

Functions of Regional Offices

Regional Offices (ROs) are responsible for leading FAO's response to regional priorities for food security, agriculture and rural development through the identification, planning and implementation of FAO's priority activities in the Region.

Each RO is headed by a Regional Representative (RR) who is assisted by a Deputy Regional Representative (DRR). The RRs determine the annual workplan and staff time utilization for Regional Technical Officers, in consultation with and with functional guidance from the respective Technical Departments and Divisions in Headquarters.

RRs represent, advocate and communicate for FAO with region-wide organizations including the Regional Economic Integration Organizations (REIOs), region-wide entities of the UN system, regional development partners and non-governmental organizations (NGOs), media and other regional stakeholders.

They support regional policy dialogue on food security, agriculture and rural development issues, facilitate the emergence of regional partnerships, and support capacity development and resource mobilization for food security, agriculture and rural development in the region. They lead the contribution of the ROs to the FAO programme and budget process and support the food security, agriculture and rural development aspects of aid coordination, including joint UN strategy and programme development, at regional level. In doing so, they ensure that the FAO strategy and programme development at regional level is embedded in the wider framework of FAO Regular Programme as well as joint UN action.

Since the beginning of 2010, Regional Offices are also responsible for overseeing the management of FAO Representations in their respective regions and they provide operational and administrative support to the functioning of the country offices. The RRs play an increasingly important role in shaping the broader policy agenda of the Organization through the preparation and management of the Regional Conferences which serve as governing bodies of the Organization (since the beginning of 2010) and report to the FAO Council and Conference.

Location of Regional Offices

- REGIONAL OFFICE FOR AFRICA (**RAF**) LOCATED IN ACCRA, GHANA
- REGIONAL OFFICE FOR ASIA AND THE PACIFIC (**RAP**) LOCATED IN BANGKOK, THAILAND
- REGIONAL OFFICE FOR EUROPE AND CENTRAL ASIA (**REU**) LOCATED IN BUDAPEST, HUNGARY
- REGIONAL OFFICE FOR LATIN AMERICA AND THE CARIBBEAN (**RLC**) LOCATED IN SANTIAGO, CHILE
- REGIONAL OFFICE FOR THE NEAR EAST (**RNE**) LOCATED IN CAIRO, EGYPT

SUBREGIONAL OFFICES



Functions of Subregional Offices

The Subregional Offices (SROs) mainly consist of Multidisciplinary Teams (MDTs) and are led by the Subregional Coordinators (SRCs). They are an integral part of the relevant Regional Offices. They are composed of officers located in the subregional office, and also include the FAOREps of the subregion who contribute up to 30 percent of their time to the work of the MDT. There are two subregional MDTs - one for South America and the other for Oriental Near East - that do not constitute Subregional Offices, but they are headed by the Deputy Regional Representative and in practice they function as SROs. The SROs represent a critically important component of the decentralization strategy. They bring cutting edge technical expertise to the countries of the subregion, in response to specific requests for assistance from governments for policy advice, capacity building, project formulation and implementation. The SROs serve as the first port of call for technical support to member countries. They also assist the FAOREps in the formulation of the Country Programming Frameworks (CPF) within the context of the broader development objectives defined in the United Nations Development Assistance Framework (UNDAF).

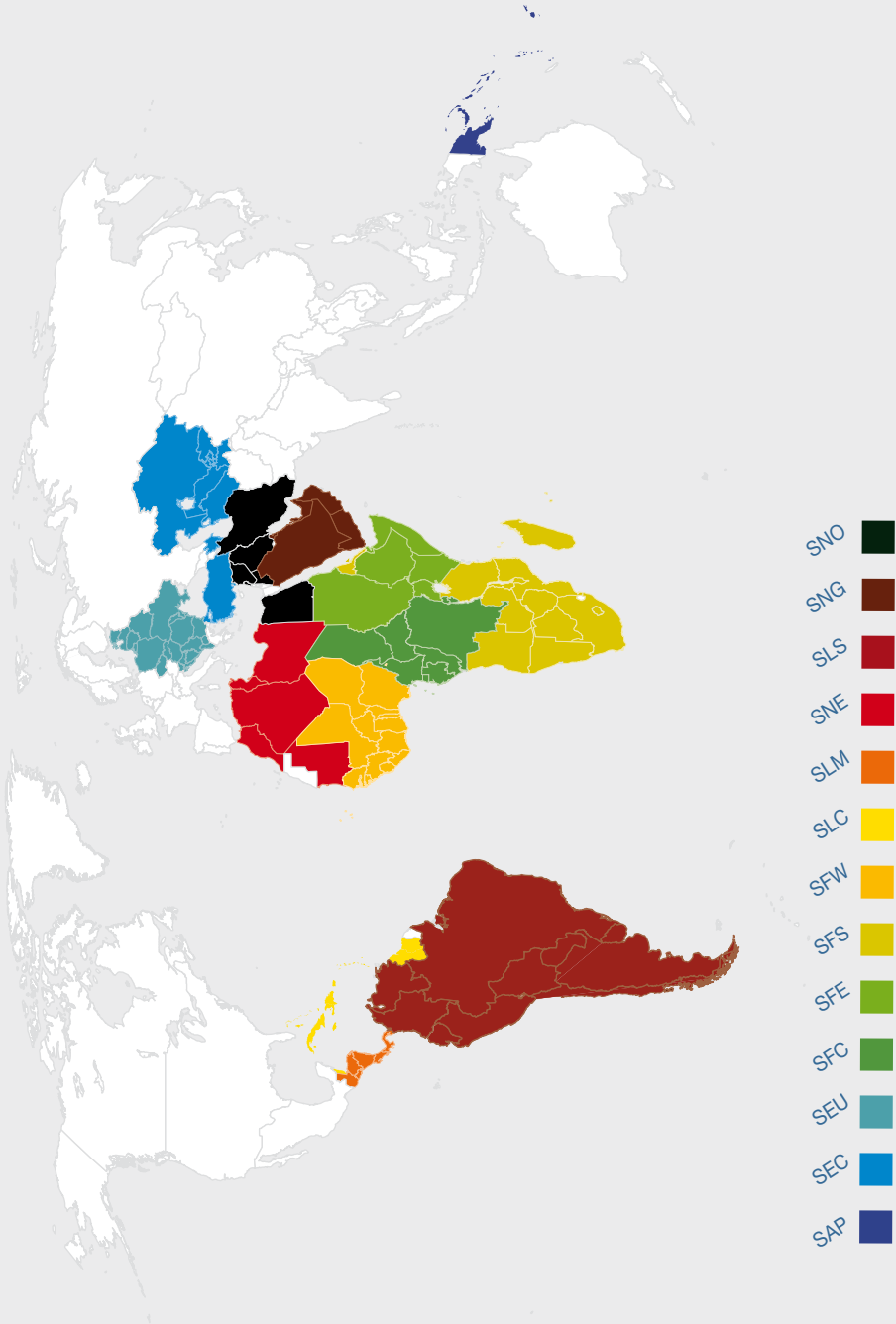
Working closely with the Regional Offices, the Subregional Offices are responsible for the overall planning of FAO activities in the subregion, by developing, promoting, overseeing and implementing strategies for addressing subregional food, agriculture and rural development priorities. They develop and maintain relations with subregion-wide institutions, as well as those Regional Economic Integration Organizations that are located in the subregion. They assist the countries in the subregion by addressing subregional food security, agriculture and rural development issues.

The SRCs represent FAO vis-à-vis subregional institutions and media. They lead the SRO in the performance of its functions. They also play the role of FAORep to the host country and in some cases to other countries under multiple accreditations. The SRCs provide functional guidance to the FAOREps of the subregion, in their capacity as MDT members (for up to 30% of their time), and supervise the Subregional Technical Officers (STOs) who, together with the subregional FAOREps, make up the MDT.

The SRCs, in the context of the FAO mandate, ensure coherence between country, subregional and regional priorities. SRCs work in the line of command of the Regional Representative (RR) and receive functional guidance from the relevant divisions at Headquarters.

SRCs are the heads and managers of the SROs, and they may take such measures as may be necessary to optimize SRO's performance, within the general organizational framework of its functional statement, the Circular on Responsibilities and Relationships and other applicable corporate standards, priorities, policies and procedures. The SRC determines, in consultation with the RR and the concerned Division Directors, the annual work plan and staff time utilization of STOs and other SRO staff.

Coverage and Location of Subregional Offices



Subregional Office		Host Country	Member Countries
Subregional Office for the Pacific Islands (SAP)	Samoa (Apia)	Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia (Federated States of), Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu	
Subregional Office for Central Asia (SEC)	Turkey (Ankara)	Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkey, Turkmenistan, Uzbekistan	
Subregional Office for Central and Eastern Europe (SEU)	Hungary (Budapest)	Albania, Armenia, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, FYR Macedonia, Georgia, Hungary, Latvia, Lithuania, Moldova, Montenegro, Poland, Romania, Serbia, Slovakia, Slovenia, Ukraine	
Subregional Office for Central Africa (SFC)	Gabon (Libreville)	Cameroon, Central African Republic, Chad, Republic of the Congo, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Sao Tome and Principe	
Subregional Office for Eastern Africa (SFE)	Ethiopia (Addis Ababa)	Burundi, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, Sudan, Uganda	
Subregional Office for Southern Africa (SFS)	Zimbabwe (Harare)	Angola, Botswana, Comoros, Eritrea, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe	
Subregional Office for West Africa (SFW)	Ghana (Accra)	Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo	
Subregional Office for the Caribbean (SLC)	Barbados (Bridgetown)	Antigua and Barbuda, Bahamas, Barbados, Belize, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago	
Subregional Office for Central America (SLM)	Panama (Panamá)	Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama	
Subregional Office for North Africa (SNE)	Tunisia (Tunis)	Algeria, Libyan Arab Jamahiriya, Mauritania, Morocco, Tunisia	
Multidisciplinary Team for South America (SLS)	Chile (Santiago)	Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay, Venezuela	
Subregional Office for the Gulf Cooperation Council States and Yemen (SNG)	UAE (Abu Dhabi)	Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates, Yemen	
Multidisciplinary Team for Oriental Near East (SNO)	Egypt (Cairo)	Egypt, Iran, Iraq, Jordan, Lebanon, Syrian Arab Republic	

COUNTRY OFFICES

ORGANISATION DES NATIONS UNIES
PRÉSENTATION ET COORDINATION



ORGANISATION DES NATIONS UNIES
PRÉSENTATION ET COORDINATION

PRÉSENTATION DE LA FAO AU BURKINA FASO

25 RUE 4-24 AVENUE GUILLAUME OUEDRAOGO

BOULGADOUGOU 01 TEL: 30 60 57/58 FAX: 31 00 84 E-MAIL: FAO.BFA@UN.ORG



Accra
Addis Ababa
Ampara
Ankara
Apia
Bridgetown
Budapest
Buenos Aires
Cairo
Canton
Cebu
Dhaka
Doha
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Vienna
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Yaounde
Zagreb
Zimbabwe

Functions of Country Offices

The main aim of the FAO country offices¹, which are headed by an FAO Representative, is to assist governments to develop policies, programmes and projects to achieve food security and to reduce hunger and malnutrition, to help develop the agricultural, fisheries and forestry sectors, and to use their environmental and natural resources in a sustainable manner.

In particular, this is achieved by:

- Developing, promoting and overseeing strategies for addressing national food security, agriculture and rural development objectives;
- Developing and implementing FAO field programmes by identifying and formulating new programmes and projects and by liaising with local stakeholders including donor representations;
- Helping governments to prevent disasters, assess damage, and assist them in the reconstruction and rehabilitation of the agricultural sector;
- Carrying out public awareness activities and supporting important FAO activities such as TeleFood and the World Food Day;
- Providing assistance to technical and investment missions from FAO headquarters and from Regional or Subregional Offices to the country;
- Serving as the channel of FAO services to governments and other partners (donors, NGOs, Civil Society Organizations, research institutions, etc.);
- Keeping FAO informed of major social and economic developments in the country and monitoring the situation of the agricultural sector in the country;
- Representing FAO before host governments and all partners involved in FAO activities.

As representatives of the Director-General in their country/countries of accreditation, FAOREps develop and maintain relations with the government and other institutions in the country and liaise on behalf of the Regional Representative (RR) or Subregional Coordinator (SRC) with (sub)regional organizations located in their country. They guide all units in FAO on country assistance priorities and all FAO staff in the country on advocacy, policy, security and general managerial issues. Since January 2010, FAOREps work in the direct line of command of the Regional Representative.

¹ FAO country offices may be headed by a FAO Representative or a Technical Officer serving as FAOREp. In some cases, FAO representation in the country is achieved through the concurrent accreditation of a FAOREp resident in another country. In such cases, there is a resident National Professional Officer or a National Correspondent.

FAOReps lead FAO response to individual member countries' priorities and specific needs, notably in the context of the United Nations Development Assistance Framework (UNDAF) and FAO Country Programming Framework (CPF) processes.

In order to accelerate and to enhance the effectiveness of decentralization of programme delivery, the Organization had previously strengthened the resource base available for technical assistance at field level by expanding the Technical Cooperation Programme (TCP) Facility² in 2004, with FAOReps now having the authority to approve commitments up to USD 200,000 per biennium for each eligible member country. In this context, the FAOReps have also been granted a higher level of delegation of authority for the procurement of goods and services and for the recruitment of personnel.

The role of FAOReps has significantly expanded over the last few years, especially with regard to their increasing responsibilities within the project cycle, their interaction with the UN Country Team (UNCT) and increased delegation of authority.

Each fully-fledged Country Office has an FAO Representative (international staff at P5/D1 level) and two National Professional Officers (Assistant FAOR Programme and Assistant FAOR Administration), in addition to other support staff whose number varies depending on the volume and complexity of the work carried out by the office.

² The Technical Cooperation Programme (TCP) is funded by the FAO Regular Programme and supports FAO Member Nations through projects that address specific problems in the agriculture, fisheries and forestry sectors. The aim of the TCP projects is to produce tangible and immediate results in the battle against hunger and to pave the way for long term sustainable development programmes.

The TCP Facility (TCPF) enables FAO Representatives to respond to government requests for urgent small-scale technical assistance activities and to strengthen the field programme development process.



ORGANISATION DES NATIONS UNIES
POUR L'ALIMENTATION
ET L'AGRICULTURE
BUREAU DU CAMEROUN
B.P. 281 YAOUNDE

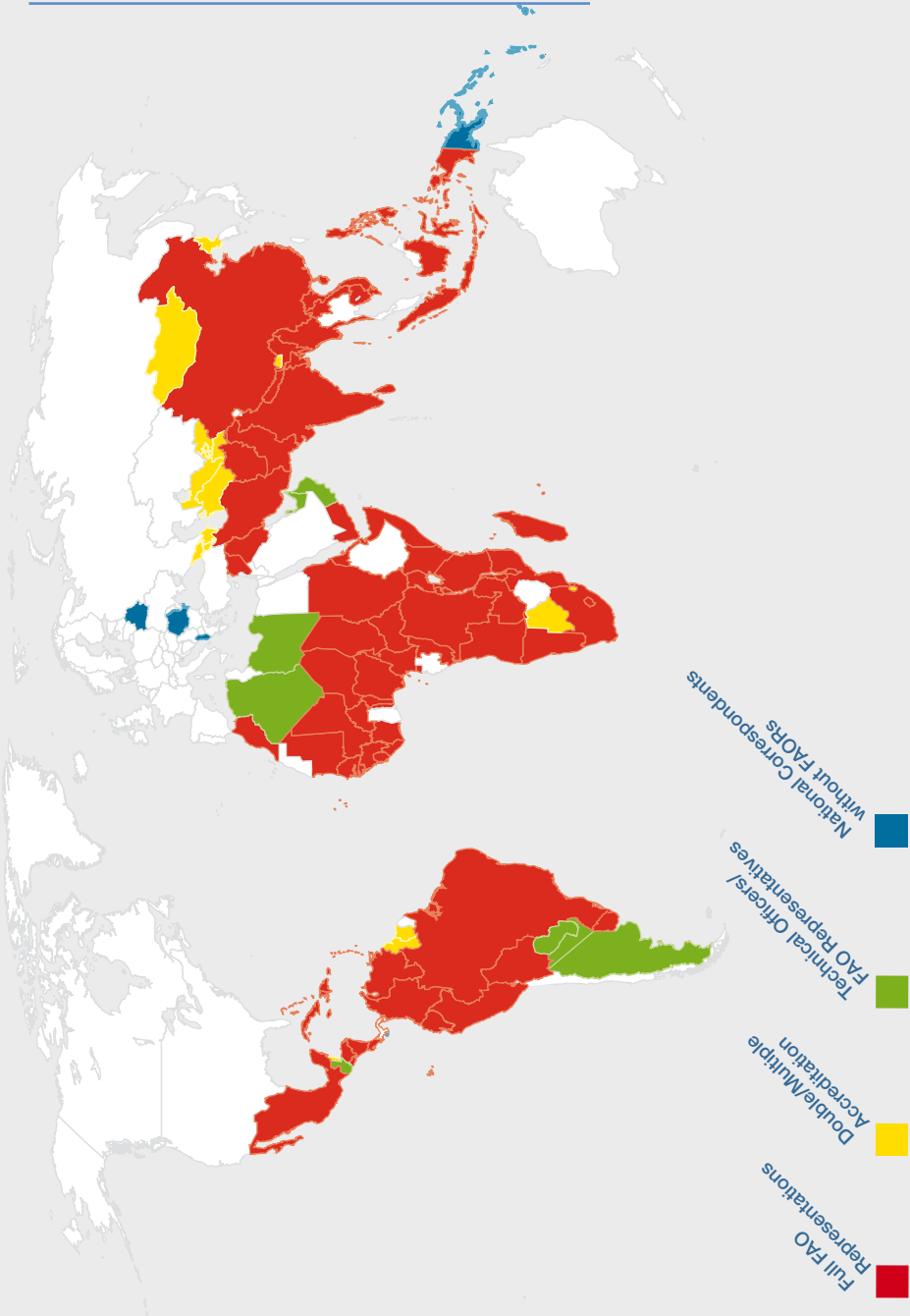
Tel: (237) 20 28 45/21 12 42 FAX: (237) 20 40 11



FAO Premises by Region						
FAO Region	Premises provided free of charge by Government to FAO	Premises provided free of charge by Government to UN (UN Common Premises)	FAO Rented Premises	UN Rented Premises (UN Common Premises)		
Africa	28	5	4	3		
Near East	10	-	2	-		
Latin America and the Caribbean	14	3	6	-		
Asia and the Pacific	9	3	3	3		
Europe and Central Asia	4	-	-	-		
Total	65	11	15	6		

NB: Excluding “Multiple Accreditation” and “National Correspondent” countries, Including TOs, SROs, and ROs

Coverage and Location of Country Offices



Offices	Africa	Asia and the Pacific	Latin America and the Caribbean	Near East and North Africa	Europe and Central Asia
Full FAO Representations (FAORs) excluding those hosted in ROS and SROs	Angola, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Democratic Republic of the Congo, Republic of the Congo, Côte d'Ivoire, Djibouti, Eritrea, Gambia, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, Sudan, Tanzania, Togo, Uganda, Zambia	Afghanistan, Bangladesh, Cambodia, China, India, Indonesia, Laos, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Vietnam	Bolivia, Brazil, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Peru, Trinidad and Tobago, Uruguay, Venezuela	Iran, Iraq, Lebanon, Mauritania, Morocco, Syria, Yemen	
Countries covered by double/multiple accreditation with an Assistant FAOR or National Correspondent	Botswana, Comoros, Mauritius, Sao Tome and Principe, Seychelles, Swaziland	Bhutan, Cook Islands, Fiji, Kiribati, Korea DPR, Maldives, Marshall Islands, Micronesia (Federated States of), Mongolia, Nauru, Niue, Palau, Solomon Islands, Tonga, Tuvalu, Vanuatu	Antigua and Barbuda, Bahamas, Belize, Cuba, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname		Armenia, Azerbaijan, Georgia, Kazakhstan*, Kyrgyzstan, Moldova, Tajikistan*, Turkmenistan*, Uzbekistan*
Technical Officers/ FAORs	Equatorial Guinea		Argentina, Guatemala, Paraguay	Algeria, Jordan, Libya, Oman*	
National Correspondents without FAORs		Papua New Guinea			Albania, Belarus, Bosnia & Herzegovina*, Romania, Serbia*

* envisaged but not yet implemented

Profile of FAO Representatives

Out of all the FAOReps currently (January 2011) on post, and RRs and SRCs, as well as Technical Officers (TOs) serving also as FAOReps, 14 are women (19%). The grades of these posts range from P-5 to D-1, while most TOs are at P-4 level. Although the minimum educational background required is a university degree in a major discipline relevant to the work of the Organization, most FAOReps have advanced degrees. Substantive professional background in a technical area of interest to the Organization and considerable managerial experience are prerequisites for being considered for a FAORep position.

FAOReps normally spend an average of 4.5 years in a country (sometimes with double or multiple accreditations).



FAO Policy on Selection and Evaluation of FAO Representatives

Potential FAOReps are currently identified through a standard Vacancy Announcement which is posted on the FAO Internet site twice a year. CVs of candidates may also be obtained from different sources and through outreach approaches. Candidates meeting all essential qualifications are included in a Roster managed by the Office of Support to Decentralization (OSD) and are considered for suitable openings, together with interested serving staff members. Following rigorous review of available candidatures, a short-list of suitable candidates is prepared and submitted to the Director-General for his consideration. The candidates selected by the Director-General are interviewed by a number of senior managers who make recommendations to the Director-General. Based on these recommendations, the Director-General makes the final decision. OSD then proceeds with informal consultations with the concerned government, followed by formal governmental clearance and appointment by the Director-General.

Serving FAOReps are regularly evaluated within the framework of the Performance Evaluation and Management System (PEMS) introduced by FAO in 2010.