Executive Summary

FAO’s Decentralized Offices strategic positioning has been significantly affected by a paradigm shift in the global development system. FAO is actively contributing to the implementation of United Nations (UN) General Assembly resolution 72/279 on the UN Development System (UNDS) repositioning, with an overall objective to reinforce collaborative efforts and identifying greater synergies between UN partners and especially with Rome-based Agencies (RBAs), towards the attainment of the Sustainable Development Goals (SDGs).

FAO is evaluating how to revamp its Decentralized Offices business model to pursue a programmatic approach and contribute more strategically to the UN system collective response to the aspirations of the countries’ 2030 Agenda towards the attainment of SDGs. In this context, FAO’s contribution to the collaborative UN development effort should focus on ensuring food security, improving nutrition and transforming food systems.

The proposal of the FAO Regional Office for Latin America and the Caribbean (RLC) to adopt a programmatic approach includes a Portfolio of development interventions, and the assistance strategy behind them, involving multiple activities that may cut across sectors, themes and/or geographic areas. Particularly to:

1. Focus on priority areas, supported by the Members in the Regional Conference and synthesized in the Regional Initiatives that contribute to the attainment of the SDGs and FAO’s Strategic Objectives.
2. Direct contribution to national priorities according to the Country Programmes.
3. Strengthen link to national or regional policy processes and investments.
4. Promote catalytic effects for building new partnerships or enlarging the existing ones, including the UN Sustainable Development Cooperation Framework (UNSDCF),

1 Rescheduled from 27-29 April 2020, Managua, Nicaragua
private sector, civil society, financial institutions and academia, particularly in the context of the Hand-in-Hand Initiative

5. Promote cross-sectoral work with different ministries, to enhance synergies and the efficient use of resources towards the national policies and the 2030 Agenda.

The UN Decade of Action on SDG acceleration will be a critical milestone for FAO’s decentralized network to support national governments across various SDGs, focusing particularly on accelerating food systems transformation to eradicate poverty (SDG 1) and hunger (SDG 2), in line with the Hand-in-Hand Initiative.

FAO aims to further increase the autonomy of its Decentralized Offices at regional, subregional and country level for decision-making over resources, staff, policies and regulations to better attend to the demands at country and regional level. Efforts have already been made to progressively increase the flexibility afforded to Decentralized Offices to manage available budgeted resources. Furthermore, this approach has been underpinned by greater delegation of authority to Decentralized Offices in various fields, including procurement and human resources, with the overall objective to ensure effective, agile and result-oriented delivery of FAO’s programme of work on the ground. In parallel, in line with recommendations from oversight bodies, FAO has been taking consistent internal measures to strengthen oversight, transparency and integrity in Decentralized Offices. A robust internal control and risk management system has been put in place to ensure adequate accountability measures and increased responsibility of managers in Decentralized Offices. This shift will continue by enhancing the monitoring and evaluation function in the field, aiming to increase Decentralized Offices’ capacities, efficiency and responsiveness to Members’ needs.

A priority in the Latin America and the Caribbean region is to continue building the operational and administrative capacities of the FAO country offices, especially those that in the 2020-2021 biennium will be experiencing rapid and large growth in their project portfolios and budgets, due to successful resource mobilization in the 2018-2019 period.

Suggested action by the Regional Conference

- Acknowledge that due to the increasing frequency and gravity of external challenges and drivers, FAO’s Decentralized Offices positioning in the medium term will require systemic review and analysis, as well as higher level of flexibility and adaptation, to fully respond to the expectations of Members.
- Support FAO Management’s efforts towards increasing delegations of authority and decentralizing decision-making in administrative and programmatic areas, including human resources and procurement, aiming to improve overall delivery of the strategic programmes and respond to the aspirations of the 2030 Agenda for Sustainable Development.
- Request FAO to further pursue the adjustment of its Decentralized Offices business models, particularly in light of the UNDS repositioning, in order to ensure greater flexibility and efficiency in the use of the Organization’s existing limited financial and human resources. This aims to respond to the Members’ emerging needs and priorities under FAO’s Strategic Objectives and is in line with the SDGs, with special attention to addressing hunger and poverty in the most needy and vulnerable countries, prioritized by the Hand-in-Hand Initiative.
- Request FAO to continue its efforts to strengthen its technical capacities and policy integration at regional and subregional levels, to ensure FAO’s leadership in the region across relevant SDGs, including those under FAO’s custodianship, and to contribute effectively to the new UN Cooperation Frameworks and Common Country Analysis (CCA).
- Request FAO to shift towards a full programmatic approach at decentralized level to better demonstrate its valuable contributions to the SDG achievements in line with recommendations of the Evaluation of FAO’s Strategic Results Framework².

- Support FAO’s continued engagement in the implementation of the UNDS repositioning at regional and country levels, and provide guidance on FAO’s strategic direction regarding its value proposition in the region.

- Request FAO to evaluate, identify and seize emerging opportunities arising from UN reform at country and regional levels, building on lessons learned and successful experiences in collaboration with other partners, especially in the RBA environment.

Please send any questions about this document to:

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I. Setting the scene: FAO’s Decentralization policies and external drivers

1. FAO’s Decentralized Offices strategic positioning has been significantly affected by a paradigm shift in the global development system and changing external landscape. The 2030 Agenda and related paradigm shift in the development system requires FAO to coordinate its contributions in a multisectoral context towards the achievement of the SDGs at the national level.

2. FAO is actively contributing to the implementation of General Assembly Resolution 72/279 on the UN Development System (UNDS) repositioning, with an overall objective to reinforce collaborative efforts and work in a synergetic manner with other UN partners and especially with the Rome-based Agencies (RBAs). The ambitious UNDS repositioning process has placed a strong emphasis on UN agencies engaging in partnerships and joint planning and programming, resource mobilization and common business operations at decentralized levels, and envisages a restructuring of UN regional assets.

3. FAO has been engaged in the development and rollout of the RBA Action Plan for 2019--2020, designed to operationalize the tripartite Memorandum of Understanding signed in 2018. The progress in the RBAs’ collaboration at decentralized level, including on joint advocacy, analysis and planning is an important contribution to the UN reform implementation.

4. Growing decentralization of resource and investment mobilization efforts within the emerging development landscape is another new dimension, requiring the development of a new business model for FAO’s Decentralized Offices, including a greater focus on continuing to leverage investments in support of national goals.

5. Increasing importance of the regional and subregional dimension of development cooperation requires strengthened partnerships, high-level policy capacities and technical knowledge to develop region-specific solutions and to address challenges of a transboundary nature. In this context, South-South and Triangular Cooperation (SSTC) provides a proven and consolidated mechanism for addressing cross-border development challenges and for promoting neighbourhood initiatives.

6. Evolving country contexts, with more countries graduating into the middle-income and high-income economic categories and hence changing national needs and priorities, compounded with ongoing transformations in countries’ food and agricultural systems is an important driver for country office transformation. The increasing influence of regional and subregional intergovernmental and economic integration organizations is a new reality impacting country-level policies and donors’ agendas as well as FAO’s positioning at decentralized level.

7. Last, but not least, major global challenges and policies affecting FAO’s work in regions and countries, including inter alia the UN Decade of Action on the SDGs, UN Decade of Action on Nutrition (2016-2025); the Paris Agreement on Climate Change (2016), the outcome document of the 2nd High-level UN Conference on South-South Cooperation and the Global Compact on Migration (2018), and the future outcomes of the forthcoming UN Food Systems Summit, need to be taken into due consideration in Decentralized Offices’ strategic planning and programming.

II. Common achievements among the five regions

8. In 2018-2019, FAO continued to invest in strengthening its Decentralized Offices network and its capacities across the regions to increase the impact of its work at the country level, supporting Members in their efforts to attain the SDGs. FAO has been pursuing a two-fold strategy that consists of strengthening FAO’s collaborative efforts, capacities and leadership at country and regional level, on the one hand; and improving internal performance, decision-making systems and delivery services to ensure more integrity and transparency and to be fit for purpose for the 2030 Agenda, on the other hand.
A. Strengthening the capacities, leadership and partnerships at Decentralized Offices:

9. **Strengthening capacities:** Pursuant to the guidance provided by the FAO Council at its 163rd session (2-6 December 2019), FAO will continue efforts to strengthen the work of Decentralized Offices without negatively impacting the technical capacity at headquarters. This process was launched in the previous biennium, to implement the guidance provided by the Regional Conferences in 2018 concerning the need for increased efficiency, flexibility and capacity of Decentralized Offices, and prioritized and tailored support to meet countries’ specific needs. In particular, FAO started the transformation of country office business models, aiming to provide much needed flexibility for resource allocation at the country level to address emerging needs, including larger allocations to the most vulnerable countries.

10. These efforts will be further enhanced to ensure that FAO’s Decentralized Offices are adequately equipped to offer high-level technical and programming expertise and continue to adapt their respective skillsets to evolving priorities and a changing external environment. In an ever more competitive environment in the field, thinly resourced country offices would require greater capacity and backstopping support for joint planning, programming and resource mobilization as well as partnerships in the framework of a reinvigorated UN Resident Coordinator (RC) system. Financial and human resources are provided ‘on-demand’ to the roll-out countries starting the new Cooperation Framework cycle. This support includes skilled ‘FAO Surge Capacity Teams’ from different levels and areas of expertise of the Organization to be timely involved, and deployed as required, during the critical steps of the preparation of the UN Cooperation Frameworks and Common Country Analysis (CCA) and the entire visioning exercise, from which FAO’s Country Programming Framework (CPF) will be derived. The adjustment of staff profiles will be undertaken, including a skill mix exercise and analysis of gaps in terms of profiles.

11. Pursuant to the recommendations of the Evaluation of FAO Strategic Results Framework and from the Internal Review of FAO Regional Structures (2019), opportunities will be explored to thematically focus the multidisciplinary teams in the Subregional and Regional Offices to provide integrated solutions and ensure better access of countries to FAO’s technical expertise, knowledge and policy support in a complementary way to the overall review of the UN regional architecture, that is proposing the establishment of issues-based coalitions. The innovative business model of Partnership and Liaison Offices (PLOs) will be further explored and expanded to interested upper and lower middle-income countries, with stronger emphasis on their potential role as centres of excellence, including through South-South and Triangular Cooperation.

12. **Strengthening FAO’s leadership in the UN country teams:** As evidenced by initial lessons learned from the implementation of the UNDS repositioning in the roll-out countries, in order to harvest the potential of this renewed UN partnership, FAO country offices need to demonstrate strong leadership capacity within the UN country teams. In particular, the new reinvigorated RC system has provided an opportunity for FAO country representatives to leverage political support towards sustainable food systems, agriculture, nutrition and food security. Sixty-eight percent of FAO Representatives (FAORs) consider the new leadership of the RCs as being independent and impartial with regard to their interaction with UN Agencies, Funds and Programmes.

13. Since the launch of the UNDS repositioning on 1 January 2019, appropriate actions have been taken and guidance designed and provided to Decentralized Offices to ensure FAO’s leadership role in the process. The job description of FAORs was adjusted with a strong focus on sustainable development, especially on food systems transformation. From 2020, FAORs are accountable for and will report to the RC on joint development results (modifications were introduced in the performance evaluation tool, PEMS). In a more strategic move, FAO is consolidating a global knowledge management function to support country level interventions through targeted collection, analysis and

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3 Results received from FAO’s Internal Survey on the UN reform held in October-November 2019 with participation of all country offices.
4 Same as previous.
dissemination of corporate data and statistics on measurable indicators. Special training tools are being designed to support FAORs to implement the reform. FAO has been more proactively engaged in leading more systematically the work of various thematic results groups and other mechanisms within UN Country Teams.

14. Furthermore, FAO has substantially revised its own CPF Guidelines for the planning and programming instrument at country level to be fully derived from the UN Cooperation Framework, as required by the UNSDCF Guidelines.

15. FAO is also participating in the design of country-level UN Business Operations Strategies. These have the overall objective to improve efficiency, accountability and cohesion through enhanced collaboration and greater synergies between agencies’ administrative services and back offices with a view to achieving overall cost savings to be redeployed in support of development initiatives towards the attainment of the SDGs. These efforts complement the current vertical integration of administrative services already achieved through the FAO Shared Services Centre (SSC).

16. Defining FAO’s value proposition in the UN regional architecture: Throughout 2019, FAO has been fully engaged in the work of the interagency Internal Review Team (IRT) on the UN Regional Review, which resulted in the establishment of a single Regional Collaborative Platform (RCP) for each region with the UN Development Coordination Office (DCO) serving as a Secretariat.

17. Regarding the RCP, the Organization is actively supporting the analytical and programmatic framework and advisory services, advocacy and convening functions especially for regional processes, strengthened coordination and support to UN RCs through policy work, analysis and information.

18. FAO is actively engaging in the formulation of the CCAs and is participating in the Mainstreaming, Acceleration and Policy Support (MAPS) missions in selected countries for further connection/integration with the new cycle of Cooperation Frameworks. FAO Regional Offices are providing technical and policy assistance support to country offices in the various steps of the formulation of the Cooperation Frameworks. Selected FAO Regional Officers have been appointed as members of the Regional Peer Support Groups (PSGs) coordinated by the newly established Regional DCO Offices, tasked to peer-review the quality of the CCAs and other parts of the Cooperation Frameworks, ensuring that FAO’s comparative advantage and contribution to relevant SDG targets are clearly recognized.

19. By pursuing cost-effective, demand-driven collaboration with UN partners at regional and subregional level, underpinned by a clear value proposition for the UN system as a whole as defined in the IRT, FAO will be better able to provide adequate responses to emerging cross-border or common development issues and priorities in the specific regional context. FAO has been supportive and committed to facilitate the proposed issue-based coalitions across various thematic clusters. FAO’s regional efforts will also concentrate on improving accessibility to finance and investments through closer engagement with private sector and International Financial Institutions (IFIs).

20. Prioritizing FAO’s support to SIDS, LDCs and LLDCs: Responding to the request of the FAO Council at its 159th session (4-8 June 2018) and the FAO Membership’s firm political commitment of reaching populations in far-off and isolated places in line with the principle of “Leaving No One Behind”, the FAO Director-General is placing strong emphasis on providing special targeted assistance to address the challenges of Small Island Developing States (SIDS), least developed countries (LDCs) and landlocked developing countries (LLDCs). The newly established dedicated Office in FAO headquarters will coordinate and harmonize policy support to these countries, and the newly launched flagship Hand-in-Hand Initiative is serving as a platform for better facilitation and acceleration of FAO’s contribution to countries in achieving SDGs 1 and 2.

21. Enhancing RBA collaboration: The ongoing repositioning of the UNDS is playing a strong catalytic role in advancing the three RBAs’ cooperation at country and regional level. In response to the recommendations approved by the FAO Council at its 159th Session in June 2018, there is increasing effort to make this collaboration more systematic, strategic and focused on programmatic approaches. The RBAs are demonstrating active team engagement in this process in the field and are positioning themselves as “natural allies” thus advocating jointly for placing food security, nutrition
and sustainable agriculture high on the UN country agenda. RBAs are more closely engaged in designing joint programmes on food, nutrition and agriculture at country level as part of the UNSDCF, including piloting of joint country plans in selected countries (Colombia, Indonesia and the Niger).

**B. Improving internal performance and oversight, decision-making systems and delivery services:**

22. *Decentralizing decision-making and delegation of authority:* Since the initial phases of decentralization, in response to decisions taken by Members at the 163rd Session of the FAO Council and following the subsidiarity principle, the Organization has been taking continued measures to increasingly delegate authority to Decentralized Offices, especially on planning, programming and resource mobilization. Most recently, FAO has been sharpening its focus on ensuring meaningful delegation of authority in operational matters, especially on human resources management and procurement, as reaffirmed by the Internal Review of FAO’s Regional Structures (2019) and the Evaluation of FAO’s Strategic Results Framework (2019). These efforts will continue with an objective to speed up FAO’s delivery and avoid delays in project implementation, to meet the expectations of the 2030 Agenda and engage in joint programme implementation with other UN partners. Actions being implemented include the revision of the Non-Staff Human Resources (NSHR) policy, allowing increased decision-making authority from headquarters to the Regional Offices in various fields, including recruitment of non-staff resources and streamlining of various clearance procedures. The recently revised procurement policy of FAO (Manual Section 502) increases the delegation of authority for heads of Decentralized Offices, provided that local capacities are in place (i.e. training) and/or International Procurement Officers (IPOs) are available in the country or at (sub) regional level to support national and regional procurement actions.

23. *Improving internal performance, control and risk management functions in the Decentralized Offices:* In the reporting period, FAO introduced strengthened internal controls, operational management (including fiduciary risk) tools and risk management functions in Decentralized Offices, as recognized by the Multilateral Organization Performance Assessment Network (MOPAN) Assessment Report 2017-2018. The full-scale implementation of risk management function roll-out in the Decentralized Offices, including more integrated and streamlined systems for planning, monitoring and reporting on risks is underway and will be completed in the course of 2020. In parallel, to increase the local capacity, FAO launched new knowledge exchange and training programmes, including temporary geographic mobility placements for Assistant FAORs, group briefings for new FAORs and cross-regional Think Labs, enabling country offices to share experiences, good practices and solutions to common challenges across all five regions.

**III. Achievements and challenges in the region**

24. The region has witnessed a significant increase in resource mobilization; as a result, a set of challenges have arisen, and constraints on capacity in the Decentralized Offices to manage the significant field programme growth have become more evident.

25. *Strengthening internal capacity for large-scale project implementation.* FAO country offices, with the support of the subregional and regional teams, are assisting governments in designing and implementing large-scale projects, which significantly differ in both size and scope from classic cooperation. This has led to the establishment of a Multidisciplinary Support-Team focused on strengthening the internal capacity of Representations undergoing the formulation and/or early implementation of these large-scale projects. The objective of this effort is to identify and implement, in a timely manner, measures that would enable country offices in the region to be prepared to effectively and efficiently implement these projects.
26. In February 2019, the transfer of technical and administrative supervision and oversight for
the FAO Haiti Office from the Subregional Office for the Caribbean (SLC) to the Subregional Office
for Mesoamerica (SLM) became effective, ensuring that all the Regional Initiatives have a special
focus on Haiti in their work plans. The intention behind the decision was to reinforce the support to
the Representation in Haiti. Technical capacity in SLM, ease of communication and other
geographical advantages were aspects supporting the decision. Haiti has continued to participate in all
the policy and technical forums of the different intergovernmental organizations of the Caribbean
subregion to which Haiti belongs, including but not limited to the Caribbean Community (CARICOM)
and all the organizations that are part of CARICOM.

27. FAO’s leadership is being consolidated as Members’ and Indigenous Peoples’ ally on
indigenous affairs in Latin America and the Caribbean. FAO has built on existing partnerships with
indigenous organizations and traditional authorities, guaranteeing the continuity of the joint work with
United Nations agencies members of the UN task force on indigenous issues, and strengthening the
technical support to Members in the field. FAO is consolidating its position as a leading agency on
indigenous peoples’ affairs, in the implementation of the UN Decade of Action for the Acceleration of
the SDGs and the Hand in Hand Initiative in the region.

28. Recent important evaluations have concluded that FAO’s activities have been dispersed across
too many projects. To move towards a more programmatic approach, the region is making the
commitment to reinforce the strength of the Regional Initiatives, which have been proven to work with
a strategic focus, consistency and coherence. Having the Regional Initiatives programmatic approach
as a resource, the region will reinforce its programmatic way of working.

29. This region has also been fully committed to implementing the corporate tools that have been
developed over the past few years to strengthen and reinforce FAO’s Internal Control Framework. Its
application has been closely monitored at regional level. During 2019, the country office capacities
were strengthened with the delivery of a Financial Risk Management Workshop, which aimed to
increase the risk management knowledge and awareness of the Administrative Officers in the region.
Webinars, videoconferences and written guidance have also been provided to the country offices for
better application of concepts.

IV. The way forward - challenges and opportunities

GLOBAL DIMENSION

30. Given the increasing frequency and intensity of external challenges and drivers, FAO’s
Decentralized Offices positioning in the medium term will require systematic review and analysis and
a higher level of flexibility and adaptation, to fully respond to the expectations of Members.

31. In the 2020–2021 biennium, FAO needs to pursue the following objectives to address
challenges and harness new opportunities:

D. Shift towards a fully programmatic approach at decentralized level:

32. By accelerating the shift towards a fully programmatic approach and by setting more tangible
programmatic objectives at country and regional level, FAO will be able to leverage its global policy,
regulatory, scientific and technical contribution in support of SDG attainment following the
2030 Agenda. This will also help FAO to influence the UN Cooperation Framework in the areas of its
core mandate and prioritize areas for resources mobilization. This process will be assessed in the
review of FAO’s Strategic Framework, which will take place in 2020, and will focus, among others,
on tightening the alignment of FAO’s results framework to the SDG indicators and draw on
monitoring and evaluation capacities to strengthen FAO’s country-level monitoring and reporting
tools.
E. FAO’s value proposition at regional level in the context of the UNDS repositioning:

33. By consolidating regionalized knowledge and technical capacity and engaging in the proposed “issue-based coalitions” which are networks of UN agencies’ capacities across various thematic clusters, FAO will be able to lead the UN regional response to country needs in the areas of its core mandate and improve Members’ access to FAO’s regional expertise. FAO’s policy integration capacities and abilities at regional level, including through innovation and analysis would be key to succeed in this important and challenging dimension. FAO’s strong capacity within the Global Programme of Action on Food Security and Nutrition (GAP) to address the special needs of the SIDS in the framework of the Samoa Pathway would serve as a strong asset to leverage FAO’s leadership and comparative strength in countries served by Multi-Country Offices (MCOs), such as the Pacific, Caribbean and Indian Ocean and Atlantic Islands. These countries will benefit from the UN Multicountry Office Review recommendations aiming at repositioning UN capacities at global, regional and subregional levels to ensure access to a tailored support as well as relevant and readily available expertise, by building synergies across the UN system and with regional and subregional intergovernmental organizations. They will also receive increased support and advocacy from the FAO Office for SIDS, LDCs and LLDCs.

F. FAO’s leadership on food security, agriculture and nutrition at country level:

34. By capitalizing on the redesigned UN Cooperation Framework cycle to increase attention at national level to food security, agriculture and nutrition agendas, FAO will be able to influence the UN agenda at the country level, gearing towards a multidisciplinary, cross-sectoral approach.

G. Promoting inclusive partnerships at regional and country level:

35. Promoting a strengthened and more results-oriented collaboration with other UN partners and especially RBAs, based on synergies and complementarities, is a prerequisite to address the challenges ahead and achieve the aforementioned objectives. FAO will also sharpen its focus on partnering with the private sector and public and private investors and on promoting innovative partnerships as well as South-South and Triangular Cooperation (SSTC) programme. The elaboration of a new vision for collaboration with the private sector, as requested by the FAO Council at its 163rd Session in December 2019 (CL 163/REP paragraph 10.b) will have significant implications for shaping new partnerships at Decentralized Offices level.

H. Boosting operational capacity:

36. As recommended by MOPAN (2017-2018) and the Internal Review of FAO’s Regional Structures (2019), in the 2020-2021 biennium FAO will continue to apply further action to boost operational efficiencies through the decentralization of key management and operational processes, increased delegations of authority, improved monitoring and evaluation and reporting capacities at the country level, with the objective of improving overall performance and programmatic delivery.

I. Promoting innovation at decentralized levels:

37. In line with the vision of the Director-General, the Decentralized Offices network will be fully engaged in the FAO digitalization process and promotion of innovations in the field to accelerate progress in delivering the 2030 Agenda. The new corporate vision will be defined by a newly established Office for Innovation at headquarters, which will consolidate and strengthen FAO’s innovative ethos, including innovation of mind-set, innovation of cooperation models, and innovation of application by digitalization. The Decentralized Offices network will be at the forefront of efforts to promote innovative methodologies, approaches and programmes that can be sustainably scaled up in cooperation with national governments, private sector, academia and civil society. Taking into consideration that there is no global solution to some of the challenges that we are facing today, and
there is no one size fits all, Decentralized Offices will play a valuable role in adapting innovative solutions and business models to the local context, and specific needs and demands of the countries.

**REGIONAL DIMENSION**

38. In 2020-2021 the region is committed to give top priority to not only monitor the implementation of projects, but also track their contributions to the programme priorities set by the Members as well as the quality of their results. This will be done by setting up learning systems to take more advantage of project evaluations and other initiatives. The country offices in the region will follow up with a work plan for project-programme links and quality enhancement.

39. All Offices in the region will continue to apply the zero-tolerance policy against sexual harassment and all forms of harassment and abuse. The compliance with this policy is taken very seriously and monitored very closely. A Network of Ethics focal points and a Network for Prevention of Sexual Exploitation and Abuse have been established. The focal points have been trained in order to strengthen the capacity of response at country office level. All employees have to undergo mandatory training on this important issue.

40. The Regional Office has embraced the UNDS repositioning as an opportunity for achieving coherence with other UN agencies around the SDG Agenda. Country offices in the region are already participating directly at a country level in reform efforts and the Regional Office is engaged with the UN Development Group for Latin America and the Caribbean (UNDG LAC) and the PSG.