



Food and Agriculture
Organization of the
United Nations

Country Office Network – Current Status and Way Forward

Senior Officials Meeting 26-28 March 2024

Theme: Resilient agrifood systems and inclusive rural transformation



Decentralized Offices Network transformation

Document (ARC/24/10) proposes measures to:

- strengthen work at country level
- address current challenges, and
- prioritize and tailor support to the specific needs of countries

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Country Office Network - Vision

Modern and efficient network

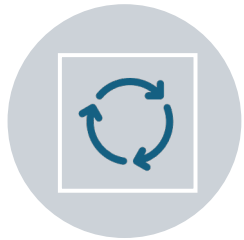
Able to deliver at scale at country level

Responsive to countries' aspirations in attaining the SDGs in line with the FAO Strategic Framework

With effective accountability, internal control and good management

Overarching Principles

Proposed adjustments need to:



Reflect countries' evolution, specificities, capacities and needs



Have built in flexibility, improved agility and strengthened capacity



Reflect modern office staffing structures for operating and delivering



Be implemented in a progressive manner



Not negatively impact the regional budgetary allocation to the FAOR Network

Evolving Context – Drivers of Change

External:

- changes in income levels, economic development
- changes in development agendas
- increasing vulnerabilities

Internal:

- changes in size, complexity and type of operations managed
- evolution of digitalization and work modalities
- evolution of programming modalities

Challenges and gaps in current country office set-up



Criteria for RP resource allocation are not based on defined models

RP staffing profiles do not adequately reflect the current realities

Structural, budgetary and administrative set-ups are not agile

Not country-context specific

Capacities for delivery at scale not fully in place

Proposed measures for improvement



Renewed business model, reflecting country contexts based on agreed principles and criteria



Increased flexibility via strategic adjustment in staffing profiles and enhanced allocation of non-earmarked resources



Increased agility through a share of resources being pooled at regional level for specific country-level needs.

Models of Country Offices

Models of Country Offices	Indicative number of RP-funded Staff (Core)
Model 1: Countries with large programmes and/or with major economic, environmental and social challenges	
1.A – Crisis countries and/or countries with large programmes	7 core staff
1.B – Low-/Lower-middle-income countries which are also Least Developed and/or low-income food deficit countries	7 core staff
Model 2: Countries with middle-income level	
2.A – Lower-middle- income countries	5 core staff + government encouraged to second staff
2.B – Upper-middle- income countries	1 core staff (International FAO Representative) + enhanced national ownership and contribution encouraged
Model 3: Small Island Developing States (SIDS) and Landlocked Countries	
3.A – Small-size SIDS (population of less than 100 000)	1 National Correspondent (NC)
3.B – Larger SIDS and small landlocked countries	1 National Professional Officer (NPO)
Model 4: FAO Representations co-located with a Regional or Subregional Office	
4.A – Country Office co-located with Regional Office	1 NPO with (Deputy) Regional Representative as Head
4.B – Country Office co-located with Subregional Office	1 NPO with Subregional Coordinator as Head

Further measures: extrabudgetary programmes / project management

Countries managing large, complex extrabudgetary programmes is growing

To ensure:

timely and high-quality delivery, and

an adequate and compliant management of EB resources

It is proposed to introduce:

minimum standard extra-budgetary funded staffing

specific compliance and internal control measures

Further measures: managerial environment

Strategic
transformation of
Enterprise Resource
Planning (ERP)

Vertical integration of
servicing work

Capacity and career
development for
country office staff

Strategic review of project
cycle and operational
modalities

Suggested action by the Regional Conference



Provide feedback and guidance on the proposed measures



Express in principle support to the set of proposals



Request management to proceed with a transparent process of consultations with countries,

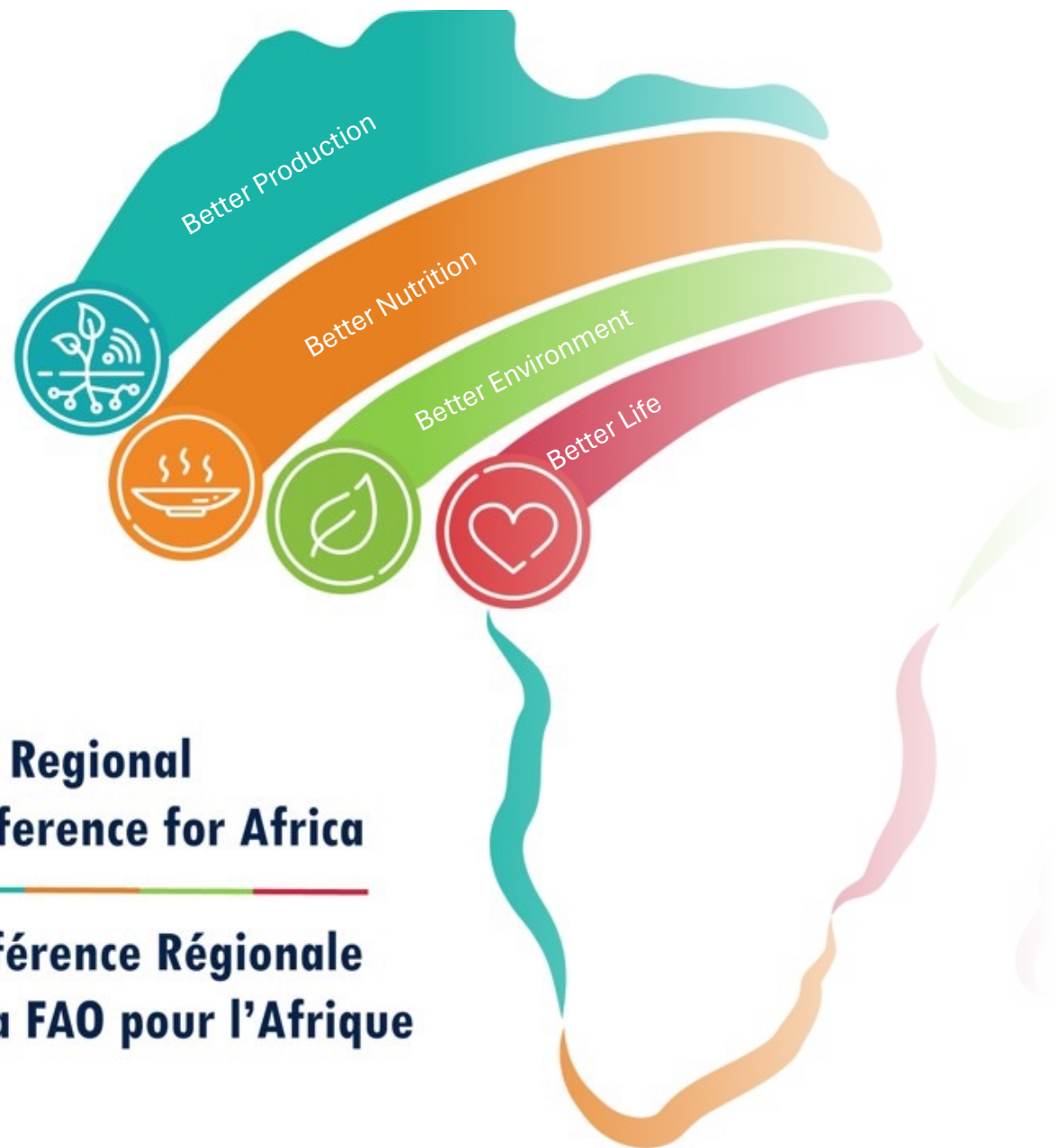


For the progressive implementation of the proposed arrangements.

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**FAO Regional
Conference for Africa**

**Conférence Régionale
de la FAO pour l'Afrique**



Thank you

Merci

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Obrigado

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