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
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
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

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

1. Provide feedback and guidance on the proposed measures

2. Express in principle support to the set of proposals

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

4. For the progressive implementation of the proposed arrangements.
Thank you
Merci
 شكراً
Obrigado
谢谢