

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

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

(Tables 1-2)

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

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

Regional Offices (5)

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

Subregional Offices and Multidisciplinary Teams (13)

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

Liaison Offices (5)

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

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

Afghanistan	Gambia	Nepal
Angola	Guinea	Nicaragua
Bangladesh	Guinea-Bissau	Niger

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

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

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

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

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

FAO Offices with Technical Officer/FAOR (8)

Algeria	Guatemala	Paraguay
Argentina	Jordan	Qatar
Equatorial Guinea	Libyan Arab Jamahiriya	

National Correspondents (without FAOR) (5)

Albania	Papua New Guinea	Tajikistan
Belarus	Romania	

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

Table 2 - Staffing and Regular Programme Resources

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

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

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

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

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

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

- Tables 3-7 provide an overview of the funding source and regional distribution of the field programme total delivery of FAO for the period 2004 to 2010 (preliminary figures), Technical Cooperation includes core voluntary contributions.
- The Field Programme has increased by 142% in the last six years, with the majority of the delivery being funded by voluntary contributions (+190%).
- Africa and Asia Pacific regions see a sharp increase in delivery funded from voluntary contributions for technical assistance in 2009 and 2010. With regards to Emergencies funded from voluntary contributions, Africa and Latin America and the Caribbean see a sharp increase since 2007, while Asia Pacific from 2008.

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

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

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

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

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

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

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

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

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

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

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

Source: Oracle DWH and FPMIS - 2010 as at December

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

<u>Table 9 - Emergency Activities operated by Decentralized Offices</u> <u>(Voluntary Contributions) - in USD millions</u>							
	2004	2005	2006	2007	2008	2009	2010 (preliminary)
Voluntary Contributions							
Country Offices in Africa	0	0	0.1	0.3	0.4	0.2	0.3
Africa	0	0	0.1	0.3	0.4	0.2	0.3
Country Offices in Asia	0	0	0.1	0.5	0.2	0	0.2
Asia	0	0	0.1	0.5	0.2	0	0.2
Regional Office	0	0	0	0	0	0	0.1
Subregional Offices in Europe	0	0	0	0	0	0.2	0
Europe	0	0	0	0	0	0.2	0.1
Country Offices in Latin America	0	0.1	0.2	0.7	1.4	0.6	0.2
Latin America	0	0.1	0.2	0.7	1.4	0.6	0.2
Subregional Offices in Near East	0	0	0	0	0	0	0
Near East	0	0	0	0	0	0	0
Total Voluntary Contributions	0	0.1	0.4	1.5	2	1	0.8

Source: Oracle DWH and FPMIS - 2010 as at December

Notes:

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

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

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

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

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

Regional Conference for Latin America and the Caribbean	Regional Conference for Africa	Regional Conference for Europe	Regional Conference for Asia and the Pacific	Regional Conference for the Near East
<p>3.84. In this regard, it recalled that a theoretical exercise involving the possible application of five of these eight criteria had produced the alarming result that 94 percent of FAO country offices be eliminated.</p> <ul style="list-style-type: none"> ➤ Emphasized the importance of maintaining FAO's presence in all the countries of the region and of reinforcing the professional teams and technical capacities of the Regional Office and the Subregional Offices. ➤ Stressed that the criteria of cost reduction and administrative efficiency, as narrowly interpreted, were clearly insufficient to guide decisions on the decentralization process. ➤ Stressed that decisions on the decentralization process also needed to take into account the contributions of 	<p>case of Africa.</p> <ul style="list-style-type: none"> ➤ The measures introduced by management were an effective way to address the structural deficit in the FAOR network budget. ➤ Recommended that the special needs of Africa be kept in mind and that a strong network of country offices, which was essential to meet these needs, be provided. ➤ Multiple accreditation for country offices would not be suitable for African countries which had urgent and pressing needs for help and support. ➤ FAO should maintain and possibly increase the number of country offices in the Region. ➤ Decentralized Offices should be strengthened through both financial and technical resources and there should be better training for staff in 	<p>present structure, staffing and funding of the Decentralized Offices and to give serious consideration to fully fledged presence in some of the countries in the region, especially in the Central Asia subregion, while reinforcing its country presence in some others through the nomination of Assistant FAO Representatives.</p>		

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

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

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

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

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

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

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

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

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

Regional Offices

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

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

Subregional Offices/Multidisciplinary Teams

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

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

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

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

Country Offices

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

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