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COUNCIL

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Independent Review of Decentralized Offices Network

Executive Summary

The 39th Session of the FAO Conference requested that an independent review be undertaken and its findings be submitted, along with views of Management, to the 153rd Session of the Council (November-December 2015), through the Joint Meeting of the Programme and Finance Committees.

The present document builds directly on the five independent regional evaluations of FAO's decentralization. The recommendations of those earlier reviews are presented, along with information that brings the recommendations up to date and allows for deeper analysis of the current situation in each office. The most recent of the five independent regional reviews, for Latin America and the Caribbean, introduced the use of quantitative indicators to analyse the characteristics and functioning of the country offices, also adopted by the current paper.

The Review presents independent data on characteristics of the country offices including the volume of programme delivery, the assessed-contribution budget allocation for running the offices, the ratio between the two, and other data on the volume of activity in each of them. It also presents a series of tables on country characteristics including the classification of countries by income level, the proportion of undernourishment, the prevalence of stunting and bilateral aid to countries. Information is also provided for a number of cities, including the number of direct flights to other cities of the region or subregion and the location of other regional or subregional bodies in that city.

The data have a bearing on the location of FAO offices, their coverage and staffing. No single indicator can serve as the basis for decisions and, even in their totality, it is not feasible to construct a simple formula that applies to all cases. Nevertheless, the information contained in the tables along with the recommendations from the earlier independent regional evaluations provide the basis for discussion on options and proposals on coverage, location and levels of responsibility of FAO offices outside of Rome.

The recommendations of the regional independent reviews suggest a number of general criteria. Regional Offices ideally should be located where regional institutional partners are, and in cities that bring people together on topics of relevance to that region. Regional offices should be located in cities with good airline connections to the countries that they serve.

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Subregional offices need to be placed in well-defined subregions, located where there are headquarters of subregional bodies or the subregional offices of partner agencies. They need to have easy access to the countries of the subregion. Like all offices, they need an appropriate mix of expertise and to be demand-driven to serve the needs of the country offices in their subregion.

Choices need to be made in prioritizing expenditures, particularly those funded by assessed-contributions, where they will contribute most to FAO's results. Low-income and lower-middle-income economies are higher priorities for these expenditures than high and upper-middle income economies. Country offices that have large programmes funded by voluntary contributions require special provisions, as do countries with very small programmes, particularly where donor interest is not large. For small programme countries, groups of neighbouring countries may provide a necessary critical scale, particularly where they face similar challenges.

All of the options for changing FAO's coverage relate to improving the ability of FAO to deliver its Programme of Work and achieve the results called for in the Strategic Framework in the most cost effective manner possible. Ensuring FAO country presence should remain the guiding principle for the FAO decentralization and the structure of the FAO network in the field. To the extent possible, all developing countries should have an accredited FAO Representative, who may or may not be resident depending on the level and prospect of the programme and specific agreement with the concerned member country. Wherever the FAOR is not resident, appropriate dispositions should be in place to ensure the continuity of dialogue with the Government and that the country has full access to FAO's knowledge, support and services that it may require.

Given the high degree of variability among offices, a general proposal is to recognize the degree of management complexity and responsibility and differentiate management decisions on grades and staffing of country offices accordingly. For those countries above a given level of delivery, the offices will be eligible for special consideration. Below a given level, with due consideration for other responsibilities of some offices, some of these low-delivery countries may need to come under multiple accreditation, losing their resident FAO Representative.

Another option may be to send existing technical staff as FAORs but who will work primarily as technical officers, linked to the subregional multidisciplinary team, while hopefully building up the country programme. Given the low volume of work in a number of countries where donor interest is also low, this alternative arrangement may offer promise, provided the technical officers are sufficiently engaged and connected to the technical network of the region and subregion.

Another general recommendation is to prioritize country presence and Regular Programme support in Low-Income, Food-Deficit countries, and to rely increasingly on cost sharing for offices in high or upper-middle-income countries. This is already the case in some countries with high volumes of Unilateral Trust Funds, mainly in Latin America, but can be expanded. Similarly, in terms of the impact of climate change, the Small Island Developing States (SIDS) and particularly those in the Pacific require special priority.

Specific options for change are presented for each of the regions. The document concludes with the comments of the five original independent reviewers, who attest to the continuity of the analysis with their original proposals, and who provide additional comments on the coherence of the options for change.

Many of the options proposed are straightforward and some will be controversial. Most of the changes fall within the responsibility of Management and others would require Governing Body approval. Consensus on these issues has been difficult in the past. By building on the five independent regional reviews and presenting additional data in the most transparent way possible, laying out the rationale for the changes as they relate to the larger reforms of the Organization, it is hoped that Members will recognize the need for change and will provide necessary feedback through the Governing Bodies, including the Regional Conferences. These options will bring FAO's office coverage up to date, to meet the challenges agreed by Member Countries and to fulfil the objectives and results that they have assigned to the Organization.

Suggested action by the Joint Meeting of the Programme and Finance Committees and by the Council

The Joint Meeting is invited to consider and the Council is requested to:

- consider the analysis and options for FAO's decentralized office coverage;
- agree to the principles and criteria proposed for adjusting coverage;
- encourage the Director-General to make adjustments on a region-specific basis in consultation with Regional Conferences; and report on the results at the 154th Session of the FAO Council.

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I. Introduction

1. One of the major reforms of FAO over the past several years has been the shift to a common strategic framework that explicitly links the work of the Organization at all levels to identifiable results that occur within Member Countries. This has a number of implications for how different parts of the Organization work together, and in partnership with many others, to add value to the efforts of its Members in achieving national and global goals. How best to apply the limited resources available to the Organization at country, regional and headquarters levels remains a critical issue. The size, placement and coverage of decentralized offices are key elements, but these can only be understood in the context of the larger reforms designed to enhance FAO's performance in delivering results, which represent the culmination of activities carried out across all parts of the Organization.

2. The location and coverage of FAO's offices outside of headquarters have been reviewed several times in the past, including in each of the five regional evaluations of decentralization. In the past, consensus on this issue was hampered by differing views among Members on what would best serve the interests of the Organization. Much of that debate reflected a false dichotomy of choosing between FAO's normative and global public goods work and more operational support for countries' policies and programmes through activities in the field. In FAO and elsewhere, this older view has been superseded by a recognition of the interconnected nature of global, regional and local challenges that affect countries in different ways. These challenges need to be addressed by bringing shared knowledge and experience, policies, institutions and resources to bear on producing impact and quantifiable results at the country, regional and global levels.

3. FAO's Results Framework provides the basis for orchestrating FAO's support to countries. It also places significant new demands on headquarters and regional, subregional and country offices. Regardless of location or source of funding all efforts contribute to the results framework, approved by Members, and all offices report on a common set of priority outputs leading to outcomes that are likewise reported together in the Mid-Term Review and Programme Implementation Report. This is a significant improvement over what was possible in the past and needs to be kept in view when discussing issues of coverage, accountability and respective roles and responsibilities. Appropriate structure, staffing and location of the offices must respond to the demands placed on each to produce results for the system as a whole. Members and Management recognize that the existing set-up does not adequately respond in the most efficient and cost effective way possible.

4. These issues arose in different ways in the set of five evaluations of FAO Regional and Subregional Offices, and are summarised in the first recommendation of the *Synthesis of Evaluations of FAO Regional and Subregional Offices*: "FAO Member Countries and Management should consider reviewing the types and coverage of Representation in countries and the location of Regional and Subregional Offices."

5. At its 151st Session in March 2015 the FAO Council:

- emphasized the importance of consolidation of decentralization efforts in order to reinforce the holistic work of the Organization;
- appreciated the proposal for a more proactive and tailored approach in respect of middle-income countries;
- encouraged the continued use of partnerships to enable the Organization to leverage its comparative advantages; and
- encouraged the continued review of capacity and location of human resources and skills mix for optimal delivery of the programme of work.

6. Addressing this recommendation, the June 2015 39th Session of the FAO Conference requested that an independent review be undertaken and its findings be submitted, along with views of Management, to the 153rd Session of the Council (November-December 2015), through the Joint Meeting of the Programme and Finance Committees. The Conference "appreciated the efforts on decentralization undertaken since 2012, which had led to an improved and more harmonious

Organization, recognizing that further enhancements were still required on a region-specific basis, with due consideration of cost-effectiveness and balance between Headquarters and decentralized locations.”

7. The instructions from the Governing Bodies are clear. Equally important is the broader understanding behind this guidance and how it fits into the larger reforms underway since 2012. The purpose of decentralization efforts is to enhance the impact of FAO’s work through results, particularly at the country level, of all of its activities. This is set in motion by the common results framework, with a limited number of shared outputs and outcomes that all offices contribute to, with agreed indicators of change at the country level, aggregated globally. This goes hand in hand with other changes on clear accountability at all levels, which in turn places new demands on information, monitoring and reporting of results, and on the use of resources to produce them.

8. This requires skilled management and oversight, along with technical and operational support that is demand driven, on time, and provided in the most cost effective way possible. Consequently, the FAO network must:

- Maximize the use of limited resources in delivering of FAO's Programme of Work;
- Support the diversity of needs of the Membership, while addressing global, regional and country priorities;
- Give priority to countries with the greatest need, while recognizing the ability of all countries to provide varying degrees of support through cost-sharing, experience-sharing and other forms of cooperation;
- Work in partnership with regional and subregional organizations and with many others at the country level coming from various levels of government, civil society and the private sector; and
- Incorporate sufficient flexibility to accommodate challenges and opportunities as they arise.

9. Other key decisions on the organizational set-up and re-alignment have been made to ensure FAO is fit for the strategic and operational opportunities and challenges ahead. These aspects need to be seen as integral to the review of office coverage, location and responsibilities. They include the Reviewed Strategic Framework, enhanced management information systems (in particular GRMS and FPMIS) and new governance and management tools, such as the Results Dashboard and the Accountability Policy. Other policies and frameworks, including an Internal Control Framework, are currently in preparation.

10. It is also important to recall that delivery at country level is driven by the agreed results of the Country Programming Frameworks (CPF). These results contribute to the overall corporate target setting of the Programme of Work and Budget process and, consequently, require that FAO’s reporting on results is broken down by country. This elevates considerably the requirement to provide the appropriate human and financial resources throughout the network.

11. Other related points need to be kept in mind when discussing coverage. It is helpful to call attention to the combined budget of the Organization, in which around 40 percent of the total comes from the assessed contributions of Member Countries and around 60 percent from voluntary contributions. At the country level, the assessed contributions provide for the basic office expenditures and the core staff. This includes the single international staff member, the FAO Representative (in countries where there is one), and generally one or two national professional officers and several administrative staff. All other project activities, with the exception of TCP resources, are funded by voluntary project-specific contributions. These projects require technical and operational support, provided by the country office and from the subregional, regional and headquarters units, which are funded primarily by assessed contributions on a cost recovery basis.

12. As a consequence, some country offices are very large, with staff, budgets and volumes of transactions that are in some cases even larger than regional offices, and others are quite small. Details on these office characteristics are provided below, but it is important to keep in mind that FAO

manages these assessed and voluntary contributions in a combined fashion and both parts need to be viewed as a common whole. Until the advent of GRMS and the updated reporting on staff, transactions and expenditures, it was difficult to see the larger picture. In the past, discussions tended to focus on the assessed contribution portion of FAO staff and resources, where information was readily available.

13. Delivery is important, in the sense of the volume of expenditures in a given country or by an office, but results represent much more than delivery. In some countries the role of FAO is more focused on policy advice, or facilitation of South-South cooperation or, in some countries, to support the government in coordination of programmes and external funding that we do not manage directly. In all these instances, accountability requires a structure beyond the use of project inputs, along with an appropriate management hierarchy of information, monitoring, reporting and oversight.

14. The importance of partnerships is another element that needs to be kept in view. Most of FAO's work—and especially the work at the country level — is carried out in support of others' programmes, generally the government, and in collaboration with a wide variety of other institutions, including UN and other inter-governmental agencies. The location and coverage of a number of these key partners needs to be considered. This is particularly important in the case of the UN Economic Commissions. FAO has signed Memoranda of Understanding with all of them and has a series of ongoing collaborative activities, including joint publication on regional issues. FAO Management considers it of fundamental importance to have strong linkages with the Commissions, facilitated wherever possible by the close proximity of a regional, subregional or liaison office. In addition, the regional or subregional economic communities and other organizations are also very important partners of FAO and their location needs to be taken into account.

15. A further consideration is connectivity. A lot has changed in the world since FAO country offices were first established. Air travel has expanded enormously and continues to evolve through the growth of new airline hubs and changes in the industry. At the same time, connectivity through the Internet has opened up opportunities for interaction that were unthinkable in the past. Connections for air travel and virtual connectivity are both critical.

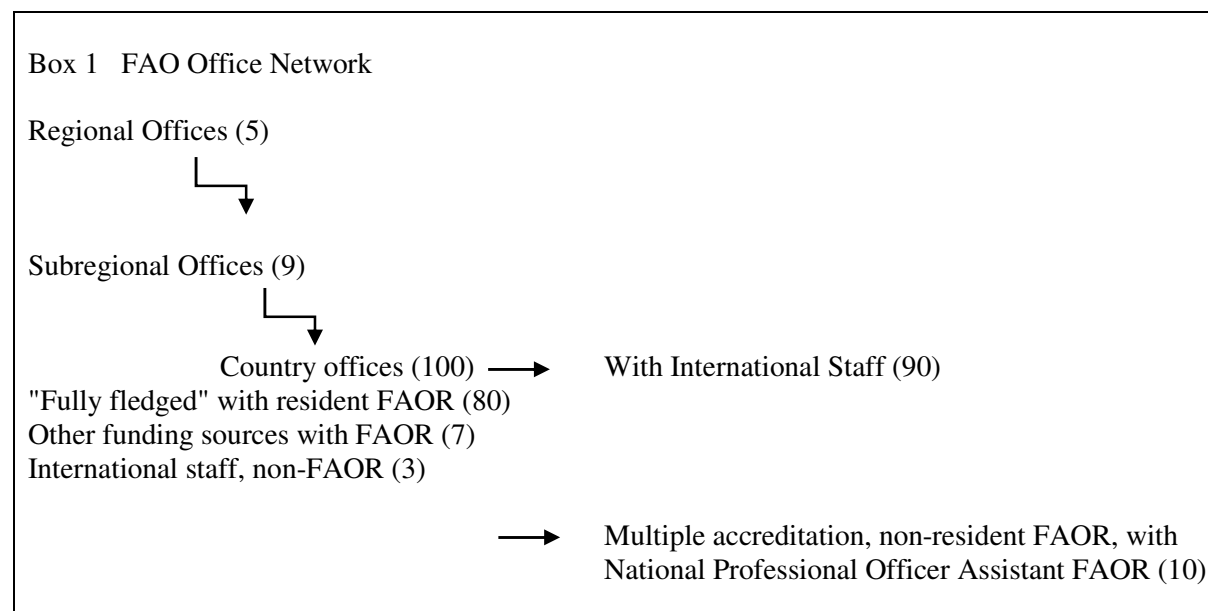
16. Finally, the world has evolved politically and economically since FAO's offices were first set up. Most of FAO's Members were not independent countries in 1945 and new countries have steadily been added, including the most recent three: Singapore, South Sudan and Brunei Darussalam in June 2013. The growth of middle-income countries is another of the most noticeable developments, including the high-income economies in Latin America and the Caribbean, along with an increasing number of protracted crises. While the majority of the world's poor and chronically undernourished are now located in middle-income countries, the number and scale of severe crises is rising, with the impact of climate-related natural disasters growing and expected to accelerate.

17. This reality reflects the fact that the world's most pressing challenges truly are global in nature, as contained in the new Sustainable Development Goals. FAO's normative work and global public goods need to be seen as integral parts of its work in support of policy change and implementation, capacity development and support to countries in their efforts to meet the challenges. Putting all this together requires making the best use possible of the mix of centralized and decentralized support, along with the optimal facilitation of partnerships and knowledge sharing. The sections below outline the current status of office coverage, the characteristics of the offices and countries, and options for improving how FAO achieves this balance.

II. Current Coverage

18. There are 122 FAO offices outside of Rome, with the complete list provided in Annex 1. This total includes six Liaison Offices and two Information Offices, which are not considered in this analysis¹. There are several ways to characterize the remaining 114 offices (Box 1). The terms often used to describe them may sometimes cause confusion and it is helpful to clarify. To begin with, there are five regional and nine subregional offices. The regional offices (ROs) are located in Ghana (RAF), Thailand (RAP), Hungary (REU), Chile (RLC) and Egypt (RNE). Each of these offices has an officer who serves as FAO Representative for the host country. In Egypt, alone among the five, there is a standalone post of FAOR Egypt. In the other regions the responsibilities are combined with those of the Deputy Regional Representative.

19. The nine subregional offices (SROs) are as follows: for the Pacific Islands (SAP, in Samoa), for Central Asia (SEC, in Turkey), for Central Africa (SFC, in Gabon), for Eastern Africa (SFE, in Ethiopia), for Southern Africa (SFS, in Zimbabwe), for the Caribbean (SLC, in Barbados), for Mesoamerica (SLM, in Panama), for North Africa (SNE, in Tunisia) and for the Gulf Cooperation Council States and Yemen (SNG, in the United Arab Emirates). In Ethiopia there is a standalone post of FAO Representative; in the other six SROs the Subregional Coordinators also serve as FAOR for the host country.



20. The remaining 100 are country-level offices. Of these, 90 have the presence of an international staff member heading the office. Eighty-three of these have FAO Representatives resident in the country, of which 80 are funded by assessed contributions with posts in the PWB. These 80 can be referred to as “fully-fledged” in the sense that FAO Regular Programme Funds provide for most or all of the resources for running the office. A number of countries provide national staff to supplement the FAO-funded staff.

¹ The six Liaison Offices are: with the European Union and Belgium (LOB) in Brussels, with the United Nations in Geneva (LOG), for Japan, in Yokohama (LOJ), with the United Nations in New York (LON), with the Russian Federation in Moscow (LOR), and for North America in Washington DC (LOW). The two Information Offices are for the Community of Portuguese Language Countries (CPLP) and Portugal, in Lisbon, and for Spain and Andorra in Madrid.

21. In addition, three offices are headed by international staff members who are likewise funded by the Regular Programme but have titles other than FAOR. They are Papua New Guinea, headed by a Programme Officer, and Mongolia and the Democratic People's Republic of Korea, both headed by Deputy FAO Representatives (with links to the FAOR in China). Also within this group of 90 offices headed by an international staff member are three countries (Oman, Algeria and Argentina) where FAO's Regular Programme resources fund the post of the FAO Representative with all or most of the resources needed to run the office coming from the host government. There are four other countries, often referred to as "Partnership and Liaison Offices", where the FAOR is funded by trust fund resources or by the overhead generated as part of Trust Fund operations in the country. They are: Azerbaijan, Equatorial Guinea, Kazakhstan and Cameroon (listed in the fully-fledged offices). The office in Libya is also funded by Trust Fund operations in the country but it is a Representation and not a Partnership and Liaison office. In addition to the 90 country offices headed by international staff, there are ten FAO offices (also identified in Annex 1) that come under "multiple accreditation" where the FAO Representative is based in neighboring country, and that have an assessed contribution-funded Assistant FAOR (a National Professional Officer, NPO) and other FAO support staff for running the office. Adding these ten gives the total of 114 countries that have an FAO Office with full-time, dedicated professional FAO staff, either international and/or national, not including the Liaison and Information Offices.

22. Beyond this, and not included in the 122 FAO "offices," are a further 25 countries with a non-resident FAO Representative, that is, under multiple accreditation, but without any FAO staff in the country, but who have a designated National Correspondent. Finally, there are four countries that do not have an accredited FAO Representative but who have National Correspondents (Belarus, Bosnia and Herzegovina, Serbia and The former Yugoslav Republic of Macedonia).

III. Characterization of Country Offices

23. The level of activity of the country-level offices varies considerably, with some offices that are very large, some very small and others in between, spread throughout a range of indicators. A useful starting point for the analysis that follows is the volume of programme delivery. As mentioned above, this indicator should not be construed as a measure of the importance of the FAO programme in the country, as this varies considerably with the context of each situation. Nevertheless, the volume of delivery is a helpful in understanding the level and complexity of responsibility of the office. Annex 2 provides this information for the most recent three years, 2012-2014. It contains information on the delivery of extra-budgetary and TCP funds and also shows the contributions of the country to FAO in the form of Trust Funds in 2014 and from 2010-2014 for application in the country, or support to South-South Cooperation. As data on some country programmes, notably South Sudan and Somalia, two of the largest, were not recorded as country programmes in 2012², Annex 2 ranks the country offices from highest to lowest by delivery in 2014.

² Up to 2013, the Somalia programme was characterized as TCE operations and the South Sudan programme included with Sudan.

24. There was considerable stability across these three years with the group of countries with the highest delivery. Almost all of the country offices in the top twenty in one year were also in the top twenty of the other years although not necessarily in the same ranking. The countries in this high delivery group are shown in Box 2 below.

Box 2 Country Offices with High Delivery 2012-2014
(in order of the most recent year's delivery)

Somalia	Philippines	Democratic Republic of the Congo	Burkina Faso	Mozambique
South Sudan	Pakistan	Iraq	Mexico	Honduras
Afghanistan	Central African Republic	Colombia	Uganda	Kenya
Madagascar	Sudan	Ethiopia	Niger	
Zimbabwe	Bangladesh	Brazil	Mali	

25. Countries with delivery of above USD eight million are shaded in the tables. The highest delivery in 2014 was in Somalia, with somewhat over USD 72 million. Many but not all of the top delivery countries have, like Somalia, large resilience and emergency response-related programmes. Even in these instances, however, a significant portion of the programme is not emergency response-related. Although the cut-off point of USD eight million is arbitrary, this level of delivery reflects a degree of complexity in managing human and financial resources that many other offices do not have.

26. Annex 2 also identifies groupings of countries according to the range of delivery (using the latest year, 2014, for this purpose): above USD 8 million, from USD 5-8 million, from USD 2-5 million, from USD 1-2 million and those with less than USD 1 million delivery in 2014. There are 34 countries in this last category of less than USD 1 million delivery in 2014 that have an FAO office with an FAOR or international staff member (also shaded). There was likewise considerable consistency in this group of countries. Of the 34 countries with a resident FAO who fell below this level in at least one of those years, 23 were below the level in all three years, six were below the level for two out of the three years, and five countries were below USD 1 million for only one year.

27. The volume of delivery only refers to expenditures where the FAOR is the budget holder of the projects. There are other important elements to the work of country offices. Other data in this regard are presented in Annex 3. These indicators include the value of the Total Budget, representing the value of the available budget of the office from all sources that year. Annex 3 contains information on the Regional, Subregional and Liaison Offices to provide a comparison. The Somalia office had the highest available budget in 2014 at USD 124 million, and several other country offices had budgets of comparable size to Regional Offices.

28. Annex 3 also provides information on Staff Cost, including only those staff on long-term contracts, and data on numbers of staff and the volume of expenditures on “non-staff human resources” (NSHR), that is, short-term contracts of various types. The data show that while the staff costs are, as expected, highest in the Regional Offices, a number of country offices, including many of those with large resilience operations, also have large professional staff numbers. It is no longer correct, as it may have been in the past, that the volume of work in countries in protracted crises was made up mainly by short-term emergency operations.

29. Another statistic relates to Field Disbursements, illustrating the fact that a number of offices provide considerable support for operations where they may not be the budget holder. This is particularly important when looking at those countries with relatively very low delivery. The delivery indicator alone may not portray an accurate picture of the size and complexity of the office. The Peru

country office is one example, where delivery was around USD 770 000 in 2014 but field disbursement was more than three times larger at USD 2.54 million.

30. Finally, Annex 3 includes data for each office on its Transaction Count, which shows the number of transactions processed. This figure is a good indicator of the actual administrative workload of each office as, for example, a procurement action for USD 10 000 requires largely the same process steps as one for USD 100 000. This additional piece of information may more accurately present the level of activity in an office, in support of FAO's overall programme in the country. Peru, India and China are examples of countries with a relatively high transaction count in spite of relatively low delivery.

31. This information on the volume of work in the country offices needs to be seen in light of the amount of funds that go into running the offices. Annex 2 also provides information on the level of funds allocated to the offices from the assessed contribution portion of the Regular Programme, for the three years 2012-2014. It also shows the ratio of the Delivery to Regular Programme Allocation, in other words, as a measure of the cost of running the office relative to the volume of the FAO programme delivered by the office. The highest ratio (in 2014) of 506:1 occurred in the Libya office, where there was almost no Regular Programme contribution, with most countries showing a ratio well above 2:1 or twice the value of delivery to the value of the assessed contribution cost of the office. There were, however, 15 offices in 2014 with a ratio of less than 1:1, of which 15, all but one, were offices with a resident FAOR. Although the situation may be tempered by looking at other indicators mentioned above, a ratio of less and 1:1 is unacceptable and even less than 2:1 is clearly cause for concern. These countries are included in Box 3 below.

Box 3 Country Offices with Resident FAORs and Ratios < 1:1 of Delivery to Allocation 2014 (in descending order)

Peru	Uruguay	Cuba
Jordan	Barbados	Jamaica
Morocco	Venezuela (Bolivarian Republic of)	Trinidad and Tobago
Costa Rica	Guyana	Iran (Islamic Republic of)
China	Dominican Republic	

32. This situation is an improvement, however, on earlier years. In 2013 there were 26 country offices with ratios of less than 1:1, of which 25 had FAORs, and in 2012 there were 32 offices in this category, 28 with FAORs.

33. The next set of annexes contains indicators that are more related to characteristics of the countries themselves than of the FAO offices. Annex 4 shows the classification of countries by various criteria. These include the 48 low-income-food-deficit countries (LIFDCs) retained in WAICENT for FAO analytical purposes; the list of least developed countries (LDCs) maintained by the Economic and Social Council (ECOSOC) of the United Nations; and the list of maintained by the WTO Committee on Agriculture of net-food-importing developing countries, of which there are 79, the 48 LDCs plus 31 additional countries. Annex 5 presents the World Bank's 2015 classification of economies, stratified as low-income, lower-middle-income, upper-middle-income and high-income.

34. Annex 6 incorporates the World Bank classification with the earlier Annex 2, grouping the countries by income level, and showing the level of Delivery, Regular Programme Allocation and the ratio of Delivery to Allocation. Given their importance to FAO's work, the Annex also identifies the Low-Income Food Deficit Countries as well as the countries that have achieved the Millennium Development Goal on hunger (MDG 1c) of reducing by half the percentage of chronically undernourished, and the World Food Summit goal of reducing by half the number of chronically undernourished. It maintains the shading of those with delivery of more than USD 8 million and less than USD 1 million, and those with a ratio of Delivery/Allocation less than 1:1.

35. Annex 7 likewise brings in the data from Annex 2 and adds information on the number of undernourished, the proportion of undernourished, and the prevalence of stunting among children³—all key indicators, among others, that are addressed by FAO's work. This table similarly maintains the shading of those with more than USD 8 million delivery and those with a ratio of Delivery/Allocation less than 1:1.

36. Annex 8 presents figures on flow of bilateral development assistance to countries. It includes all donor countries, both those of the Development Assistance Committee of the OECD and others. The table ranks countries from high to low for bilateral assistance to all sectors, and includes a column on aid to agriculture. The list maintains the shading of those countries with high (above USD 8 million) and low (below USD 1 million) of FAO delivery in 2014. As can be seen, there are a number of cases where donor aid flows are high in countries with very small FAO programmes.

37. The following two Annexes look at cities rather than countries. Annex 9 shows the number of direct flights that each city has, with particular emphasis on connections to the countries of the regions or subregions that FAO staff that are based there could serve. Annex 10 provides the location of subregional and regional offices of other UN agencies, along with the location of regional and subregional economic integration bodies.

38. These characteristics were considered to a greater or lesser degree in the five regional decentralization evaluations. While these evaluations examined a number of issues beyond coverage, they included a number of general and more specific recommendations on it. All five reports represent a relatively recent external, independent review of coverage issues and it is important to review what they proposed. Many of the recommendations have been or are in the process of being implemented. Others remain relevant but have not yet been agreed. The section below presents a summary of the relevant recommendations from the five regional evaluations. These, along with the indicators presented in the annexes provide a solid basis for considering further changes in coverage.

³ Data for all three indicators are not available for all countries.

IV. Summary of Key Coverage-Related Observations, Recommendations and Suggested Actions from the Five Regional Evaluations

A. RNE: Evaluation of FAO's Regional and Subregional offices for the Near East (January 2011)⁴

- i. Sub-Regional Offices (SROs) should become the "First Port of Call" for FAORs and strictly act as technical hubs. In order to perform the above functions, the SROs should become Sub-regional Multi-disciplinary Technical Teams (SMTs) with no administrative functions vis-à-vis the FAOR.*
- ii. The decentralization process should not stop at regional level but continue to [...] down to sub-regional and country levels. This will allow RNE to focus in the future on "upstream" work (i.e., region-wide common priorities), placing responsibility for "downstream" work on the SMTs and FAORs (i.e. subregion-wide and country-level priorities).*
- iii. RNE should be responsible for coordinating, supervising and evaluating the work of SMTs and FAORs. This will include managing the financial and human resources available to decentralized offices in the region irrespective of the funding source. RNE should then have the capacity and authority to reallocate these funds based on relative sub-regional and country demands and needs.*
- iv. RNE should build and/or maintain the expertise and resources required to establish and manage Functional Technical Networks that would mobilize knowledge and encourage specialization around priority topics selected from among those identified in the RPF-NE. FAO expertise available at all levels (FAORs, SMTs and HQ) would be associated to these Networks as appropriate, under the coordination of RNE.*
- v. In order to avoid confusions in their roles and responsibilities vis-à-vis the host country and FAORs in the region and/or sub-region, a maximum of two FAO decentralized offices per country should be allowed.*
- vi. The OTO scheme should be phased out in the Near East Region in view of its limited effectiveness and the significant reduction in regional and sub-regional technical capacity resulting from its high use.*
- vii. FAO should make a greater use of alternative field presence arrangements such as multiple accreditations (with assistance of a NPO in the host country) or, as in the case of Iraq, through the appointment of Programme Coordinators as FAO Representatives.*

B. REU: Evaluation of FAO's Regional and Sub-regional Offices (December 2012)⁵

- i. REU was moved to a number of different locations, since its establishment. The current locations of REU and SEC were mostly decided on the basis of the generous offers of the hosting countries. Neither office was or is 'in' the sub-regions they serve: this affects the interaction of staff with the culture, also linguistic, in which they operate [...] thus undermining to a certain extent, the added value of the decentralization. [...] it was not possible to identify a 'best pattern' for geographical coverage in terms of location of regional and sub-regional offices, although very few other UN agencies made the same choices as FAO. The Evaluation suggests adding a new criterion to its list of parameters for selecting locations of its decentralized offices, that is, proximity to other UN agencies, in consideration of the trend towards the One-UN approach.*

⁴ PC 106/5 - FC 138/22 (<http://www.fao.org/docrep/meeting/021/ma144e.pdf>)

⁵ PC 113/3 (<http://www.fao.org/docrep/meeting/027/mf581e.pdf>)

ii. *SEC was never located in an airport hub and as of early 2012, transport logistics were no longer as favourable for REU as they used to be. Travel arrangements do not facilitate communication and collaboration between HQ and DOs and REU staff will face inefficiencies in travelling to some of the countries where it should focus its work in the next decade. [...since ...] the considerations for locations [...] are not strictly technical [Evaluation] refrained from formulating any suggestions. Nevertheless, efficiency and effectiveness are partly a function of the geographical location of such offices: the decision to examine opportunities in this respect rests with the Member Countries of the Organization.*

iii. *A core question for [...] Secretariat and Member Countries: the extent to which locations of Decentralized Offices are permanent once established, or can be flexible and adjusted following new circumstances of work in any given sub-region or region.*

iv. *The geographical accessibility of Ankara by HQ-based FAO staff on mission to the Central Asian countries was an issue, considering that the great majority of them had to add a necessary additional day to their duty-travel time to go through SEC for coordination and exchange: this rarely happened, to some detriment of improved coordination and exchange.*

v. *The Evaluation [concluded] that in the medium term, needs and requests for support from FAO are likely to change substantially in the SEU/REU countries, and become closer to those of other European countries that mostly relate to FAO through HQ. Thus, the core mandate and focus of work of REU and SEC [...] will likely be as follows:*

- *provide technical and policy assistance, manage operations and mobilize resources for SEU/REU countries: Albania, Armenia, Bosnia and Herzegovina, Georgia and the Republic of Moldova (time-span 10 years);*
- *provide technical and policy assistance, manage operations and mobilize resources for Central Asian countries (time-span 20 years);*
- *produce and make knowledge available for SEU/REU and Central Asian countries;*
- *act as coordinating entity for: two fully-fledged FAO Representations in Kyrgyzstan and Tajikistan; two non-resident FAO Representatives, assigned respectively to Albania plus the Republic of Moldova, and Armenia plus Georgia; and a number of Programme and Partnership Development officers; and*
- *service the ERC and its subsidiary bodies.*

vi. *In order to carry out the identified tasks [...] there are a number of requirements that should be considered by Member Countries in Europe and Central Asia [...]:*

- *improved access of REU staff to collaboration with other colleagues in HQ working in the Region and with other parts of the Organization that will become increasingly important for the SEU/REU Members;*
- *more efficient travel to the SEU/REU countries where the focus of work will be during the next decade;*
- *more efficient travel to Central Asian countries serviced by SEC;*
- *improved communication and collaboration between HQ-based, REU-based and SEC-based staff, either working in the same countries or with relevant knowledge at the sub-regional level;*
- *reduce [...] administration, operations and office management costs; and*
- *facilitate REU's function of servicing the ERC and its subsidiary bodies in easy reach of the ERG.*

vii. *Regional Offices could also consider whether to post one of their staff in LOB with the task of Partnership Development and strategic dialogue, to facilitate their own Region's access to EU institutions and resources.*

viii. *The Evaluation supports the appointment of fully-fledged FAORs in Kyrgyzstan and Tajikistan, thereby relieving the over-burdened Sub-Regional Coordinator of a part of his workload. The appointment for Kyrgyzstan was completed in a rapid and efficient manner; the rapid designation of the appointee for Tajikistan, with suitable competences and FAO experience, will be of the utmost importance.*

ix. *Two countries where the rural population and the agricultural sector play an important role in the national economy, namely Albania and the Republic of Moldova, should receive more attention. FAO should have a stronger and more continuous presence in these two countries.*

x. *The multiple-accreditation of FAO Representatives can be an effective mechanism for ensuring visibility for the Organization and adequate management of FAO's work at country level, as long as no more than two countries are covered through the mechanism by the same FAO Representative, who should spend at least six working weeks per year in each country.*

xi. *Adequate delegation of authority from the Regional and Sub-regional Offices to the countries is absolutely required to enable efficient and effective delivery and implementation of tasks at the appropriate level. This could be achieved by designating two non-resident FAO Representatives, one for Albania and the Republic of Moldova and one for Armenia and Georgia, posted in REU, who could also carry out additional duties as REU senior officers.*

xii. *The National Correspondent Scheme is neither efficient nor effective to ensure adequate visibility for the Organization in any country. Other mechanisms can be identified [...] to facilitate the participation of any given country in FAO's normative events and in regional, interregional and global projects.*

xiii. *A non-resident FAO Representative [should] be appointed with multiple-accreditation to Armenia and Georgia; the Assistant FAO Representatives at country level should be delegated enough authority to manage the whole programme, represent FAO within the UN, make decisions or facilitate rapid decision-making.*

xiv. *A non-resident FAO Representative [should] be appointed with multiple-accreditation to Albania and the Republic of Moldova.*

xv. *The National Correspondent Scheme should be discontinued and FAO should not engage in operational activities at country level without, as a minimum, an AFAOR within a multiple-accredited FAO Representation or a senior officer embedded in the UN Resident Coordinator Office.*

C. RAF: Evaluation of FAO's Regional and Sub-regional Offices (September 2013)⁶

i. *Enable and encourage dedicate FAO leadership at country level by rewarding excellent FAO performance. Suggested actions:*

- *establish previous FAO experience as a highly desirable qualification for FAOR posts;*
- *recognize FAORs who are successfully proactive in their work and, if not already at that level, promote such Representatives to their post grade;*
- *clearly establish FAOR posts as full-time occupations, avoiding multiple accreditation where possible;*

⁶ PC 114/2 (<http://www.fao.org/docrep/meeting/029/mi073e.pdf>)

- *in view of the key position of FAORs in the Organization, restore Regional Representative direct supervision with appropriate support within his/her office; and*
 - *where extra-budgetary resources permit, strengthen the senior country management team with a fourth staff member (at the same hierarchical level as the Assistant FAOR or, for very large programmes, at the Deputy FAOR level).*
- ii. *Focus the substantive technical work of the Regional Office on (i) co-ordinating normative work and its policy dimensions and (ii) leadership of the regional dimension of the Organization's technical networks. Suggested actions:*
- *the regional technical officer team should be led by the Deputy Regional Representative. The posts should be re-profiled to reflect primary responsibilities in cross-sectoral policy and normative work;*
 - *the team should focus on conducting cutting edge policy and normative work in the region, and coordinating all normative work among the decentralized offices, to ensure that priority areas are selected for focus, and that field experience solidly informs the Organization's normative products; and*
 - *regional technical officers should also be responsible for serving as the link between headquarters and regional technical networks and their operation in the region.*
- iii. *Increase the size and skill mix of the sub-regional Technical Teams. Suggested actions:*
- *readjust the balance between RAF technical posts for normative work and sub-regional teams for policy and technical support by transferring at least four regional technical posts to sub-regional technical/policy teams;*
 - *consolidate technical expertise from the four SROs into two Technical Teams, allowing for a level of geographic and linguistic specificity;*
 - *commission a study on the optimal location of these two Technical Teams in West and Central and East and Southern Africa, in consideration of the following: cost of office establishment, working and travel conditions, and proximity to partners of priority for FAO – including RECs, UN and other development partners; and*
 - *structurally and functionally integrate personnel of the Subregional Emergency Offices (SREOs) within the Technical Teams and charge such personnel with the responsibility of providing technical backstopping to Country Offices on resilience issues. As AOS and TSS income will be needed to maintain the SREOs and teams, such income from sub-regional emergency projects (as for development projects) should be allocated to the SRO and SREO.*
- iv. *Strengthen Technical Team management arrangements. Suggested actions:*
- *release SRCs from FAOR responsibilities, changing the designation of SRCs to Technical Team leaders, with team management being their primary function; and*
 - *create a Management Board for each Technical Team, led by and comprised primarily of FAORs in their geographic area of work. [...] The Management Board [...] chaired by an FAOR elected by his/her colleagues, with the leader of the technical team as its secretary. [...] The board would assess the performance of the technical team in the past year, recommend any changes to team composition and plan and agree upon the team's workplan for the coming year. [...] the incumbents these technical posts must be considered mobile, and be able to move according to the needs [...].*
- v. *Establish broader technical networks that include all FAO technical expertise in the region and expand their use. Suggested actions:*
- *technical Teams should maintain and use rosters of all FAO technical personnel (regular programme and project staff/non-staff) within the sub-region for short-term assignments and redeployments – and co-ordinate their use. [...] facilitate a better use*

[...] of available expertise in decentralized offices, especially those working at country level. [...] a major complement to the expertise available in RAF and the multi-disciplinary teams.

D. RAP: Evaluation of FAO's Regional and Sub-regional Offices for Asia and the Pacific (January 2014)⁷

- i. The evaluation recognizes the distinctiveness of the Sub-regional Office for the Pacific Islands (SAP) and makes a number of suggestions regarding its role, structure and functioning. In particular, it suggests that SAP should be given greater delegated authority and operational autonomy. FAO's Members have agreed to strengthen FAO presence and capacity in the region.*
- ii. Nevertheless, significant progress has been made in this respect since the June 2012 approval of two Deputy FAORs and a Programme and Partnership Development Officer in PNG....The Evaluation suggests transferring responsibility for the technical and operational backstopping of the PNG field programme from SAP to RAP as well, to ensure coherence of approach and transparency in terms of responsibility and supervision.*
- iii. In the Pacific, FAO's presence was found to be very thin. The distance factor in the Pacific plays a big role in terms of time and cost of travel....Good work was noted by National Correspondents but this did still not appear to be enough, considering the very circumscribed mandate of NCs....However, the location of the FAO Sub-regional Office in Apia, Samoa, creates a relative disconnect with most other UN agencies in the Region and the key regional organizations like the Secretariat of the Pacific Community (SPC), all located in Fiji. [...]*
- iv. If a move to Fiji for ease of operation in the Region should not be feasible [...], SAP should consider locating one international staff in Fiji with a policy, coordination and resource mobilization role.*
- v. Similarly, FAO might consider contributing to the UN jointly funded Liaison Officers in some of the countries, to attend to day to day liaison work with governments.*
- vi. The Evaluation strongly suggests that with the newly enhanced country coverage mechanisms and the clear need for more effective servicing of the Members in the Subregion, SAP should be institutionally allowed a higher level of autonomy and delegation of full authority in programming, operations and administration, as well as in its access to directly draw from wider FAO knowledge and resource base including HQ-based units.*

E. RLC: Evaluation of FAO's Regional and Sub-regional Offices for Latin America and the Caribbean (March 2014)⁸

- i. FAO Senior Management at Headquarters and the RLC should consolidate FAO presence in the region. In order to do so, it should adopt new working models to adapt to the financial reality and the Organization's requirements to provide efficient and effective services to member countries in Latin America and the Caribbean.*
- ii. Transfer Cuba and the Dominican Republic from the Caribbean Subregion to the Mesoamerica Subregion. Overloading SLC with the task of managing different languages does not seem appropriate. Central America shows positive indicators in several aspects that make it possible to consider the opening of the Sub-regional Office in Panama a wise decision. This change in lines of report can contribute towards improving the effectiveness*

⁷ PC 115/3 (<http://www.fao.org/docrep/meeting/030/mj553e.pdf>)

⁸ PC 115/4 (<http://www.fao.org/docrep/meeting/030/mj892e.pdf>)

and efficiency indicators in the region. The Management could also evaluate the Haiti Office's status and line of report.

iii. Rebalance the location of Technical Officers in Santiago, Chile, and in Panama. The arrangement of Representations being managed by designated Technical Officers should be discontinued. This evaluation did not find any advantages in terms of the effectiveness and efficiency of this model. In contrast, it was possible to verify the deterioration of the technical services provided by the Technical Officers in charge of Country Offices and the enormous workload that such represents.

iv. RLC should consider establishing multiple-accreditation systems, with a view to managing the portfolios of two or more countries. This recommendation could be applied to the following three groups of countries: Caribbean countries; Costa Rica; and Argentina, Chile and Uruguay in South America.

v. Management should explore the possibility of the governments involved contributing additional funding in order to make a possible broad presence sustainable. Specific considerations regarding the countries and their socio-economic and political situations must form part of the decision.

vi. The strengthening of the Subregional Office for Mesoamerica should also be prioritized in the short term.

vii. Senior Management of FAO and RLC should restructure technical services and teams, in terms of specializations and geographical location. These teams should consider adopting truly multidisciplinary working arrangements and structures.

V. Summary of Criteria for Adjusting Coverage

39. Each of the annexes provides information that has a bearing on the location of FAO offices, their coverage and staffing. No single indicator can serve as the basis for decisions and, even in their totality, it is not feasible to construct a simple formula that applies to all cases. Nevertheless, the information contained in the annexes along with the recommendations from the earlier external regional evaluations provide the basis for the discussion that follows, on options and proposals on coverage, location and levels of responsibility of FAO offices outside of Rome.

40. The preceding discussion, along with the summary of the earlier regional evaluations' recommendation, suggests a number of general criteria, together with location-specific characteristics that should be considered as well. Regional Offices ideally should be located where regional institutional partners are, and in cities that bring people together on topics of relevance to that region. FAO needs to be fully and visibly in the mix and well-represented in these fora, and benefit from the daily interactions with others working on similar topics. The regional offices should also be located in cities with good airline connections to the countries that they serve.

41. Subregional offices need to be placed in well-defined subregions, located where there are headquarters of subregional bodies or the subregional offices of partner agencies. These FAO offices need to have easy access to the countries of the subregion. Like all offices, they need an appropriate mix expertise and to be demand-driven to serve the needs of the country offices in their subregion.

42. Country offices will necessarily vary over a wide spread of characteristics. Here the choices to be made relate to prioritizing expenditures, particularly those funded by assessed-contributions, in countries that will contribute most to FAO's results. Low-income and lower-middle-income economies are higher priorities for these expenditures than high and upper-middle income economies. Country offices that have large or very large programmes funded by voluntary contributions require special provisions, as do countries with very small programmes, particularly where donor interest is

not large. For small programme countries, groups of neighbouring countries may provide a necessary critical scale, particularly where they face similar challenges.

43. All of options for changing FAO's coverage relate, in one way or another, to improving the ability of FAO to deliver its Programme of Work and achieve the results called for in the Strategic Framework in the most cost effective manner possible. Changes in FAO's coverage should be seen as an important aspect, among others, in enhancing its performance, as called for consistently in all five of the Regional Evaluations. In order to see how the current situation and options for change stack up against the original evaluations, each of the five lead authors were requested to review an earlier draft of this document. Their comments were included to the extent possible in the current version and are included in Annex 11.

44. The options outlined below are presented for discussion initially in the Joint Meeting of the Programme and Finance Committees in November 2015 and in the following discussion in the December FAO Council. Following guidance received in the Council, it is proposed that the paper be discussed in the Regional FAO Conferences in early 2016, with feedback incorporated into the next iteration of the paper, for presentation to the June 2016 Council.

VI. Options for Change

45. As introduced above, there are a number of principles that should guide the discussion of options for change. Changes should take into account the drivers that are likely to affect the international cooperation context and the influence the way FAO does business with countries. These include:

- the maturation of the FAO Strategic Framework and the focus on results at country level, the implementation of the Sustainable Development Goals (SDGs) as a unified, inclusive and sustainable development framework;
- funding instruments that may be attached directly or indirectly to the SDGs, including the Climate Change Fund;
- the increasing importance of South-South cooperation as a major vehicle for fostering technical cooperation; and
- the role of partnership with international, regional and national organizations, civil society and the private sector.

46. These factors will bring additional pressure for FAO to integrate its levels to become closer to the Member Countries. Country presence will be critical for FAO to maintain and strengthen its dialogue with Members to accurately capture and respond to their needs and expectations, as well as for harnessing the potential that each country presents in support of FAO's global, regional and subregional mandate.

47. To fulfil these roles, ensuring FAO country presence, through various means, should remain the guiding principle for the FAO decentralization and the structuring of the FAO network in the field. To the extent possible, all developing countries should have an accredited FAO Representative, who may or may not be resident depending on the level and prospect of the programme and specific agreement with the concerned member country. Wherever the FAOR is not resident, appropriate dispositions should be in place to ensure the continuity of dialogue with the Government and that the country has full access to FAO's knowledge, support and services that it may require. This necessarily represents an evolving picture and FAO coverage should be reviewed periodically, perhaps every other biennium, based on an assessment of the delivery and the prospects for programme development.

48. A number of the changes proposed, or that are currently being implemented, are more general in nature and apply to all regions and subregions. Most of the changes under current implementation have to do with the responsibility of the country and regional offices in formulating, implementing, monitoring and reporting on the Strategic Framework. These relate directly to questions of coverage, given the new ways in which all the offices are linked in the results framework, and the importance of

the Regional Initiatives, as one of the mechanisms to better organize and deliver headquarters and regional/subregional support to county programmes in key priority areas.

49. Given the high degree of variability among country offices, a general proposal is to recognize the degree of management complexity and responsibility of specific country offices, and differentiate management decisions on grades and staffing of country offices accordingly. For those countries above a given level of delivery, such as above USD 8 million used in the tables, the offices will be eligible for special consideration. Below a given level, such as below delivery of USD 1 million, with due consideration for other responsibilities of some offices as discussed above, some of these low-delivery countries may need to come under multiple accreditation, losing their resident FAO Representative, or make other management decisions regarding the level of staffing of the office.

50. Another option for these countries may be to downgrade the post of a new FAORs with preference given to experienced national Assistant FAOR Representatives as they transition to international staff responsibilities. This has worked well in the past several years in the few instances where it has been experimented. A further option may be to send existing technical staff as FAORs but who will work primarily as technical officers, linked to the subregional multidisciplinary team, while hopefully building up the country programme. This outposting could be for longer or shorter periods of time, depending on the needs of a given country. This arrangement differs from the former Outposted Technical Officers who, in spite of their title, generally provided little support to other countries as technical officers, concentrating on their work as FAORs. Given the low volume of work in a number of countries where donor interest is also low, this alternative arrangement may offer promise, provided the technical officers are sufficiently engaged and connected to the technical network of the region and subregion.

51. Another more general change, Subregional Coordinators have recently been given the responsibility of supervising the FAORs in their area of coverage. This had been the case in a more informal way for Africa, given the large number of FAORs in the Region, but never formalized. As discussed below, the proposed FAOR for Papua New Guinea would report to the Subregional Coordinator for the Pacific, along with the proposed outposting of one or more SAP subregional officers, who will operate from that office.

52. Another more general change is to prioritize country presence and Regular Programme support in Low-Income Food Deficit countries on one hand, and to rely increasingly on cost sharing for offices in high or upper-middle-income countries. This is already the case in some countries with high volumes of Unilateral Trust Funds, mainly in Latin America as highlighted below, but can be expanded. Similarly, in terms of the impact of climate change, the Small Island Developing States (SIDS) and particularly those in the Pacific require special priority.

53. In all cases, there must be flexibility and timeliness in size and scope of presence, taking into consideration economic status of the country, the presence or likelihood of crisis situations, the location and strength of other partners, and the need for FAO support.

54. Specific proposals for each of the regions are outlined below.

6.1 Asia and the Pacific

55. **Background:** A number of the desired characteristics discussed above are evident in the FAO offices in Asia and the Pacific. Bangkok is the airline hub of the region, it is home to ESCAP, the UN Economic and Social Commission for Asia and the Pacific, and hosts other UN agencies' regional offices. The network of country offices is well established, with a broad range of delivery volumes and other characteristics that appear appropriate to the country contexts. The office in Apia, Samoa (SAP) services a clearly defined subregion.

56. Several country offices have been strengthened in recent years, to a large extent in line with suggestions in the decentralization evaluation of this region. This includes adding assessed

contribution-funded international staff in Papua New Guinea, the Democratic People's Republic of Korea and Mongolia, as described earlier. National-level Assistant FAO Representatives were provided for two countries (Tonga and Vanuatu) and the host country agreements have now been finalized to place an AFAOR in each of Fiji and Solomon Islands. Discussions are underway with the Republic of Korea and Malaysia to open a Partnership and Liaison Offices.

57. As highlighted in the Asia and Pacific decentralization evaluation, however, coverage is a significant challenge in the Pacific, given the number of countries in the subregion (14) and the enormous geographical area that it covers. This also places considerable strain on the staff based in Samoa. Adjustments in the subregion remain the top priority, as they were in the regional evaluation.

58. Revamping the Subregional office's skill mix is part of a wider coverage and capacity exercise. An additional post for Economics and Statistics was added in the 2016-17 PWB. The overall skills mix changes, while vital for the subregional programme, are dealt with separately and not part of the coverage proposals per se.

59. By the end of 2015, FAO will have a physical presence in six countries in the Pacific subregion (Vanuatu, Solomon Islands, Fiji, Papua New Guinea, Samoa and Tonga). This represents a presence in all four Melanesian countries (the first four listed) and two of the six Polynesian countries (Samoa and Tonga) but no presence in the five Micronesia countries (Marshall Islands, Nauru, Kiribati, Palau and the Federated States of Micronesia).

60. Papua New Guinea has clear links to both Asia and the Pacific and is expected to play a larger role in providing support to smaller countries. It is already supporting mangrove restoration in Samoa, Tuvalu and Tonga and has recently announced a new USD 150 million programme to support Pacific countries. It is also significantly closer to some of the SAP countries.

61. In light of the above, the proposed options for the Pacific are:

- 1) Upgrade the FAO office in Papua New Guinea to a fully-fledged FAOR.
- 2) Have the FAOR PNG accredited to the nearby countries of Vanuatu and Solomon Islands. This would be the first instance of reducing the number of accredited countries in the Pacific covered by the Subregional Coordinator, a recommendation of the Asia and Pacific Evaluation that has so far not been acted upon. The FAOR PNG would report to the SAP subregional coordinator, as in other subregions.
- 3) Outpost a SAP Forestry Officer to Papua New Guinea and consider doing the same for a Fisheries officer, depending on demand.
- 4) To overcome the isolation of the North Pacific, it is proposed to create the post of Assistant FAOR (Programme) in one of the Micronesian countries who would provide at least desk support for Palau and the Marshall Islands. One option would be for the AFAOR to be co-located with the Secretariat of the Pacific Community (SPC) suboffice in the Federated States of Micronesia.

6.2 *Latin America and the Caribbean*

62. **Background:** Based on the criteria outlined above and the information provided in the tables, it is clear that Latin American and the Caribbean, along with Africa, are the two regions with the most potential for possible change in coverage and location. Santiago has the advantage of also hosting the UN Economic Commission for Latin America and the Caribbean (ECLAC), a strong partner organization with longstanding collaborative ties to FAO. It is, however, very far from the countries with the largest programmes, with long travel and relatively poor connections to a number of countries in the region, particularly to the Caribbean.

63. The Region has three distinct subregions, with subregional offices for Mesoamerica in Panama and for the Caribbean in Barbados. The Latin America and Caribbean evaluation recommended that Cuba and the Dominica Republic be serviced by Panama rather than Barbados, in keeping with the linguistic and other ties of the subregions. This has been implemented.

64. Chile is a high income economy country, according to the World Bank's 2015 classification (Annex 5) along with eight other Member Countries (Antigua and Barbuda, Argentina, Bahamas, Barbados, Saint Kitts and Nevis, Trinidad and Tobago, Uruguay and the Bolivarian Republic of Venezuela). Among the other countries of the region, 17 are classified as upper-middle-income economies, six as lower-middle-income economies (the Plurinational State of Bolivia, El Salvador, Guatemala, Guyana, Honduras and Nicaragua) and one as a low-income economy (Haiti). With a similar approach along the lines of the country characteristics discussed above, the Latin America and Caribbean evaluation in 2014 suggested using three variables to define FAO's regional priorities: the prevalence of undernourishment, the percentage of the population below the poverty line, and per capita income.

65. Currently, two of the Regional Initiatives (the Support for a Hunger-Free Latin America and the Caribbean Initiative and the Family Farming and Rural Territorial Development Initiative) prioritize the lower-middle and low-income countries (with one difference, by including the Dominican Republic and not including Guyana). The third Regional Initiative, Improving Food Systems in the Caribbean, brings in an additional six countries (Belize, Grenada, Guyana, Jamaica, Saint Vincent and the Grenadines and Suriname). Without explicitly defining them as such, this set of eight plus six represents a reasonable approximation of the highest priority programme countries, outside of those with large self-financed programmes.

66. A number of countries of the region have large national programmes including Colombia, Brazil, Mexico, Honduras and Haiti, in order of delivery in 2014, while ten offices have of Regular Programme Allocation to Delivery ratios of less than 1:1 (Peru, Costa Rica, Uruguay, Barbados, the Bolivarian Republic of Venezuela, Guyana, Dominican Republic, Cuba, Jamaica, and Trinidad and Tobago).

67. In terms of connectivity, Panama has become the largest airline hub for the region, and Trinidad and Tobago is better placed than Barbados for flights linking to other parts of the region.

68. All of these characteristics appear to be strong trends in the Region and are unlikely to change in the near future. Putting these elements together, the following options need to be considered:

- 1) Retain Santiago as the base of for the Regional Office, with an emphasis on collaboration with ECLAC, CELAC and other regional bodies, and on coordination of global and regional priority programmes, in addition to its policy-oriented, administrative and quality control functions, but progressively move more of the technical staff to the subregional offices.
- 2) Consider outpostting several technical officers to country offices where demand is high. This could be first tested in support to the Andean countries, perhaps in Peru where one of the officers would serve as FAOR. This may still allow for the necessary critical mass of FAO technical staff, achieved in part through their co-location as well as by their connection to FAO knowledge networks, which include both Regular Programme and project-funded technical staff.
- 3) Given their income status and relatively small programmes, Uruguay and Venezuela (Bolivarian Republic of) could be covered under multiple accreditations with the FAORs based elsewhere.
- 4) Costa Rica may also move to be covered as a multiple accreditation country, similar to Uruguay. An alternative may be to post a technical officer from the subregional office in Panama as FAOR, with primary responsibility for technical support to countries of the

subregion and for liaison with the Inter-American Institute for Cooperation on Agriculture (IICA).

- 5) Over the next several years, a progressively smaller percentage of national staff in Brazil, Mexico and Colombia — and perhaps others — could be supported by assessed contributions as these countries solidify their functions as Partnership and Liaison offices, while maintaining the large technical programmes in their countries, funded by Trust Funds.
- 6) The subregional multidisciplinary team in the Caribbean may move to a more distributed model, with some staff located in Trinidad and Tobago for ease of travel and proximity to demand. This would also reinforce collaboration with the University of the West Indies (UWI) School of Agriculture, the Caribbean Agricultural Research and Development Institute (CARDI), IICA and the Caribbean Network for Integrated Rural Development (CNIRD) that are all located there.
- 7) A further option is to shift the coverage of Suriname from coming under the FAOR Trinidad to the FAOR Guyana. Suriname and Guyana have relatively similar agriculture and culture and transportation between the two is direct between capital city centres of Georgetown and Paramaribo.
- 8) In the skill mix review for the Caribbean, posts to deal with Climate Change and Disaster Risk Mitigation and Nutrition, and a non-PWB post of Deputy FAOR for Haiti are contemplated, among others under current consideration.

6.3 *Europe and Central Asia*

69. **Background:** The trends in the Europe and Central Asia Region are relatively clear, particularly with regard to the need to strengthen FAO's support to certain regions, with or, primarily, without country offices. These include countries in the Balkans (Serbia, The former Yugoslav Republic of Macedonia, Bosnia and Herzegovina, Montenegro and Albania); the former Soviet countries in Europe (Republic of Moldova, Ukraine, Belarus), in the Caucasus (Georgia, Azerbaijan and Armenia); and in Central Asia (Tajikistan, Kyrgyzstan and Uzbekistan). The ideal configuration of the regional and subregional offices to carry this out is less clear and there are competing options that offer advantages and disadvantages.

70. Budapest serves well both as a hub of shared service centres, including FAO's SSC, and as a neutral location for regional fora, being within good commuting distance of FAO HQ as well as major partners such as UNECE in Geneva, the European Commission (EC) in Brussels and the newly established Eurasian Economic Commission (EEC) in Moscow. Budapest is also attractive from a cost and infrastructure perspective. The host government has consistently demonstrated its support in facilitating operations. While Budapest is itself not a major international transportation hub, it is well connected through, for example, Frankfurt, Munich and Vienna international airports, as well as Istanbul for Central Asia.

71. As regards the location of Ankara for SEC, several discussions have already taken place with the Turkish authorities to move the SEC Office to Istanbul to join the UN hub. However, discussions are ongoing and such a move is unlikely until new common premises are identified and cost considerations are well understood. In any case, a sub-office will need to be retained in Ankara to liaise with the relevant Turkish ministries.

72. The Liaison Office in Brussels may play a more active role in developing cooperation with the European Union.

73. As described earlier, there are country offices headed by FAORs in Dushanbe, Tajikistan and Bishkek, Kyrgyzstan, with country offices headed by AFAORs in Albania, Armenia, Georgia and

Uzbekistan. Moscow and Astana are probably the best positioned to coordinate the work in Russian-speaking states of the former Soviet Union. These offices all require further consolidation.

74. Azerbaijan has agreed to open a Partnership and Liaison office in Baku, headed by an international staff member, funded by Trust Fund operations. Agreement has also been reached to open a similar office in Kazakhstan, most likely in Astana. The Liaison Office for the Russian Federation will soon be opened.

75. Given this backdrop, and building on the relevant recommendations of the earlier regional evaluation, the following options should be considered.

- 1) FAO Management expects to expand the Budapest office in its role as the Shared Services Centre and also maintain it as the base for the Regional Office. At the same time, it is expected that the new Partnership and Liaison offices, the Sub-regional Office for Central Asia and the country offices in the region will evolve quickly over the next several years. It would be prudent to observe closely how this new configuration develops over the course of the next biennium and incorporate this experience and lessons learned after that, including in relation to REU and SEC.
- 2) Consider moving the subregional office from Ankara to Istanbul, while keeping one officer in Ankara for liaison with the Turkish government, recognizing Istanbul's role as a transportation hub and seeing what decisions other UN agencies take in this regard.
- 3) Upgrade the office in Uzbekistan to have an international FAO Representative.
- 4) In anticipation of the selection of the FAOR and consolidation of the Partnership and Liaison Office in Kazakhstan, REU may consider outposting at least one technical officer to that office in the next biennium. This office could help support FAO work in Central Asia.
- 5) The Office in Moscow will liaise with the Eurasian Economic Commission (the executive branch of the Union, which includes the Russian Federation, Belarus, Kazakhstan, Armenia and Kyrgyzstan) and other regional organizations.
- 6) Although the information offices are not covered in this report, it may be worth highlighting the set-up in Spain for possible replication in other European OECD countries. The Spanish Government provides an office and operating expenditures and a volunteer FAO "Special Representative" carries out liaison and communication activities through a "without compensation" contract.

6.4 *Africa*

76. Background: The Africa Region presents the most complex challenge in terms of coverage, location and roles and responsibilities. As highlighted in Annex 1, the Regional Office currently oversees three subregional offices and 37 country offices with resident FAORs and two countries under double accreditation (Botswana and Swaziland), by far the largest number of any region. The decision to place the Regional Office in Accra dates back to the early 1960s when Ghana was the first newly independent African country. The largest airline hubs for the region are Addis Ababa, Nairobi and Johannesburg. As Annex 2 makes clear, there is a large spread of size and complexity among the Region's country offices. Ten of the top 20 countries in terms of delivery are in Africa, as are 10 out of the 39 country offices with resident FAORs where delivery in 2014 was below USD 1 million.

77. Africa is the region with the largest number of low-income-food-deficit countries (Annex 5) as well as the region with the highest number of low- and lower-middle income countries. On the other hand, over the past ten years, seven of the world's ten fastest-growing economies were in sub-Saharan Africa (Ethiopia, United Republic of Tanzania, Mozambique, Ghana, Republic of the Congo, Zambia and Nigeria). Sub-Saharan Africa's growth rate in 2014 was 5.2 percent, well above the developing

country average of 3.9 percent. Also, in the updated SOFI analysis of countries with protracted crises, 16 out of 20 countries are in the Region. The relatively recent creation of the Africa Solidarity Trust Fund has facilitates cross-country contributions within the Region to address the most urgent needs.

78. How to deal with this complexity has been a longstanding challenge for the Organization. The current institutional set-up reflects a mix of influences: vestiges of historic decisions, approaches that evolved out of responses to specific urgent needs and funding availability, as well as more recent reforms to managing the Organization's resources in general. For example, the decision to base the Regional Office in Accra is more than 50 years old and the establishment of the subregional office in Harare and the fully-fledged country office in Lesotho took place during the apartheid period of South Africa's history. Similarly, the growth in importance of the African Union, the AU Commission, and its New Partnership for Africa's Development (NEPAD) have to be considered given the importance of the partnerships with FAO. As an example of more reactive change, the growth of the subregional resilience teams in Dakar, Johannesburg and Nairobi reflect FAO's strong response to food security crises, funded by voluntary contributions. The development of Country Programming Frameworks (CPFs) and their relationship to the overall Strategic Framework and Regional Initiatives are more recent, Organization-wide changes with implications for all offices.

79. Finally, there is no way to avoid country-specific and more immediate developments that will have an impact on making the best use of FAO's limited resources. Currently there are two instances that may have longer term implications for two subregional offices. In the case of Gabon and the Subregional Office for Central Africa, although FAO has a specific host-country agreement for the provision of office space, there is a new UN-wide country agreement on the provision of rent-free office space for all UN agencies that supersedes the individual FAO agreement. It severely diminishes the space provided to the Organization, possibly requiring the hiring of additional space to accommodate the subregional office. Negotiations are underway to resolve the issue. In the case of Zimbabwe, a recent High Court ruling, now presented before the Supreme Court through the assistance and intervention of the Ministry of Foreign Affairs, disregarded FAO's immunity from judicial action and resulted in a substantial amount of FAO funds being transferred from its account to that of the attorney for the plaintiff. A decision is expected shortly and the Court's decision will need to be considered.

80. Given the complexity and the evolving opportunities, there are a number of possible options, a combination of which may create the most appropriate balance and achieve the desired outcomes with the highest value for money. A number of these options have been explored in the past. For example, the regional evaluation for Africa recommended shifting to have only two subregional offices (see Section 4 above) one of for the West and Central, and one for the East and South.

81. Options to consider for Africa:

- 1) Maintain the operational responsibilities of the Regional Office in Accra but move some of the technical and policy-related staff to Addis, due to the presence of the Africa Union and the presence of much better airline connections.
- 2) Consider recreating a Subregional Office for West Africa, possibly co-located with the African Development Bank in Côte d'Ivoire, or perhaps moving a less formally-structured team of FAO technical officers to Abidjan, reporting to RAF, to work more closely with the Bank.
- 3) Change the nature of the Subregional Office for Central Africa (SFC) to concentrate on natural resources issues (land, water, forestry, fisheries, climate change) and in light of this, re-examine where these staff would be most effectively located, perhaps with priority geographic focus that may go beyond Central Africa.

- 4) Move the Subregional Office for Southern Africa (SFS) from Harare to Gaborone, Botswana, for proximity to SADC or possibly to a Midrand location in South Africa for proximity to NEPAD Planning and Coordinating Agency, which has an Africa-wide rather than a regional mandate. This would also require a new post of FAOR Zimbabwe, while retaining the separate post of FAOR South Africa, as the full-time head of that evolving country and Partnership and Liaison office.
- 5) Enhance the work of the Subregional Office for Eastern Africa (SFE) on its interaction with the AU Commission and the UN Economic Commission for Africa (ECA), while adding technical staff from RAF (option 1 above) who will work on region-wide programmes, in collaboration with the AU and ECA. The full-time dedicated FAOR for Ethiopia, installed in 2015 will continue.
- 6) Preserve the principle of "one-FAO" and one office per country by fully merging the project-funded resilience teams in Dakar, Nairobi and Johannesburg with the FAO country offices.
 - In the case of Nairobi, the East Africa resilience team, the Kenya country office and the Nairobi-based portion of the Somalia country office already constitute the core of technical support to the subregion on resilience (SO5) with the FAOR Kenya as the SO5 East Africa coordinator, as part of the broader SFE team. This represents considerable critical mass of FAO expertise on these topics in the Horn of Africa, which is now being linked more closely to other offices in the subregion and the subregional office in Addis.
 - The Senegal country office also hosts the Sahelien resilience team. Formerly this had functioned as a separate office, but merged with the FAOR in 2014. Given the presence of donor coordination bodies in Dakar, including the Regional Humanitarian Coordinator for the Sahel, the FAO Senegal office now includes this larger function. As now, the FAOR will remain the budget holder for subregional resilience projects.
 - The same would apply to the Johannesburg resilience team, while still retaining close technical ties to the subregional office in Harare, while it remains there.
- 7) Consider outposting officers on one or two-year assignments to country offices where demand is greatest and where there is high interest and potential for developing large voluntary-funded projects and programmes. The first example, to be initiated shortly, will send Fisheries staff from SFS to the Mozambique country office to develop a major new programme, hopefully with funding from several donors.
- 8) While still giving priority to Low-Income-Food-Deficit countries, consider reducing the number of countries with resident FAOR. One option may be to restructure the South Africa office providing a larger team to cover South Africa, Swaziland, Lesotho and Namibia.
- 9) Name the resident technical officer in Gaborone, Botswana responsible for liaison with SADC as FAOR Botswana, reducing the number of countries under multiple accreditation by the Southern Africa Subregional Coordinator.

6.5 *Near East*

82. The Near East Regional evaluation was the first to be undertaken, in 2011, and set the tone for the others. It raised a number of issues and made recommendations that have been taken up to a large extent in the overall decentralization reforms since then. As such, the report concentrated more on solidifying the three tier structure of regional, subregional and country offices and the relations between them and headquarters (see the regional evaluation recommendations summary above). Building on the evaluation report, the Regional Conference Report NERC-31 recommended establishing the Subregional office for Mashrek countries (SNO) in Beirut.

83. The recommendation was not brought to the following regional conference and since then the evolution of the situation in the subregion has prevented any decision in this regard. The spread however of conflicts in the region has generated a surge in humanitarian and resilience technical assistance needs. FAO is attempting to strengthen its resilience capacity to respond to these country needs and to remain an important partner with other UN agencies. This requires further strengthening of the programme, policy and value chain development functions. The regional evaluation had also recommended to strengthen country offices in least developed countries (Mauritania, Yemen, Sudan) with international staff from the subregional or the regional skill mix.

84. It is proposed that the Outposted Technical Officer serving as FAOR in Algeria, on loan from the subregional office in Tunis, be converted to a normal FAOR after signature of the new country office agreement.

85. It is also important to point out that the Region has been among the most successful in developing a common platform of regional priorities and FAO Regional Initiatives, developing and integrating country programmes into the regional and global frameworks.

86. In addition to these changes, the highest priorities for enhancing results relate to strengthening the staff of the Regional Office and better integrating the voluntary contribution-funded offices and projects for great synergy and complementarities.

VII. Concluding remarks

87. Many of the options proposed are straightforward and many will undoubtedly be controversial. Most of the changes fall within the responsibility of Management and others would require Governing Body approval. Consensus on these issues has been difficult in the past. By presenting the data in the most transparent way possible and laying out the rationale for the changes as they relate to the larger reforms of the Organization, it is hoped that Members will recognize the need for change and will provide necessary feedback through the Governing Bodies, including the Regional Conferences. These options will bring FAO's office coverage up to date, to meet the challenges agreed by Member Countries and to fulfil the objectives and results that they have assigned to the Organization.

Annex 1**List of FAO Offices by Category****1. Regional Offices (5)**

RAF - Regional Office for Africa, Accra, Ghana
RAP - Regional Office for Asia and the Pacific, Bangkok, Thailand
REU - Regional Office for Europe and Central Asia, Budapest, Hungary
RLC - Regional Office for Latin America and the Caribbean, Santiago, Chile
RNE - Regional Office for the Near East and North Africa, Cairo, Egypt

2. Sub-Regional Offices (9)

SAP - Subregional Office for the Pacific Islands, Apia, Samoa
SEC - Subregional Office for Central Asia, Ankara, Turkey
SFC - Subregional Office for Central Africa, Libreville, Gabon
SFE - Subregional Office for Eastern Africa, Addis Ababa, Ethiopia
SFS - Subregional Office for Southern Africa, Harare, Zimbabwe
SLC - Subregional Office for the Caribbean, Bridgetown, Barbados
SLM - Subregional Office for Mesoamerica, Panama City, Panama
SNE - Subregional Office for North Africa, Tunis, Tunisia
SNG - Subregional Office for the Gulf Cooperation Council States and Yemen, Abu Dhabi, United Arab Emirates

3. Liaison Offices (6)

LOB - Liaison Office with the European Union and Belgium, Brussels, Belgium
LOG - Liaison Office with the United Nations (Geneva), Geneva, Switzerland
LOJ - Liaison Office in Japan, Yokohama, Japan
LON - Liaison Office with the United Nations, New York, United States of America
LOR - Liaison Office with the Russian Federation, Moscow, Russian Federation
LOW - Liaison Office for North America, Washington DC, United States of America

4. Information Offices (2)

Information Office for CPLP Countries and Portugal, Lisbon
Information Office for Spain and Andorra, Madrid

5. Country-level Offices (with international staff member as head of office)**a) With FAOR funded by assessed contributions (80)**

- 1) Afghanistan
- 2) Angola
- 3) Bangladesh
- 4) Benin
- 5) Bolivia (Plurinational State of)
- 6) Brazil
- 7) Burkina Faso
- 8) Burundi
- 9) Cabo Verde
- 10) Cambodia
- 11) Cameroon
- 12) Central African Republic

- 13) Chad
- 14) China
- 15) Colombia
- 16) Congo
- 17) Costa Rica
- 18) Cuba
- 19) Côte d'Ivoire
- 20) Democratic Republic of the Congo
- 21) Djibouti
- 22) Dominican Republic
- 23) Ecuador
- 24) El Salvador
- 25) Eritrea
- 26) Gambia
- 27) Guatemala
- 28) Guinea
- 29) Guinea-Bissau
- 30) Guyana
- 31) Haiti
- 32) Honduras
- 33) India
- 34) Indonesia
- 35) Iran (Islamic Republic of)
- 36) Iraq
- 37) Jamaica
- 38) Jordan
- 39) Kenya
- 40) Kyrgyzstan
- 41) Lao People's Democratic Republic
- 42) Lebanon
- 43) Lesotho
- 44) Liberia
- 45) Madagascar
- 46) Malawi
- 47) Mali
- 48) Mauritania
- 49) Mexico
- 50) Morocco
- 51) Mozambique
- 52) Myanmar
- 53) Namibia
- 54) Nepal
- 55) Nicaragua
- 56) Niger
- 57) Nigeria
- 58) Pakistan
- 59) Paraguay
- 60) Peru
- 61) Philippines
- 62) Rwanda
- 63) Senegal
- 64) Sierra Leone
- 65) Somalia
- 66) South Africa
- 67) South Sudan

- 68) Sri Lanka
- 69) Sudan
- 70) Syrian Arab Republic
- 71) Tajikistan
- 72) Togo
- 73) Trinidad and Tobago
- 74) Uganda
- 75) United Republic of Tanzania
- 76) Uruguay
- 77) Venezuela (Bolivarian Republic of)
- 78) Viet Nam
- 79) Yemen
- 80) Zambia

b) Funded by assessed contributions but without FAOR title (3)

- 81) Democratic People's Republic of Korea (Deputy FAOR)
- 82) Mongolia (Deputy FAOR)
- 83) Papua New Guinea (Programme Officer)

c) Partnership and Liaison Offices with FAOR funded by Trust Fund operations in the country (3)

- 84) Azerbaijan
- 85) Equatorial Guinea
- 86) Kazakhstan

d) Country Office with FAOR funded by Trust Fund operations in the country

- 87) Libya

e) FAO Offices with an FAOR/Technical Officer funded by assessed contributions with resources from host government to cover the rest of the office (4)

- 88) Algeria
- 89) Argentina
- 90) Oman

6. Country Offices Covered by Double/Multiple Accreditation with a National Professional Officer (NPO) (10)

- 91) Albania
- 92) Armenia
- 93) Bhutan
- 94) Botswana
- 95) Georgia
- 96) Swaziland
- 97) Timor-Leste
- 98) Tonga
- 99) Uzbekistan
- 100) Vanuatu

7. Countries without a Country Office Covered by Double/Multiple Accreditation with a National Correspondent (NC) (25)

- 1) Antigua and Barbuda
- 2) Bahamas
- 3) Belize
- 4) Comoros
- 5) Cook Islands
- 6) Dominica
- 7) Fiji
- 8) Grenada
- 9) Kiribati
- 10) Maldives
- 11) Marshall Islands
- 12) Mauritius
- 13) Micronesia (Federated States of)
- 14) Nauru
- 15) Niue
- 16) Palau
- 17) Republic of Moldova
- 18) Saint Kitts and Nevis
- 19) Saint Lucia
- 20) Saint Vincent and the Grenadines
- 21) Sao Tome and Principe
- 22) Seychelles
- 23) Solomon Islands
- 24) Suriname
- 25) Tuvalu

8. National Correspondents (without FAOR) (4)

- 26) Belarus
- 27) Bosnia and Herzegovina
- 28) Serbia
- 29) The former Yugoslav Republic of Macedonia

Annex 2

Programme Delivery and Regular Programme Allocation to the FAO Office 2012-2014

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A
<i>Country programmes with delivery above USD 8 million (in 2014)</i>									
Somalia		65 058 505	72 439 004	178 500	240 200	143 789		270.85	503.79
South Sudan		13 072 585	40 209 354		91 763	591 416		142.46	67.99
Afghanistan	25 858 619	30 825 640	28 106 659	1 171 139	1 429 578	1 214 507	22.08	21.56	23.14
Madagascar	584 022	1 430 372	25 412 392	610 270	604 773	760 585	0.96	2.37	33.41
Zimbabwe	328 808	14 817 976	23 438 096	230 618	234 996	229 263	1.43	63.06	102.23
Philippines	975 679	6 691 458	22 252 214	666 108	583 897	841 821	1.46	11.46	26.43
Pakistan	5 218 919	12 553 025	20 751 067	618 896	770 965	858 562	8.43	16.28	24.17
Central African Republic	357 425	1 392 987	17 826 280	604 333	671 511	467 045	0.59	2.07	38.17
Sudan	199 044	3 633 510	16 120 937	729 097	671 684	671 684	0.27	5.41	24.00
Bangladesh	21 977 493	26 274 166	16 086 302	985 266	1 188 040	1 231 438	22.31	22.12	13.06
Democratic Republic of the Congo	2 398 992	9 811 419	14 313 294	982 680	982 423	1 048 629	2.44	9.99	13.65
Iraq		1 718 377	11 422 370	222 225	219 139	219 139	0.00	7.84	52.12
Colombia	3 548 286	5 320 233	10 814 822	561 033	635 163	663 588	6.32	8.38	16.30
Ethiopia	6 416 619	14 612 149	10 692 900	303 518	281 076	273 945	21.14	51.99	39.03
Brazil	5 892 036	8 678 758	10 611 811	918 269	929 961	939 274	6.42	9.33	11.30
Burkina Faso	2 187 903	7 413 974	9 595 655	840 850	816 113	845 643	2.60	9.08	11.35
Mexico	6 286 222	6 370 995	9 059 078	748 890	758 587	800 716	8.39	8.40	11.31
Uganda	1 187 473	10 336 276	8 894 381	838 118	836 793	920 320	1.42	12.35	9.66
Syrian Arab Republic	463 484	28 131	8 081 419	782 379	816 831	816 831	0.59	0.03	9.89
Mali	2 250 468	5 988 770	7 983 303	785 987	733 228	944 793	2.86	8.17	8.45
Niger	2 461 937	8 243 552	7 980 413	771 598	779 796	659 741	3.19	10.57	12.10

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A
<i>Country programmes with delivery between USD 5 - 8 million (in 2014)</i>									
Chad	1 393 165	2 411 630	7 496 126	699 111	703 146	400 950	1.99	3.43	18.70
Mozambique	4 834 466	5 378 820	6 268 775	1 213 144	1 311 272	1 053 230	3.99	4.10	5.95
Honduras	7 775 915	4 460 764	6 002 797	313 324	446 703	549 487	24.82	9.99	10.92
Cameroon	440 593	3 475 733	5 680 208	637 554	790 967	851 402	0.69	4.39	6.67
Indonesia	1 168 980	1 812 784	5 520 432	606 918	716 654	713 830	1.93	2.53	7.73
Kenya	7 079 727	6 061 899	5 502 734	907 153	843 335	1 036 741	7.80	7.19	5.31
Haiti	1 279 507	5 788 585	5 352 478	656 605	695 545	831 304	1.95	8.32	6.44
<i>Country programmes with delivery between USD 2 - 5 million (in 2014)</i>									
Lebanon	1 245 676	2 390 104	4 559 999	697 156	719 390	719 390	1.79	3.32	6.34
Yemen	2 743	2 485 831	4 328 839	819 562	767 872	767 872	0.00	3.24	5.64
Sri Lanka	3 783 350	6 372 641	4 216 909	608 120	698 755	691 316	6.22	9.12	6.10
Cambodia	2 007 775	6 637 925	4 191 937	739 912	866 564	785 661	2.71	7.66	5.34
Nepal	1 744 153	1 935 666	4 028 275	399 952	649 874	691 525	4.36	2.98	5.83
Congo	1 546 255	896 644	4 007 592	597 972	680 628	644 821	2.59	1.32	6.22
Angola	3 864 650	3 473 772	3 579 476	843 073	767 055	879 068	4.58	4.53	4.07
Malawi	3 511 948	3 970 024	3 339 691	612 408	650 356	894 081	5.73	6.10	3.74
Argentina	936 524	2 908 756	3 309 552	118 065	122 380	172 048	7.93	23.77	19.24
Burundi	1 205 207	5 491 171	2 836 323	468 207	663 465	873 711	2.57	8.28	3.25
Gambia	1 423 061	1 196 647	2 796 241	602 345	567 499	575 053	2.36	2.11	4.86
Myanmar	2 432 028	2 196 344	2 782 747	633 176	637 176	655 204	3.84	3.45	4.25
Democratic People's Republic of Korea	3 690 565	3 902 369	2 772 889	75 794	103 192	383 135	48.69	37.82	7.24
Zambia	1 068 259	1 702 390	2 696 661	473 325	728 116	789 006	2.26	2.34	3.42
Liberia	2 856 804	3 458 540	2 682 291	657 857	682 760	615 915	4.34	5.07	4.35

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A
Sierra Leone	7 031 136	3 444 059	2 503 566	751 451	721 154	699 453	9.36	4.78	3.58
Bolivia (Plurinational State of)	2 285 692	2 179 534	2 346 093	589 459	705 576	851 794	3.88	3.09	2.75
Senegal	6 533 501	5 032 334	2 345 301	991 383	800 750	994 947	6.59	6.28	2.36
Nigeria	1 491 310	2 346 099	2 272 441	10 620	951 347	880 449	140.42	2.47	2.58
Mauritania	1 752 445	2 253 074	2 068 069	676 149	638 953	638 953	2.59	3.53	3.24
<i>Country programmes with delivery between USD 1 - 2 million (in 2014)</i>									
Egypt	319 165	1 197 965	1 949 095	245 931	253 208	253 208	1.30	4.73	7.70
Viet Nam	4 194 325	2 082 024	1 934 607	764 336	888 909	861 667	5.49	2.34	2.25
Djibouti	471 375	1 867 982	1 887 253	554 637	457 329	645 391	0.85	4.08	2.92
Kyrgyzstan	47 704	1 874 937	1 746 662	236 594	281 020	454 686	0.20	6.67	3.84
Timor-Leste	61 768	7 045	1 741 894	31 862	94 704	144 544	1.94	0.07	12.05
Guatemala	2 810 026	1 353 734	1 622 159	198 612	213 892	168 612	14.15	6.33	9.62
Tajikistan			1 582 352	184 031	288 301	359 474	0.00		4.40
South Africa	1 672 908	1 536 882	1 497 566	562 332	496 157	718 729	2.97	3.10	2.08
Papua New Guinea	65 925	39 302	1 485 152	5 840	40 840	226 240	11.29	0.96	6.56
Nicaragua	3 985 278	3 174 336	1 405 315	563 123	479 024	574 246	7.08	6.63	2.45
Guinea	1 634 391	1 262 121	1 393 602	669 158	830 831	840 394	2.44	1.52	1.66
Mongolia		1 644 185	1 374 448	61 657	146 094	340 555	0.00	11.25	4.04
Libya	59 951	61 191	1 184 877	6 540	2 340	2 340	9.17	26.15	506.36
Guinea-Bissau	357 360	618 390	1 134 649	568 208	592 567	640 601	0.63	1.04	1.77
Panama	817 798	1 053 608	1 128 019	18 540	9 950	7 800	44.11	105.89	144.62
United Republic of Tanzania	2 893 735	3 851 150	1 121 573	784 258	743 210	846 065	3.69	5.18	1.33
Côte d'Ivoire	2 536 026	1 923 323	1 113 484	710 888	531 218	737 782	3.57	3.62	1.51
Paraguay	638 418	899 091	1 102 922	35 130	37 780	211 275	18.17	23.80	5.22
Rwanda	696 170	497 946	1 021 989	682 927	827 647	809 153	1.02	0.60	1.26

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A
<i>Country programmes with delivery below USD 1 million (in 2014)</i>									
El Salvador	3 779 329	1 790 394	995 968	539 268	541 598	625 385	7.01	3.31	1.59
Benin	349 729	647 026	987 796	630 647	690 938	555 095	0.55	0.94	1.78
Ecuador	1 218 941	1 491 063	983 012	380 138	424 616	543 607	3.21	3.51	1.81
India	1 572 558	720 787	964 152	905 402	997 628	802 721	1.74	0.72	1.20
Lao People's Democratic Republic	986 774	1 316 272	885 073	507 957	559 426	605 123	1.94	2.35	1.46
Georgia		12 798	865 567	161 012	183 811	193 315	0.00	0.07	4.48
Swaziland	4 111 979	7 617 849	860 942	207 258	155 212	159 345	19.84	49.08	5.40
Cabo Verde	1 056 912	1 743 232	840 495	558 246	471 488	397 205	1.89	3.70	2.12
Peru	750 455	214 595	769 777	819 152	884 691	814 336	0.92	0.24	0.95
Eritrea	319 895	455 412	766 864	648 458	533 007	362 727	0.49	0.85	2.11
Oman	3 649	727 944	757 845	12 266	22 507	22 507	0.30	32.34	33.67
Togo	469 227	442 139	738 414	595 628	590 650	573 364	0.79	0.75	1.29
China	2 537 922	964 960	672 490	1 113 117	1 101 496	1 093 096	2.28	0.88	0.62
Namibia	355 325	1 131 728	671 796	574 234	577 539	581 281	0.62	1.96	1.16
Lesotho	1 230 412	4 306 421	639 883	573 405	480 378	601 073	2.15	8.96	1.06
Morocco	228 608	219 429	623 814	677 377	946 044	946 044	0.34	0.23	0.66
Turkey	144 415	106 425	470 731	256 626	273 088	364 569	0.56	0.39	1.29
Equatorial Guinea	171 146	350 348	470 481	174 103	114 862	369 635	0.98	3.05	1.27
Ghana	677 500	368 646	469 602	136 460	225 129	228 073	4.96	1.64	2.06
Vanuatu	61 435	268 869	466 513	8 990	12 990	59 867	6.83	20.70	7.79
Botswana	46 450	6 011	458 757	121 196	108 101	111 257	0.38	0.06	4.12
Chile	532 224	377 023	363 858	127 344	105 136	143 836	4.18	3.59	2.53
Saint Lucia	3 906	93 038	363 796	23 972	22 652	20 100	0.16	4.11	18.10
St Vincent and the Grenadines		100 495	353 172	21 922	21 370	5 800	0.00	4.70	60.89

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A
Uruguay	930 353	556 743	343 411	752 133	652 004	642 149	1.24	0.85	0.53
Tonga	269 143	308 146	326 292	9 520	13 520	36 089	28.27	22.79	9.04
Republic of Moldova	1 644 185	1 374 448	325 647	13 476	43 594	60 660	122.01	31.53	5.37
Thailand			316 416	63 216	171 351	170 842	0.00		1.85
Comoros	6 262	11 182	302 679	21 600	16 000	6 075	0.29	0.70	49.82
Algeria	220 819	184 943	262 189	13 740	19 174	19 174	16.07	9.65	13.67
Bahamas	47 408	235 326	253 619	22 525	21 215	11 200	2.10	11.09	22.64
Azerbaijan			244 126	176 579	235 938	167 823	0.00		1.45
Tunisia	486 661	1 091 145	236 447	163 618	164 348	164 348	2.97	6.64	1.44
Costa Rica	687 908	432 975	227 485	443 361	444 240	352 556	1.55	0.97	0.65
Seychelles	73 160	47 981	227 399	22 700	27 800	6 675	3.22	1.73	34.07
Samoa	54 119	14 808	211 637	204 425	184 652	138 590	0.26	0.08	1.53
Venezuela (Bolivarian Republic of)	199 809	71 922	197 340	417 930	514 983	564 584	0.48	0.14	0.35
Gabon	30 281	121 169	191 530	36 350	39 600	94 901	0.83	3.06	2.02
Suriname	198 125	327 679	190 214	15 440	16 740	8 300	12.83	19.57	22.92
Cook Islands	99 221	95 690	188 550	13 390	13 390	13 390	7.41	7.15	14.08
Kiribati	20 140	137 626	177 756	9 640	9 640	9 640	2.09	14.28	18.44
Dominican Republic	1 164 004	1 286 228	171 269	407 706	559 746	589 648	2.86	2.30	0.29
Fiji	15 429	79 803	166 380	10 280	14 280	10 280	1.50	5.59	16.18
Cuba	1 230 351	928 664	141 201	466 404	441 450	549 647	2.64	2.10	0.26
Jamaica	313 084	380 721	136 131	631 388	634 674	658 324	0.50	0.60	0.21
Mauritius	69 069	144 747	132 339	18 750	16 600	6 475	3.68	8.72	20.44
Jordan	173 945	47 546	131 699	31 240	140 220	140 220	5.57	0.34	0.94
Palau	22 634	140 590	113 868	7 290	7 290	7 290	3.10	19.29	15.62
Bhutan	210 598	137 831	108 367	242 148	263 600	253 848	0.87	0.52	0.43

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A
Barbados	102 266	104 347	106 850	260 280	261 466	301 102	0.39	0.40	0.35
Solomon Islands	175 212	112 317	95 566	5 440	9 440	5 440	32.21	11.90	17.57
Belize	124 720	285 872	90 581	24 394	20 140	15 000	5.11		6.04
Sao Tome and Principe	6 073	82 794	88 823	42 700	39 500	15 873	0.14	2.10	5.60
Belarus			88 448	4 347	20 140	5 681	0.00		15.57
Niue	60 725	111 250	87 053	10 203	10 620	10 620	5.95	10.48	8.20
Marshall Islands	64 589	157 233	84 203	12 880	12 880	12 880	5.01	12.21	6.54
Guyana	78 851	152 770	79 432	238 289	226 970	248 871	0.33	0.67	0.32
Saint Kitts and Nevis	24 553	95 612	78 932	24 440	24 440	13 200	1.00	3.91	5.98
Maldives	46 575	35 464	78 419	6 740	16 740	6 740	6.91	2.12	11.63
Tuvalu	136 464	95 313	75 142	2 560	1 940	1 940	53.31	49.13	38.73
Micronesia (Federates States of)	84 793	145 418	73 411	10 540	10 540	10 540	8.04	13.80	6.96
Trinidad and Tobago	77 907	152 316	58 952	600 896	585 727	546 698	0.13	0.26	0.11
Iran (Islamic Republic of)	137 183	177 740	56 790	737 937	630 869	630 869	0.19	0.28	0.09
Dominica	6 256	113 652	53 777	20 302	20 156	12 100	0.31	5.64	4.44
Grenada	174 781	96 312	35 373	18 182	21 731	5 800	9.61	4.43	6.10
Uzbekistan			33 235	4 708	11 600	53 091	0.00		0.63
Antigua and Barbuda	36 264	165 703	30 567	19 523	18 424	22 400	1.86	8.99	1.36
Nauru	23 370	8 042	5 263	4 240	4 240	4 240	5.51	1.90	1.24

Delivery > USD 8 million in 2014 and 2 out of 3 years 2012-2014

Delivery < USD 1 million in 2014 and 2 out 3 years 2012-2014, in countries with a resident FAOR

Annex 3

Comparison of Country Offices by Budget, Staff, Disbursements and Transaction Count (2014)

Country	Total Budget	Long-term Staff Cost	Long-term Staff Number	Short-term, non-staff HR cost	Total Field Disbursements	Transaction Count
Somalia	124 472 793	5 412 352	24	9 728 790	22 690 437	6 502
South Sudan	74 266 766	3 523 345	29	5 184 487	15 250 852	4 885
Afghanistan	67 837 957	5 308 777	32	9 104 376	16 485 960	2 867
RAF Accra	54 515 134	13 402 203	98	6 588 766	--	--
Zimbabwe	45 294 561	262 790	5	2 811 161	15 165 955	5 083
RNE Cairo	44 791 570	12 741 730	84	3 818 213	--	--
RAP Bangkok	42 822 627	17 404 494	127	5 552 470	--	--
Democratic Republic of the Congo	34 505 975	1 404 526	17	3 182 788	13 518 713	5 200
Philippines	34 329 124	864 269	7	2 259 875	12 048 636	3 245
REU Budapest	34 151 558	5 326 552	42	3 483 553	--	--
Central African Republic	32 793 897	889 383	5	1 715 546	7 323 665	2 275
RLC Santiago	31 217 881	8 894 732	70	7 053 826	--	--
Ethiopia	31 010 923	432 984	5	2 556 548	12 299 264	5 380
Bangladesh	30 197 633	3 185 505	23	4 586 111	17 089 028	7 542
Pakistan	29 436 117	1 843 095	13	4 605 017	17 818 822	11 585
Sudan	27 736 041	1 476 671	14	2 550 385	11 813 332	3 957
Kenya	18 939 234	2 070 822	21	2 846 209	9 577 117	4 511
Uganda	18 333 483	1 649 754	18	2 359 206	8 099 796	4 171
Madagascar	18 217 938	849 897	10	636 309	3 585 919	3 147
Niger	17 146 611	892 507	12	841 927	7 178 692	2 540
Colombia	16 676 148	653 328	7	4 812 557	11 205 156	7 548
Mozambique	15 677 847	1 979 020	18	2 245 389	5 714 753	3 949

Country	Total Budget	Long-term Staff Cost	Long-term Staff Number	Short-term, non-staff HR cost	Total Field Disbursements	Transaction Count
Iraq	15 677 837	507 212	5	952 635	2 391 204	1 082
Brazil	15 277 174	956 811	11	4 688 334	12 386 256	3 368
Nigeria	15 051 736	1 192 276	11	525 642	2 678 267	1 114
Chad	14 497 984	856 443	11	935 861	4 471 659	2 227
Yemen	13 711 073	1 468 581	10	836 211	3 049 424	1 400
Mali	12 906 109	1 290 962	12	1 017 871	5 966 842	2 650
Burkina Faso	11 044 204	1 581 561	16	939 375	9 007 866	3 438
Haiti	10 636 663	1 331 467	17	1 715 760	4 346 386	2 464
Sri Lanka	10 634 841	775 581	11	1 106 039	4 909 607	3 093
Viet Nam	10 227 915	1 394 513	14	1 776 155	5 409 430	2 375
SEC (Ankara)	10 211 413	2 612 891	23	2 158 668	3 092 295	1 744
Mexico	9 745 671	921 322	9	6 523 361	8 985 302	5 677
SFC (Libreville)	8 177 989	1 836 533	14	1 278 452	2 514 600	1 591
Lebanon	8 093 791	851 929	10	1 062 292	3 204 598	1 403
Cote d'Ivoire	8 005 133	840 998	9	242 160	2 215 730	1 518
Congo	7 902 337	772 578	6	569 684	3 313 275	1 886
Senegal	7 815 944	1 125 427	13	1 239 458	5 492 494	3 461
Cambodia	7 660 068	1 514 842	16	1 495 912	3 526 123	2 046
SLM (Panama City)	7 572 476	2 447 460	16	1 595 567	3 723 662	2 250
Sierra Leone	7 420 481	1 348 201	8	603 686	2 677 552	1 816
Burundi	7 171 115	912 850	8	818 320	4 189 944	2 347
SAP (Apia)	7 018 940	1 823 720	13	1 367 393	3 997 941	1 608
Malawi	6 279 306	1 072 515	12	503 761	4 300 012	2 662
SLC (Bridgetown)	6 097 133	2 687 298	22	739 378	2 562 288	1 042
Indonesia	5 829 586	725 505	8	1 889 010	5 262 774	2 989
Nepal	5 773 514	648 729	8	1 003 688	3 585 823	2 888

Country	Total Budget	Long-term Staff Cost	Long-term Staff Number	Short-term, non-staff HR cost	Total Field Disbursements	Transaction Count
Gambia	5 631 227	540 466	6	546 964	1 511 063	2 185
China	5 404 521	1 045 813	13	680 773	4 627 204	1 287
Honduras	5 320 716	494 978	4	2 934 406	5 552 899	4 009
Zambia	5 201 868	1 417 208	14	851 656	3 533 114	2 137
Liberia	4 993 170	535 996	5	1 020 218	2 057 952	2 353
Kyrgyzstan	4 790 837	545 967	5	770 978	985 966	1 407
SNE (Tunis)	4 683 981	2 972 302	25	546 742	2 365 283	1 486
Guinea-Bissau	4 362 885	648 359	6	395 676	1 829 542	860
Myanmar	4 314 974	886 206	8	1 200 543	2 377 607	1 908
Syrian Arab Republic	4 307 250	830 764	10	211 328	5 445 329	605
Democratic People's Republic of Korea	4 261 630	1 046 758	2	165 763	572 957	322
Djibouti	3 948 369	742 365	5	599 307	2 057 290	1 025
Guatemala	3 858 552	482 159	4	1 103 213	3 121 556	2 386
Mauritania	3 845 011	625 061	6	714 881	2 686 790	1 382
Morocco	3 606 253	880 738	10	622 286	1 835 665	958
United Republic of Tanzania	3 576 736	1 025 719	11	455 894	2 153 704	1 687
Bolivia (Plurinational State of)	3 552 789	726 675	8	1 234 497	3 548 697	3 000
Guinea	3 489 415	726 662	8	334 273	1 520 795	896
Cuba	3 377 105	393 764	3	67 855	403 421	527
Georgia	3 338 476	253 966	4	760 859	1 495 670	1 538
Lao People's Democratic Republic	3 256 756	608 082	10	737 223	1 335 609	1 142
Equatorial Guinea	3 208 881	525 921	2	389 078	1 057 725	777
Swaziland	3 114 529	452 232	3	512 952	3 159 692	652
Argentina	3 088 414	75 941	1	2 108 392	2 727 360	2 431

Country	Total Budget	Long-term Staff Cost	Long-term Staff Number	Short-term, non-staff HR cost	Total Field Disbursements	Transaction Count
Rwanda	2 830 554	744 154	9	393 288	2 283 421	1 734
Benin	2 825 735	544 422	6	142 771	1 352 690	1 067
South Africa	2 808 476	757 743	10	580 922	2 629 470	1 765
Timor-Leste	2 781 209	113 604	2	290 693	958 949	1 052
Nicaragua	2 605 299	444 544	6	893 580	2 897 068	2 821
El Salvador	2 591 617	529 380	6	859 280	1 547 318	1 552
Lesotho	2 588 307	632 898	6	302 256	1 486 425	672
Namibia	2 542 770	624 267	5	379 865	870 175	708
Cabo Verde	2 523 569	478 029	6	278 327	1 268 883	722
LOG (Geneva)	2 262 411	1 135 241	7	525 162	62 388	49
India	2 249 442	764 990	10	367 270	2 666 028	1 181
LOW (Washington D.C.)	2 178 166	1 587 526	10	62 165	10 531 578	1 134
Mongolia	1 987 809	424 230	2	740 658	805 429	1 043
LON (New York)	1 922 137	1 078 677	5	195 396	221 819	220
Paraguay	1 842 343	92 518	1	712 333	1 628 425	1 111
Iran (Islamic Republic of)	1 573 599	677 204	9	111 388	407 521	357
Eritrea	1 544 955	342 952	4	113 573	541 735	394
Togo	1 460 944	554 909	5	176 000	1 243 035	900
Oman	1 297 455	44 496		530 039	201 437	68
Peru	1 286 560	1 055 224	11	705 227	2 538 161	1 929
Ecuador	1 253 889	410 289	3	852 189	2 116 850	1 652
Azerbaijan	1 142 578	141 700	3	150 622	504 645	495
LOJ (Yokohama)	1 118 529	677 704	3	80 844	515 982	375
Saint Lucia	1 115 959			84 909	448 951	70
LOB (Brussels)	920 606	787 964	4	11 511	100 922	102
Costa Rica	904 407	316 213	2	182 896	864 209	900

Country	Total Budget	Long-term Staff Cost	Long-term Staff Number	Short-term, non-staff HR cost	Total Field Disbursements	Transaction Count
Tajikistan	880 088	309 129	4	55 883	1 180 645	750
Seychelles	768 401			99 171	682 530	491
SNG (Abu Dhabi)	729 749	128 738	9	123 111	417 528	309
Cameroon	727 173	1 100 007	11	632 916	3 143 357	2 460
Uruguay	650 360	463 533	6	313 324	1 443 616	991
Dominican Republic	635 058	457 984	4	176 229	711 603	876
Jamaica	458 061	591 873	7	46 388	676 117	606
Saint Kitts and Nevis	457 769			59 047	74 389	28
Guyana	440 617	218 157	3	49 310	207 029	302
Bhutan	395 827	222 708	4	38 257	347 182	236
Venezuela (Bolivarian Republic of)	374 971	462 444	4	83 352	405 946	256
Grenada	358 048			5 682	62 442	16
Mauritius	352 518			51 507	1 098 752	446
Saint Vincent and the Grenadines	310 008			8 185	52 291	55
Trinidad and Tobago	269 451	500 902	6	81 194	625 403	430
Algeria	229 929			274 895	453 484	326
Antigua and Barbuda	90 518			37 651	272 183	205
Dominica	77 901			39 810	49 782	23
Saudi Arabia		50 348		3 323 516	8 078 261	3 406

Annex 4

Classification of Countries by Various Criteria

Country	Low-Income Food-Deficit Countries (LIFDCs) - 2015	Least Developed Countries (LDCs)	Net Food-Importing Developing Countries (NFIDCs)
Africa			
Angola		x	x
Benin	x	x	x
Botswana			x
Burkina Faso	x	x	x
Burundi	x	x	x
Cameroon	x		
Central African Republic	x	x	x
Chad	x	x	x
Comoros	x	x	x
Côte d'Ivoire	x		x
Democratic Republic of the Congo	x	x	x
Djibouti	x	x	x
Equatorial Guinea		x	x
Eritrea	x	x	x
Ethiopia	x	x	x
Gabon			x
Gambia	x	x	x
Ghana	x		
Guinea	x	x	x
Guinea-Bissau	x	x	x
Kenya	x		x
Lesotho	x	x	x
Liberia	x	x	x
Madagascar	x	x	x
Malawi	x	x	x
Mali	x	x	x
Mauritius			x
Mauritania	x	x	x
Mozambique	x	x	x
Namibia			x
Niger	x	x	x
Nigeria ¹	x		
Rwanda	x	x	x

Country	Low-Income Food-Deficit Countries (LIFDCs) - 2015	Least Developed Countries (LDCs)	Net Food-Importing Developing Countries (NFIDCs)
Sao Tome and Principe	x	x	x
Senegal	x	x	x
Sierra Leone	x	x	x
Somalia	x	x	x
South Sudan	x	x	x
Sudan	x	x	x
Swaziland			x
Togo	x	x	x
Uganda	x	x	x
United Republic of Tanzania	x	x	x
Zambia		x	x
Zimbabwe	x		
Latin America and Caribbean			
Antigua and Barbuda			x
Barbados			x
Cuba			x
Dominica			x
Dominican Republic			x
El Salvador			x
Grenada			x
Haiti	x	x	x
Honduras ²	x		x
Jamaica			x
Nicaragua	x		
Peru			x
Saint Kitts and Nevis			x
Saint Lucia			x
Saint Vincent and the Grenadines			x
Trinidad and Tobago			x
Venezuela (Bolivarian Republic of)			x
Asia and the Pacific			
Afghanistan	x	x	x
Bangladesh	x	x	x
Bhutan ³	x	x	x

Country	Low-Income Food-Deficit Countries (LIFDCs) - 2015	Least Developed Countries (LDCs)	Net Food-Importing Developing Countries (NFIDCs)
Cambodia		x	x
Democratic People's Republic of Korea	x		
India ⁴	x		
Kiribati		x	x
Kyrgyzstan	x		
Lao People's Democratic Republic		x	x
Maldives			x
Mongolia ¹	x		x
Myanmar		x	x
Nepal	x	x	x
Pakistan			x
Papua New Guinea	x		
Solomon Islands	x	x	x
Sri Lanka			x
Syrian Arab Republic	x		
Tajikistan	x		
Timor-Leste		x	x
Tuvalu		x	x
Uzbekistan	x		
Vanuatu		x	x
Yemen	x	x	x
Near East			
Egypt			x
Jordan			x
Morocco			x
Tunisia			x

The notes refer to the status in the transitional phase, i.e. the country continues to be listed as a LIFDC for one of the following reasons; if the stated position persists beyond three years, the country would be removed from the list:

1. Exceeds the World Bank income threshold for the first year.
2. Exceeds the World Bank income threshold for the second consecutive year.
3. Exceeds the World Bank income threshold for the third consecutive year.
4. Net exported for the first year.

Annex 5

World Bank 2015 classification of economies⁹**Low-income economies (\$1,045 or less) 31**

Afghanistan	Gambia, The	Niger
Benin	Guinea	Rwanda
Burkina Faso	Guinea-Bissau	Sierra Leone
Burundi	Haiti	Somalia
Cambodia	Korea, Dem Rep.	South Sudan
Central African Republic	Liberia	Tanzania
Chad	Madagascar	Togo
Comoros	Malawi	Uganda
Congo, Dem. Rep	Mali	Zimbabwe
Eritrea	Mozambique	
Ethiopia	Nepal	

Lower-middle-income economies (\$1,046 to \$4,125) 49

Armenia	Indonesia	Samoa
Bangladesh	Kenya	Sao Tome and Principe
Bhutan	Kiribati	Senegal
Bolivia	Kyrgyz Republic	Solomon Islands
Cabo Verde	Lao PDR	Sri Lanka
Cameroon	Lesotho	Sudan
Congo, Rep.	Mauritania	Swaziland
Côte d'Ivoire	Micronesia, Fed. Sts.	Syrian Arab Republic
Djibouti	Moldova	Tajikistan
Egypt, Arab Rep.	Morocco	Timor-Leste
El Salvador	Myanmar	Ukraine
Georgia	Nicaragua	Uzbekistan
Ghana	Nigeria	Vanuatu
Guatemala	Pakistan	Vietnam
Guyana	Papua New Guinea	Yemen, Rep.
Honduras	Philippines	Zambia
India		

⁹ <http://data.worldbank.org/about/country-and-lending-groups>

Upper-middle-income economies (\$4,126 to \$12,735)

53

Albania	Fiji	Namibia
Algeria	Gabon	Palau
American Samoa	Grenada	Panama
Angola	Iran, Islamic Rep.	Paraguay
Azerbaijan	Iraq	Peru
Belarus	Jamaica	Romania
Belize	Jordan	Serbia
Bosnia and Herzegovina	Kazakhstan	South Africa
Botswana	Lebanon	St. Lucia
Brazil	Libya	St. Vincent and the Grenadines
Bulgaria	Macedonia, FYR	Suriname
China	Malaysia	Thailand
Colombia	Maldives	Tonga
Costa Rica	Marshall Islands	Tunisia
Cuba	Mauritius	Turkey
Dominica	Mexico	Turkmenistan
Dominican Republic	Mongolia	Tuvalu
Ecuador	Montenegro	

High-income economies (\$12,736 or more)

80

Andorra	Germany	Poland
Antigua and Barbuda	Greece	Portugal
Argentina	Greenland	Puerto Rico
Aruba	Guam	Qatar
Australia	Hong Kong SAR, China	Russian Federation
Austria	Hungary	San Marino
Bahamas, The	Iceland	Saudi Arabia
Bahrain	Ireland	Seychelles
Barbados	Isle of Man	Singapore
Belgium	Israel	Sint Maarten (Dutch part)
Bermuda	Italy	Slovak Republic
Brunei Darussalam	Japan	Slovenia
Canada	Korea, Rep.	Spain
Cayman Islands	Kuwait	St. Kitts and Nevis
Channel Islands	Latvia	St. Martin (French part)
Chile	Liechtenstein	Sweden
Croatia	Lithuania	Switzerland
Curaçao	Luxembourg	Taiwan, China
Cyprus	Macao SAR, China	Trinidad and Tobago
Czech Republic	Malta	Turks and Caicos Islands
Denmark	Monaco	United Arab Emirates
Estonia	Netherlands	United Kingdom
Equatorial Guinea	New Caledonia	United States
Faeroe Islands	New Zealand	Uruguay
Finland	Northern Mariana Islands	Venezuela, RB
France	Norway	Virgin Islands (U.S.)
French Polynesia	Oman	

Annex 6

Classification of Country by Income Level

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A	Income Level	LIFDC
Somalia		65 058 505	72 439 004	178 500	240 200	143 789	0.00	270.85	503.79	L	x
Afghanistan	25 858 619	30 825 640	28 106 659	1 171 139	1 429 578	1 214 507	22.08	21.56	23.14	L	x
Madagascar	584 022	1 430 372	25 412 392	610 270	604 773	760 585	0.96	2.37	33.41	L	x
Zimbabwe	328 808	14 817 976	23 438 096	230 618	234 996	229 263	1.43	63.06	102.23	L	x
Central African Republic	357 425	1 392 987	17 826 280	604 333	671 511	467 045	0.59	2.07	38.17	L	x
Bangladesh*	21 977 493	26 274 166	16 086 302	985 266	1 188 040	1 231 438	22.31	22.12	13.06	L	x
Democratic Republic of the Congo	2 398 992	9 811 419	14 313 294	982 680	982 423	1 048 629	2.44	9.99	13.65	L	x
Ethiopia*	6 416 619	14 612 149	10 692 900	303 518	281 076	273 945	21.14	51.99	39.03	L	x
Burkina Faso	2 187 903	7 413 974	9 595 655	840 850	816 113	845 643	2.60	9.08	11.35	L	x
Uganda	1 187 473	10 336 276	8 894 381	838 118	836 793	920 320	1.42	12.35	9.66	L	x
Mali**	2 250 468	5 988 770	7 983 303	785 987	733 228	944 793	2.86	8.17	8.45	L	x
Niger**	2 461 937	8 243 552	7 980 413	771 598	779 796	659 741	3.19	10.57	12.10	L	x
Chad	1 393 165	2 411 630	7 496 126	699 111	703 146	400 950	1.99	3.43	18.70	L	x
Mozambique*	4 834 466	5 378 820	6 268 775	1 213 144	1 311 272	1 053 230	3.99	4.10	5.95	L	x
Kenya	7 079 727	6 061 899	5 502 734	907 153	843 335	1 036 741	7.80	7.19	5.31	L	x
Haiti	1 279 507	5 788 585	5 352 478	656 605	695 545	831 304	1.95	8.32	6.44	L	x
Cambodia*	2 007 775	6 637 925	4 191 937	739 912	866 564	785 661	2.71	7.66	5.34	L	x
Nepal*	1 744 153	1 935 666	4 028 275	399 952	649 874	691 525	4.36	2.98	5.83	L	x
Malawi*	3 511 948	3 970 024	3 339 691	612 408	650 356	894 081	5.73	6.10	3.74	L	x
Burundi	1 205 207	5 491 171	2 836 323	468 207	663 465	873 711	2.57	8.28	3.25	L	x
Gambia*	1 423 061	1 196 647	2 796 241	602 345	567 499	575 053	2.36	2.11	4.86	L	x
Myanmar**	2 432 028	2 196 344	2 782 747	633 176	637 176	655 204	3.84	3.45	4.25	L	

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A	Income Level	LIFDC
Democratic People's Republic of Korea	3 690 565	3 902 369	2 772 889	75 794	103 192	383 135	48.69	37.82	7.24	L	x
Liberia	2 856 804	3 458 540	2 682 291	657 857	682 760	615 915	4.34	5.07	4.35	L	x
Sierra Leone	7 031 136	3 444 059	2 503 566	751 451	721 154	699 453	9.36	4.78	3.58	L	x
Tajikistan			1 582 352	184 031	288 301	359 474	0.00		4.40	L	x
Guinea	1 634 391	1 262 121	1 393 602	669 158	830 831	840 394	2.44	1.52	1.66	L	x
Guinea-Bissau	357 360	618 390	1 134 649	568 208	592 567	640 601	0.63	1.04	1.77	L	x
United Republic of Tanzania	2 893 735	3 851 150	1 121 573	784 258	743 210	846 065	3.69	5.18	1.33	L	x
Rwanda	696 170	497 946	1 021 989	682 927	827 647	809 153	1.02	0.60	1.26	L	x
Benin*	349 729	647 026	987 796	630 647	690 938	555 095	0.55	0.94	1.78	L	x
Eritrea	319 895	455 412	766 864	648 458	533 007	362 727	0.49	0.85	2.11	L	x
Togo*	469 227	442 139	738 414	595 628	590 650	573 364	0.79	0.75	1.29	L	x
Comoros	6 262	11 182	302 679	21 600	16 000	6 075	0.29	0.70	49.82	L	x
South Sudan		13 072 585	40 209 354		91 763	591 416		142.46	67.99	LM	x
Philippines*	975 679	6 691 458	22 252 214	666 108	583 897	841 821	1.46	11.46	26.43	LM	
Pakistan	5 218 919	12 553 025	20 751 067	618 896	770 965	858 562	8.43	16.28	24.17	LM	
Sudan	199 044	3 633 510	16 120 937	729 097	671 684	671 684	0.27	5.41	24.00	LM	x
Syrian Arab Republic	463 484	28 131	8 081 419	782 379	816 831	816 831	0.59	0.03	9.89	LM	x
Honduras	7 775 915	4 460 764	6 002 797	313 324	446 703	549 487	24.82	9.99	10.92	LM	x
Cameroon**	440 593	3 475 733	5 680 208	637 554	790 967	851 402	0.69	4.39	6.67	LM	x
Indonesia*	1 168 980	1 812 784	5 520 432	606 918	716 654	713 830	1.93	2.53	7.73	LM	
Yemen	2 743	2 485 831	4 328 839	819 562	767 872	767 872	0.00	3.24	5.64	LM	x
Sri Lanka	3 783 350	6 372 641	4 216 909	608 120	698 755	691 316	6.22	9.12	6.10	LM	
Congo	1 546 255	896 644	4 007 592	597 972	680 628	644 821	2.59	1.32	6.22	LM	
Zambia	1 068 259	1 702 390	2 696 661	473 325	728 116	789 006	2.26	2.34	3.42	LM	

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A	Income Level	LIFDC
Bolivia (Plurinational State of)*	2 285 692	2 179 534	2 346 093	589 459	705 576	851 794	3.88	3.09	2.75	LM	
Senegal*	6 533 501	5 032 334	2 345 301	991 383	800 750	994 947	6.59	6.28	2.36	LM	x
Nigeria*	1 491 310	2 346 099	2 272 441	10 620	951 347	880 449	140.42	2.47	2.58	LM	x
Mauritania*	1 752 445	2 253 074	2 068 069	676 149	638 953	638 953	2.59	3.53	3.24	LM	x
Egypt***	319 165	1 197 965	1 949 095	245 931	253 208	253 208	1.30	4.73	7.70	LM	
Viet Nam**	4 194 325	2 082 024	1 934 607	764 336	888 909	861 667	5.49	2.34	2.25	LM	
Djibouti**	471 375	1 867 982	1 887 253	554 637	457 329	645 391	0.85	4.08	2.92	LM	x
Kyrgyzstan**	47 704	1 874 937	1 746 662	236 594	281 020	454 686	0.20	6.67	3.84	LM	x
Timor-Leste	61 768	7 045	1 741 894	31 862	94 704	144 544	1.94	0.07	12.05	LM	
Guatemala	2 810 026	1 353 734	1 622 159	198 612	213 892	168 612	14.15	6.33	9.62	LM	
Papua New Guinea	65 925	39 302	1 485 152	5 840	40 840	226 240	11.29	0.96	6.56	LM	x
Nicaragua**	3 985 278	3 174 336	1 405 315	563 123	479 024	574 246	7.08	6.63	2.45	LM	x
Mongolia		1 644 185	1 374 448	61 657	146 094	340 555	0.00	11.25	4.04	LM	x
Côte d'Ivoire	2 536 026	1 923 323	1 113 484	710 888	531 218	737 782	3.57	3.62	1.51	LM	x
Paraguay	638 418	899 091	1 102 922	35 130	37 780	211 275	18.17	23.80	5.22	LM	
El Salvador	3 779 329	1 790 394	995 968	539 268	541 598	625 385	7.01	3.31	1.59	LM	
India	1 572 558	720 787	964 152	905 402	997 628	802 721	1.74	0.72	1.20	LM	x
Lao People's Democratic Republic*	986 774	1 316 272	885 073	507 957	559 426	605 123	1.94	2.35	1.46	LM	
Georgia**		12 798	865 567	161 012	183 811	193 315	0.00	0.07	4.48	LM	
Swaziland	4 111 979	7 617 849	860 942	207 258	155 212	159 345	19.84	49.08	5.40	LM	
Cabo Verde	1 056 912	1 743 232	840 495	558 246	471 488	397 205	1.89	3.70	2.12	LM	
Lesotho	1 230 412	4 306 421	639 883	573 405	480 378	601 073	2.15	8.96	1.06	LM	x
Morocco*	228 608	219 429	623 814	677 377	946 044	946 044	0.34	0.23	0.66	LM	
Ghana**	677 500	368 646	469 602	136 460	225 129	228 073	4.96	1.64	2.06	LM	x
Vanuatu	61 435	268 869	466 513	8 990	12 990	59 867	6.83	20.70	7.79	LM	

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A	Income Level	LIFDC
Republic of Moldova	1 644 185	1 374 448	325 647	13 476	43 594	60 660	122.01	31.53	5.37	LM	
Samoa**	54 119	14 808	211 637	204 425	184 652	138 590	0.26	0.08	1.53	LM	
Kiribati*	20 140	137 626	177 756	9 640	9 640	9 640	2.09	14.28	18.44	LM	
Bhutan	210 598	137 831	108 367	242 148	263 600	253 848	0.87	0.52	0.43	LM	x
Solomon Islands*	175 212	112 317	95 566	5 440	9 440	5 440	32.21	11.90	17.57	LM	x
Sao Tome and Principe**	6 073	82 794	88 823	42 700	39 500	15 873	0.14	2.10	5.60	LM	
Guyana**	78 851	152 770	79 432	238 289	226 970	248 871	0.33	0.67	0.32	LM	
Micronesia (Federated states of)	84 793	145 418	73 411	10 540	10 540	10 540	8.04	13.80	6.96	LM	
Uzbekistan*			33 235	4 708	11 600	53 091	0.00		0.63	LM	x
Iraq		1 718 377	11 422 370	222 225	219 139	219 139	0.00	7.84	52.12	UM	
Colombia	3 548 286	5 320 233	10 814 822	561 033	635 163	663 588	6.32	8.38	16.30	UM	
Brazil**	5 892 036	8 678 758	10 611 811	918 269	929 961	939 274	6.42	9.33	11.30	UM	
Mexico*	6 286 222	6 370 995	9 059 078	748 890	758 587	800 716	8.39	8.40	11.31	UM	
Lebanon***	1 245 676	2 390 104	4 559 999	697 156	719 390	719 390	1.79	3.32	6.34	UM	
Angola**	3 864 650	3 473 772	3 579 476	843 073	767 055	879 068	4.58	4.53	4.07	UM	
Argentina***	936 524	2 908 756	3 309 552	118 065	122 380	172 048	7.93	23.77	19.24	UM	
South Africa***	1 672 908	1 536 882	1 497 566	562 332	496 157	718 729	2.97	3.10	2.08	UM	
Libya	59 951	61 191	1 184 877	6 540	2 340	2 340	9.17	26.15	506.36	UM	
Panama*	817 798	1 053 608	1 128 019	18 540	9 950	7 800	44.11	105.89	144.62	UM	
Ecuador	1 218 941	1 491 063	983 012	380 138	424 616	543 607	3.21	3.51	1.81	UM	
Peru**	750 455	214 595	769 777	819 152	884 691	814 336	0.92	0.24	0.95	UM	
China**	2 537 922	964 960	672 490	1 113 117	1 101 496	1 093 096	2.28	0.88	0.62	UM	
Namibia	355 325	1 131 728	671 796	574 234	577 539	581 281	0.62	1.96	1.16	UM	
Turkey***	144 415	106 425	470 731	256 626	273 088	364 569	0.56	0.39	1.29	UM	
Botswana	46 450	6 011	458 757	121 196	108 101	111 257	0.38	0.06	4.12	UM	

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A	Income Level	LIFDC
Saint Lucia	3 906	93 038	363 796	23 972	22 652	20 100	0.16	4.11	18.10	UM	
Saint Vincent and the Grenadines**		100 495	353 172	21 922	21 370	5 800	0.00	4.70	60.89	UM	
Tonga	269 143	308 146	326 292	9 520	13 520	36 089	28.27	22.79	9.04	UM	
Thailand**			316 416	63 216	171 351	170 842	0.00		1.85	UM	
Azerbaijan**			244 126	176 579	235 938	167 823	0.00		1.45	UM	
Tunisia***	486 661	1 091 145	236 447	163 618	164 348	164 348	2.97	6.64	1.44	UM	
Costa Rica*	687 908	432 975	227 485	443 361	444 240	352 556	1.55	0.97	0.65	UM	
Seychelles	73 160	47 981	227 399	22 700	27 800	6 675	3.22	1.73	34.07	UM	
Venezuela (Bolivarian Republic of)**	199 809	71 922	197 340	417 930	514 983	564 584	0.48	0.14	0.35	UM	
Gabon**	30 281	121 169	191 530	36 350	39 600	94 901	0.83	3.06	2.02	UM	
Suriname*	198 125	327 679	190 214	15 440	16 740	8 300	12.83	19.57	22.92	UM	
Dominican Republic**	1 164 004	1 286 228	171 269	407 706	559 746	589 648	2.86	2.30	0.29	UM	
Fiji*	15 429	79 803	166 380	10 280	14 280	10 280	1.50	5.59	16.18	UM	
Cuba**	1 230 351	928 664	141 201	466 404	441 450	549 647	2.64	2.10	0.26	UM	
Jamaica	313 084	380 721	136 131	631 388	634 674	658 324	0.50	0.60	0.21	UM	
Mauritius*	69 069	144 747	132 339	18 750	16 600	6 475	3.68	8.72	20.44	UM	
Jordan*	173 945	47 546	131 699	31 240	140 220	140 220	5.57	0.34	0.94	UM	
Palau	22 634	140 590	113 868	7 290	7 290	7 290	3.10	19.29	15.62	UM	
Belize	124 720	285 872	90 581	24 394	20 140	15 000	5.11		6.04	UM	
Belarus			88 448	4 347	20 140	5 681	0.00		15.57	UM	
Marshall Islands	64 589	157 233	84 203	12 880	12 880	12 880	5.01	12.21	6.54	UM	
Maldives*	46 575	35 464	78 419	6 740	16 740	6 740	6.91	2.12	11.63	UM	
Tuvalu	136 464	95 313	75 142	2 560	1 940	1 940	53.31	49.13	38.73	UM	

	Delivery 2012	Delivery 2013	Delivery 2014	RP 2012	RP 2013	RP 2014	2012 D/A	2013 D/A	2014 D/A	Income Level	LIFDC
Iran (Islamic Republic of)*	137 183	177 740	56 790	737 937	630 869	630 869	0.19	0.28	0.09	UM	
Dominica	6 256	113 652	53 777	20 302	20 156	12 100	0.31	5.64	4.44	UM	
Grenada	174 781	96 312	35 373	18 182	21 731	5 800	9.61	4.43	6.10	UM	
Oman**	3 649	727 944	757 845	12 266	22 507	22 507	0.30	32.34	33.67	H	
Equatorial Guinea	171 146	350 348	470 481	174 103	114 862	369 635	0.98	3.05	1.27	H	
Chile**	532 224	377 023	363 858	127 344	105 136	143 836	4.18	3.59	2.53	H	
Uruguay**	930 353	556 743	343 411	752 133	652 004	642 149	1.24	0.85	0.53	H	
Algeria*	220 819	184 943	262 189	13 740	19 174	19 174	16.07	9.65	13.67	H	
Bahamas	47 408	235 326	253 619	22 525	21 215	11 200	2.10	11.09	22.64	H	
Barbados***	102 266	104 347	106 850	260 280	261 466	301 102	0.39	0.40	0.35	H	
Saint Kitts and Nevis	24 553	95 612	78 932	24 440	24 440	13 200	1.00	3.91	5.98	H	
Trinidad and Tobago	77 907	152 316	58 952	600 896	585 727	546 698	0.13	0.26	0.11	H	
Antigua and Barbuda	36 264	165 703	30 567	19 523	18 424	22 400	1.86	8.99	1.36	H	
Cook Islands	99 221	95 690	188 550	13 390	13 390	13 390	7.41	7.15	14.08		
Niue	60 725	111 250	87 053	10 203	10 620	10 620	5.95	10.48	8.20		
Nauru	23 370	8 042	5 263	4 240	4 240	4 240	5.51	1.90	1.24		

*Countries that have reached the MDG1 target 1.c, based on SOFI 2015

**Countries that have reached the 1996 World Food Summit target, based on SOFI 2015

***Countries that should be recognized for having reached the MDG target 1.c on the basis of SOFI 2015

Annex 7

Country Office Comparison by Number and Proportion of Undernourished and Prevalence of Stunting

Country	Delivery 2014	RP Allocation 2014	Delivery/ Allocation	Number undernourished (million)	Proportion undernourished	Prevalence of stunting among children (%) SOFA 2013
Haiti	5 352 478	831 304	6.44	5.30	51.80	29.7
Zambia	2 696 661	789 006	3.42	7.00	48.30	45.8
Central African Republic	17 826 280	467 045	38.17	1.70	37.60	40.7
Democratic People's Republic of Korea	2 772 889	383 135	7.24	9.30	37.50	32.4
Namibia	671 796	581 281	1.16	0.80	37.20	29.6
Ethiopia	10 692 900	273 945	39.03	32.90	35.00	44.2
Chad	7 496 126	400 950	18.70	4.50	34.80	38.8
United Republic of Tanzania	985 264	846 065	1.16	17.00	34.60	42.5
Rwanda	1 021 989	809 153	1.26	4.00	33.80	44.3
Tajikistan	1 582 352	359 474	4.40	2.70	32.30	39.2
Zimbabwe	23 438 096	229 263	102.23	4.50	31.80	32.3
Congo	4 007 592	644 821	6.22	1.40	31.50	31.2
Madagascar	25 412 392	760 585	33.41	7.00	30.50	49.2
Liberia	1 658 448	615 915	2.69	1.30	29.60	39.4
Timor-Leste	1 741 894	144 544	12.05	0.30	28.80	57.7
Mozambique	6 268 775	1 053 230	5.95	7.20	27.90	43.7
Botswana	458 757	111 257	4.12	0.50	26.60	31.4
Swaziland	860 942	159 345	5.40	0.30	26.10	30.9
Uganda	8 894 381	920 320	9.66	9.70	25.70	38.7
Yemen	4 328 839	767 872	5.64	6.30	25.70	57.7
Sierra Leone	2 503 566	699 453	3.58	1.60	25.50	37.4
Afghanistan	28 106 659	1214507	23.14	7.50	24.70	59.3
Sri Lanka	3 772 244	691 316	5.46	5.20	24.60	19.2
Kenya	5 502 734	1 036 741	5.31	10.80	24.30	35.2
Iraq	11 422 370	219 139	52.12	7.90	23.50	27.5
Mongolia	838 499	340 555	2.46	0.60	22.40	27.5
Lao People's Democratic Republic	885 073	605123	1.46	1.50	21.80	47.6
Malawi	3 339 691	894 081	3.74	3.60	21.80	47.8
Pakistan	20 751 067	858 562	24.17	39.60	21.70	43.0
Burkina Faso	9 595 655	845 643	11.35	3.50	20.70	35.1
Bolivia (Plurinational State of)	2 346 093	851 794	2.75	2.10	19.50	27.2
Djibouti	1 887 253	645 391	2.92	0.20	18.90	32.6
Guinea	1 393 602	840 394	1.66	2.10	18.10	40.0
Angola	3 579 476	879 068	4.07	3.90	18.00	29.2

Country	Delivery 2014	RP Allocation 2014	Delivery/ Allocation	Number undernourished (million)	Proportion undernourished	Prevalence of stunting among children (%) SOFA 2013
Guinea-Bissau	1 134 649	640 601	1.77	0.30	17.70	32.2
Nicaragua	1 405 315	574 246	2.45	1.00	16.80	23.0
Bangladesh	16 086 302	1 231 438	13.06	26.20	16.70	43.2
Myanmar	2 782 747	655 204	4.25	8.90	16.70	35.1
Senegal	2 345 301	994 947	2.36	2.40	16.70	28.7
Cambodia	4 070 746	785 661	5.18	2.40	16.10	40.9
Togo	738 414	573 364	1.29	1.00	15.30	29.5
India	964 152	802 721	1.20	190.40	15.20	47.9
Côte d'Ivoire	1 113 484	737 782	1.51	3.00	14.70	39.0
Dominican Republic	171 269	589 648	0.29	1.50	14.70	10.1
El Salvador	995 968	625 385	1.59	0.90	13.50	20.6
Nepal	4 028 275	691 525	5.83	3.60	13.00	40.5
Viet Nam	1 934 607	861 667	2.25	11.90	12.90	30.5
Solomon Islands	95 566	5440	17.57	<0.1	12.50	32.8
Honduras	6 002 797	549 487	10.92	1.00	12.10	29.9
Lesotho	639 883	601 073	1.06	0.20	11.50	39.0
Philippines	22 252 214	841 821	26.43	11.30	11.50	32.3
Colombia	10 814 822	663 588	16.30	5.50	11.40	12.7
Niger	7 980 413	659741	12.10	2.00	11.30	54.8
Ecuador	983 012	543 607	1.81	1.80	11.20	29.0
Paraguay	1 102 922	211 275	5.22	0.70	11.00	17.5
China	672 490	1 093 096	0.62	150.80	10.60	9.4
Panama	1 128 019	7 800	144.62	0.40	10.60	19.1
Cameroon	1 301 410	851 402	1.53	2.30	10.50	32.5
Guyana	79 432	248 871	0.32	<0.1	10.00	19.5
Cabo Verde	840 495	397 205	2.12	<0.1	9.90	21.4
Georgia	1 980 852	193 315	10.25	0.40	9.80	11.3
Benin	987 796	555 095	1.78	1.00	9.70	44.7
Trinidad and Tobago	58 952	546 698	0.11	0.10	9.00	5.3
Indonesia	5 520 432	713830	7.73	21.60	8.70	35.6
Peru	769 777	814 336	0.95	2.70	8.70	19.5
Suriname	190 214	8300	22.92	<0.1	8.40	10.7
Jamaica	136 131	658 324	0.21	0.20	7.90	5.7
Vanuatu	466 513	59 867	7.79	<0.1	7.20	25.9
Sao Tome and Principe	88 823	15 873	5.60	<0.1	6.80	31.6
Thailand	316 416	170 842	1.85	4.60	6.80	15.7
Belize	90 581	15 000	6.04	<0.1	6.50	22.2
Mauritania	2 068 069	638 953	3.24	0.30	6.50	23.0
Nigeria	2 272 441	880 449	2.58	11.20	6.40	41.0
Maldives	78 419	6 740	11.63	<0.1	6.20	20.3

Country	Delivery 2014	RP Allocation 2014	Delivery/ Allocation	Number undernourished (million)	Proportion undernourished	Prevalence of stunting among children (%) SOFA 2013
Gambia	2 796 241	575 053	4.86	0.10	6.00	24.4
Kyrgyzstan	1 746 662	454 686	3.84	0.30	6.00	18.1
Costa Rica	227 485	352 556	0.65	0.30	5.90	5.6
Uzbekistan	33 235	53 091	0.63	1.70	5.80	19.6
Armenia	1 884 257	157 450	11.97	0.20	5.70	20.8
Saint Vincent and the Grenadines	353 172	5 800	60.89	<0.1	5.70	
Argentina	3 309 552	172 048	19.24	ns	<5	8.2
Azerbaijan	244 126	167,823	1.45		<5	26.8
Barbados	106 850	301 102	0.35	ns	<5	
Brazil	10 611 811	939 274	11.30	ns	<5	7.1
Chile	363 858	143 836	2.53	ns	<5	2.0
Cuba	141 201	549 647	0.26	ns	<5	7.0
Egypt	1 949 095	253 208	7.70		<5	30.7
Fiji	166 380	10 280	16.18	ns	<5	4.3
Gabon	191 530	94 901	2.02		<5	26.3
Ghana	469 602	228 073	2.06	1.50	<5	28.6
Iran (Islamic Republic of)	56 790	630 869	0.09		<5	7.1
Jordan	131 699	140 220	0.94		<5	8.3
Kiribati	177 756	9 640	18.44	ns	<5	34.4
Lebanon	4 559 999	719 390	6.34		<5	16.5
Mali	7 983 303	944793	8.45		<5	27.8
Mauritius	132 339	6 475	20.44		<5	13.6
Mexico	9 059 078	800 716	11.31	ns	<5	15.5
Morocco	623 814	946044	0.66		<5	14.9
Samoa	211 637	138 590	1.53	ns	<5	6.4
South Africa	186 987	718 729	0.26		<5	23.9
Tunisia	236 447	164 348	1.44		<5	9.0
Turkey	470 731	364 569	1.29	ns	<5	12.3
Uruguay	343 411	642 149	0.53	ns	<5	13.9
Venezuela (Bolivarian Republic of)	197 340	564 584	0.35	ns	<5	13.4
Algeria	262 189	19,174	13.67		<5	15.9
Papua New Guinea	1 485 152	226 240	6.56			43.9
Saint Kitts and Nevis	78 932	13 200	5.98			
Saint Lucia	363 796	20 100	18.10			
Seychelles	227 399	6 675	34.07			7.7
Somalia	72 439 004	143 789	503.79			42.1
South Sudan	40 209 354	591 416	67.99			
Sudan	16 120 937	671 684	24.00			37.9

Country	Delivery 2014	RP Allocation 2014	Delivery/ Allocation	Number undernourished (million)	Proportion undernourished	Prevalence of stunting among children (%) SOFA 2013
Syrian Arab Republic	8 081 419	816831	9.89			27.5
Tonga	326 292	36 089	9.04			2.2
Tuvalu	75 142	1 940	38.73			10.0

Note: light shaded countries from Annex 2, > USD 8 m delivery; dark shaded countries: ratio of
Delivery/Allocation < 1

Annex 8

Bilateral Aid to Countries (OECD 2013)

Recipient Country	Bilateral Aid To All Sectors 2013 (in USD millions)	Bilateral Aid to Agriculture (in USD millions)
Myanmar	7,624	48
Egypt	5,910	83
Afghanistan	5,195	240
Viet Nam	4,731	170
India	4,554	214
Ethiopia	3,842	270
Turkey	3,606	2
Kenya	3,545	156
Bangladesh	3,409	93
Nigeria	2,663	101
Morocco	2,623	189
Democratic Republic of the Congo	2,561	64
Indonesia	2,425	84
Mozambique	2,425	150
United Republic of Tanzania	2,141	89
Cote d'Ivoire	2,097	41
Syrian Arab Republic	2,000	1
Pakistan	1,841	75
Uganda	1,824	160
China	1,716	40
Jordan	1,613	4
Iraq	1,528	68
South Sudan	1,450	61
Mali	1,436	124
Brazil	1,380	30
South Africa	1,175	11
Malawi	1,162	115
Zambia	1,155	72
Haiti	1,146	86
Yemen	1,129	26
Burkina Faso	1,102	141
Rwanda	1,085	71
Senegal	1,052	114
Philippines	1,037	75
Nepal	1,033	45
Serbia	961	10
Colombia	897	92
Somalia	875	22
Cambodia	863	70

Recipient Country	Bilateral Aid To All Sectors 2013 (in USD millions)	Bilateral Aid to Agriculture (in USD millions)
Zimbabwe	836	55
Mexico	798	4
Niger	794	56
Cameroon	776	42
Lebanon	776	23
Ghana	768	90
Ukraine	764	11
Sudan	737	8
Thailand	730	8
Bolivia (Purinational State of)	727	88
Georgia	712	26
Papua New Guinea	701	13
Benin	686	37
Madagascar	666	36
Guinea	659	30
Honduras	658	47
Sri Lanka	558	10
Burundi	556	58
Guatemala	546	29
Liberia	539	38
Sierra Leone	528	29
Nicaragua	520	34
Mongolia	479	11
Peru	469	52
Lao People's Democratic Republic	463	28
Chad	454	12
Tunisia	420	15
Kyrgyzstan	388	23
Republic of Moldova	352	38
Angola	339	22
Mauritania	333	6
Uzbekistan	333	32
Albania	326	7
Armenia	323	7
Algeria	313	1
Namibia	305	21
Solomon Islands	291	4
Azerbaijan	275	22
Cabo Verde	266	1
Timor-Leste	258	21
El Salvador	236	6
Ecuador	225	21

Recipient Country	Bilateral Aid To All Sectors 2013 (in USD millions)	Bilateral Aid to Agriculture (in USD millions)
Dominican Republic	212	5
Central African Republic	195	1
Malaysia	194	1
Lesotho	188	0
Paraguay	186	6
Mauritius	179	0
Congo	177	2
Comoros	175	1
Djibouti	160	1
Tajikistan	151	13
Micronesia	145	0
Montenegro	141	1
Libya	140	0
Bhutan	138	4
Kazakhstan	137	0
Jamaica	131	30
Iran(Islamic Republic of)	127	1
Botswana	127	2
Swaziland	125	21
Gambia	123	10
Guyana	118	33
Guinea-Bissau	105	3
Belarus	103	2
Cuba	102	9
Marshall Islands	97	
Vanuatu	94	4
Chile	93	1
Gabon	88	3
Togo	86	7
Tonga	83	1
Eritrea	82	8
Argentina	82	2
Democratic Republic of Korea	78	2
Costa Rica	75	3
Fiji	68	2
Samoa	67	1
Kiribati	65	0
Sao Tome and Principe	53	6
Belize	49	7
Venezuela(Bolivarian Republic of)	39	0
Panama	37	1
Palau	35	..

Recipient Country	Bilateral Aid To All Sectors 2013 (in USD millions)	Bilateral Aid to Agriculture (in USD millions)
Maldives	32	0
Seychelles	30	
Nauru	29	
Uruguay	28	0
Tuvalu	27	
Turkmenistan	24	0
Dominica	24	1
Suriname	21	..
Cook Islands	19	0
Niue	18	
Saint Kitts and -Nevis	15	0
Grenada	14	0
Equatorial Guinea	10	0
Anguilla	8	0
Saint Lucia	3	0
Antigua and Barbuda	2	
Saint Vincent and the Grenadines	1	0
Trinidad and Tobago		
Aruba		
Bahamas		
Bahrain		
Barbados		
Bermuda		
Brunei Darussalam		
Croatia		
Cyprus		
Gibraltar		
Israel		
Republic of Korea		
Kuwait		
Oman		
Qatar		
Saudi Arabia		
Singapore		
Slovenia		

Annex 9

Direct Flights from Selected Cities

Accra, Ghana (ACC)**24 cities with direct flights – 13 countries covered by RAF**

Abidjan, Côte d'Ivoire	Johannesburg, South Africa
Abuja, Nigeria	Kumasi, Ghana
Addis Ababa, Ethiopia	Lagos, Nigeria
Amsterdam, Netherlands	Lisbon, Portugal
Beirut, Lebanon	Lomé, Togo
Cairo, Egypt	London, United Kingdom
Casablanca, Morocco	Madrid, Spain
Cotonou, Benin	Monrovia, Liberia
Dakar, Senegal	Nairobi, Kenya
Dubai, United Arab Emirates	New York, United States of America
Frankfurt, Germany	Ouagadougou, Burkina Faso
Istanbul, Turkey	Sao Tome, Sao Tome and Principe

Addis Ababa, Ethiopia (ADD)**58 cities with direct flights – 33 cities in 27 countries covered by RAF**

Abuja, Nigeria	Kinshasa, Democratic Republic of the Congo
Accra, Ghana	Kuwait City, Kuwait
Bahrain	Lagos, Nigeria
Bamako, Mali	Libreville, Gabon
Bangkok, Thailand	Lilongwe, Malawi
Beijing, China	Lomé, Togo
Beirut, Lebanon	London, United Kingdom
Cairo, Egypt	Luanda, Angola
China, Hong Kong Special Administrative Region	Lubumbashi, Democratic Republic of the Congo
Cotonou, Benin	Lusaka, Zambia
Dammam, Saudi Arabia	Mahé, Seychelles
Dar es Salaam, United Republic of Tanzania	Malabo, Equatorial Guinea
Djibouti, Djibouti	Maputo, Mozambique
Doha, Qatar	Muscat, Oman
Douala, Cameroon	Mombasa, Kenya
Dubai, United Arab Emirates	Mumbai, India
Entebbe, Uganda	N'Djamena, Chad
Enugu, Nigeria	Nairobi, Kenya
Frankfurt, Germany	Niamey, Niger
Guangzhou, China	New Delhi, India
Harare, Zimbabwe	Paris, France
Hargeisa, Somalia	Pointe-Noire, Congo
Istanbul, Turkey	Riyadh, Saudi Arabia
Jeddah, Saudi Arabia	Rome, Italy
Johannesburg, South Africa	São Paulo, Brazil
Juba, South Sudan	Shanghai, China
Kano, Nigeria	Tel Aviv, Israel
Khartoum, Sudan	Vienna, Austria
Kigali, Rwanda	
Kilimanjaro, United Republic of Tanzania	

Nairobi, Kenya (NBO)**50 cities with direct flights – 35 cities in 26 countries covered by RAF**

Abidjan, Côte d'Ivoire	Juba, South Sudan
Abu Dhabi, United Arab Emirates	Khartoum, Sudan
Abuja, Nigeria	Kigali, Rwanda
Accra, Ghana	Kilimanjaro, United Republic of Tanzania
Addis Ababa, Ethiopia	Kinshasa, Democratic Republic of the Congo
Amsterdam, Netherlands	Lagos, Nigeria
Antananarivo, Madagascar	Lilongwe, Malawi
Bamako, Mali	Livingstone, Zambia
Bangkok, Thailand	London, United Kingdom
Brazzaville, Congo	Luanda, Angola
Brussels, Belgium	Lubumbashi, Democratic Republic of the Congo
Bujumbura, Burundi	Lusaka, Zambia
Cairo, Egypt	Mahé, Seychelles
Dar es Salaam, United Republic of Tanzania	Mamoudzou, Mayotte
Doha, Qatar	Maputo, Mozambique
Douala, Cameroon	Mauritius
Dubai, United Arab Emirates	Mogadishu, Somalia
Entebbe, Uganda	Mumbai, India
Gaborone, Botswana	Nampula, Mozambique
Galkayo, Somalia	Ndola, Zambia
Hanoi, Viet Nam	Paris, France
Harare, Zimbabwe	Pemba, Mozambique
Istanbul, Turkey	Sharjah, United Arab Emirates
Jeddah, Saudi Arabia	Yaoundé, Cameroon
Johannesburg, South Africa	Zanzibar, United Republic of Tanzania

Johannesburg, South Africa (JNB)**62 cities with direct flights – 40 cities in 26 countries cover by RAF**

Abu Dhabi, United Arab Emirates	Inhambane, Mozambique
Accra, Ghana	Istanbul, Turkey
Addis Ababa, Ethiopia	Jeddah, Saudi Arabia
Amsterdam, Netherlands	Kasane, Botswana
Antananarivo, Madagascar	Kigali, Rwanda
Atlanta, United States of America	Kinshasa, Democratic Republic of the Congo
Beira, Mozambique	Lagos, Nigeria
Blantyre, Malawi	Libreville, Gabon
Brazzaville, Congo	Lilongwe, Malawi
Bulawayo, Zimbabwe	Livingstone, Zambia
Cairo, Egypt	London, United Kingdom
China, Hong Kong Special Administrative Region	Luanda, Angola
Dakar, Senegal	Lubumbashi, Democratic Republic of the Congo
Dar es Salaam, United Republic of Tanzania	Lusaka, Zambia
Doha, Qatar	Mahé, Seychelles
Dubai, United Arab Emirates	Maputo, Mozambique
Entebbe, Uganda	Maseru, Lesotho
Francistown, Botswana	Maun, Botswana
Frankfurt, Germany	Mauritius, Mauritius
Gaborone, Botswana	Medina, Saudi Arabia
Harare, Zimbabwe	Munich, Germany
	Nairobi, Kenya

Nampula, Mozambique
 Ndola, Zambia
 New York, United States of America
 Paris, France
 Pemba, Mozambique
 Perth, Australia
 Pointe-Noire, Congo
 Saint-Denis, Réunion
 São Paulo, Brazil
 Singapore, Singapore

Sydney, Australia
 Tel Aviv, Israel
 Tete, Mozambique
 Victoria Falls, Zimbabwe
 Vilankulos, Mozambique
 Walvis Bay, Namibia
 Windhoek, Namibia
 Zanzibar, United Republic of Tanzania
 Zurich, Switzerland

Dakar, Senegal (DKR)

25 cities with direct flights – 10 countries covered by RAF

Abidjan, Côte d'Ivoire
 Accra, Ghana
 Algiers, Algeria
 Bamako, Mali
 Banjul, Gambia
 Barcelona, Spain
 Bissau, Guinea-Bissau
 Brussels, Belgium
 Casablanca, Morocco
 Conakry, Guinea
 Dubai, United Arab Emirates
 Gran Canaria, Spain
 Istanbul, Turkey

Johannesburg, South Africa
 Lisbon, Portugal
 Madrid, Spain
 Milan, Italy
 New York, United States of America
 Nouakchott, Mauritania
 Ouagadougou, Burkina Faso
 Paris, France
 Praia, Cabo Verde
 Tenerife, Spain
 Tunis, Tunisia
 Washington, D.C, United States of America

Harare, Zimbabwe (HRE)

Nine cities with direct flights – Nine countries covered by RAF

Addis Ababa, Ethiopia
 Dar es Salaam, United Republic of Tanzania
 Durban, South Africa
 Gaborone, Botswana
 Johannesburg, South Africa

Lilongwe, Malawi
 Lusaka, Zambia
 Nairobi, Kenya
 Windhoek, Namibia

Libreville, Gabon (LBV) 17 cities with direct flights – 14 cities in 12 countries covered by RAF, six countries covered by SFC

Abidjan, Côte d'Ivoire
 Addis Ababa, Ethiopia
 Brazzaville, Congo
 Casablanca, Morocco
 Cotonou, Benin
 Douala, Cameroon
 Istanbul, Turkey
 Johannesburg, South Africa
 Kigali, Rwanda

Kinshasa, Democratic Republic of the Congo
 Lagos, Nigeria
 Lomé, Togo
 Malabo, Equatorial Guinea
 Paris, France
 Pointe-Noire, Congo
 Sao Tome, Sao Tome and Principe
 Yaoundé, Cameroon

Abidjan, Cote d'Ivoire (ABJ)**20 cities with direct flights – 16 cities in 15 countries covered by RAF**

Accra, Ghana	Freetown, Sierra Leone
Bamako, Mali	Istanbul, Turkey
Bobo-Dioulasso, Burkina Faso	Lagos, Nigeria
Brazzaville, Congo	Libreville, Gabon
Brussels, Belgium	Lomé, Togo
Casablanca, Morocco	Monrovia, Liberia
Conakry, Guinea	Nairobi, Kenya
Cotonou, Benin	Niamey, Niger
Dakar, Senegal	Ouagadougou, Burkina Faso
Douala, Cameroon	Paris, France

Yaoundé, Cameroon (NSI) Six cities with direct flights – One country covered by SFC

Abuja, Nigeria	Lomé, Togo
Casablanca, Morocco	Nairobi, Kenya
Libreville, Gabon	Paris, France

Santiago, Chile (SCL)**25 cities with direct flights – 15 cities in 11 countries covered by RLC**

Asunción, Paraguay	Mendoza, Argentina
Atlanta, United States of America	Mexico City, Mexico
Auckland, New Zealand	Miami, United States of America
Bogota, Colombia	Montevideo, Uruguay
Buenos Aires, Argentina	New York, United States of America
Cancún, Mexico	Panama City, Panama
Caracas, Venezuela (Bolivarian Republic of)	Paris, France
Córdoba, Argentina	Punta Cana, Dominican Republic
Dallas, United States of America	Rio de Janeiro, Brazil
Guayaquil, Ecuador	São Paulo, Brazil
Houston, United States of America	Sydney, Australia
Lima, Peru	Toronto, Canada
Madrid, Spain	

Panama City, Panama (PTY) 76 cities with direct flights – 53 cities in 23 countries covered by RLC

Amsterdam, Netherlands	Cancún, Mexico
Asunción, Paraguay	Canton of Liberia, Costa Rica
Atlanta, United States of America	Caracas, Venezuela (Bolivarian Republic of)
Barcelona, Venezuela (Bolivarian Republic of)	Cartagena, Colombia
Barranquilla, Colombia	Chicago, United States of America
Belo Horizonte, Brazil	Córdoba, Argentina
Bogota, Colombia	Cúcuta, Colombia
Boston, United States of America	Curaçao, Curaçao
Brasília, Brazil	Dallas, United States of America
Bucaramanga, Colombia	Denver, United States of America
Buenos Aires, Argentina	Fort Lauderdale, United States of America
Cali, Colombia	Georgetown, Guyana

Guadalajara, Mexico
 Guatemala City, Guatemala
 Guayaquil, Ecuador
 Havana, Cuba
 Houston, United States of America
 Iquitos, Peru
 Kingston, Jamaica
 Las Vegas, United States of America
 Lima, Peru
 Lisbon, Portugal
 Los Angeles, United States of America
 Madrid, Spain
 Managua, Nicaragua
 Manaus, Brazil
 Maracaibo, Venezuela (Bolivarian Republic of)
 Medellín, Colombia
 Mexico City, Mexico
 Miami, United States of America
 Montego Bay, Jamaica
 Monterrey, Mexico
 Montevideo, Uruguay
 Montreal, Canada
 Nassau, Bahamas
 New York, United States of America
 Oranjestad, Aruba
 Orlando, United States of America
 Paris, France

Pereira, Colombia
 Port of Spain, Trinidad and Tobago
 Port-au-Prince, Haiti
 Porto Alegre, Brazil
 Punta Cana, Dominican Republic
 Quito, Ecuador
 Recife, Brazil
 Rio de Janeiro, Brazil
 San Andrés, Colombia
 San José, Costa Rica
 San Juan, Puerto Rico
 San Pedro Sula, Honduras
 San Salvador, El Salvador
 Santa Clara, Cuba
 Santa Cruz de la Sierra, Bolivia (Plurinational State of)
 Santiago de los Caballeros, Dominican Republic
 Santiago, Chile
 Santo Domingo, Dominican Republic
 São Paulo, Brazil
 Sint Maarten (partie néerlandaise)
 Tampa, United States of America
 Tegucigalpa, Honduras
 Toronto, Canada
 Valencia, Venezuela (Bolivarian Republic of)
 Washington, D.C., United States of America

São Paulo, Brazil (all airports) 53 cities with direct flights – 18 cities in 14 countries covered by RLC

Abu Dhabi, United Arab Emirates
 Addis Ababa, Ethiopia
 Amsterdam, Netherlands
 Aracaju, Brazil
 Asunción, Paraguay
 Atlanta, United States of America
 Barcelona, Spain
 Bogota, Colombia
 Bridgetown, Barbados
 Buenos Aires, Argentina
 Cancún, Mexico
 Caracas, Venezuela (Bolivarian Republic of)
 Casablanca, Morocco
 Cascavel, Brazil
 Caxias do Sul, Brazil
 Chicago, United States of America
 Ciudad del Este, Paraguay
 Cochabamba, Bolivia (Plurinational State of)
 Córdoba, Argentina
 Dallas, United States of America
 Detroit, United States of America
 Doha, Qatar
 Dubai, United Arab Emirates
 Fort Lauderdale, United States of America

Frankfurt, Germany
 Houston, United States of America
 Istanbul, Turkey
 Johannesburg, South Africa
 Lima, Peru
 Lisbon, Portugal
 London, United Kingdom
 Los Angeles, United States of America
 Luanda, Angola
 Madrid, Spain
 Mexico City, Mexico
 Miami, United States of America
 Milan, Italy
 Montevideo, Uruguay
 Munich, Germany
 New York, United States of America
 Orlando, United States of America
 Panama City, Panama
 Paris, France
 Porto, Portugal
 Punta Cana, Dominican Republic
 Quito, Ecuador
 Rome, Italy
 Rosario, Argentina

Santa Cruz de la Sierra, Bolivia (Plurinational
State of)
Santiago, Chile

Toronto, Canada
Washington, D.C, United States of America
Zurich, Switzerland

Bangkok, Thailand (BKK) 115 cities with direct flights – 62 cities in 18 countries covered by RAP

Abu Dhabi, United Arab Emirates
Addis Ababa, Ethiopia
Almaty, Kazakhstan
Antananarivo, Madagascar
Amman, Jordan
Amsterdam, Netherlands
Auckland, New Zealand
Bagdogra, India
Bahrain
Bandar Seri Begawan, Brunei Darussalam
Bengaluru, India
Beijing, China
Brisbane, Australia
Brussels, Belgium
Busan, Republic of Korea
Cairo, Egypt
Changsha, China
Chengdu, China
Chennai, India
China, Hong Kong Special Administrative
Region
China, Macao Special Administrative
Region
Chittagong, Bangladesh
Chongqing, China
Colombo, Sri Lanka
Copenhagen, Denmark
Dhaka, Bangladesh
Denpasar, Indonesia
Doha, Qatar
Dubai, United Arab Emirates
Frankfurt, Germany
Fukuoka, Japan
Fuzhou, China
George Town, Malaysia
Guangzhou, China
Guiyang, China
Guwahati, India
Haikou, China
Hangzhou, China
Hanoi, Viet Nam
Harbin, China
Helsinki, Finland
Ho Chi Minh City, Viet Nam
Hyderabad, India
Irkutsk, Russian Federation
Islamabad, Pakistan

Istanbul, Turkey
Jakarta, Indonesia
Jeddah, Saudi Arabia
Jinan, China
Kaohsiung City, Taiwan province of China
Karachi, Pakistan
Kathmandu, Nepal
Kolkata, India
Krasnojarsk, Russian Federation
Kuala Lumpur, Malaysia
Kunming, China
Kuwait City, Kuwait
Kyiv, Ukraine
Lahore, Pakistan
Lanzhou, China
London, United Kingdom
Luang Prabang, Lao People's Democratic Republic
Madrid, Spain
Malé, Maldives
Mandalay, Myanmar
Manila, Philippines
Muscat, Oman
Melbourne, Australia
Milan, Italy
Munich, Germany
Moscow, Russian Federation
Mumbai, India
Nagoya, Japan
Nairobi, Kenya
Nanchang, China
Nanning, China
Naypyitaw, Myanmar
Ningbo, China
Novosibirsk, Russian Federation
New Delhi, India
Osaka, Japan
Oslo, Norway
Paris, France
Paro, Bhutan
Perth, Australia
Phnom Penh, Cambodia
Qingdao, China
Rome, Italy
Sapporo, Japan
Savannakhet, Lao People's Democratic
Republic
Seoul, Republic of Korea

Shanghai, China
 Shantou, China
 Shenzhen, China
 Siem Reap, Cambodia
 Singapore
 Stockholm, Sweden
 Sydney, Australia
 Taipei, Taiwan Province of China
 Taoyuan City, Taiwan Province of China
 Tashkent, Uzbekistan
 Tehran, Iran (Islamic Republic of)
 Tel Aviv, Israel

Tianjin, China
 Tokyo, Japan
 Vienna, Austria
 Vientiane, Lao People's Democratic Republic
 Wuhan, China
 Wuxi, China
 Xi'an, China
 Xiamen, China
 Xining, China
 Yangon, Myanmar
 Zhengzhou, China
 Zurich, Switzerland

Istanbul, Turkey (all airports) 212 cities with direct flights – 26 cities in 9 countries covered by RNE; 14 cities in 9 countries covered by REU

Aalborg, Denmark
 Abu Dhabi, United Arab Emirates
 Abuja, Nigeria
 Accra, Ghana
 Addis Ababa, Ethiopia
 Ahvaz, Iran (Islamic Republic of)
 Alexandria, Egypt
 Algiers, Algeria
 Almaty, Kazakhstan
 Amman, Jordan
 Amsterdam, Netherlands
 Annaba, Algeria
 Aqaba, Jordan
 Aqtau, Kazakhstan
 Ashgabat, Turkmenistan
 Astana, Kazakhstan
 Astrakhan, Russian Federation
 Athens, Greece
 Atyrau, Kazakhstan
 Baghdad, Iraq
 Bahrain
 Baku, Azerbaijan
 Bangkok, Thailand
 Barcelona, Spain
 Bari, Italy
 Basel, Switzerland
 Basra, Iraq
 Batumi, Georgia
 Bayda, Libya
 Beijing, China
 Beirut, Lebanon
 Belgrade, Serbia
 Berlin, Germany
 Bilbao, Spain
 Billund, Denmark
 Birmingham, United Kingdom
 Bishkek, Kyrgyzstan
 Bologna, Italy

Bordeaux, France
 Boston, United States of America
 Bremen, Germany
 Brussels, Belgium
 Bucharest, Romania
 Budapest, Hungary
 Cairo, Egypt
 Casablanca, Morocco
 Catania, Italy
 Chicago, United States of America
 China, Hong Kong Special Administrative Region
 Chisinau, Republic of Moldova
 Cologne, Germany
 Copenhagen, Denmark
 Constantine, Algeria
 Constanta, Romania
 Cotonou, Benin
 Dhaka, Bangladesh
 Dammam, Saudi Arabia
 Dar es Salaam, United Republic of Tanzania
 Djibouti, Djibouti
 Dnipropetrovsk, Ukraine
 Doha, Qatar
 Dortmund, Germany
 Douala, Cameroon
 Dubai, United Arab Emirates
 Dublin, Ireland
 Dushanbe, Tajikistan
 Düsseldorf, Germany
 Edinburgh, United Kingdom
 Eindhoven, Netherlands
 Ekaterinburg, Russian Federation
 Erbil, Iraq
 Ercan, Cyprus
 Frankfurt, Germany
 Friedrichshafen, Germany
 Ganja, Azerbaijan

Gassim, Saudi Arabia
Geneva, Switzerland
Genoa, Italy
Gothenburg, Sweden
Guangzhou, China
Hamburg, Germany
Hannover, Germany
Helsinki, Finland
Houston, United States of America
Hurghada, Egypt
Isfahan, Iran (Islamic Republic of)
Islamabad, Pakistan
Jakarta, Indonesia
Jeddah, Saudi Arabia
Johannesburg, South Africa
Kabul, Afghanistan
Karachi, Pakistan
Kathmandu, Nepal
Kazan, Russian Federation
Kermanshah, Iran (Islamic Republic of)
Khartoum, Sudan
Kharkiv, Ukraine
Kherson, Ukraine
Kigali, Rwanda
Kilimanjaro, United Republic of Tanzania
Kinshasa, Democratic Republic of the Congo
Krasnodar, Russian Federation
Kuala Lumpur, Malaysia
Kuwait City, Kuwait
Kyiv, Ukraine
Lagos, Nigeria
Lahore, Pakistan
Leipzig, Germany
Lisbon, Portugal
Ljubljana, Slovenia
London, United Kingdom
Los Angeles, United States of America
Luxembourg
Lviv, Ukraine
Lyon, France
Madrid, Spain
Málaga, Spain
Malé, Maldives
Malta
Manchester, United Kingdom
Manila, Philippines
Marseille, France
Muscat, Oman
Mashhad, Iran (Islamic Republic of)
Mazar-i Sharif, Afghanistan
Medina Saudi Arabia
Milan, Italy
Mineralnye Vody, Russian Federation
Minsk, Belarus
Misrata, Libya
Montreal, Canada
Moscow, Russian Federation
Mumbai, India
Munich, Germany
Münster, Germany
N'Djamena, Chad
Nairobi, Kenya
Najaf, Iraq
Nakhchivan, Azerbaijan
Naples, Italy
New Delhi, India
New York, United States of America
Niamey, Niger
Nizhnekamsk, Russian Federation
Nice, France
Nouakchott, Mauritania
Novosibirsk, Russian Federation
Nuremberg, Germany
Odessa, Ukraine
Oran, Algeria
Osh, Kyrgyzstan
Osaka, Japan
Oslo, Norway
Paris, France
Pisa, Italy
Podgorica, Montenegro
Porto, Portugal
Prague, Czech Republic
Riga, Latvia
Riyadh, Saudi Arabia
Rome, Italy
Rostov-on-Don, Russian Federation
Rotterdam, Netherlands
Saint-Étienne, France
Salzburg, Austria
San Francisco, United States of America
Saint Petersburg, Russian Federation
São Paulo, Brazil
Sarajevo, Bosnia and Herzegovina
Seoul, Republic of Korea
Shanghai, China
Sharjah, United Arab Emirates
Sharm El Sheikh, Egypt
Shiraz, Iran (Islamic Republic of)
Singapore
Skopje, The former Yugoslav Republic of Macedonia
Sochi, Russian Federation
Sofia, Bulgaria
Stavropol, Russian Federation
Stockholm, Sweden
Stuttgart, Germany
Sulaymaniyah, Iraq
Taif, Saudi Arabia
Tabriz, Iran (Islamic Republic of)

Taipei, Taiwan Province of China
 Tallinn, Estonia
 Tashkent, Uzbekistan
 Tbilisi, Georgia
 Tehran, Iran (Islamic Republic of)
 Tel Aviv, Israel
 Thessaloniki, Greece
 Tirana, Albania
 Tlemcen, Algeria
 Tokyo, Japan
 Toulouse, France
 Toronto, Canada
 Tripoli, Libya
 Turin, Italy

Ufa, Russian Federation
 Ürümqi, China
 Valencia, Spain
 Varna, Bulgaria
 Venice, Italy
 Vienna, Austria
 Vilnius, Lithuania
 Warsaw, Poland
 Washington, D.C, United States of America
 Yanbu, Saudi Arabia
 Yaoundé, Cameroon
 Zagreb, Croatia
 Zurich, Switzerland

Budapest, Hungary (BUD)

68 cities with direct flights – for REU, only to EU countries and Georgia, Ukraine, Belarus and Russian Federation

Alicante, Spain
 Amsterdam, Netherlands
 Athens, Greece
 Barcelona, Spain
 Bari, Italy
 Basel, Switzerland
 Beijing, China
 Belgrade, Serbia
 Berlin, Germany
 Billund, Denmark
 Bristol, United Kingdom
 Brussels, Belgium
 Bucharest, Romania
 Cairo, Egypt
 Catania, Italy
 Cologne, Germany
 Copenhagen, Denmark
 Doha, Qatar
 Dortmund, Germany
 Dubai, United Arab Emirates (DWC)
 Dubai, United Arab Emirates (DXB)
 Dublin, Ireland
 Düsseldorf, Germany
 Edinburgh, United Kingdom
 Eindhoven, Netherlands
 Frankfurt, Germany (FRA)
 Frankfurt, Germany (HHN)
 Geneva, Switzerland
 Gothenborg, Sweden
 Hamburg, Germany
 Helsinki, Finland
 Hurghada, Egypt
 Istanbul, Turkey
 Kutaisi, Georgia

Kyiv, Ukraine
 Larnaca, Cyprus
 Leeds, United Kingdom
 Lisbon, Portugal
 London, United Kingdom
 Maastricht, Netherlands
 Madrid, Spain
 Málaga, Spain
 Malmö, Sweden
 Malta
 Manchester, United Kingdom
 Milan, Italy
 Minsk, Belarus
 Munich, Germany
 Moscow, Russian Federation
 Naples, Italy
 Nottingham, United Kingdom
 Oslo, Norway
 Paris, France
 Pisa, Italy
 Prague, Czech Republic
 Riga, Latvia
 Rome, Italy
 Rotterdam, Netherlands
 Stuttgart, Germany
 Stockholm, Sweden
 Tampere, Finland
 Târgu Mureş, Romania
 Tel Aviv, Israel
 Thessaloniki, Greece
 Venice, Italy
 Vienna, Austria
 Warsaw, Poland
 Zurich, Switzerland

**21 cities with direct flights
From Port of Spain, Trinidad and
Tobago (POS)**

Barbados
Caracas, Venezuela (Bolivarian Republic of)
Curaçao, Curaçao
Fort Lauderdale, United States of America
Georgetown, Guyana (GEO)
Georgetown, Guyana (OGL)
Grenada
Houston, United States of America
Kingston, Jamaica
London, United Kingdom
Miami, United States of America
New York, United States of America
Orlando, United States of America
Panama City, Panama
Paramaribo, Suriname
Porlamar, Venezuela (Bolivarian Republic of)
Saint Vincent, Saint Vincent and
the Grenadines
Saint Lucia, Saint Lucia (SLU)
Saint Lucia, Saint Lucia (UVF)
Tobago, Trinidad and Tobago
Toronto, Canada

**21 cities with direct flights
From Barbados (BGI)**

Antigua, Antigua and Barbuda
Atlanta, United States of America
Charlotte, United States of America
Dominica
Fort-de-France, Martinique
Frankfurt, Germany
Georgetown, Guyana
Grenada
Kingston, Jamaica
London, United Kingdom
Manchester, United Kingdom
Miami, United States of America
New York, United States of America
Port of Spain, Trinidad and Tobago
São Paulo, Brazil
Sint Maarten (partie néerlandaise)
Saint Kitts, Saint Kitts and Nevis
Saint Vincent, Saint Vincent and
the Grenadines
Saint Lucia, Saint Lucia
Tobago, Trinidad and Tobago
Toronto, Canada

Annex 10

Location of other Agencies and Institutions in Selected Cities

Region	City	Organization
Africa	Abidjan	African Development Bank <i>United Nations Environment Programme (UNEP) – Sub-regional Office for West Africa</i>
	Abuja	Economic Community of West African States (ECOWAS)
	Addis Ababa	African Union Economic Commission for Africa (ECA) <i>United Nations Development Programme (UNDP) - Regional Bureau for Africa</i> <i>International Labour Organization (ILO) – ILO Regional Office for Africa</i>
	Arusha	East African Community (EAC)
	Bangui	Economic and Monetary Community of Central Africa (CEMAC)
	Brazzaville	<i>World Health Organization (WHO) - Regional Office for Africa</i>
	Dakar	<i>UN Women- West and Central Africa Regional Office</i> <i>UNICEF - West and Central Africa Regional Office</i> <i>World Food Programme (WFP) - Regional Bureau</i> <i>Office for the Coordination of Humanitarian Affairs (OCHA) - Regional Office for West and Central Africa</i> <i>International Labour Organization (ILO) – ILO Decent Work Team for West Africa and ILO Country Office for Senegal, Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, Guinea, Guinea-Bissau, Mali, Mauritania, Niger and Togo</i> <i>International Fund for Agricultural Development (IFAD) - West and Central Africa</i>
	Djibouti	Intergovernmental Authority on Development (IGAD)
	Gaborone	Southern African Development Community (SADC)
	Johannesburg	<i>World Food Programme (WFP) - Regional Bureau</i> <i>Office for the Coordination of Humanitarian Affairs (OCHA) - Regional Office for Southern Africa</i>
	Midrand, South Africa	New Partnership for Africa's Development (NEPAD)
	Pretoria	<i>United Nations Environment Programme (UNEP) - Country Office</i> <i>International Labour Organization (ILO) - ILO Decent Work Team for Eastern and Southern Africa and ILO Country Office for South Africa, Botswana, Lesotho, Namibia and Swaziland</i>
	Libreville	Economic Community of Central African States (ECCAS)
	Lomé	West African Development Bank (WADB)
	Lusaka	Common Market for Eastern and Southern Africa (COMESA)
	Nairobi	<i>United Nations Environment Programme (UNEP) - Headquarters and Regional Office for Africa</i> <i>United Nations Office at Nairobi</i>

Region	City	Organization
		<p>Inter-African Bureau for Animal Resources (IBAR)</p> <p><i>UN Women - East and Southern Africa Regional Office</i></p> <p><i>UNICEF - Eastern and Southern Africa Regional Office</i></p> <p><i>World Food Programme (WFP) - Regional Bureau</i></p> <p><i>International Fund for Agricultural Development (IFAD) - East and Southern Africa</i></p> <p><i>Office for the Coordination of Humanitarian Affairs (OCHA) – OCHA Eastern Africa</i></p>
	Niamey	Permanent Interstates Committee for Drought Control in the Sahel (CILSS)
	Ouagadougou	<p>West African Economic and Monetary Union (WAEMU)</p> <p>Network of Peasant Farmers' and Agricultural Producers' Organizations of West Africa (ROPPA)</p>
	Yaoundé	<i>International Labour Organization (ILO) - ILO Decent Work Team for Central Africa and ILO Country Office for Cameroon, Angola and Sao Tome and Principe</i>
Asia	Apia	<p>Pacific Regional Environment Programme (SPREP)</p> <p><i>United Nations Environment Programme (UNEP) – Sub-regional Office for the Pacific</i></p>
	Bangkok	<p>Asia-Pacific Fishery Commission (APFIC)</p> <p>Asia-Pacific Association of Agricultural Research Institutions (APAARI)</p> <p>Economic and Social Commission for Asia and the Pacific (ESCAP)</p> <p><i>United Nations Development Programme (UNDP) - Regional Office for Asia and the Pacific</i></p> <p><i>International Labour Organization (ILO) – ILO Regional Office for Asia and the Pacific</i></p> <p><i>United Nations Environment Programme (UNEP) - Regional Office for Asia and the Pacific</i></p> <p><i>UN Women - Asia and the Pacific Regional Office</i></p> <p><i>UNICEF – East Asia and the Pacific Regional Office</i></p> <p><i>World Food Programme (WFP) - Regional Bureau</i></p> <p><i>Office for the Coordination of Humanitarian Affairs (OCHA) - Regional Office for Asia and the Pacific</i></p> <p><i>International Labour Organization (ILO) - ILO Decent Work Team for East and South-East Asia and the Pacific and ILO Country Office for Thailand, Cambodia and Lao People's Democratic Republic</i></p>
	Beijing	<i>United Nations Environment Programme (UNEP) - Country Office</i>
	Jakarta	Association of Southeast Asian Nations (ASEAN)
	Kathmandu	<p>South Asian Association for Regional Cooperation (SAARC)</p> <p><i>UNICEF – South Asia Regional Office</i></p>
	Manila	Asian Development Bank (ADB)

Region	City	Organization
		<i>World Health Organization (WHO) - Regional Office for the Western Pacific</i>
	New Delhi	<i>World Health Organization (WHO) - Regional Office for South East Asia</i> <i>International Labour Organization (ILO) - Subregional Office for South Asia</i> <i>UN Women - India Multi-Country Office</i>
	Noumea, New Caledonia	Secretariat of the Pacific Community (SPC)
	Phnom Penh	Mekong River Commission (MRC)
	Port Vila, Vanuatu	Melanesian Spearhead Group (MSG)
	Singapore	Asia-Pacific Economic Cooperation (APEC)
	Suva	Pacific Islands Forum (PIF) <i>International Labour Organization (ILO) - ILO Country Office for South Pacific Island Countries</i> <i>UN Women - Fiji Multi-Country Office</i> <i>United Nations Development Programme (UNDP) - UNDP Pacific Centre</i> <i>International Fund for Agricultural Development (IFAD) - Asia and the Pacific</i> <i>Office for the Coordination of Humanitarian Affairs (OCHA) - Regional Office for the Pacific</i>
	Vientiane	Mekong River Commission (MRC)
Europe	Almaty	<i>United Nations Environment Programme (UNEP) – Sub-regional Office for Central Asia</i> <i>Office for the Coordination of Humanitarian Affairs (OCHA) - Regional Office for the Caucasus and Central Asia</i>
	Brussels	European Union (EU)
	Budapest	<i>International Labour Organization (ILO) - Subregional Office for Central and Eastern Europe</i>
	Copenhagen	<i>World Health Organization (WHO) - Regional Office for Europe</i>
	Geneva (excluding headquarters)	Economic Commission for Europe (ECE) <i>International Labour Organization (ILO) - Regional Office for Europe and Central Asia</i> <i>United Nations Environment Programme (UNEP) - Regional Office for Europe</i> <i>UNICEF - Central and Eastern Europe, Commonwealth of Independent States Regional Office</i>
	Istanbul	<i>United Nations Development Programme (UNDP) – Regional Centre for Europe and the Commonwealth of Independent States (CIS) - UN Women - Europe and Central Asia Regional Office</i>
	Minsk	Commonwealth of Independent States (CIS)
	Moscow	<i>International Labour Organization (ILO) - ILO Decent Work Team and Country Office for Eastern Europe and Central Asia</i> Eurasian Economic Community

Region	City	Organization
	Thessaloniki	Black Sea Trade and Development Bank (BSTDB)
	Wageningen	Technical Centre for Agricultural and Rural Cooperation ACP-EU (CTA)
Latin America and the Caribbean	Barbados	<i>UN Women – Caribbean Multi-Country Office</i>
	Caracas	Bolivarian Alliance for the Peoples of Our America (ALBA)
	Castries, Saint Lucia	Organization of Eastern Caribbean States (OECS)
	Georgetown	Caribbean Community (CARICOM)
	Guatemala City	Central American Parliament <i>International Fund for Agricultural Development (IFAD) - Latin America and the Caribbean</i>
	Kingston	<i>United Nations Environment Programme (UNEP) – Sub-regional Office for the Caribbean</i>
	Lima	Andean Community of Nations <i>International Labour Organization (ILO) - ILO Decent Work Team and Country Office for the Andean Countries</i>
	Montevideo	MERCOSUR (Southern Common Market) Latin American Integration Association (LAIA) <i>United Nations Environment Programme (UNEP) – Sub-regional Office for South America</i>
	Panama City	<i>United Nations Development Programme (UNDP) - Regional Bureau for Latin America and the Caribbean</i> <i>United Nations Environment Programme (UNEP) - Regional Office for Latin America and the Caribbean</i> <i>UN Women - Americas and the Caribbean Regional Office</i> <i>UNICEF – The Americas and Caribbean Regional Office</i> <i>World Food Programme (WFP) - Regional Bureau</i> <i>Office for the Coordination of Humanitarian Affairs (OCHA) - Regional Office for Latin America and the Caribbean</i>
	Port of Spain, Trinidad and Tobago	Association of Caribbean States (ACS) <i>International Labour Organization (ILO) - ILO Decent Work Team and Office for the Caribbean</i> University of West Indies Inter-American Institute for Cooperation on Agriculture (IICA) - Subregional Office
	Quito	Latin American Energy Organization (OLADE)
	San José	Inter-American Institute for Cooperation on Agriculture (IICA) Central American Agricultural Council (CAC) <i>International Labour Organization (ILO) - ILO Decent Work Team and Country Office for Central America</i>
	San Salvador	Central American Integration System (SICA)
	Santiago	Economic Commission for Latin America and the Caribbean (ECLAC)

Region	City	Organization
		<i>International Labour Organization (ILO) - ILO Decent Work Team and Country Office for the South Cone of Latina America</i>
	St Michael, Barbados	Caribbean Development Bank (CDB)
	Tegucigalpa	Central American Bank of Economic Integration (CABEI)
RNE	Amman	<i>UNICEF - Middle East and North Africa Regional Office</i>
	Beirut	Economic and Social Commission for Western Asia (ESCWA) <i>International Labour Organization (ILO) – ILO Regional Office for the Arab States</i>
	Cairo	League of Arab States (LAS) <i>United Nations Development Programme (UNDP) - Regional Centre</i> <i>UN Women - Arab States Regional Office</i> <i>World Food Programme (WFP) - Regional Bureau</i> <i>World Health Organization (WHO) – Regional Office for the Eastern Mediterranean</i> <i>Office for the Coordination of Humanitarian Affairs (OCHA) - Regional Office for the Middle East and North Africa</i> <i>International Labour Organization (ILO) – ILO Decent Work Team for North Africa and Country Office for Egypt, Eritrea, Sudan and South Sudan</i>
	Jeddah	Islamic Development Bank (IDB) Organization of Islamic Cooperation (OIC)
	Manama	<i>United Nations Environment Programme (UNEP) - Regional Office for West Asia</i>
	Rabat	Arab Maghreb Union (AMU)
	Riyadh	Cooperation Council for the Arab States of the Gulf (GCC)
	Tripoli	Community of Sahel-Saharan States (CEN-SAD)

Annex 11**Comments received from the Team Leaders of the Independent Regional Evaluations****Africa****Comments of the Team Leader for the Evaluation of the Decentralized Offices in Africa**

Issues raised in the Evaluation Report related to Coverage. As noted in Section 4 of this document, the evaluation of the Decentralized Offices in Africa identified a number of coverage-related issues, including the respective roles and responsibilities among the Regional Office (RO), Subregional Offices (SROs) and Country Offices (COs), the number and skill set of FAO staff, including FAORs and deputies, as well as expertise within the technical teams (TTs) and in COs. The evaluation confirmed the centrality of country level presence for FAO to fulfill its commitment to achieving results, and recommended a concerted programme to strengthen CO viability through extra-budgetary resource mobilization. It also noted that the primary responsibility of the SROs and their TTs is to provide support as requested by the COs and Host Governments. A recommendation was specifically formulated to ensure that the FAORs have a direct input into the assessment of technical team performance through creation of subregional management boards. It also recommended that the Regional Representative exercise his/her formal responsibility for FAOR supervision rather than continuing the current practice in which SR Co-ordinators do so. This would help to clarify that the SROs were established a *support* to the COs, not as their supervising unit. More generally, the evaluation found that management capacity is perhaps the most important factor in determining the success of FAOs Decentralized Offices. Capacity for management is an important criterion for selection of Office heads, and that steps to improve it should be a part of in-service training.

At the time of the evaluation there were four subregional offices, located in Zimbabwe, Ethiopia, Gabon and Ghana, the last of which was co-located with the Regional Office. The teams were on average only 8 persons and consequently had a limited skills mix. Vacancy rates in the technical teams were, on average, 24% in 2012, which substantially reduced the teams' ability to respond adequately to national need. The Evaluation recommended that steps be taken to restore staff levels, and that the teams be re-consolidated to the pre-2007 configuration of two, as a means to increase skill diversity and synergy among technical specialties. This report is the next, necessary step to address the evaluation's recommendations on the number and location of SROs.

The evaluation also noted that, while important, the TTs in the SROs were not the only source of technical support for the country offices. National expertise was often preferred by the COs, and in large programme countries, some national FAO teams were about the same size or larger as the subregional technical teams themselves. While their in-country responsibilities for technical expertise on projects within the country were obviously their primary responsibility, the evaluation noted that the experience and expertise of national technical experts were not being effectively acknowledged, nor were they able to add optimal value to the Organization's work. The evaluation recommended that all FAO technical expertise in Africa be included in technical networks, in order to increase awareness of the depth and diversity available that Member Countries might draw upon, while of course keeping in mind their primary country-specific responsibilities.

Coverage proposals in the present report. This present report posits a number of useful criteria to consider when deciding upon the actual location of Regional, Sub-regional and Country Offices

and the level of FAO presence therein, including economy, ease of travel and communication with MCs that the office serves, other operating costs and proximity with regional and UN partners. It also notes that many countries are rapidly changing and that flexibility to move and reallocate technical and operational capacity is essential to be able to provide maximum support for its member countries.

This pragmatic approach has resulted in a number of specific proposals in the Africa Region that, on the whole, would serve to strengthen FAO impact by exercising greater flexibility in where FAO staff actually live and work regardless of the technical team to which they belong. This is feasible, given the telecommunications capacity in almost all African countries now, and desirable, as it moves expertise closer to their work. Outposting is challenging, however, and requires skill to communicate and maintain team cohesion, clarity with regard to each individual expert's responsibilities as well as to his/her host FAOR. FAO would need to ensure that technical team managers either have experience or receive appropriate training to be able to do so.

Comments on the specific proposals in Section 6 for Africa. With regard to the RO, the proposal to outpost technical staff to Addis Ababa for closer association with the AU Commission, ECA and other UN partners, and to Abidjan for liaison with ADB would help to realign FAOs technical resources with major African institutions. In the case of West Africa, it would also increase accessibility to the countries they serve. Retaining operational functions in Accra acknowledges the important historical link between FAO and the Government of Ghana, makes good use of the considerable investment in physical infrastructure and minimizes disruption and dislocation costs. These operations could perhaps be overseen by the Deputy Regional Representative, as the RR might also spend the majority of his/her time in Addis Ababa, closer to regional partners.

Subregional Offices. The present SROs in Gabon and Zimbabwe may provide useful experience in transferring functions to other locations, when a combination of cost and host environment factors no longer allow the office to operate efficiently for the benefit of the subregion. Given NEPADs criticality, and the new Partnership Agreement between the Government of South Africa and FAO, it would be appropriate to place a nucleus of the Southern African technical advisers in Midrand, while outposting others throughout the subregion. These officers could become a part of an expanded East and Southern Africa Office in Ethiopia. Addis Ababa has direct flights to seven of southern African countries, while South Africa has flights to 9, which is not significantly more.

The transformation of the Central African TT to more flexible geographic coverage focused on natural resources would be a specific and practical FAO response to the SDG agenda and considerably strengthen FAOs ability to respond in an integrated manner to priority countries. Deciding the location once priority countries had been identified is practical. Its working relationship with the Addis Ababa and future West Africa teams would need to be carefully defined to increase synergies while avoiding overlap and confusion.

Physically integrating the resilience teams into the office of the FAOR of the country in which they are located is a sound concept; however their time and responsibilities would best be supervised by someone with broad responsibility for the management of FAOs technical expertise to ensure that their skills are effectively mobilized in concert with the other technical teams.

The specific proposal of outposting technical staff and *also* giving him/her representation responsibilities would need to be carefully tested—the expectations of the incumbent's fellow

representatives of other organizations in the country could easily draw him/her away from technical responsibilities.

Multiple accreditation of FAORs, particularly in countries with low Delivery/Appropriation ratios is a realistic response to situations where the Organization and the Host Government see benefit in maintaining an FAO presence even though programme delivery is low. Ratios that are consistently below 1.5 might be monitored, and the situation discussed on an annual basis with the Host Government to explore means to raise the D/A ratio, possibly through Host Government cost-sharing or joint resource mobilization, in order to avoid the necessity of reducing FAO presence even further.

Conclusions. The Report is pragmatic, and sets out a number of practical criteria for decision making on coverage, while acknowledging that the primary factor in determining coverage must be to provide maximum value at the country level. The proposals represent a more flexible approach to the actual placement of FAO expertise which shows promise to be able to respond to this primary concern. At the same time, it increases the management challenges significantly in terms of supervising individual technical experts working in a number of different locations, while at the same time marshaling and co-ordinating their work as a team. Outposting also requires a clear understanding between technical team managers and host FAORs on the technical expert's responsibilities to each. The management board originally proposed in the evaluation would provide the opportunity for annual review of the new arrangements and agreement for modifications as the need arises.

Latin America and the Caribbean

Review of FAO Office Coverage (28 September 2015) (subsequently referred as Document) – Comments based on the Evaluation of FAO Regional and Sub-regional Offices for Latin America and the Caribbean (subsequently referred as RLC Evaluation), from March 2014

Accuracy of the Summary of RLC Evaluation observations, recommendations and suggested actions

1. The Document makes a serious attempt to incorporate recommendations from the Regional Evaluations.
2. Section 4, V, adequately summarizes observations, recommendations, and suggested actions from RLC Evaluation of relevance for future FAO Office Coverage. It is noted that the RLC Evaluation concentrated the analysis on the period 2008-2012, and consolidated a data base covering 2004-2012. The Review Proposal concentrates on information for the period 2012-2014. Furthermore, RLC Evaluation highlighted the issue of the effectiveness and efficiency of FAO presence and operations in Latin America and the Caribbean.
3. Analysis of data series on FAO recent activities should be handled with caution since trends in Latin America and the Caribbean show important short- and medium-term (one to three years) variations.

New data and criteria for possible changes of coverage

4. The complete list of FAO Offices outside Rome, provided in Annex 1, shows a wide variety of types of FAO Offices. Handling such a diversity of decentralized structures challenges corporate management for results. This wide diversity makes difficult to

- bench-mark for results, effectiveness and efficiency. FAO may consider not expanding the variety of Office types.
5. The Document defines the volume of program delivery as a helpful tool in understanding the level and complexity of responsibility of the offices (Annex 2). Groups of countries are identified according to the range of delivery. This is well in line with the approach used in RLC Evaluation and will help Senior Management to monitor the effectiveness and efficiency of operations.
 6. The Document defines delivery as the expenditures where FAOR is the budget holder of the projects. Annex 3 introduces the concept of field disbursements, expenditures where FAOR may not be the budget holder. These arbitrary definitions may contribute to confusion. RLC Evaluation defined the concept of “total delivery” or “total disbursement”, as total expenditures in a given country during a year. Aggregated delivery gave a better picture of presence and work load at country level. FAOR as budget holder and other delivery could be kept as sub-totals for analytical purposes.
 7. An indicator defined by the ratio of delivery to allocation, by country, is provided in Annex 2, and discussed under section 3 of the Document. This is a welcomed development from the perspective of RLC Evaluation. Similar indicators were developed and used in RLC Evaluation. Nevertheless, the amount of overall delivery (see point 6 above) was selected for analytical purposes, and recommendations were based on it.
 8. Section 3 discusses expenditures on staff and on non-staff human resources. This is important information to define indicators of cost-efficiency. RLC Evaluation estimated these expenditures by FAO Office in Latin America and the Caribbean. Annex 3 also incorporates data on number of staffs. RLC Evaluation found this information to be of limited analytical use. Important numbers of staff positions were not filled for considerable periods of time, and part-time positions were not appropriately reported. Enhanced management of GRMS and FPMIS may have contributed to obtain a better picture of these variables.
 9. Section 3, and Annex 3, includes data on Transaction Count by Office. This is an indicator of very limited relevance, in particular, when estimating cost-efficiency.
 10. RLC Evaluation found extremely difficult to estimate indicators of cost efficiency. The current Document lacks also a robust proposal in this respect. FAO faces the challenge of estimating useful indicators of what is the administrative cost of delivering one unit (or one USD) of substantive support to member countries within the priority Strategic Objectives. This will require detailed break-down of costs/expenditures, reflecting the generic functions of administration and substantive public policy support, respectively, and approximate estimates of time use by staff and non-human staff resources. RLC Evaluation made an estimation of the ratio administrative expenditure/total delivery, and staff expenditure/total delivery by unit of analysis.
 11. The incorporation of information on income level by country, low-income-food deficit countries, achievement of MDG on Hunger, number and proportion of undernourished, prevalence of stunting among children in order to define countries of priority, as discussed in Section 3 (presented in Annexes 4, 5 6 and 7) is an important qualitative development for future FAO work and Office Coverage. RLC Evaluation strongly recommended this approach and used data on country per capita Gross National Income, poverty estimates and undernourishment.
 12. Section 3 of the Document incorporates information on bilateral Official Development Assistance (ODA). ODA information provides very limited value added in Latin America and the Caribbean (LAC). ODA to LAC has always reached modest levels, currently at less than 7% of overall ODA, and represents a negligible percentage of Foreign Direct Investment to the region. The presence of traditional bilateral donors in the region has been marginal and erratic. FAO may prefer to present information on

- allocations/disbursements from the three major multilateral donors in the region, namely the Inter-American Development Bank, the “Corporación Andina de Fomento” (CAF), and the World Bank, in order to establish a representative comparison.
13. Review Document discusses connectivity in selected cities in the region (Annex 9). This information is of limited relevance in Latin America, with good indexes of connectivity, in general. It is important in the Caribbean. FAO Office Coverage would take consideration of: a) generation and management of knowledge, with emphasis on priority areas for FAO and public policies (ranking of universities, knowledge publications and dissemination, registration of new patents); b) quality and transparency of financial services, to serve regional networks; c) scope and pro-activity in South/South cooperation. Annex 10 provides useful information on other UN organizations, and on regional and sub-regional integration bodies.
 14. Section 5 summarizes the discussion on criteria for adjusting coverage. The section defines the improvement of FAO ability to deliver its Programme of Work and achieve the results called for in the Strategic Framework in the most cost effective manner possible as the overarching goal of the Review Proposal. RLC Evaluation concentrated on analysis and recommendations to improve effectiveness and efficiency of FAO presence and operations in the region. Both approaches are closely related. Review Document is not fully robust when discussing cost efficiency indicators and considerations. The Document does not attempt to weight relative importance of different criteria.

Options for change in Latin America and the Caribbean

15. Section 6 discusses options for change. Given the evolving situation, the proposal to review coverage periodically should be implemented. Special consideration to high delivering countries and to low delivering countries is coherent with increased effectiveness and efficiency. The suggestion to give preference, in low delivery countries, to experienced national Assistant FAOR Representatives for a downgraded FAOR post does not seem worthwhile to explore (see even point 4, above). The argument to send existing technical staff as FAORs is not convincing. Differences with the former Outposted Technical Officers are not clearly defined. RLC Evaluation recommended discontinuing the system of OTOs. A multiple accreditation solution, as discussed below, under point 23, is better.
16. To give Sub-regional Coordinators responsibility to supervise FAORs in their area of coverage is well in line with decentralization efforts.
17. RLC Evaluation recommended to give priority to Low-Income Food Deficit countries, and to rely increasingly on cost-sharing for offices in high- or upper-middle-income countries, in fully agreement with discussion in Section 6.
18. The Document concludes accurately that Latin America and the Caribbean has three distinct sub-regions. The Review Document suggests a set of eight plus six countries as a reasonable approximation of the highest priority programme countries. RLC Evaluation recommendations are fully in line with this suggestion.
19. The Review suggests special attention should be provided to countries with large self-financed programmes. Brazil, Mexico and Colombia could be supported, as Argentina, by Partnership and Liaison Offices, funded predominantly by Trust Funds. RLC Evaluation recommended this line of action and encouraged Senior Management to step up resource mobilization efforts in these countries.
20. Review Document proposes to retain Santiago as the base of the Regional Office, but progressively move more of the technical staff to sub-regional offices. RLC Evaluation

- fully supports this option, and emphasized the necessity to review the skill-mix of the technical officers, in accordance with the new Strategic Objectives.
21. RLC Evaluation suggested the strengthening of Sub-regional Office in Panama, increasing the presence of technical officers, adapting their skill profile to sub-regional demand, and transferring Cuba and Dominican Republic to the sub-region. Cuba and Dominican Republic already report to Panama. The Document does not provide specific information on the strengthening of technical officers and their skill mix.
 22. RLC Evaluation suggested transferring also Haiti to Panama, in order to improve effectiveness and efficiency, and to gain advantage of UN hub activities in terms of human rights, and risk and disaster management in Panama. Latin America plays an important role in peace keeping operations in Haiti. The Review Document proposes to keep Haiti under Barbados, and to create a Deputy FAOR for Haiti.
 23. Review Document proposes coverage of Uruguay under multiple accreditation from Paraguay. RLC Evaluation recommended this option. Furthermore, RLC Evaluation recommended covering of Costa Rica under multiple accreditation from Panama. The Review Document suggests this alternative. RLC Evaluation does not support the alternative to post a technical officer from the Sub-regional Office.
 24. RLC Evaluation neither visited Peru nor discussed specificities concerning this country. The proposal to outpost technical officers to the Andean countries, in particular Peru, is not convincingly presented. RLC Evaluation recommended against outposted technical officers. As discussed above, under point 15, the argument to send technical officers to country offices is not substantiated. Santiago is an effective and cost-efficient alternative to serve Andean countries with low delivery.
 25. RLC Evaluation does not find any reasonable argument to suggest Guyana as a multiple accreditation site. Trinidad and Tobago looks as a more effective and cost-efficient alternative.
 26. The review of the skill mix for the Caribbean is well in line with RLC Evaluation recommendations. Review Document suggests a “more distributed model” between Barbados and Trinidad and Tobago. This proposal is not well substantiated. RLC Evaluation did not find any support for this development. In the short-run, this move would probably decrease effectiveness and efficiency. This option may be reasonable under a transitional period. But FAO would have to decide if sub-regional activities will be managed from Barbados or from Trinidad and Tobago. Trinidad and Tobago seems to have a stronger knowledge generation infrastructure. Since the country is a high income economy and has shown interest in South/South cooperation, Senior Management could explore to enhance presence and activities in Port of Spain through the mobilization of Trust Fund resources.

Near East and North Africa

Comments of the Team Leader for the Evaluation of the Decentralized Offices in Near East and North Africa (RNE)

Introduction

The data and information provided in the first part of the report on the characteristics of FAO decentralized offices as well as on the countries and cities of location are extremely useful. They are used judiciously to set up a solid set of criteria and principles for rationalizing and adjusting coverage and geographic location of decentralized offices across the five FAO regions and specially the Near East.

Specific Comments

Section 4: Summary of Key Coverage – Related Observations, Recommendations and Suggested Actions from the 5 Regional Evaluations

The main remark regarding the Section 4 is the obvious unbalance in the way the observations and recommendations made by the various regional evaluations are synthetized in the document. While the twelve strategic and forty actionable recommendations made by the RNE evaluation are synthetized in a half page, those provided by REU or RAF evaluations are developed in a very much more detailed way.

If a certain number of RNE evaluation observations and recommendations were not developed in Section 4, this could be explained by the fact that they have been considered not directly related to the “FAO coverage” issue. In fact, the RNE evaluation team did not restrict its understanding of “FAO coverage” to a geographic location of FAO offices. It adopted a larger interpretation of this concept by (i) analyzing the capacity deployed then across the region as well as the chain of responsibilities along the three existing layers (country, sub-region and region) and (ii) recommending a number of options in order to improve FAO efficiency in North Africa and Near East. To make this Section 4 more accurate, it is then suggested that para 1 be reviewed to better reflect at least the first nine strategic recommendations of the RNE evaluation report.

Section 5: Criteria for adjusting coverage

The data and information provided in the first part of the review report are extremely useful to set up a solid set of criteria and principles for rationalizing and adjusting FAO geographical coverage and location.

The criteria and the specific characteristics for the location of regional, sub-regional and country offices proposed in this section are fully in line with those recommended by the RNE evaluation. However, some specific observations and suggestions made by this evaluation regarding the location and the responsibilities of regional and sub-regional offices may also deserve some attention:

- The first one relates to the need to avoid the location of more than two FAO offices in the same country, like in the case of the Near East region. The fact that the regional office, the sub-regional office for Oriental Near East (SNO) and the country office for Egypt are located in the same place (Cairo) has create some confusion and reduced efficiency and transparency in the management of the three offices.
- The second one relates to the composition of the skill-mix teams at regional and sub-regional level. This composition should, to the extent possible, reflect the defined priorities set by the Country Program Framework (CPF) and the Sub-region Program Framework (SRPF) for the sub-region as well as by the Regional Program Framework (RPF) for the region.
- The third one relates to the need to localize the FAO expertise as close as possible to the countries, ideally at sub-regional level that should become “the first Port of Call” for FAORs while ensuring that these ones continue to have access to all FAO expertise regardless of its location.

- RNE evaluation recommended also the phasing out of the OTO scheme that has limited effectiveness while reducing the technical capacity at regional and sub-regional level. The review document seems to have endorsed this recommendation. However, the option developed in this document (page 17 last para) “to send existing technical staff as FAORs but who will work primarily as technical staff linked to the sub-regional multidisciplinary team...” does not seem to be very different from the former OTO arrangement.

Section 6.5: Specific proposals for Near East

Given the small number of countries in the Near East region and the relatively small size it covers, it does not present a difficult challenge in terms of FAO coverage.

- This is why the only change in terms of location of FAO offices proposed by the RNE evaluation was the transfer of the sub-regional office for Oriental Near East (or Machrek **and not Maghreb as mentioned in the review report**) from Cairo to Beirut. This proposal has been made in application of the recommendation regarding the need to avoid maintaining three FAO offices in the same country. It is obvious that such recommendation (endorsed by the 2011 Khartoum Regional Conference) is not implementable for the time being.

The review report refers to the RNE evaluation recommendation regarding the need to strengthen country offices in the least developed countries of the region (Mauritania, Yemen and Sudan). It would be advisable to precise which concrete measures (if any) would be suggested to implement this recommendation.

Asia and the Pacific

Comments of the Team Leader for the Evaluation of the Decentralized Offices in Asia and the Pacific (RAP)

1. Overall, the ‘Review of FAO office coverage’ is an excellent paper with a comprehensive treatment on the issue FAO office coverage outside of headquarters. As the team leader of the evaluation of FAO’s decentralization initiatives in the Asia and the Pacific region, I had the opportunity to assess the functioning of FAO regional and country presence in the region. In that context I reviewed substantial volumes of FAO’s corporate documentation on recent organizational policy reforms, strategic planning process and decentralization initiatives including FAO office coverage in the different regions. This paper managed to bring together a complex set of issues involving FAO’s office coverage in a coherent structure, presented in a clear and succinct manner. Given that the objective of the paper is to provide a substantive basis for deliberation and decision making on an issue which has larger implications for the organization, I consider that it serves that purpose very well with balanced perspective and analysis, professional objectivity and charting a pragmatic set of options for the future.

My brief comments below follow the structure of the paper.

Section 1. Introduction:

2. The introduction places the issue of FAO coverage in a dynamic context of organizational reform and the pressures on the organization emanating from the emerging realities of its member countries. The competing demands of the mandated normative responsibilities of

the organization and the increasing demand for technical, programmatic and operational support from its membership has pushed the organization to develop an integrated framework of organizational results which emphasizes convergence between the twin dimensions of FAO's work. The issue of regional, sub regional and country coverage is an integral element of the reform initiatives to deliver results based on an unified organizational results framework.

3. The introduction section should underline the changing and differentiated nature of demands from countries with varying characteristics and, sometimes, demands to offer technical assistance in more complex new areas where FAO itself is gaining maturity. The traditional comparative advantage of multilateral organizations like FAO are facing the challenges of constrained resources, competition from expanding specialized knowledge in private sector, increasing access to different knowledge sources by member country institutions, waning of the old style expert-based technical cooperation. The developing countries demand a higher level of contemporary knowledge, expertise and capacity to expeditiously deal with their development issues. The expectation level is higher in terms of quality, speed and problem solving capacity of support.
4. The importance of appropriate coverage structure is rightly emphasized in this section, but coverage through appropriate structure is only a necessary condition. In order to be effective in performance, coverage structure must be complemented with devolution of decision making, delegation of authority supported by and appropriate substantive, technical and managerial capacities.

Sections 2 and 3. Current coverage and Characterization of Country Offices:

5. These two sections supported by the 10 annexes are very useful. The factual presentation of the current coverage in section 2 indeed provides a complete view of the present status of office coverage. The analysis presented in section 3 on the characterization of country offices following some important operational criteria such as volume of programme delivery, value of total budget, staff cost (both long term and NSHR), and transaction count provide a deeper insight into the profile of the offices from different angles. The set of annexes (4-10) containing indicators related to characteristics of the countries bring forth information and analysis which have critical bearing on future policy on coverage. This set of annexes is indeed very well thought through, optimally packaged and, if updated periodically, would serve as important continuing reference for any future deliberation on decentralization and office coverage issues .

Section 4. Key coverage elated observations:

6. This section captured separately the main findings and recommendations relating to the FAO coverage in all the regions including the Asia-Pacific region. In the RAP evaluation the FAO coverage level in countries of Asia and Pacific was considered to be generally adequate. The evaluation made some specific recommendations on coverage specifically on the Pacific Sub-regional Office (SAP) which has been captured in this paper accurately. This section mentions issues relating to Pacific issues alone which may seem lopsided and give a wrong sense that the rest of Asia need to changes in coverage. The issues of coverage in Asia at large pertain less to changes in physical coverage but more to issues of effectiveness, efficiency and quality of response by the country offices. The readers of the paper should have an understanding of this aspect while considering the issue of coverage for the entire region.

7. In this regard, there are a number of recommendations relating to making the existing coverage in Asia more effective. These include improving the predictability and timeliness of technical support from RAP to country offices. The report makes a case for equipping RAP with adequate number of technical specialist to enable it to respond to country office technical needs expeditiously. The other qualifying comment which has bearing on effectiveness and efficiency of the country coverage of FAO services in Asia-Pacific deals more on devolution and delegation. This has been captured in the evaluation as follows:

‘ in the view of the Evaluation: ‘FAO has made progress in transferring responsibilities from HQ to RAP, but disproportionately less so beyond this to the country level’. There are no doubts that country offices have seen their independence increase quite substantially over time, through greater delegation of authority in procurement, recruitment, priority-setting, etc. Nevertheless, quoting one informant, “There is a perception that the push to decentralize and delegate from Rome has resulted in convergence and recentralization in Bangkok.” And indeed, as evidence in the report shows, for a number of processes and procedures, RAP appears to be playing more a role of ‘Central Control’, and much less of enabling and connecting element between the country level and HQ.’

This is a relevant finding the spirit of which should be kept in view while considering the coverage issues.

Section 5. Criteria for Adjusting Coverage:

8. Drawing from the analysis of office coverage based on different indicators and the recommendations of the five regional evaluations provides, this section generated a number of general criteria and location specific characteristics which define the lowest common denominators in deciding on the office coverage. I agree with all the criteria for change as presented in this section.
9. The prerequisite characteristics for location of Regional and Sub-regional offices as stated in this section are fully rational and practical. It is difficult to disagree with the reasoning.
10. I agree with the overarching imperative mentioned in this section that any decision for changing FAO’s coverage should be guided by three core objectives i) optimizing FAO’s ability to deliver services at its best in a cost effective manner, ii) achieving results of the Strategic Framework, and iii) recognizing right of access of any member country to FAO services.
11. Optimizing FAO country level coverage would require application of a combination of variable characteristics which reflect the realities of the member countries. Priority consideration for coverage should be based on expenditure (particularly funded by assessed contributions), potential for best delivery of results, consideration for low income and lower MICs, Special set of considerations will be applied to countries with high voluntary contributions and clustering coverage countries with small programmes under single office coverage.
12. Finally, it is important to review the coverage periodically. The coverage should be considered in a dynamic national, sub-regional and regional context. The organization need to develop a nimble approach to adjust the coverage in creative ways rather than waiting for large organizational reform initiatives. Internal efficiency gains achieved through decentralization, devolution and delegation of authority can improve quality and depth of

coverage. A more proactive approach to assess country demand systematically, and harnessing and managing organizational knowledge and human resources more smartly would help supplement the FAO coverage efforts better.

Section 6. Options for change in the Asia- Pacific Region:

13. The concluding chapter charts out certain options for change. It correctly identifies the drivers, both external and internal, that are likely to affect the international cooperation context and will affect FAO's business model at country level. This also underlines the criticality of country presence and need for sustained interaction and dialogue with member countries.
14. I fully endorse the following general proposals made in the paper for change which are underway in all regions.

“Given the high degree of variability among country offices, a general proposal is to recognize the degree of management complexity and responsibility of specific country offices, and differentiate management decisions on grades and staffing of country offices accordingly. For those countries above a given level of delivery, such as above USD 8 million used in the tables, the offices will be eligible for special consideration. Below a given level, such as below delivery of USD 1 million, with due consideration for other responsibilities of some offices as discussed above, some of these low-delivery countries made need to come under multiple accreditation, losing their resident FAO Representative, or make other management decisions regarding the level of staffing of the office.

- *Another option for these countries may be to downgrade the post of a new FAORs with preference given to experience national Assistant FAOR Representatives as they transition to international staff responsibilities. A further option may be to send existing technical staff as FAORs but who will work primarily as technical officers, linked to the subregional multidisciplinary team, while hopefully building up the country programme. This outposting could be for longer or shorter periods of time, depending on the needs of a given country. This arrangement differs from the former Outposted Technical Officers who, in spite of their title, generally provided little support to other countries as technical officers, concentrating on their work as FAORs. Given the low volume of work in a number of countries where donor interest is also low, this alternative arrangement may offer promise, provided the technical officers are sufficiently engaged and connected to the technical network of the region and subregion.*
- *Another more general change, Subregional Coordinators have recently been given the responsibility of supervising the FAORs in their area of coverage. This had been the case in a more informal way for Africa, given the large number of FAORs in the Region, but never formalized. As discussed below, the proposed FAOR for Papua New Guinea would report to the Subregional Coordinator for the Pacific, along with the proposed outposting of one or more SAP subregional officers, who will operate from that office.*
- *Another more general change is to prioritize country presence and Regular Programme support in Low-Income Food Deficit countries on one hand, and to rely increasingly on cost sharing for offices in high or upper-middle-income countries. This is already the case in some countries with high volumes of Unilateral Trust Funds, mainly in Latin America as highlighted below, but can be expanded. Similarly, in terms of the impact of climate change, the Small Island Developing States (SIDS) and particularly those in the Pacific require special priority.*

- *In all cases, there must be flexibility and timeliness in size and scope of presence, taking into consideration economic status of the country, the presence or likelihood of crisis situations, the location and strength of other partners.*

15. I also fully agree with the rationale for changes as well as the specific proposals for change for the Asia-Pacific region as captured in the following text of the paper. This is quite comprehensive and covers all recommendations made in the evaluation of the Asia and the Pacific region:

“A number of the desired characteristics discussed above are evident in the FAO offices in Asia and the Pacific. Bangkok is the airline hub of the region, it is home to ESCAP, the UN Economic and Social Commission for Asia and the Pacific, and hosts other UN agencies’ regional offices. The network of country offices is well established, with a broad range of delivery volumes and other characteristics that appear appropriate to the country contexts. The office in Apia, Samoa (SAP) services a clearly defined sub region.

Several country offices have been strengthened in recent years, to a large extent in line with suggestions in the decentralization evaluation of this region. This includes adding assessed contribution-funded international staff in Papua New Guinea, the Democratic People’s Republic of Korea and Mongolia, as described earlier. National-level Assistant FAO Representatives were provided for two countries (Tonga and Vanuatu) and the host country agreements have now been finalized to place an AFAOR in each of Fiji and Solomon Islands. Discussions are underway with the Republic of Korea and Malaysia to open a Partnership and Liaison Offices.

As highlighted in the Asia and Pacific decentralization evaluation, however, coverage is a significant challenge in the Pacific, given the number of countries in the subregion (14) and the enormous geographical area that it covers. This also places considerable strain on the staff based in Samoa. Adjustments in the subregion remain the top priority, as they were in the regional evaluation.

Revamping the Subregional office’s skill mix is part of a wider coverage and capacity exercise. An additional post for Economics and Statistics was added in the 2016-17 PWB and an additional P-5 fisheries post was recently created, with a staff member moving on mobility from headquarters. A further fisheries officer from headquarters will soon be moving to Samoa and other changes will follow, including new posts on Gender and Resilience. The overall skills mix changes, while vital for the subregional programme, are dealt with separately and not part of the coverage proposals per se.

By the end of 2015, FAO will have a physical presence in six countries in the Pacific subregion (Vanuatu, Solomon Islands, Fiji, Papua New Guinea, Samoa and Tonga). This represents a presence in all four Melanesian countries (the first four listed) and two of the six Polynesian countries (Samoa and Tonga) but no presence in the five Micronesia countries (Marshall Islands, Nauru, Kiribati, Palau and the Federated States of Micronesia).

Papua New Guinea has clear links to both Asia and the Pacific and is expected to play a larger role in providing support to smaller countries. It is already supporting mangrove restoration in Samoa, Tuvalu and Tonga and has recently announce a new USD 150 million programme to support Pacific countries. It is also significantly closer to some of the SAP countries.

In light of the above, the proposed options for the Pacific are:

- *Upgrade the FAOR office in Papua New Guinea to a fully-fledged FAOR.*
 - *Have the FAOR PNG accredited to the nearby countries of Vanuatu and Solomon Islands. This would be the first instance of reducing the number of accredited countries in the Pacific covered by the Sub regional Coordinator, a recommendation of the Asia and Pacific Evaluation that has so far not been acted upon. The FAOR PNG would report to the SAP sub regional coordinator, as in other sub regions.*
 - *Outpost a SAP Forestry to Papua New Guinea and consider doing the same for a Fisheries officer, depending on demand.*
 - *To overcome the isolation of the North Pacific, it is proposed to create the post of Assistant FAOR (Programme) in one of the Micronesian countries who would provide at least desk support for Palau and the Marshall Islands. One option would be for the AFAOR to be co-located with the Secretariat of the Pacific Community (SPC) sub office in the Federated States of Micronesia."*
16. In conclusion, I find the paper a valuable addition to FAO's documentation on the office coverage. More importantly, it has provided a balanced analysis of various dimensions of the complex issue based on empirical data and findings of the five regional evaluations. No doubt, it would provide an objective and substantive basis for policy discussion at the highest level of FAO.

Europe and Central Asia

Comments of the Team Leader for the Evaluation of the Decentralized Offices in Europe and Central Asia (REU)

1. Section 3 of the paper, on the Characteristics of Country Offices, is a most welcome addition, in that the information provided in the various tables and annexes gives a much broader and more nuanced picture of the many factors affecting the links between the FAO Member States and the Secretariat as incarnated in the regional, sub-regional and country offices. The great diversity of these factors, and the different ways they have evolved over the last half-century, inevitably lead to the conclusion that the location, structure and scope of these offices cannot be considered to be fixed forever, and that these elements need to be "reviewed periodically, perhaps every other biennium" as proposed in the final sentence of the third paragraph of section 6 Options.
2. The summary of the evaluation of the Regional, Sub-regional and Country office in Europe and Central Asia, on pages 10-12 of the paper, accurately reflects the various observations and considerations made by the evaluation team. [There are some small discrepancies in the numbering of the points: there are two paragraphs numbered "iv.", of which the second should presumably become "v."; there is an unnecessary "vi." at the end of the first line of the last bullet point in para. vi; and para. xiv. has somehow become para. "Siv."] On re-reading these observations and considerations one is struck that they remain valid and relevant, and that some subsequent developments in the region confirm the judicious careful phrase in the first para of section 6.3 that "the ideal configuration of the regional and sub-regional offices to carry this out is less clear and there are competing options that offer advantages and disadvantages."

3. The evaluation team is delighted that FAO Management has acted quickly and effectively in appointing international FAORs in Kyrgyzstan and Tajikistan, and that full agreement has been reached on new Partnership and Liaison Offices in Azerbaijan and Kazakhstan. The proposal to upgrade the office in Uzbekistan to have an international FAOR is warmly welcomed. It is also good news that a Liaison Office is to be established in Moscow.
4. It would be interesting to learn whether the former National Correspondent Scheme has in fact been discontinued.
5. It seems that the phrasing concerning the Regional Office in Budapest ("maintain it as the base for the Regional Office") with a possible posting of one or more officers to other offices within the region reflects an approach similar to those being proposed for the Regional Offices in Accra and Santiago de Chile. This would seem practical and judicious.
6. Finally, the approach outlined in the final sentence of option 1 ("it would be prudent ... in relation to REU and SEC") appears very appropriate and one hopes this will be endorsed at all levels of the consultations by Member States.