 180 government-provided staff work in FAO country offices.

Map 1: Coverage and Location of Regional Offices

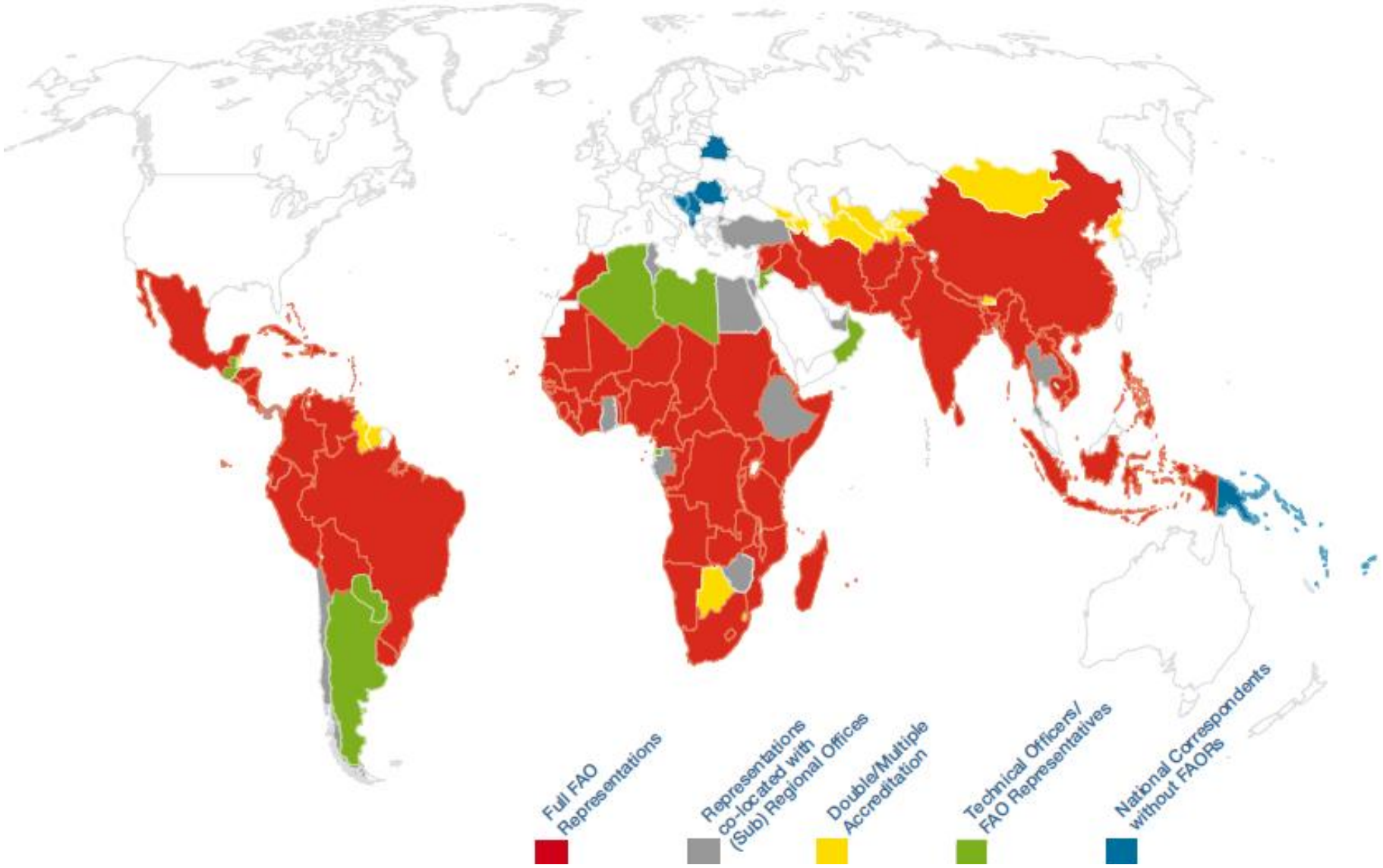
Countries for operational purposes



Map 2: Current Coverage and Location of Subregional Offices and Multidisciplinary Teams



Map 3: Location of Country Offices by type of office



Regional Office	Subregional Office / MDT	Host Country	Member Countries Fully Fledged	Multiple Accreditation	Other forms of presence	Table1 No country presence
Regional Office for Asia and the Pacific (RAP)	No Subregional Office for Asia	Thailand* (Bangkok)	Afghanistan, Bangladesh, Cambodia, China, India, Indonesia, Lao People's Democratic Republic, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Vietnam	Bhutan, Democratic People's Republic of Korea, Maldives, Mongolia		Malaysia, Timor Leste
	Subregional Office for the Pacific Islands (SAP)	Samoa* (Apia)		Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia (Federated States of), Nauru, Niue, Palau, Solomon Islands, Tonga, Tuvalu, Vanuatu	Papua New Guinea	
Regional Office for Europe and Central Asia (REU)	Subregional Office for Central Asia (SEC)	Turkey* (Ankara)		Azerbaijan, Kyrgyzstan, Tajikistan		Kazakhstan***, Turkmenistan***, Uzbekistan***
	Sub regional Office for Central and Eastern Europe (SEU)	Hungary* (Budapest)		Armenia, Georgia, Republic of Moldavia	Albania, Belarus, Bosnia and Herzegovina, Romania, Serbia	Bulgaria, Croatia, Czech Republic, Estonia, FYR Macedonia, Latvia, Lithuania, Montenegro, Poland, Slovakia, Slovenia, Ukraine
Regional Office for Africa (RAF)	Subregional Office for Central Africa (SFC)	Gabon* (Libreville)	Cameroon, Central African Republic, Chad, Republic of the Congo, Democratic Republic of the Congo	Sao Tome and Principe	Equatorial Guinea	
	Subregional Office for Eastern Africa (SFE)	Ethiopia* (Addis Ababa)	Burundi, Djibouti, Kenya, Rwanda, Somalia, Sudan, Uganda			
	Subregional Office for Southern Africa (SFS)	Zimbabwe* (Harare)	Angola, Eritrea, Lesotho, Madagascar, Malawi, Mozambique, Namibia, South Africa, United Republic of Tanzania, Zambia	Botswana, Comoros, Mauritius, Seychelles, Swaziland		

Regional Office	Subregional Office / MDT	Host Country	Member Countries Fully Fledged	Multiple Accreditation	Other forms of presence	Table1 No country presence
	Subregional Office for West Africa(SFW)	Ghana* (Accra)	Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo			
Regional Office for Latin America and the Caribbean (RLC)	Subregional office for the Caribbean (SLC)	Barbados* (Bridgetown)	Cuba, Dominican Republic, Guyana, Haiti, Jamaica, Trinidad and Tobago	Antigua and Barbuda, Bahamas, Belize, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname		
	Subregional Office for the Central America (SLM)	Panama* (Panama)	Costa Rica, El Salvador, Honduras, Mexico**, Nicaragua		Guatemala	
	Multidisciplinary Team for South America (SLS)	Chile* (Santiago)	Bolivia, Brazil, Colombia, Ecuador, Peru, Uruguay, Venezuela		Argentina, Paraguay	
Regional Office for the New East (RNE)	Subregional Office for North Africa (SNE)	Tunisia* (Tunis)	Mauritania, Morocco		Algeria, Libyan Arab Jamahiriya	
	Subregional Office for the Gulf Cooperation Council States and Yemen (SNG)	UAE* (Abu Dhabi)	Yemen			Bahrain, Kuwait, Oman***, Qatar, Saudi Arabia
	Multidisciplinary Team for Oriental Near East (SNO)	Egypt* (Cairo)	Iran, Iraq, Lebanon, Syrian Arab Republic		Jordan	

* Also hosts a co-located FAO Representation ** Under review to be included in the Central America Subregion (to be renamed Meso America) *** FAO presence envisaged but not implemented

Table 2: Staffing and Regular Programme Resources at summary level

2010-11 Regular Programme Resources					
Office	**Biennial RP Budget [1] (USD '000)**	**Posts (C 2009/15, Annex X)**			**Remarks**
		Prof	**GS**	**Total**	
Africa					
RAF (Regional Office)	15,199	24	39	63	
SFC (Subregional Office)	5,234	10	3	13	
SFE (Subregional Office)	6,062	11	6	17	
SFS (Subregional Office)	6,812	12	9	21	
SFW (Subregional Office)	5,826	9	5	14	Co-located with Reg. Office
RAF (FAOR Network)	48,646	117	230	347	
Total Africa	**87,779**	**183**	**292**	**475**	
Asia and the Pacific					
RAP (Regional Office)	23,125	42	75	117	
SAP (Subregional Office)	4,020	7	7	14	
RAP (FAOR Network)	17,271	41	105	146	
Total Asia & the Pacific	**44,416**	**90**	**187**	**277**	
Europe and Central Asia					
REU (Regional Office)	7,016	13	15	28	
SEC (Subregional Office)	4,420	10	6	16	
SEU (Subregional Office)	4,906	8	5	13	Co-located with Reg. Office
REU (FAOR Network)	2,307	8	12	20	
Total Europe & Central Asia	**18,649**	**39**	**38**	**77**	
Latin America and the Caribbean					
RLC (Regional Office)	14,112	22	48	70	
SLC (Subregional Office)	4,906	9	9	18	
SLM (Subregional Office)	4,389	10	5	15	
SLS (MDT)	5,186	10	2	12	Co-located with Reg. Office
RLC (FAOR Network)	20,587	49	84	133	
Total Latin America & Caribbean	**49,180**	**100**	**148**	**248**	
Near East					
RNE (Regional Office)	12,287	19	29	48	
SNE (Subregional Office)	6,357	11	12	23	
SNG (Subregional Office)	**(4,000*)**	(9)	(4)	(13)	* Under Trust Fund modality
SNO (MDT)	4,069	7	5	12	Co-located with Reg. Office
RNE (FAOR Network)	7,933	20	49	69	
Total Near East	**30,646**	**57**	**95**	**152**	Excluding SNG

[1] Includes cost increases and is after distribution of unidentified further efficiency gains and one-time savings (data from C 2011/3)

Table 3: Field Programme Delivery by Country, Regular Programme Cost at Country Level, and Regular Programme Human Resources: Summary for All Regions, Biennium 2008-09

	Field Programme Delivery (USD '000)					RP Cost at Country Level (USD '000)				RP Staff at Country Level		
Region	**Technical Cooperation**	**Emergency Assistance**	**Regional Projects**	**Total**		**FAORep**	**Other Costs**	**Total**		**Prof**	**GS**	**Total**
Africa	149,961	331,347	74,370	**555,679**		14,403	25,594	**39,997**		**110**	**225**	**335**
Asia and the Pacific	91,764	126,783	47,241	**265,788**		5,429	13,789	**19,218**		**41**	**109**	**150**
Europe and Central Asia	8,817	26,278	4,954	**40,048**		0	791	**791**		**6**	**9**	**15**
Latin America and the Caribbean	72,408	40,640	13,658	**126,706**		6,701	15,072	**21,772**		**47**	**87**	**134**
Near East	35,591	59,053	7,756	**102,400**		2,523	5,162	**7,685**		**18**	**52**	**70**
Total All Regions	**358,540**	**584,101**	**147,979**	**1,090,620**		**29,057**	**60,406**	**89,463**		**222**	**482**	**704**
Interregional Projects	195,975	30,492	0	226,467								
Total FAO	**554,515**	**614,593**	**147,979**	**1,317,087**		**29,057**	**60,406**	**89,463**		**222**	**482**	**704**

Note: There may be small discrepancies with the Field Programme Delivery reported in the 2008-09 PIR due to for example, the exclusion of Project Servicing Cost in the PIR document.

Table 3: Field Programme Delivery by Country, Regular Programme Cost at Country Level, and Regular Programme Human Resources: Africa during the biennium 2008-09
Legend: FF: Fully-Fledged; MA: Multiple Accreditation; CL: Co-Located (with RO or SRO); TO: Technical Officer/FAOR from RO or SRO

	Field Programme Delivery (USD '000)					RP Cost at Country Level (USD '000)				RP Staff at Country Level		
Country	**Technical Cooperation**	**Emergency Assistance**	**Regional Projects**	**Total**	**Type of Country**	**FAORep**	**Other Costs**	**Total**	**Type of Office**	**Prof**	**GS**	**Total**
Africa												
Angola	6,337	441	1,549	**8,328**	LDC	144	687	**831**	FF	**3**	**8**	**11**
Benin	940	475	1,549	**2,964**	LDC/LIFDC	494	612	**1,105**	FF	**3**	**3**	**6**
Botswana	312	0	1,549	**1,862**		0	210	**210**	MA	**1**	**0**	**1**
Burkina Faso	8,088	6,521	1,549	**16,158**	LDC/LIFDC	349	886	**1,234**	FF	**3**	**8**	**11**
Burundi	1,654	15,883	1,549	**19,087**	LDC/LIFDC	459	631	**1,090**	FF	**3**	**5**	**8**
Cameroon	1,319	500	1,549	**3,369**	LIFDC	427	573	**1,000**	FF	**3**	**9**	**12**
Cape Verde	1,850	239	1,549	**3,639**	SIDS	310	408	**719**	FF	**3**	**3**	**6**
Central African Republic	3,988	6,242	1,549	**11,779**	LDC/LIFDC	465	384	**849**	FF	**3**	**3**	**6**
Chad	4,907	6,827	1,549	**13,283**	LDC/LIFDC	465	793	**1,259**	FF	**3**	**5**	**8**
Comoros	281	173	1,549	**2,003**	LDC/LIFDC/SIDS	0	33	**33**	MA	**0**	**0**	**0**
Congo	1,329	351	1,549	**3,230**	LIFDC	370	606	**976**	FF	**3**	**4**	**7**
Congo DR	14,799	47,452	1,549	**63,800**	LDC/LIFDC	453	1,036	**1,489**	FF	**3**	**8**	**11**
Cote D'Ivoire	2,481	7,000	1,549	**11,030**	LIFDC	465	750	**1,216**	FF	**3**	**6**	**9**
Djibouti	440	945	1,549	**2,934**	LDC/LIFDC	148	327	**474**	FF	**2**	**2**	**4**
Equatorial Guinea	112	0	1,549	**1,661**	LDC	0	204	**204**	TO	**1**	**1**	**2**
Eritrea	507	1,377	1,549	**3,434**	LDC/LIFDC	465	434	**899**	FF	**3**	**4**	**7**
Ethiopia	8,106	14,734	1,549	**24,389**	LDC/LIFDC	0	435	**435**	CL	**1**	**4**	**5**
Gabon	3,502	695	1,549	**5,746**		0	191	**191**	CL	**0**	**0**	**0**

	Field Programme Delivery (USD '000)					RP Cost at Country Level (USD '000)				RP Staff at Country Level		
Country	**Technical Cooperation**	**Emergency Assistance**	**Regional Projects**	**Total**	**Type of Country**	**FAORep**	**Other Costs**	**Total**	**Type of Office**	**Prof**	**GS**	**Total**
Gambia	883	204	1,549	**2,636**	LDC/LIFDC	333	473	**807**	FF	**3**	**3**	**6**
Ghana	344	1,347	1,549	**3,240**	LIFDC	0	222	**222**	CL	**1**	**2**	**3**
Guinea	2,429	1,691	1,549	**5,669**	LDC/LIFDC	419	512	**931**	FF	**3**	**5**	**8**
Guinea Bissau	1,797	1,285	1,549	**4,632**	LDC/LIFDC/SIDS	460	294	**754**	FF	**3**	**3**	**6**
Kenya	2,063	5,729	1,549	**9,341**	LIFDC	465	726	**1,192**	FF	**3**	**10**	**13**
Lesotho	3,281	2,952	1,549	**7,782**	LDC/LIFDC	416	406	**822**	FF	**3**	**3**	**6**
Liberia	3,194	5,692	1,549	**10,435**	LDC/LIFDC	465	659	**1,124**	FF	**3**	**3**	**6**
Madagascar	1,158	3,604	1,549	**6,311**	LDC/LIFDC	471	698	**1,168**	FF	**3**	**8**	**11**
Malawi	6,825	2,535	1,549	**10,910**	LDC/LIFDC	445	785	**1,231**	FF	**3**	**8**	**11**
Mali	3,846	952	1,549	**6,348**	LDC/LIFDC	470	890	**1,360**	FF	**3**	**8**	**11**
Mauritius	111	105	1,549	**1,765**	SIDS	0	23	**23**	MA	**0**	**0**	**0**
Mozambique	11,896	2,024	1,549	**15,469**	LDC/LIFDC	465	1,266	**1,731**	FF	**3**	**10**	**13**
Namibia	774	0	1,549	**2,324**		465	327	**792**	FF	**3**	**5**	**8**
Niger	4,519	8,976	1,549	**15,045**	LDC/LIFDC	472	674	**1,147**	FF	**3**	**9**	**12**
Nigeria	2,456	1,730	1,549	**5,735**	LIFDC	494	866	**1,360**	FF	**3**	**10**	**13**
Rwanda	1,906	1,549	1,549	**5,004**	LDC/LIFDC	465	762	**1,227**	FF	**3**	**5**	**8**
Sao Tomé and Principe	424	225	1,549	**2,198**	LDC/LIFDC/SIDS	0	27	**27**	MA	**0**	**0**	**0**
Senegal	2,749	599	1,549	**4,898**	LDC/LIFDC	494	864	**1,358**	FF	**3**	**10**	**13**
Seychelles	229	245	1,549	**2,024**	SIDS	0	51	**51**	MA	**0**	**0**	**0**
Sierra Leone	4,980	686	1,549	**7,215**	LDC/LIFDC	403	758	**1,160**	FF	**3**	**5**	**8**
Somalia	0	47,524	1,549	**49,073**	LDC/LIFDC	0	98	**98**	FF	**0**	**0**	**0**
South Africa	599	0	1,549	**2,148**		432	634	**1,066**	FF	**3**	**5**	**8**

	Field Programme Delivery (USD '000)					RP Cost at Country Level (USD '000)				RP Staff at Country Level		
Country	**Technical Cooperation**	**Emergency Assistance**	**Regional Projects**	**Total**	**Type of Country**	**FAORep**	**Other Costs**	**Total**	**Type of Office**	**Prof**	**GS**	**Total**
Sudan	1,405	81,465	1,549	**84,419**	LDC/LIFDC	71	1,266	**1,337**	FF	**3**	**9**	**12**
Swaziland	1,032	1,243	1,549	**3,824**		0	196	**196**	MA	**1**	**1**	**2**
Tanzania	5,183	1,678	1,549	**8,411**	LDC/LIFDC	465	659	**1,125**	FF	**3**	**8**	**11**
Togo	1,261	1,870	1,549	**4,680**	LDC/LIFDC	229	580	**809**	FF	**3**	**3**	**6**
Uganda	3,306	22,010	1,549	**26,865**	LDC/LIFDC	494	821	**1,315**	FF	**3**	**8**	**11**
Zambia	2,777	4,658	1,549	**8,984**	LDC/LIFDC	494	696	**1,189**	FF	**3**	**8**	**11**
Zimbabwe	17,581	18,485	1,549	**37,616**	LIFDC	0	160	**160**	CL	**1**	**3**	**4**
UEMOA	0	429	1,549	**1,979**								**0**
Total Africa	**149,961**	**331,347**	**74,370**	**555,679**		**14,403**	**25,594**	**39,997**		**110**	**225**	**335**

Note: the total delivery of regional projects has been equally divided among the countries in the region with FAO presence, as it is not easy to determine the exact amount delivered in each country.

Table 3: Field Programme Delivery by Country, Regular Programme Cost at Country Level, and Regular Programme Human Resources: Asia and the Pacific during the biennium 2008-09

Legend: FF: Fully-Fledged; MA: Multiple Accreditation; CL: Co-Located (with RO or SRO); TO: Technical Officer/FAOR from RO or SRO; NC: National Correspondent

	Field Programme Delivery (USD '000)					RP Cost at Country Level (USD '000)				RP Staff at Country Level		
Country	**Technical Cooperation**	**Emergency Assistance**	**Regional Projects**	**Total**	**Type of Country**	**FAORep**	**Other Costs**	**Total**	**Type of Office**	**Prof**	**GS**	**Total**
Asia and the Pacific												
Afghanistan	34,877	26,274	1,389	**62,540**	LDC/LIFDC	494	1,699	**2,193**	FF	3	7	**10**
Bangladesh	6,605	10,087	1,389	**18,081**	LDC/LIFDC	494	1,178	**1,671**	FF	3	11	**14**
Bhutan	211	636	1,389	**2,236**	LDC/LIFDC	0	317	**317**	MA	1	3	**4**
Cambodia	4,643	2,061	1,389	**8,093**	LDC/LIFDC	252	1,042	**1,294**	FF	3	8	**11**
China PR	3,438	1,504	1,389	**6,331**		576	1,115	**1,691**	FF	3	6	**9**
Cook Islands	497	0	1,389	**1,887**		0	20	**20**	MA	0	0	**0**
Fiji	288	214	1,389	**1,891**	SIDS	0	16	**16**	MA	0	0	**0**
India	3,201	1	1,389	**4,591**	LIFDC	399	1,204	**1,603**	FF	3	10	**13**
Indonesia	1,291	34,337	1,389	**37,017**	LIFDC	494	838	**1,332**	FF	3	5	**8**
Kiribati	39	218	1,389	**1,646**	LDC/LIFDC/SIDS	0	10	**10**	MA	0	0	**0**
Korea, DPR	1,850	6,962	1,389	**10,201**	LIFDC	0	161	**161**	MA	1	0	**1**
Lao, PDR	991	2,589	1,389	**4,969**	LDC/LIFDC	494	588	**1,082**	FF	2	8	**10**
Malaysia	26	0	1,389	**1,416**		0	0	**0**	-	0	0	**0**
Maldives	309	0	1,389	**1,698**	LDC/SIDS	0	10	**10**	MA	0	0	**0**
Marshall Islands	114	0	1,389	**1,504**	SIDS	0	20	**20**	MA	0	0	**0**
Micronesia, FS	57	0	1,389	**1,447**	SIDS	0	15	**15**	MA	0	0	**0**
Mongolia	2,953	500	1,389	**4,843**	LIFDC	0	114	**114**	MA	1	0	**1**
Myanmar	5,848	13,248	1,389	**20,486**	LDC	463	703	**1,166**	FF	2	8	**10**

	Field Programme Delivery (USD '000)					RP Cost at Country Level (USD '000)				RP Staff at Country Level		
Country	**Technical Cooperation**	**Emergency Assistance**	**Regional Projects**	**Total**	**Type of Country**	**FAORep**	**Other Costs**	**Total**	**Type of Office**	**Prof**	**GS**	**Total**
Nauru	81	0	1,389	**1,471**	SIDS	0	6	**6**	MA	0	0	**0**
Nepal, FDR	4,736	3,956	1,389	**10,081**	LDC/LIFDC	465	828	**1,294**	FF	3	7	**10**
Niue Island	76	0	1,389	**1,465**		0	15	**15**	MA	0	0	**0**
Pakistan	11,780	8,283	1,389	**21,452**	LIFDC	-5	1,106	**1,101**	FF	3	7	**10**
Palau	0	0	1,389	**1,389**	SIDS	0	8	**8**	MA	0	0	**0**
Papua New Guinea	96	495	1,389	**1,980**	LIFDC/SIDS	0	11	**11**	NC	0	0	**0**
Philippines	1,824	959	1,389	**4,172**	LIFDC	465	888	**1,354**	FF	3	8	**11**
Samoa	227	248	1,389	**1,865**	LDC/SIDS	0	56	**56**	CL	1	3	**4**
Solomon Islands	98	29	1,389	**1,516**	LDC/LIFDC/SIDS	0	6	**6**	MA	0	0	**0**
Sri Lanka	2,109	4,989	1,389	**8,488**	LIFDC	372	793	**1,165**	FF	3	6	**9**
Thailand	618	0	1,389	**2,007**		0	218	**218**	CL	0	2	**2**
Timor-Leste	124	5,926	1,389	**7,439**	LDC/LIFDC/SIDS	0	0	**0**	-	0	0	**0**
Tonga	404	236	1,389	**2,030**	SIDS	0	11	**11**	MA	0	0	**0**
Tuvalu	51	0	1,389	**1,440**	LDC/LIFDC/SIDS	0	15	**15**	MA	0	0	**0**
Vanuatu	95	56	1,389	**1,540**	LDC/LIFDC/SIDS	0	16	**16**	MA	0	0	**0**
Viet Nam	2,207	2,979	1,389	**6,575**		465	762	**1,227**	FF	3	10	**13**
Total Asia and the Pacific	**91,764**	**126,783**	**47,241**	**265,788**		**5,429**	**13,789**	**19,218**		**41**	**109**	**150**

Note: the total delivery of regional projects has been equally divided among the countries in the region with FAO presence, as it is not possible to determine the exact amount delivered in each country.

Table 3: Field Programme Delivery by Country, Regular Programme Cost at Country Level, and Regular Programme Human Resources: Europe and Central Asia during the biennium 2008-09

Legend: FF: Fully-Fledged; MA: Multiple Accreditation; CL: Co-Located (with RO or SRO); TO: Technical Officer/FAOR from RO or SRO; NC: National Correspondent

	Field Programme Delivery (USD '000)					RP Cost at Country Level (USD '000)				RP Staff at Country Level		
Country	**Technical Cooperation**	**Emergency Assistance**	**Regional Projects**	**Total**	**Type of Country**	**FAORep**	**Other Costs**	**Total**	**Type of Office**	**Prof**	**GS**	**Total**
Europe and Central Asia												
Albania	673	0	215	**888**		0	6	**6**	NC	**0**	**0**	**0**
Armenia	1,203	918	215	**2,336**		0	49	**49**	MA	**1**	**1**	**2**
Azerbaijan	1,268	0	215	**1,483**		0	163	**163**	MA	**1**	**2**	**3**
Belarus	0	0	215	**216**		0	0	**0**	NC	**0**	**0**	**0**
Bosnia & Herz.	555	82	215	**853**		0	0	**0**	NC	**0**	**0**	**0**
Croatia	450	0	215	**666**		0	0	**0**	-	**0**	**0**	**0**
Georgia	353	6,357	215	**6,926**	LIFDC	0	174	**174**	MA	**1**	**0**	**1**
Kazakhstan	46	0	215	**261**		0	0	**0**	MA	**0**	**0**	**0**
Kosovo	255	0	215	**470**		0	0	**0**	-	**0**	**0**	**0**
Kyrgyz Republic	737	1,486	215	**2,439**	LIFDC	0	59	**59**	MA	**1**	**0**	**1**
Moldova	315	1,477	215	**2,008**	LIFDC	0	25	**25**	MA	**0**	**0**	**0**
Montenegro	197	0	215	**413**		0	0	**0**	-	**0**	**0**	**0**
Poland	11	0	215	**227**		0	0	**0**	-	**0**	**0**	**0**
Romania	0	0	215	**215**		0	7	**7**	NC	**0**	**0**	**0**
Russian Federation	63	2,758	215	**3,036**		0	0	**0**	-	**0**	**0**	**0**
Serbia	565	0	215	**780**		0	0	**0**	NC	**0**	**0**	**0**
Spain	27	0	215	**243**		0	0	**0**	-	**0**	**0**	**0**

	Field Programme Delivery (USD '000)					RP Cost at Country Level (USD '000)				RP Staff at Country Level		
Country	**Technical Cooperation**	**Emergency Assistance**	**Regional Projects**	**Total**	**Type of Country**	**FAORep**	**Other Costs**	**Total**	**Type of Office**	**Prof**	**GS**	**Total**
Tajikistan	201	13,062	215	**13,478**	LIFDC	0	50	**50**	MA	**1**	**2**	**3**
Macedonia (FYRo)	204	0	215	**420**		0	0	**0**	-	**0**	**0**	**0**
Turkey	1,168	0	215	**1,383**		0	258	**258**	-	**1**	**4**	**5**
Turkmenistan	83	30	215	**328**	LIFDC	0	0	**0**	MA	**0**	**0**	**0**
Ukraine	94	0	215	**309**		0	0	**0**	-	**0**	**0**	**0**
Uzbekistan	347	108	215	**670**	LIFDC	0	0	**0**	MA	**0**	**0**	**0**
Total Europe and Central Asia	**8,817**	**26,278**	**4,954**	**40,048**		**0**	**791**	**791**		**6**	**9**	**15**

Note: country presence is envisaged but not yet implemented in Kazakhstan, Turkmenistan, Uzbekistan, Bosnia and Herzegovina, and Serbia

Note: the total delivery of regional projects has been equally divided among the countries in the region with FAO presence, as it is not possible to determine the exact amount delivered in each country.

Table 3: Field Programme Delivery by Country, Regular Programme Cost at Country Level, and Regular Programme Human Resources: Latin America and the Caribbean during the biennium 2008-09

Legend: FF: Fully-Fledged; MA: Multiple Accreditation; CL: Co-Located (with RO or SRO); TO: Technical Officer/FAOR from RO or SRO

	Field Programme Delivery (USD '000)					RP Cost at Country Level (USD '000)				RP Staff at Country Level		
Country	**Technical Cooperation**	**Emergency Assistance**	**Regional Projects**	**Total**	**Type of Country**	**FAORep**	**Other Costs**	**Total**	**Type of Office**	**Prof**	**GS**	**Total**
Latin America and the Caribbean												
Antigua and Barbuda	167	242	414	**822**	SIDS	0	24	**24**	MA	**0**	**0**	**0**
Argentina	547	0	414	**961**		0	87	**87**	TO	**1**	**0**	**1**
Bahamas	288	227	414	**929**	SIDS	0	58	**58**	MA	**0**	**0**	**0**
Barbados	177	256	414	**846**	SIDS	0	613	**613**	CL	**1**	**3**	**4**
Belize	288	448	414	**1,150**	SIDS	0	52	**52**	MA	**0**	**0**	**0**
Bolivia	1,976	3,135	414	**5,525**		465	925	**1,390**	FF	**3**	**5**	**8**
Brazil	15,833	0	414	**16,247**		494	1,292	**1,786**	FF	**3**	**7**	**10**
Chile	824	0	414	**1,238**		0	259	**259**	CL	**0**	**2**	**2**
Colombia	9,813	2,665	414	**12,892**		465	938	**1,403**	FF	**2**	**5**	**7**
Costa Rica	915	0	414	**1,329**		465	520	**986**	FF	**2**	**3**	**5**
Cuba	501	779	414	**1,694**	SIDS	494	434	**928**	FF	**2**	**1**	**3**
Dominica	197	258	414	**869**	SIDS	0	25	**25**	MA	**0**	**0**	**0**
Dominican Republic	1,333	2,881	414	**4,628**	SIDS	78	633	**710**	FF	**3**	**2**	**5**
Ecuador	1,302	694	414	**2,409**		330	468	**797**	FF	**2**	**1**	**3**
El Salvador	3,107	0	414	**3,521**		97	768	**865**	FF	**2**	**5**	**7**
Grenada	362	248	414	**1,024**	SIDS	0	25	**25**	MA	**0**	**0**	**0**
Guatemala	3,844	2,343	414	**6,601**		0	445	**445**	TO	**1**	**2**	**3**
Guyana	254	250	414	**918**	SIDS	0	74	**74**	FF	**2**	**1**	**3**

	Field Programme Delivery (USD '000)					RP Cost at Country Level (USD '000)				RP Staff at Country Level		
Country	**Technical Cooperation**	**Emergency Assistance**	**Regional Projects**	**Total**	**Type of Country**	**FAORep**	**Other Costs**	**Total**	**Type of Office**	**Prof**	**GS**	**Total**
Haiti	6,149	15,776	414	**22,339**	LDC/LIFDC/SIDS	499	963	**1,461**	FF	**3**	**7**	**10**
Honduras	4,847	598	414	**5,858**	LIFDC	300	620	**920**	FF	**2**	**5**	**7**
Jamaica	457	207	414	**1,078**	SIDS	465	576	**1,041**	FF	**2**	**6**	**8**
Mexico	7,866	0	414	**8,280**		473	1,053	**1,526**	FF	**3**	**6**	**9**
Nicaragua	3,460	4,475	414	**8,349**	LIFDC	389	685	**1,074**	FF	**3**	**3**	**6**
Panama	845	0	414	**1,259**		0	235	**235**	CL	**0**	**0**	**0**
Paraguay	755	22	414	**1,190**		0	329	**329**	TO	**0**	**0**	**0**
Peru	1,388	4,087	414	**5,889**		390	1,055	**1,445**	FF	**3**	**8**	**11**
Saint Kitts and Nevis	209	385	414	**1,008**	SIDS	0	22	**22**	MA	**0**	**0**	**0**
Saint Lucia	59	237	414	**710**	SIDS	0	29	**29**	MA	**0**	**0**	**0**
St. Vincent and Grenadines	218	242	414	**874**	SIDS	0	19	**19**	MA	**0**	**0**	**0**
Suriname	197	184	414	**795**	SIDS	0	26	**26**	MA	**0**	**0**	**0**
Trinidad and Tobago	165	0	414	**578**	SIDS	444	686	**1,130**	FF	**2**	**8**	**10**
Uruguay	3,740	0	414	**4,154**		388	654	**1,041**	FF	**2**	**6**	**8**
Venezuela	328	0	414	**742**		465	479	**944**	FF	**3**	**1**	**4**
Total Latin America and the Caribbean	**72,408**	**40,640**	**13,658**	**126,706**		**6,701**	**15,072**	**21,772**		**47**	**87**	**134**

Note: the total delivery of regional projects has been equally divided among the countries in the region with FAO presence, as it is not possible to determine the exact amount delivered in each country.

Table 3: Field Programme Delivery by Country, Regular Programme Cost at Country Level, and Regular Programme Human Resources: Near East during the biennium 2008-09

Legend: FF: Fully-Fledged; MA: Multiple Accreditation; CL: Co-Located (with RO or SRO); TO: Technical Officer/FAOR from RO or SRO

	Field Programme Delivery (USD '000)					RP Cost at Country Level (USD '000)				RP Staff at Country Level		
Country	**Technical Cooperation**	**Emergency Assistance**	**Regional Projects**	**Total**	**Type of Country**	**FAORep**	**Other Costs**	**Total**	**Type of Office**	**Prof**	**GS**	**Total**
Near East												
Algeria	416	0	456	**873**		99	13	**111**	TO	**0**	**0**	**0**
Egypt	1,641	5,911	456	**8,008**	LIFDC	0	412	**412**	CL	**1**	**4**	**5**
Iran	957	0	456	**1,413**		403	435	**837**	FF	**2**	**9**	**11**
Iraq	0	25,782	456	**26,238**	LIFDC	0	176	**176**	FF	**1**	**1**	**2**
Jordan	223	0	456	**680**		0	12	**12**	TO	**0**	**0**	**0**
Lebanon	678	5,123	456	**6,258**		465	714	**1,180**	FF	**3**	**8**	**11**
Libya	1,613	0	456	**2,069**		63	12	**75**	TO	**0**	**0**	**0**
Mauritania	2,144	1,853	456	**4,452**	LDC/LIFDC	465	732	**1,197**	FF	**2**	**6**	**8**
Morocco	1,641	0	456	**2,098**		427	939	**1,366**	FF	**3**	**8**	**11**
Oman	325	0	456	**781**		0	0	**0**	TO	**0**	**0**	**0**
Palestine	-1	0	456	**455**		0	0	**0**	-	**0**	**0**	**0**
Saudi Arabia	22,354	0	456	**22,811**		0	0	**0**	-	**0**	**0**	**0**
Syria	2,244	4,535	456	**7,234**	LIFDC	396	691	**1,086**	FF	**2**	**7**	**9**
Tunisia	857	1	456	**1,314**		0	240	**240**	CL	**1**	**2**	**3**
United Arab Emirates	0	0	456	**456**		0	2	**2**	CL		**0**	**0**
West Bank & Gaza S.	0	14,851	456	**15,307**		0	0	**0**	-	**0**	**0**	**0**
Yemen	498	998	456	**1,952**	LDC/LIFDC	206	784	**989**	FF	**3**	**7**	**10**
Total Near East	**35,591**	**59,053**	**7,756**	**102,400**		**2,523**	**5,162**	**7,685**		**18**	**52**	**70**

Note: the total delivery of regional projects has been equally divided among the countries in the region with FAO presence, as it is not possible to determine the exact amount delivered in each country.