

MAJOR ACTIONS TAKEN BY FAO IN SUPPORT OF DECENTRALIZATION SINCE 2004

Title	Summary Description
A. Structures and Resource Allocation	
Establishment of Subregional Offices and Multi-disciplinary Teams (MTDs).	As approved by the FAO Conference and Council, three new Subregional Offices (SROs) have been opened in Africa, one in Central Asia, one in Central America and one is expected to be opened (at no cost to the Organization) for countries of the Gulf Cooperation Council (GCC) and Yemen. SROs are an integral part of the Regional Offices and Subregional Coordinators report directly to the Regional Representatives (RRs). Skill mix in SROs is determined through consultation between Regional Offices and headquarters departments.
Redefinition of the functions of Regional Offices	<p>Regional Offices (ROs) are now responsible for leading FAO's response to regional priorities and rural development and they develop, promote and oversee FAO's strategies and implement related programmes and projects based on their relations with region-wide institutions.</p> <p>The functions of the ROs include: i) represent the Organization, advocate its policy positions and communicate its messages; ii) support food security, agriculture and rural development in the region; iii) strategy development, programming and aid coordination; iv) support exchange of knowledge and information; v) field programme implementation/project operations; vi) liaise and coordinate with regional organizations; vii) organize Regional Conferences; and viii) assure security of the RO and its staff.</p> <p>The RR is to lead a Regional Management Team (RMT), composed of SRCs to review programmatic and managerial challenges of the region. The RR is to prepare a Regional Priority Framework (RPF) building on NMTPFs, outcome of Regional Conferences and requests of regional organizations. RPFs can provide an informed basis for integrating region specific issues in the programming and budgeting process. Implementation of these measures is currently ongoing through the Informal Working Group on Decentralization.</p>
Changes in Reporting Lines	The new Circular on Responsibilities and Relationships defines the (hierarchical) line of command. At the same time it recognises that hierarchical reporting relationships have to be complemented by multiple functional relationships. Thus, all staff members engage in multiple functional relationships to ensure the coherent application of corporate policies and standards, ensure focus on decentralized priorities, and allow the required networking.
Improve decision-making, reduce fragmentation and increase collaboration between decentralized offices.	Subregional Management Teams comprising the SRCs, Subregional Technical Officers and FAORs have been launched, and RMTs comprising the RR and SRCs are being put in place.
Restructuring FAO Representations (FAORs)	New staffing models have been applied to FAORs in Africa and Central Asia, with the objective of improving the distribution of the available resources. Thus far, the new models have resulted in the abolition of around 115 GS posts, the abolition of all International Administrative Officer posts (11) and the establishment of 20 posts of Assistant FAOR Administration (NPO).
Increased resources to ROs and SROs for non staff resources	Following approval of the maintenance budget by the 2007 Conference, increased resources have been made available to ROs and SROs for travel, non-staff human resources, etc., as envisaged under the FAO Reform.
Increase from 19% to 50% of the AOS Income share of FAORs/Budget Holders.	FAORs as Budget Holders of projects at country level are now entitled to receive 50% of the AOS income generated by the projects they operate. Special arrangements have also been made to reimburse FAORs for their role in the delivery of emergency programmes.

B. Empowering Decentralized Offices/Delegation of authority	
Authority to approve TCP resources	FAORs are authorized to approve activities to be funded under the TCP Facility up to US\$200,000 per biennium per country. The same authority has been extended to RRs and SRCs.
Authority of FAORs to receive local contributions	FAORs are authorized to receive contributions from local donors up to US\$200,000.
Increased delegation of authority on procurement of goods and services	Authority was increased from US\$100,000 to US\$150,000 for RRs, from US\$50,000 to US\$75,000 for SRCs and from US\$25,000 to US\$50,000 for FAORs. Ad personam levels are possible in exceptional cases.
Delegation of authority on recruitment of General Service (GS) staff	SRCs, FAORs and Heads of LOs have now authority to recruit GS staff up to the G-4 level.
Increased delegation of authority and streamlining of procedures	In May 2006, several measures were introduced to empower Decentralized Offices (DOs) with increased authority for Procurement, Letters of Agreement, Recruitment, Operational Cash Accounts, and other administrative actions.
Increased role and responsibility of FAORs in the project cycle	FAORs are now responsible for the entire development project cycle of the field programme in their countries. Similarly, RRs and SRCs have responsibility and authority for regional and subregional projects.
Delegation of authority for the approval of travel and leave	The authority to authorize duty travel and leave of FAORs within their respective Region/Subregion has been transferred to RRs/SRCs, as appropriate. For travel of SRCs within the subregion the authority is with the RR. Travel outside the subregion is approved by OCD. Travel of RRs is approved by the Director-General through OCD.
C. Increased Participation of Head of DOs in Corporate Activities	
Participation of Heads of DOs (ROs, SROs and LOs) in the FAO Conference	This was introduced for the 2007 Conference and is expected to continue in the future, resources permitting.
D. Performance management and Capacity Building	
FAORep Competency Profile	As part of an Integrated Competency Framework, the specific competencies required from FAORs were developed by OCD and AFH through a corporate consultative process.
Expansion of capacity development activities for staff in DOs	Training activities for staff in DOs have increased considerably. These include initiatives such as refresher courses and the Management Development Centre courses, training on FAO's role in emergencies and other training activities for Assistant FAORs (NPOs) and General Service staff of DOs.
Introduction of the Performance Appraisal and Monitoring System (PAMS) for FAORs	The PAMS system was introduced to provide a thorough assessment of the FAORs who in turn have an opportunity to comment on the support received from the SRO, the RO and Headquarters Departments and Offices.
E. Communication and Information Exchange	
FAOR Discussion Forum	A Web forum has been established on a pilot basis with the objective of providing an opportunity/space for FAORs to exchange knowledge/ideas on technical, administrative or other topics of common interest.
The Country Office Information Network (COIN)	Significant improvements and expansion of COIN implemented since 2007 have produced major streamlining of the administrative processes related to DOs. Budget revisions, procurement of goods/services, requests for additional allocations, disposal of equipment and other processes are now handled electronically, thus avoiding forms and messages to the responsible HQ units.
F. Planning Tools at Country Level	
Introduction of the National Medium Term Priority Framework (NMTPFs)	NMTPFs have gradually been introduced. To date, some 30 NMTPFs have been completed. Similar documents are being introduced at subregional and regional levels. Thus, country, subregional and regional priorities can be integrated into the programming and budgeting process, and provide the basis for corporate resource mobilization and field programme development.