

**OFFICE FOR COORDINATION OF NORMATIVE, OPERATIONAL AND
DECENTRALIZED ACTIVITIES (OCD)**



**GUIDELINES FOR
FAO REPRESENTATIVES'
REPORTING**

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

May, 2003

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A. Guidelines for FAOR Report Preparation

1 Introduction

These guidelines replace the Guidelines for FAOR Annual Reporting issued in 1997. This new approach places greater emphasis on reporting about the FAOR's activity rather than the situation in the country or the programmes of the government. It includes elements of an indicative programme framework. These guidelines are not to be confused with the more specific field programme reports (such as the Quarterly Project Implementation Reports) which are governed by Field Programme Circulars.

2 Context of the FAOR Reporting exercise

2.1 Towards a Programme Framework

As FAO is not a donor, it can devote only limited Regular Programme resources to the country level and depends on donors for much of its field programme. Its work in the field is not only determined by government assistance requests and country-level activities of the Regular Programme, but it is also contingent on factors such as the political/economic circumstances in the country, the capacity and interest of national stakeholders, the interest of donors, the availability of FAO technical units to support the work of the FAOR at country level, etc. These guidelines, therefore, do not present a rigid planning framework but purport to assist the FAOR in finding the right balance between pure improvisation and a programmed approach. While it is understood that programming is difficult in circumstances characterized by high levels of turbulence and unpredictability, FAORs should endeavour, where possible, to design an indicative programme of their own work that is not merely *ad hoc* and reactive but that proactively responds to the needs of their host country and identifies, as early as possible, the support needed from other FAO units.

2.2 Purpose of FAOR Reporting

FAORs play a lead/catalytic role in defining FAO's strategic response – at country level – to the expressed needs of the host government as well as to changing circumstances and new developments. The FAOR's Report describes FAO's priorities in the country, why they are chosen and how they will be addressed. The purpose of FAOR Reports is therefore to:

Present and report on FAO's country strategy to address the expressed agricultural development and food security priorities of the Government.

2.3 Why prepare FAOR Reports?

The systematic preparation of FAOR Reports is intended to contribute to:

- a more informed formulation of FAO's regional and global priorities. The articulation of country-level priorities in the FAOR Report are of great value for the subsequent definition of subregional, regional and global priorities in the MTP and PWB processes. To that

effect, FAOR Reports are structured to facilitate cross-referencing with the work plans and priorities of other FAO units (see part B - Annotated Outline);

- continuity and institutional memory by facilitating the transfer of experiences and insights from departing FAORs to their successors;
- establishment of a collaborative framework for the FAO Country Team;
- improved collaboration between FAORs and other FAO units;
- accountability by documenting the use made of FAOR's office budgets;
- improved inputs on agriculture and food security matters into the work of the UN Country Team in general and in the preparation of CCA and UNDAF in particular; and
- better communication with development partners and improved public relations by providing better information to external stakeholders and promoting a more realistic understanding of FAO's work.

2.4 Inputs into report preparation

In preparing their reports, FAORs may be guided by:

- their knowledge of the constraints and opportunities for agriculture development and food security in the country;
- national development plans and policies;
- the activities of other development partners with regard to agricultural development and food security;
- the assistance requested by the government;
- the updated Agricultural Development and Food Security Strategies/Policies;
- FAO's programme framework as described in the Strategic Framework and in the MTP/PWB documents;
- guidance from other FAO units in their respective mandated areas;
- the general guidance/feedback received through, *inter alia*, the Management Letters;
- suggestions from the Resident Coordinator or other members of the UN Country Team;
- criteria and policies of donors, opportunities for resource mobilization; and
- needs of particular target groups, civil society, academic and research communities and/or private sector.

2.5 Internal and External Use of FAOR Reports

Part one of the Annual Report (i.e. excluding part two on Relations and Management) describes the FAOR's indicative programme framework and is for both internal and external use. FAORs may decide to share the programme framework of the Inception Report with other stakeholders, if they are confident that it adequately reflects the comments received from other FAO units. Alternatively, FAORs may share with them the Programme Framework of the Annual Report.

Part two of the FAOR Report - Relations and Management - is for internal FAO use only. It contains ideas that need internal discussion, promising trends that need to be looked into and highlights the support required from other FAO units.

3 Types of FAOR Reports

There are four types of FAOR Reports: Inception, Annual, Special and Terminal Reports.

Inception Report. Upon arrival in the country, new FAORs will find the Terminal Report prepared by their predecessor. Using the latter report as a baseline, the new incumbent produces an Inception Report within three months of arrival consisting of a draft Programme Framework (part one) and a section on Relations and Management (part two). This method ensures an effective transfer of institutional memory from the previous to the new FAOR, while providing the latter with appropriate leeway to adjust priorities based on his/her findings. The draft Programme Framework is submitted for comments to the concerned FAO units. Whenever possible, i.e. within the deadline, such comments are reflected in a revised version of the Inception Report. If not, the comments are reflected in the subsequent Annual Report.

Annual Report. This is the most important report. The Programme Framework is updated yearly to reflect changed circumstances, new assistance needs and progress achieved. The first Annual Report is prepared 12 months after the arrival of the FAOR in the country. Subsequently, it is submitted annually.

Special Report. This is prepared when the FAOR decides that a rapid strategic reorientation is called for requiring the attention and support of the rest of FAO.

Terminal Report. This is an update of the latest Programme Framework as well as a hand-over note for the successor. It is prepared one month in advance of the FAOR's departure from the country and focuses on transferring insights and recommendations to the successor. It also contains important certifications of the budgetary, imprest and inventory situation of the office (see part B - Annotated Outline).

4 Preparation of Reports

4.1 Responsibilities

FAORs are responsible for both the contents of FAOR Reports as well as their preparation (i.e. timely start of drafting, appropriate consultations with the FAO Country Team and other FAO units, etc.).

In country offices with an Assistant FAOR (Programme), the latter should normally play a central role in the process of report preparation under the guidance of the FAOR. National Correspondents (NCs) in countries covered by double or multiple accreditation can also contribute to the preparation of FAOR Reports.

Part one - Programme Framework (i.e. excluding Relations and Management) of the Annual Report is, as a rule, a public document. FAORs are responsible for its contents and distribution, in accordance with these guidelines and may decide on a case-by-case basis whether to share it with stakeholders outside of FAO.

4.2 Consultations

FAOR Reports are designed to enhance corporate consensus around the FAOR's plans, enrich the country-level perspective with ROs/SROs or Headquarters and enhance the synergy between operational and normative work. The process should be initiated sufficiently in advance to leave enough time for consultation and reflection. The drafting process should involve, to the maximum feasible extent, members of the FAO Country Team. Similarly, visiting staff members from ROs/SROs or Headquarters may be asked to contribute on issues for which they have expertise. FAORs are encouraged to circulate (parts of) their draft Reports for comments among FAO officers in the field, in ROs/SROs or at Headquarters.

4.3 Contents

FAOR Reports are of a rolling nature in that they take the previous one as a baseline and concentrate on explaining the changes.

Their contents should follow the structure and headings of the attached annotated outline.

FAOR Reports should never duplicate information available from the Full Country Briefs, FPMIS, COIN or any other information already available on the Internet/FAO Web site/FAO Intranet such as, for example, the country profiles. Where possible, appropriate links (URLs) should be provided in the text.

As FAOR Reports always have a fairly wide distribution within FAO, they should **not** contain confidential matters, which should be sent to the concerned unit under separate correspondence.

4.4 Frequency

<i>Frequency of FAOR Reports</i>				
<i>Type of country office</i>	<i>Inception Report</i>	<i>Annual Report</i>	<i>Special Report</i>	<i>Terminal Report</i>
Fully-fledged FAOR	Within three months of arrival of the FAOR	At each anniversary of the FAOR's arrival	At FAOR's discretion	One month before FAOR's departure
OTO/FAOR	Within three months of arrival of the FAOR	At each anniversary of the FAOR's arrival	At FAOR's discretion	One month before FAOR's departure
Double or multiple accreditations	Within three months of FAOR's presentation of credentials	At each anniversary of the FAOR's arrival	At FAOR's discretion	One month before FAOR's departure

4.5 Length

FAOR Reports should be as concise as possible and come straight to the point to explain what FAO will be doing in the country and why.

	Annual Report	Inception, Special and Terminal Reports
	Words (400 words = approximately 1 page)	
Executive Summary	800	0
Part One - Programme Framework		
1. General Assessment	1 200	1 200
2. Priorities	1 200	1 200
3. FAO's Response - Technical/Humanitarian Cooperation - Advocacy and Partnerships	1 200	1 200
Part Two - Relations and Management	1 200	1 200
Total	5 600	4 800

FAORs may decide to vary the length of one section at the expense of any other (except the Executive Summary) as long as the maximum number of words is not exceeded.

4.6 Quality standards

FAOR Reports should conform to the highest editing and linguistic standards and should be carefully proofread. They will be prepared in the working language applicable in the country, i.e. English, French or Spanish.

4.7 Distribution

a. Part One - Programme Framework

The draft Programme Framework should be e-mailed by the FAOR to OCD with copy to the Regional Representative, the Subregional Representative, where applicable, the Heads of Technical Departments (AG, ES, FI, FO, SD and GI) at Headquarters as well as the ADG, TC. The e-mail should highlight the units from which FAORs would like to receive comments.

Recipients should make appropriate arrangements to distribute the FAOR Report within their units and ensure that comments are prepared if it covers issues of concern to their division/office in order to allow the FAOR to finalize the report.

Once finalized, the Programme Framework may be distributed in hard copy to members of the FAO or UN Country Team, government counterparts, members of the UN System Network on Food Security and Rural Development, Headquarters, RO and SRO staff, consultants, members of country and project tasks forces, donor representatives, NGOs, CSOs and private sector representatives, other FAORs, Headquarters Programme Coordinators, etc., as considered appropriate by the FAOR, and/or placed on the FAOR's Web site.

b. Part Two - Relations and Management

Part two of the FAOR Report - Relations and Management - is addressed to OCD, which will ensure its distribution to other units as appropriate.

B. Annotated Outline of FAOR Reports

This outline provides the general structure and headings to be used in the preparation of FAOR Reports. A more detailed description of issues to be covered under the various headings used can be found in part C.

1 Part One: Programme Framework

1.1 General Assessment

The report should contain an assessment of the country's potential for achieving food security and agricultural/rural development as well as the main constraints faced. This assessment should be realistic about what FAO could/should do, taking into consideration: (i) the assistance requested by the government; (ii) FAO's priorities and competitive advantages, as defined in the SF/MTP and PWB as well as in the National Agricultural Development and Food Security Strategies/Policies; (iii) overall UN objectives, as defined in MDGs and UNDAF; (iv) the contribution of other development partners to agricultural development and food security; and (v) available resources and opportunities for resource mobilization.

The assessment may focus, as applicable, on: (i) important developments and events which affect the functioning of FAO in the country; (ii) assessment of FAO's impact in the country; (iii) a listing of the factors that critically contributed to or created significant obstacles to the achievement of results stated in the previous FAOR Report; (iv) an assessment of FAO's strengths and weaknesses in the country; and (v) lessons learned from the implementation of activities since the latest FAOR Report.

Reference information for this section is available at www.fao.org/countryprofiles. Where applicable, the FAOR Report may include reference to the data available there.

Inception Reports will also provide an assessment of the proposals and recommendations contained in the predecessor's Terminal Report in the light of the new FAOR's first experiences.

1.2 Priority Issues

This section covers the agricultural development and food security priority issues as agreed between the FAOR and the government or, alternatively, where consultations are insufficiently advanced, the FAOR's perception of such priorities. These priorities should be linked to the issues identified in the general assessment above. They should be grouped under (some of) the following headings to facilitate cross-referencing with programming documents and work plans of other FAO units (see part C for more details):

- 2.1.1 (AGL) Natural Resources
- 2.1.2 (AGP) Crops
- 2.1.3 (AGA) Livestock
- 2.1.4 (AGS) Agricultural Support Systems
- 2.2.1 (ESN) Nutrition, Food Quality and Safety
- 2.2.2 (ESS/GIL) Food and Agricultural Information

- 2.2.4 (ESC) Agricultural, Food Security and Trade Policy
- 2.3 (FI) Fisheries
- 2.4 (FO) Forestry
- 2.5.1 (SDR) Research, Natural Resources Management and Technology Transfer
- 2.5.2 (SDW) Gender and Population
- 2.5.3 (SDA) Rural Development

FAORs should avoid identifying priority areas under all these headings as the purpose is merely to focus attention on areas of greatest need. Once these priority areas have been identified, FAORs are encouraged to consult the narratives concerning their priority programmes in the PWB and MTP, available at www.fao.org/pbe/, so as to identify opportunities for collaboration with the relevant normative programmes. This will facilitate cross-referencing with the work plans and priorities of other FAO units.

Under each selected programme heading there should preferably be: (i) a short explanation of applicable priority issues and why they need to be addressed; (ii) a brief account of what FAO has achieved so far including support from the RP, pipeline/ongoing projects or possible collaboration with the normative programme, etc.; and (iii) a description of what FAO will do (preferably in terms of deliverables such as training, meetings, assessments, advocacy, issues to be negotiated, project ideas to be developed, projects to be formulated/strengthened/modified, etc.).

This format should be applied flexibly so as to ensure legibility and conciseness. Detailed technical examinations of the priority issues should be avoided. More comprehensive technical documentation, if available, should be provided electronically to the unit concerned. Alternatively, the link (URL) should be provided if the document is available on the Internet/FAO Web site/FAO Intranet.

The Inception Report should highlight significant differences between the approaches advocated in the Terminal Report of the predecessor as well as explain the differences. The Annual Report should explain significant differences with respect to the previous report. The Terminal Report should recommend the approach to be considered by the successor.

1.3 FAO's Response

a. Technical/Humanitarian Cooperation

This section should cover both RP and extra-budgetary funded activities in the country. Detailed project information is available in FPMIS, therefore the section should only cover the long-term/policy/strategic issues that need the attention of other FAO units and avoid detailed project-related issues, as these are best covered in routine correspondence through the usual channels.

The following headings are recommended (see part C for details):

Programme 2.5.6 (TCOS) Special Programme on Food Security

Programme 3.1.2 (TCA/PAB/PAU) Field Programme Development: this covers: (i) advice to development partners on assistance available from FAO; (ii) policy assistance and

prioritization of technical cooperation opportunities; (iii) resource mobilization strategies; and (iv) processing of requests from the government for FAO assistance.

Programme 3.3.1 (TCO/ROB) Technical Cooperation Project Operations: this covers: (i) the FAOR's work as Budget Holder of national projects; and (ii) operational support to technical cooperation projects of other Budget Holders with activities in the country.

Programme 3.3.3 (TCE) Emergency Matters: this covers: (i) contributions to national emergency matters (prevention, preparedness planning, monitoring and early warning, assessment of impact and needs, relief, rehabilitation and reconstruction, sustainable recovery); and (ii) assistance to TCE-operated emergency projects and, where applicable, the Emergency Coordination Unit.

Programme 3.4.0 Non-project/Country-level Activities of other FAO Units: (i) usually normative RP-funded activities initiated by Headquarters, or ROs and SROs, for example meetings/training; (ii) keeping the Organization informed of major events/developments and administrative changes; and (iii) promoting the ratification of treaties (LEG).

b. Advocacy and Partnerships

This section should cover the FAOR's Partnerships and Advocacy work under the following headings:

Programme 3.5.3 (TCDS, GIDN, OCD) Civil Society Awareness and Partnerships: FAOR's advocacy activities, *inter alia*, through the World Food Day and Telefood (GIDN), outreach activities with NGOs/CSOs and the private sector (TCDS) as well as promotion of the FAO's Partnership Programmes (OCD).

Programme 5.1.1 (GII) Media Relations: this covers: (i) maintaining a dialogue with local media; (ii) participation in TV/Radio programmes; (iii) press releases; and (iv) developing a communication plan for raising public awareness on FAO's activities, including development of Web sites.

2 Part Two: Relations and Management

This is the part of the report which is intended for use within FAO only. It covers representational/managerial functions under the following headings (see part C for details).

Programme 3.4.1 (OCD) External Relations: this section highlights the FAOR's work in establishing/maintaining effective working relationships and articulating the Organization's views with: (i) the government; (ii) the Resident Coordinator (RC) and other members of the UNCT including the UN system-wide programming (CCA, UNDAF) and administrative coordination; (iii) regional/subregional organizations based/represented in the country or countries of accreditation; and (iv) the representations of other FAO member countries in the country/countries of FAOR's accreditation.

Urgent and/or sensitive issues in this area should obviously be covered by e-mail or confidential correspondence with OCD, rather than being delayed until the preparation of the FAOR's report.

This section may also cover the results of, and follow-up to, the latest visits of the Director-General to countries of accreditation.

Programme 3.4.2 (OCD) Internal Collaboration: status of relations with the FAO Country Team and other FAO units. This section should highlight any specific support required from other FAO units to achieve the intended results described under part one – Programme Framework.

Programme 3.4.3 (OCD) Management of the office: Human resources/personnel issues; budget/finance matters, including government contribution, premises and assets management; and information and communications technology (ICT) management.

3 Executive Summary (only for Annual Reports)

Only the Annual Report should include an executive summary which consists of paragraphs summarizing the related sections of the main text of the report: (i) General Assessment; (ii) Priority Areas; (iii) FAO's Response through Technical/Humanitarian Cooperation, Advocacy and Partnerships; and (iv) Relations and Management.

This part of the report will be forwarded by OCD to the Office of the Director-General for information. Therefore, issues requiring the Director-General's attention should be included here. Special attention should be given to the editing and verification of the facts in the executive summary.

4 Annexes to be attached to the Terminal Report

Only the Terminal Report should include:

- a list of important contacts with the government, donors, persons involved in the FAO programme (qualified national consultants) and other stakeholders;
- a listing of pipeline and ongoing projects as well as non-project activities of other FAO units, each indicating the main issues to be addressed by the successor;
- staffing of the office, including problems and future needs;
- the budgetary and imprest account situation of the Representation **duly countersigned by the officer taking over the Representation**; and
- an inventory list of official equipment held at the Office duly countersigned by the officer taking over the Representation.

C. Detailed description of the issues to be covered under the programme headings

1.1 Priority Issues

Prg.	Title	Div.	Subjects covered under the programme
2.1.1	Natural Resources	AGL	Agricultural Water Use Efficiency and Conservation; Land and Soil Productivity; Integrated Plant Nutrient Management; Waterlogging and Salinity Control; Environmental Effects of Irrigation; Reclamation of Problem Soils; Land and Water Information Systems, Databases and Statistics; Land and Water Knowledge Management and Partnerships; and Technology and Research in Irrigation and Drainage.
2.1.2	Crops	AGP	Alternative Crops and Cultivars for New Opportunities; Urban and Peri-urban Agriculture; Crop and Grassland Production Systems; Prevention Transboundary Plant Pests; Integrated Pest Management; Plant Genetic Resources for Food and Agriculture (PGRFA); Seed Production and Security Systems; Facilitating Plant Production and Protection Decision-making; International Plant Protection Convention (IPPC); Pesticide Management; Migratory Pest Management; and Rice Development.
2.1.3	Livestock	AGA	Contribution of Livestock to Poverty Alleviation; Management of Farm Animal Genetic Resources; Veterinary Public Health Management and Food and Feed Safety; Prevention of Transboundary Livestock Diseases; Natural Resource Use in Livestock Production; Environmental Management of Insect-borne Diseases; Livestock Sector Analysis and Strategy Development; and Livestock Information System and Knowledge Framework.
2.1.4	Agricultural Support Systems	AGS	Small Farmer Livelihoods; Urban Food Needs; Sustainable Commercial Provision of Input Supply, Mechanization, Investment Support and Marketing Services; Agribusiness Development; Agricultural Services - Data and Information Systems; Farm Economics and Decision Support; Agricultural Engineering, Ergonomics and the Environment; Agricultural Marketing and Rural Finance; and Small-scale Agro-industries and Post-harvest Systems Analysis.
2.2.1	Nutrition, Food Quality and Safety	ESN	Nutrition Improvement for Sustainable Development; Community Action for Improved Household Food Security and Nutrition; Food and Nutrition Education, Communication and Training; Nutrition and Household Food Security in Emergencies; Food Composition (INFOODS); Joint FAO/WHO Food Standards Programme (Codex Alimentarius); Food Quality Control and Consumer Protection; Food Safety Assessment and Rapid Alert System; and Public Information about Nutrition, Food Quality and Safety.
2.2.2	Food and Agricultural Information	ESS	Food Insecurity and Vulnerability Information and Mapping System (FIVIMS); and Agricultural Statistics Development and Improvement of Statistical Data Quality.
2.2.2	Food and Agricultural Information	GIL	Facilitation of WAICENT and Virtual Library Outreach; and Capacity-building for Agriculture and Food Information through WAICENT.

Subjects covered under the programme			
Prg.	Title	Div.	
2.2.4	Agriculture, Food Security and Trade Policy	ESC	World Food Summit Monitoring and Follow-up; Support to Developing Countries for Trade Negotiations; and Measures to Enhance Commodity and Trade Development.
2.3.	Fisheries	FI	Fisheries Information; Fisheries Resources and Aquaculture; Fisheries Exploitation and Utilization; and Fisheries Policy.
2.4	Forestry	FO	Forest Resources; Forest Products; Forestry Policy and Planning; and Forest Programmes Coordination and Information.
2.5.1	Research, Natural Resources Management and Technical Transfer	SDR	Youth in Agriculture; Biotechnology in Agriculture; Development and Dissemination of Agricultural Knowledge and Technology; Agricultural Research; Integrated Environmental Planning and Management; Environmental Geo-information; and Information and Communication Technologies in Support of Agricultural Research, Extension and Education Systems.
2.5.2	Gender and Population	SDW	Gender and population issues in agricultural, environmental and rural development, in agricultural censuses and surveys and in legislation. Includes also the impact of the HIV/AIDS pandemic and of progressive rural ageing on agricultural productivity and food security as well as the gender-differentiated impact of globalization. The FAO Gender and Development Plan of Action (2002-2007) refers.
2.5.3	Rural Development	SDA	Land Tenure issues: facilitating access to land by ensuring user rights and improving land markets; building capacities of rural institutions to design and implement poverty alleviation and food security programmes; Participatory Approaches and Methods; ACC Network on Rural Development and Food Security; and Institutional Development and Access to Land Resources.

1.2 FAO's Response: Technical and Humanitarian Cooperation

Prg.		Title	Div.	Subjects covered under the programme
2.5.6	SPFS		TCOS	Special Programme on Food Security.
3.4.0	Non-project/ country-level activities of other FAO units		All	<p>(i) Supporting, monitoring and following up RP activities initiated (through missions and/or by delegation) by Headquarters or ROs/SROs such as briefing/identifying/recruiting local consultants on their behalf, provision of administrative support to their conferences, training courses, seminars, and overseeing their Letters of Agreement, Memoranda of Understanding, arrangements for and support to missions, study tours and fellowships to or from the country.</p> <p>(ii) Keeping the Organization informed of major economic and social developments, changes in institutions, senior positions, channels of communications and relations/collaboration with civil society, the private sector and other development partners through regular correspondence, annual reports, press clippings, questionnaires, transmission of important development plans or statistical publications.</p> <p>(iii) Promoting the ratification of treaties (LEG).</p> <p>(iv) Assist delegations from the country attending sessions of the Council, its Committees or the Conference.</p>
3.1.2	Field Programme Development and Policy Assistance		TCA	<p>(i) Policy assistance including assistance in the identification of joint government/FAO priorities for technical assistance as well as the Agricultural Development and Food Security Strategies/Policies.</p> <p>(ii) Advice to development partners on assistance available from FAO.</p> <p>(iii) Resource mobilization strategies to matching identified joint FAO/Government priorities with the policies and criteria of donors, in particular those that have delegated project approval authority to country-level representations.</p> <p>(iv) Screening, appraising and forwarding requests from the government for FAO assistance.</p>
3.3.1	Field Programme Implementation		TCOM	<p>(i) The FAOR's work as Budget Holder of national projects, i.e. supporting activities of other field projects such as: (i) assisting the government or other Budget Holders with monitoring/implementation of project activities; (ii) supporting national implementing authorities of projects without resident FAO experts and provision of guidance on operational and administrative matters, including recruitment of national project personnel/consultants and procurement of goods and services under delegated authority; (iii) preparatory work for other Budget Holders in these areas; and (iv) disbursements and financial management of locally administered project budgets.</p>
3.3.3	Emergency Matters		TCE	<p>(i) Contributions to national emergency matters (prevention, preparedness planning, monitoring and early warning, assessment of impact and needs, relief, rehabilitation and reconstruction, sustainable recovery). Alerting concerned FAO units on possible emergency situations and suggesting possible courses of action; coordination of contributions of other FAO units to the local assessment efforts and to UN system-wide and/or government-led appeal documents; participation in local assessment missions; provision of advice and leadership in local emergency coordination mechanisms; contributions to UN contingency plans within the RC system and/or the Humanitarian Coordinator; alerting Headquarters of possible follow-up needs in the areas of disaster preparedness.</p> <p>(ii) Assistance to TCE operated emergency projects: negotiating with government and donors on policy issues related to FAO's emergency programme; keeping TCE informed; participating in emergency coordination meetings, etc.</p>

1.3 FAO's Response: Partnerships and Advocacy

Prg.	Title	Div.	Subjects covered under the programme
3.5.2	Civil Society Awareness and Partnerships	TCDS GIDN OCD	Collaboration with NGOs/CSOs and the private sector (TCDS); World Food Day and Telefood (GIDN); Partnership Programmes (TCDC, TCDT, Visiting Experts, Retirees, Young Professionals - OCD). This also covers the FAOR's visibility at meetings, symposia, workshops, etc., of national institutions and associations.
5.1.1	Media Relations	GII	Maintaining a dialogue with local media; participating in TV/Radio programmes; delivering press releases; and developing a communication plan for raising public awareness on FAO's activities, including development of Web sites.

1.4 PART TWO: Relations and Management

Subjects covered under the programme		
Prg.	Title	Div.
3.4.1	External Relations	OCD
<p>Ensuring the quality, appropriate frequency and structuring but also the usefulness and results of collaboration with:</p> <ul style="list-style-type: none"> (i) the host government and the implementation of the host country Agreement including, where applicable, the status of the government Cash Counterpart Contribution and government-provided staff, premises, utilities and other inputs; (ii) the government(s) of double/multiple accreditation countries including, where applicable, relations and performance of the NC or Assistant FAOR in multiple accreditation countries; (iii) the Resident Coordinator(RC) and other members of the United Nations Country Team (UNCT), including participation in UN system-wide programming and planning exercises such as CCA, UNDAF, participation in Thematic Groups, joint follow-up of international conferences (WFS, MDGs) as well as common administrative matters (UN Common Premises and Services), etc.; and (iv) Regional/Subregional Organizations based/represented in the country. 		
3.4.2	Internal Collaboration	OCD
<ul style="list-style-type: none"> (i) Provision of guidance to the FAO Country Team ensuring the quality, frequency, structuring but also the usefulness and results of collaboration with FAO project staff in the country/countries of accreditation (where applicable) and the Emergency Coordinator (where applicable); (ii) security, i.e. the security, safety and welfare of staff and their eligible dependants as well as the protection of the Organization's assets, property and information. This may cover: the FAOR's participation in meetings of the UN System Security Management Team (SMT) as well as participation of FAO staff in UNSECOORD security training, security preparedness and contingency planning and approved UN system security plans, assistance to FAO personnel and their eligible dependants in obtaining necessary prior security clearances and security briefings on arrival, etc.; and (iii) ensuring the quality, frequency, structuring, usefulness and results of collaborative arrangements with other FAO units. 		
3.4.3	Management of the office	OCD
<ul style="list-style-type: none"> (i) Human resources/personnel issues such as the efficient organization of workflows and performance of functions and tasks. Job content, grading and career issues, disciplinary/problematic staff cases, if any, training and staff development, staff concerns and complaints, frequency and structuring of meetings of the Representation staff; (ii) budget/finance issues including receipt of government contribution sufficiency of the budget, financial controls, budgetary monitoring, charges for UN common expenditures, where applicable, FAS performance and communication with AFF on Imprest Account matters; (iii) office premises and assets management including inventory, vehicles, computers and other IT hardware, overall efficiency/output of administrative function, local audit; (iv) connectivity issues such as ITWAN performance, Internet and Intranet connectivity; and (v) performance of COIN and FPMIS and other corporate networks and systems including cost of communications. 		