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COUNCIL

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**ADJUSTMENTS TO THE PROGRAMME OF WORK
AND BUDGET 2016-17**

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Executive Summary

- The Adjustments to the Programme of Work and Budget 2016-17 reflect the decisions and guidance of the Thirty-ninth session of the Conference to put measures in place to achieve further efficiency gains and savings and prepare for implementation of the Programme of Work in the most effective manner. The adjustments are presented for consideration of the Programme and Finance Committees and for approval by the Council.
- In approving the budgetary appropriations 2016-17, the Conference requested the Director-General to find *further efficiency gains and savings of USD 2.7 million* while delivering the approved Programme of Work. These further efficiency gains and savings will be achieved, most likely through reduction in staff costs pending the outcome of consultations with staff representative bodies and decisions of the ICSC and UN General Assembly. The exact implementation of measures to achieve the savings will depend on developments during the biennium and will be reported to the Finance Committee.
- The Conference in June 2015 underlined the importance of governing bodies receiving results-based information and encouraged the Secretariat to continue to develop the *results-based monitoring and reporting framework*. In preparing for implementation of the Programme of Work, a results-based work planning process is being undertaken during the second half of 2015 to define biennial output targets, deliverables, and resource allocations including the updated estimates of voluntary contributions. Furthermore, the Secretariat is preparing a corporate climate change strategy and action plan as a theme cutting across all five Strategic Objective and integrating regional and country priorities.
- Building on the measures being taken for efficiency gains and savings, and for results-based monitoring and reporting, the Director-General is taking *action to strengthen programme delivery* on three fronts: i) enhanced internal management arrangements are being put in place concerning Strategic Objective programme leadership, accountability and oversight, linkages with headquarters and decentralized offices, and a monitoring system for programme delivery and results; ii) the organizational capacity at headquarters is rationalized and streamlined, taking into account areas of emphasis and de-emphasis in the PWB 2016-17, so as to ensure optimal use of the Organization's expertise while retaining the integrity of the overall technical capacity at headquarters; and iii) options to strengthen decentralized office coverage, which are presented under a separate agenda item and document.

Suggested action by the Programme and Finance Committees and Council

- The Programme and Finance Committees are requested to consider the Adjustments to the PWB 2016-17 and the Council is requested to:
 - a) take note that the guidance and decisions of the Conference have been implemented;
 - b) take note of the updated results frameworks (*Annex 5*) and the Output targets and indicators for the Strategic Objectives (*Annex 6*);
 - c) approve the revised organizational structure (*Annex 1*) and budgeted post establishment (*Annex 2*);
 - d) approve the revised distribution of the net appropriation by budgetary chapter as reflected in *Table 2*;
 - e) take note of the updated estimates of extrabudgetary resources (*Table 3*) and encourage Members to provide voluntary contributions to facilitate achievement of the Strategic Objectives and implementation of the integrated Programme of Work.
- The Council is also requested to note that further budgetary transfers could arise as a result of further work planning, as well as from the most efficient and effective modalities of implementation during the biennium. Within chapter transfers and transfers from one chapter to another required to implement the PWB during the biennium will be handled in accordance with Financial Regulation 4.5.

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I. Background and scope

1. The Thirty-ninth session of the Conference in June 2015 considered the Director-General's Programme of Work and Budget 2016-17 developed for implementation of the Medium Term Plan 2014-17 (Reviewed).¹ The Conference approved the budgetary appropriations for 2016-17 and provided guidance on efficiency gains and savings while stressing the importance of protecting the Programme of Work. In line with the established programme planning cycle, the Conference requested the Director-General to reflect its decisions and guidance in the adjustments to the PWB 2016-17 for consideration by the Programme and Finance Committees and approval by the Council at its 153rd session in December 2015.²

Decisions and guidance of the Conference

2. The Conference approved the Programme of Work proposed by the Director-General and voted a budgetary appropriation of USD 1,035.7 million for 2016-17. As shown in Resolution 6/2015, this translates into a net appropriation of USD 1,005.6 million at the budget rate of exchange for 2016-17 of Euro 1 = USD 1.22. The Conference also authorized the Director-General, notwithstanding Financial Regulation 4.2, to use any unspent balance of the 2014-15 appropriations for any additional expenditures of a one-time nature associated with consolidation of transformational change.

3. In approving the Programme of Work as proposed, the Conference expressed its support for the Director-General's vision for the Organization, appreciated the identification of proposed areas of emphasis and de-emphasis and related savings, and emphasized the importance of efforts to contain staff costs of the Organization.

4. The Conference stressed the importance of protecting the Programme of Work and emphasized several areas in its implementation: consolidation of decentralization efforts; strengthening the decentralized capacities on a region-specific basis, while maintaining the technical capacities at headquarters; a tailored approach to middle-income countries; use of partnerships to leverage FAO's comparative advantages; work on antimicrobial resistance; and continued review of the capacity, location and skill mix of human resources to ensure optimal delivery of the Programme of Work.

Recent developments

5. In September 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development. The 17 Sustainable Development Goals (SDGs) offer a vision of a fairer, more prosperous, peaceful and sustainable world. FAO's Strategic Objectives and results framework are closely aligned to the SDGs, which will help the Organization continue to focus the implementation of the Programme of Work on country priorities in 2016-17 and beyond.

Scope of document

6. This document elaborates how the Director-General has incorporated the decisions and guidance of Conference in adjusting the PWB 2016-17 and preparing for its implementation.

7. The adjustments to the PWB 2016-17 comprise efficiency gains and savings (*Section II*), work planning and monitoring (*Section III*), measures to strengthen programme delivery (*Section IV*), and the resulting adjustments to the organizational structure, budgeted post establishment and budgetary chapter distribution (*Section V*). *Section VI* of the document outlines the actions required in respect of the adjustments to the PWB 2016-17 by the Programme and Finance Committees, and by the Council.

¹ C 2015/3

² C 2015/REP paragraphs 68-73 and Resolution 6/2015 Budgetary Appropriations 2016-17

II. Efficiency gains and savings

Background

8. The pursuit of efficiency gains and savings remains a high priority for the Organization. The Director-General's transformational change for FAO, starting in 2012, included as a prime element the need to institute a mindset of value-for-money within the Organization. This has already resulted in substantial efficiency savings: USD 71.6 million in 2012-13, and USD 36.6 million being found during the 2014-15 biennium, while delivering the approved Programme of Work. The approach taken was framed by the overarching principle of minimizing the impact on decentralized offices and the technical departments of the Organization. The savings were mainly in staff costs and in the administrative units, resulting in the abolition of 235 posts over the two biennia.³

9. In considering the PWB 2016-17, the Conference appreciated the transformational changes undertaken at FAO since 2012, the efficiency gains and savings which these had generated while delivering the approved Programme of Work, and the identification of proposed areas of emphasis and de-emphasis and related reallocation of USD 14.2 million in savings for 2016-17.⁴ In approving the budgetary appropriations 2016-17, the Conference requested the Director-General to find further efficiency gains and savings of USD 2.7 million while delivering the approved Programme of Work. The Conference emphasized the importance of efforts to contain staff costs, and agreed on the importance of full flexibility for the Director-General to identify further efficiency gains and savings.⁵

Principles and approach

10. The principles for achieving these, and other efficiency savings, flow from the guidance provided by the Conference. The Director-General is taking a five-pronged approach to identifying further efficiency gains and savings within the PWB 2016-17 and its Adjustments, and expects to fully achieve the USD 14.2 million in savings already programmed. The USD 2.7 million in additional efficiency gains and savings will be achieved, most likely through reduction in staff costs, pending the outcome of consultations with staff representative bodies and decisions of the ICSC and UN General Assembly.

11. *Capital Expenditure – Information Technology.* The PWB 2016-17 identified and provided for efficiency gains arising from the expected reduction in requirements for future Capital Investments in information technology infrastructure and systems.⁶ The USD 5 million in savings was reallocated in the PWB 2016-17 for technical work.

12. *Areas of programmatic de-emphasis.* The PWB 2016-17 identified 13 areas of programmatic de-emphasis and realignment, and the USD 9.2 million savings identified was reallocated to higher priority areas of work.⁷ An additional USD 2.7 million has been reprogrammed from FAO's biennial contribution to the Independent Science and Partnership Council (ISPC) of the CGIAR,⁸ to support FAO's hosting of the UN Standing Committee on Nutrition (USD 1 million), work on climate change (USD 0.5 million) and statistics (USD 0.5 million), and the GIAHS⁹ secretariat (USD 0.7 million). This reallocation was made possible by the recent reform of the governance structure of the CGIAR system. The new CGIAR Strategic Results Framework and FAO's Medium Term Plan will reinforce FAO's role as a strategic development partner of CGIAR as envisaged in the Memorandum of Understanding signed in 2013. FAO remains fully committed to hosting the ISPC Secretariat and the Independent Evaluation Arrangement, which will continue to be able to draw on FAO's extensive technical expertise and knowledge.

³ C 2015/8 paragraphs 424-426, CL 148/3 paragraphs 8-13

⁴ C 2015/REP paragraphs 69c) and 70d) and C 2015/3 Information Note 4

⁵ C 2015/REP paragraphs 70e) and 71b) and Conference Resolution 6/2015 paragraph 3

⁶ C 2015/3, paragraphs 129-133

⁷ C 2015/3 Information Note 4

⁸ Consultative Group on International Agricultural Research (CGIAR)

⁹ Globally Important Agricultural Heritage Systems (GIAHS)

13. *ICSC comprehensive review of staff compensation.* The Director-General is closely following the ICSC comprehensive review of the compensation package for staff in the professional and higher categories.¹⁰ The 81st session of the ICSC in July/August 2015 took a number of decisions and made recommendations concerning the compensation package, as reported to the 160th session of the Finance Committee in November 2015.¹¹ These relate to a unified salary scale, dependency and family benefits, the range of the margin with the comparator civil service, education grant entitlement, hardship-related elements, mobility allowance, relocation and assignment related payments, and repatriation grant. The financial implications of these changes, some of which are very complex and will require long transition periods for implementation, have not yet been determined. Therefore, it is unlikely that significant savings will arise in this biennium from the ICSC review and related decisions. Continued engagement is necessary to ensure that the outcome of the ICSC review results in lasting savings.

14. *Health insurance premiums.* At its 157st Session in March 2015, the Finance Committee “urged the Secretariat to contain the costs of the current medical insurance plan, including through changing FAO’s cost-sharing arrangements of health insurance premiums between the Organization and plan participants.”¹² The cost-sharing arrangements have been reviewed by Management and a proposal is being prepared for consultation with the Organization’s Staff Representative Bodies, which could result in most of the further required efficiency savings being found in 2016-17 from staff costs.

15. *Further review of administrative services.* Opportunities for further efficiencies and saving are being pursued but cannot yet be quantified in services relating to: translation, printing and distribution through external contracts, while respecting Members’ expectations for timely despatch of documentation in the languages of the Organization; transaction processing in the Shared Services Centre; facility maintenance, while addressing safety concerns; and security services within the Security Expenditure Facility.

16. As noted above, the USD 2.7 million in efficiency savings will be achieved. The exact implementation of measures to achieve the savings will depend on developments during the biennium and will be reported to the Finance Committee.

¹⁰ C 2015/3 Information Note 3

¹¹ FC 160/10

¹² CL 151/3 paragraph 14d)

III. Work planning and monitoring

17. The FAO results framework for 2014-17 guides the planning and monitoring of the Organization's work. At the core of the framework are the indicators that measure progress at each level of the results chain: Outputs, Outcomes and Strategic Objectives. This provides the basis for assessing and reporting how FAO's actions contribute to changes at national, regional and global level.

18. The process of monitoring results was progressively developed and described in the MTP 2014-17 and PWB 2014-15 in February 2013, the Adjustments to the PWB 2014-15 in October 2013, the report on Progress on the MTP 2014-17 in May 2014, the Mid-term Review Synthesis Report (MTR) 2014 in February 2015, and the MTP 2014-17 (reviewed) and PWB 2016-17 in June 2015.¹³ The Conference in June 2015 underlined the importance of governing bodies receiving results-based information and encouraged the Secretariat to continue to develop the results-based monitoring and reporting framework.¹⁴

19. The 2016-17 results-based work planning process is being undertaken during July to November 2015 to define output targets, deliverables (products/services), and resource allocations including the updated estimates of the level and distribution of voluntary contributions, as described in this section. At the same time, measures to improve programme delivery have been designed and are being put in place, as set out in *Section IV*.

Planning and monitoring framework

20. The Strategic Framework sets out FAO's Vision, the Global Goals, the five Strategic Objectives, a sixth Objective on technical quality, knowledge and services, the Core Functions as means of delivery and the Functional Objectives for the enabling environment. The four-year Medium Term Plan (MTP) and the biennial Programme of Work and Budget (PWB) define outcomes, outputs and measurable indicators of achievement with targets, and the required resources, comprising:

- a) Five Strategic Objectives with indicators, Outcomes with indicators and targets (two- and four-year), and Outputs with indicators and annual targets;
- b) Objective 6, Functional Objectives and Special Chapters with Outcomes, key performance indicators and biennial targets, and Outputs.

21. The FAO Conference in June 2015 emphasized that global climate change posed increasing threats to food security and nutrition.¹⁵ The growing impact of climate change was one of the global trends identified during FAO's strategic thinking process during the 2012-13 review of the Strategic Framework, and was further emphasized in the review of FAO's Medium Term Plan 2014-17 and preparation of the PWB 2016-17. Climate change is a work area of the highest priority for FAO over the next four years.

22. The recent Evaluation of FAO's Contribution to Climate Change Adaptation and Mitigation¹⁶ highlights the importance of FAO's role and makes recommendations to improve its effectiveness. In this regard, Management is preparing a corporate climate change strategy and action plan cutting across all five Strategic Objectives and integrating regional and country priorities. The strategy will guide FAO's work and strengthen impact through coherence of interventions, clarity on the role of climate change adaptation and mitigation in the continuum of development, disaster risk reduction and clear approaches and mechanisms to integrate climate change in FAO's Strategic Objective programmes. To ensure quality and coherence of FAO's work in this regard, climate change is

¹³ C 2013/3 paragraphs 30-48; CL 148/3 paragraphs 44-70; PC 115/2-FC 154/9 paragraphs 2-22; CL 149/LIM/6; PC 117/5 – FC 157/7 Annex 1; C 2015/3 Section D

¹⁴ C 2015/REP paragraph 71c)

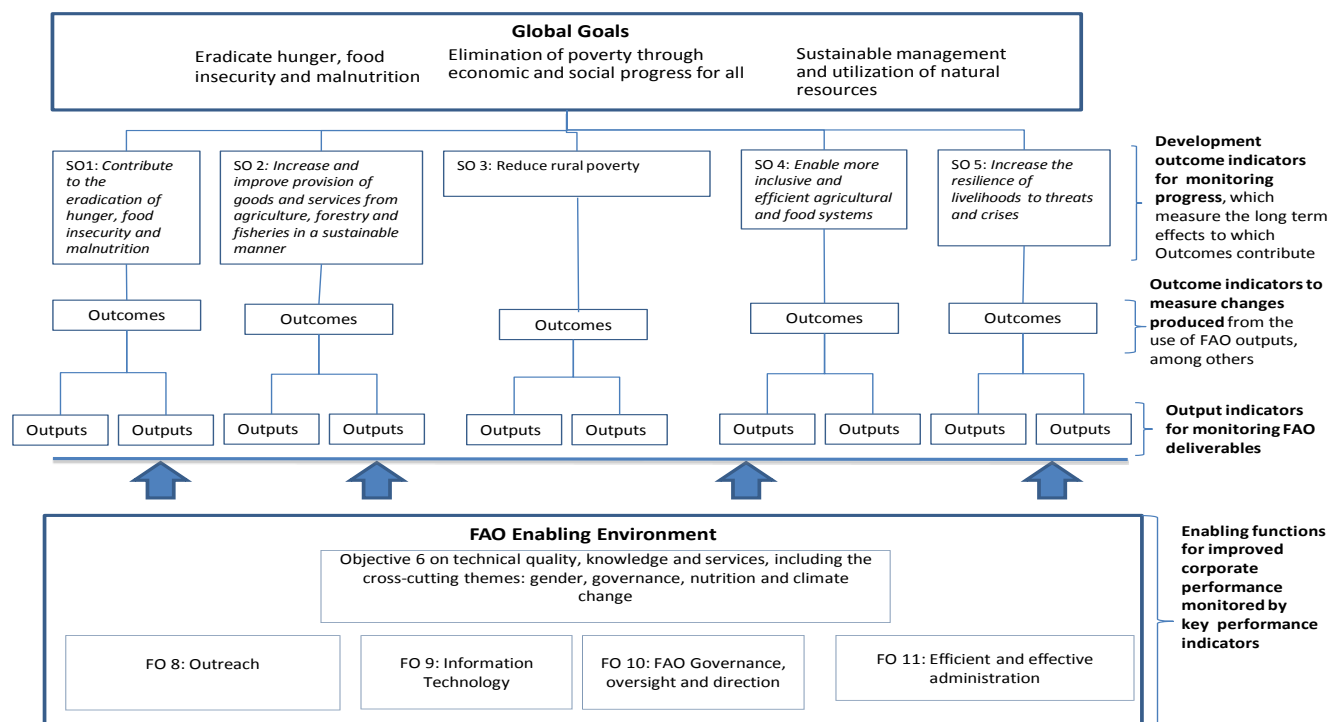
¹⁵ C 2015/REP paragraph 32a)

¹⁶ PC 118/3

proposed as a cross-cutting theme and Objective 6 outcome in the Medium Term Plan 2014-17 (reviewed) and PWB 2016-17.

23. The updated results framework is presented in the MTP 2014-17 (reviewed) and PWB 2016-17, which guides the work planning and monitoring of the Organization's work on a biennial basis, as provided in *Annex 5*. It includes Outcome 6.6 on the quality and coherence of FAO's work on climate change cutting across the Strategic Objective programmes. The results framework is based on a 'results chain' model as illustrated in *Figure 1*.

Figure 1: FAO Results Chain Model



24. For the Strategic Objectives, each level of the results framework represents a different type of result to be delivered, starting from what FAO produces (Outputs) contributing to changes at country or wider level (Outcome) and wider development impacts (Strategic Objective). This results chain is the link between FAO's work and the different levels of results produced. It also demonstrates the logic underlying these linkages: *if* particular FAO products/services are completed as planned, *then* the output will be delivered; *if* the outputs are delivered and the assumptions hold true, *then* that should lead to the desired outcome; *if* the outcomes are achieved, *then* the conditions are in place to result in the objective's development impact.

25. Monitoring and reporting at the Strategic Objective and Outcome level takes place at the end of each biennium, while progress on Outputs is monitored on an annual basis. Work planning provides the basis for monitoring delivery of Outputs.

Work planning

26. *Work planning* is the internal process that defines the results in terms of corporate Output targets contributing to the Strategic Objectives and key performance indicators for Objective 6 and Functional Objectives; specific deliverables and resource allocations; and risk management and accountabilities for implementation.

Strategic Objectives

27. Building on the lessons learned during 2014-15, and to improve focus on results and accountability, Strategic Objective work plans are being focused on three sets of clearly defined information necessary for managerial responsibility, accountability and monitoring.

- a) *Corporate results expressed as Output targets, measured by indicators*, that the Organization expects to achieve by implementing the PWB 2016-17, using available resources (assessed and voluntary contributions), with a strong role for country offices in setting Output targets;
- b) *Products/Services* more tightly formulated as milestones;
- c) *Service agreements* between the Strategic Programme Leaders and divisions/offices setting out the expected results and the associated resource allocations.

28. The setting of Output targets at country, regional and global level has been completed during July-October 2015. Starting from the 2014-15 Outcome and Output targets, delivery managers selected relevant Output indicators and provided a brief description of the expected results for the 2016-17 biennium. There was a special focus on country-level targets related to country priorities expressed in Country Programming Frameworks. The proposed targets were reviewed and validated by the Strategic Objective teams for quality and relevance. The Output indicators and targets for 2016-17 are presented in *Annex 6*.

29. The focus on country-level targets has had two effects on the presentation of corporate Output targets. First, the targets are generally skewed towards 2017 compared with 2016, due to the fact that many country-level contributions to results would be delivered in the second year of the biennium. Second, there is an increase of 2016-17 targets (compared with 2014-15) for most indicators where the unit of measure is the country.

30. The targets are being used during October-November 2015 to define products and services and drive resource allocations, which may result in some shift of resources among budgetary chapters. Meanwhile, the estimated level and distribution of voluntary contributions has been updated based on a project-by-project review of delivery estimates and project contributions to corporate outputs. The updated estimates of voluntary contributions by budgetary chapter are shown in *Section V, Table 3*.

Objective 6: Technical quality, knowledge and services

31. Objective 6 ensures the quality and integrity of FAO's core technical, normative and standard setting work; the delivery of high-quality statistics; and the coordination of the cross-cutting themes of gender, governance, nutrition and climate change. The results framework with key performance indicators for Objective 6 is provided in *Annex 5*. The approach to work planning for statistics and the cross-cutting themes is highlighted below.

Statistics

32. High-quality statistics are essential for designing and targeting policies to reduce hunger, malnutrition and rural poverty, and to promote the sustainable use of natural resources. The FAO Chief Statistician, with the support of the Inter-Departmental Working Group (IDWG) on Statistics, is responsible for the overall coordination of the development of methods for the collection, compilation, dissemination, analysis and use of data under different data domains, and the provision of support to strengthen national statistical institutions in collecting, analysing and disseminating data so that high quality and internationally comparable data are produced and accessed by all countries.

33. Objective 6.2 provides for the overall governance and coordination mechanism for FAO's statistical programme, as well as some of the statistical cross-cutting normative and corporate activities, while others are planned in response to demands from the five Strategic Objective programmes. Thus Objective 6.2 is designed to facilitate the delivery of corporate results under all Strategic Objectives. Work plans for corporate statistical activities are reviewed, agreed and monitored by the IDWG on Statistics, under the overall guidance of the Chief Statistician.

Cross-cutting themes (Gender, Governance, Nutrition, Climate Change)

34. The delivery of the Outputs and achievement of the Outcomes and Strategic Objectives depends on addressing key cross-cutting issues. Outcomes 6.3 to 6.6 provide for the leadership and coordination mechanisms to mainstream gender, governance, nutrition and climate change in the Strategic Objective programmes.

35. To mainstream means to explicitly address gender, governance, nutrition and climate change issues in planning, implementation and monitoring of Strategic Objective Outputs and Outcomes in four ways:

- a) Work that is planned under Outcomes 6.3 to 6.6 focuses on identifying the priorities for the biennium to address the cross-cutting issues and on developing related approaches, setting standards and building capacities within FAO to address these issues.
- b) Work that is planned under the Strategic Objectives incorporates and uses the priorities to address cross-cutting issues in the defined delivery mechanisms.
- c) Key performance indicators measure the quality and extent of the coordination and provision of internal cross-cutting technical services, while the relevant SO Output indicator qualifiers track the use of gender, governance, nutrition and climate change issues to help deliver SO Outputs.
- d) Lead units responsible for Outcomes 6.3 Gender (Director, ESP); 6.4 Governance (ADG/ES); 6.5 Nutrition (Director, ESN), and 6.6 (Director, NRC) and their focal point networks work closely with the SO teams.

Functional Objectives

36. The Functional Objectives provide the enabling environment (outreach; information technology; FAO governance, oversight and direction; administration) necessary for the successful delivery of FAO's Programme of Work. Managers of the responsible Business Units set performance standards in work plans. Three improvements have been introduced for the planning process for 2016-17:

- a) focusing the content of work plans on information required for effective planning, monitoring and accountability through more structured implementation of the corporate risk management policy;
- b) reviewing decentralized services and resources to ensure a coherent deployment of resources and application of corporate policies; and
- c) reinforcing accountability and internal control by supervisors of Business Unit who reviewed and certified that the work plans are achievable and in line with corporate policies and priorities.

37. The improved planning process has had two effects:

- a) A more coherent allocation of planned resources, where resources for operations, communications and partnerships are fully planned under Outreach (FO 8), and resources related to support to technical work plans are planned under the Strategic Objectives.
- b) Amendment in the description of two outputs to reflect the reassignment of responsibility for managing the extrabudgetary project cycle from FO 10.3 (Direction) to FO 8.3 (Resource mobilization and South South Cooperation), and a change to three key performance indicators and targets (8.A.1, 8.1.B, 11.1.D), as reflected in *Annex 5*.

Risk management

38. Under FAO's Accountability Policy,¹⁷ a first corporate risk log is being compiled to improve the quality and relevance of work planning, and senior management's oversight and direction of the

¹⁷ FC157/15

Organization, by refreshing the list of the most serious risks facing the Organization with the views of delivery managers and managers of Business Units on the changing threats and opportunities facing FAO.

39. As part of the work planning process, corporate risks have been identified with potential causes (often associated with external events over which FAO has no control), the potential consequences if the risk materialized, and the controls currently in place to manage these risks. These risks which form the draft corporate risk log, relate to resource mobilization, technical capacity, quality of data, management and staff performance, project delivery, IT security, and the safety and security of employees.

Monitoring

40. Monitoring and reporting at the Outcome level takes place at the end of each biennium, while progress on Outputs is monitored on an annual basis.

Outcome level monitoring

41. Outcomes reflect changes in the country-level and/or global enabling environment needed to foster the achievement of the higher level Strategic Objectives. They relate to those issues at country or international level – in areas within FAO’s mandate and core functions – which could impede progress, including for example: relevance of policy and programming frameworks, level of resources and investments committed, level and capacity of coordination/partnerships, and capacity for availability and use of information for decision-making.

42. Indicators at the Outcome level measure the number of countries that have made the necessary changes and established the required capacities to achieve the Strategic Objectives, in the areas where FAO contributes; or the extent to which the international community has made progress on improving the global enabling environment framework, for example through the development of policy frameworks, norms, standards and agreements. Outcome-level indicators are clustered into the main determinants of success, for example: relevance of policy and programming frameworks; level of resources and investments committed; level of coordination/partnerships established; and availability/use of information and data for decision-making.

43. There are a total of 34 Outcome level indicators for 17 Outcomes across the five Strategic Objectives. Progress (from the end-2015 corporate assessment) will be measured at the end of the 2016-2017 biennium. Movement in the Outcome-level indicators will be determined by the follow-up assessments at the end of 2017. Progress will be measured by the number of countries which would have moved up at least one level (i.e. countries which increased their indicator value and moved from their original class to a higher one). The Outcome level indicators and targets as provided in the PWB 2016-17 have not changed (except for 4.1.C and 4.2.B) and are provided in *Annex 5*.

Output level monitoring

44. FAO produces, controls and is fully accountable for delivery of Outputs. They represent the results for which FAO is directly accountable at the global, regional and national levels through the tangible delivery of FAO’s interventions funded through regular and extrabudgetary resources. Indicators and targets have been established and are measured at the output level for each Strategic Objective.

45. Fifty output level indicators for the five Strategic Objectives are presented in *Annex 6*. Each is based on an underlying methodology note which outlines the indicator rationale, detailed definition and method of estimation. The lessons learned during implementation and the first annual reporting cycle allowed to strengthen and clarify the measurement of several Output level indicators that translated into improved communications. None of these clarifications however represent changes in the Output level indicators. These indicators have been measured for 2014 using a new corporate results tracking system. The same system will apply in the 2016-17 biennium. The Strategic Programme Leaders are responsible for monitoring output indicators of the Strategic Objectives.

46. Target setting has provided a good overview of the prospective needs of countries and regions for the next two years, and the basis for results monitoring at corporate level. Implementation requires

flexibility, as opportunities can arise and context can change during the biennium. It is important to note that only actual results based on evidence will be reported at the end of the first year of the biennium in the Mid-term Review Synthesis Report to show progress. Actual achievements based on evidence will be reported in the Programme Implementation Report covering 2016 and 2017 together with the evolution of the indicators at Outcome and Objective level. Reporting at all levels (country, regional and global) will be carried out based on evidence following the approach implemented in 2014-15, adjusted as may be required to internalize learning.

47. Key performance indicators and targets have been established and are measured for Objective 6, the Functional Objectives and the special chapters. The key performance indicators and associated targets for 2016-17 are presented in *Annex 5*, with the related changes arising as a result of monitoring and reporting in 2014 and work planning 2016-17. Heads of Business Units are responsible for monitoring indicators of Objective 6, Functional Objectives and special chapters.

IV. Measures to strengthen programme delivery

Policy context

48. Transformational change during 2012-13 brought about new ways of working in 2014-15: the reviewed Strategic Framework focusing FAO's work on five Strategic Objectives, a results-based planning and monitoring framework in the MTP/PWB, and a matrix management approach to delivering results at country, regional and global levels.

49. The matrix management arrangements in place during 2014-15 comprise Strategic Objective Coordinators (SOCs) and delivery managers responsible for the design, coordination and monitoring of programme delivery, and the technical departments and decentralized offices responsible for quality technical inputs and implementation. The Corporate Programmes Monitoring Board (CPMB) chaired by the Director-General with the SOCs and heads of responsible departments and offices provides strategic direction, coordination, oversight and continuous review of the matrix approach for programme delivery.¹⁸

50. Experience during the 2014-15 biennium as evidenced in the Mid-term Review 2014 and discussion in the CPMB point to the need to consolidate transformational change in 2016-17 in order to accelerate and improve programme delivery for results and impact, particularly at the country level. Building on the measures being taken for efficiency gains and savings (*Section II*), and for work planning and monitoring (*Section III*), the Director-General is taking action to strengthen programme delivery on three fronts: enhancement of internal management arrangements, rationalization of the organizational structure at headquarters, and review of the decentralized offices network.

Enhanced internal management arrangements

51. From the outset of the review and redesign of FAO's Strategic Framework in 2012-13, it was acknowledged that implementation would involve a complex and iterative process requiring significant change in the way the Organization works. Based on review of experience in 2014-15, internal managerial enhancements have been identified and measures are being put in place in six main areas in order to accelerate and improve programme delivery:

- a) The five Strategic Objectives, which have a clear set of time-bound results to be delivered by FAO, mainly at country level (see *Section III*), are designated as Strategic Objective programmes for management purposes so as to emphasize implementation and results for:
 - i) hunger eradication, food security and nutrition; ii) sustainable agriculture; iii) rural poverty reduction; iv) food systems; v) resilience-building.
- b) The SO programmes are provided with full-time leadership and small dedicated management teams to support design, planning, implementation and monitoring of the programmes. Thus the Strategic Objective Coordinators are released from their Division Director duties and are designated as full-time Strategic Objective Programme Leaders (SPLs), each supported by a full-time Deputy and small team of four to six technical officers seconded from their departments/offices.
- c) A clear chain of command, oversight and accountability of the SO programme leadership to senior management is established by placing the SPLs and their management teams under the oversight and coordination of the Assistant Director-General (Technical Cooperation), facilitating closer interaction and alignment of resource mobilization, South-South Cooperation, investment and emergency preparedness/response to the requirements of SO programmes. Under this arrangement, the ADG/TC reports directly to the Director-General.
- d) Stronger links are put in place between headquarters and decentralized offices through more clearly defined delivery mechanisms for country programmes and regional initiatives, with Service Agreements established between SPLs and Regional Representatives;

¹⁸ C 2015/3 paragraphs 90-94

- e) More effective coordination and accountability is put in place between SPLs and technical departments through the SO management teams in order to maintain technical quality in programme delivery, particularly at country level, with technical departments arranged to support SO delivery mechanisms and corporate technical activities.
- f) A monitoring and reporting system for programme delivery and results is being put in place by the Office of Strategy, Planning and Resources Management for use by senior management, SPLs, delivery managers, and heads of offices.

52. These management arrangements aim to clarify and enhance existing roles and responsibilities, with the SPLs and their teams leading the design and strategic management of the SO programmes, the technical departments ensuring technical excellence of the contributions made by their staff to SO programmes and corporate technical activities, and the decentralized offices that lead most of the SO programme delivery mechanisms and benefit from the programming guidance of the SPLs and the technical guidance of the departments.

Rationalized headquarters' capacity

53. In considering the PWB 2016-17 and its implementation, the Conference emphasized the continued review of the capacity, location and skills mix of human resources to ensure optimal delivery of the Programme of Work.¹⁹ In conjunction with work planning (*Section III*) and to support the enhanced internal management arrangements above, and in line with the areas of emphasis and de-emphasis in the PWB 2016-17,²⁰ measures are proposed to rationalize expertise, and streamline capacity at headquarters, with resulting adjustments to the headquarters Organizational structure, as set out below and reflected in the Organigramme (*Annex I*).

54. These measures, in conjunction with enhanced management arrangements outlined above, will ensure optimal use of the Organization's expertise, while retaining the integrity of the overall technical capacity at headquarters, as well as in individual technical departments.

Deputy Director-General (Coordinator for Natural Resources)

55. The Deputy Director-General (Coordinator for Natural Resources) (DDN) oversees departments and offices responsible for agriculture and consumer protection, fisheries and aquaculture, forestry, climate change, land and water, and research and extension. Several adjustments are made to rationalize the configuration and reporting lines of these units to better serve the Strategic Objective programmes and corporate technical activities.

56. Three changes are made to the *Agriculture and Consumer Protection Department (AG)* to better focus its work. First, the functions and capacities of the *Rural Infrastructure and Agro-Industries Division (AGS)* are transferred to relevant divisions of the ES Department (see below) to bring them closer to FAO's work on economic and social development. Second, the *Land and Water Division* is moved from DDN to be under AG, with the small unit on geospatial information systems and the GIAHS secretariat remaining in DDN to facilitate reorientation. Third, the units responsible for research and extension, including the CGIAR ISPC and IEA,²¹ as well as GFAR, are moved from the Office of DDN to be under the responsibility of the ADG/AG.

57. The *Fisheries and Aquaculture Department* comprises a small office of the ADG/FI and two divisions each headed by a D2 Director. In order to streamline management of the department, the two divisions are merged into the *Fisheries and Aquaculture Policy and Resources Division (FIA)*, headed by a D2 with two D1 deputies overseeing seven branches.

58. Likewise, the *Forestry Department* comprises a small office of the ADG/FO and two divisions each headed by a D2 Director. In order to streamline management of the department, the two divisions are merged into the *Forestry Policy and Resources Division (FOA)*, headed by a D2 with one D1 deputy overseeing 12 teams.

¹⁹ C 2015/REP paragraph 70c)

²⁰ C 2015/3 paragraphs 72-77 and Information Note 4

²¹ Independent Evaluation Arrangement (IEA); Global Forum for Agricultural Research (GFAR)

59. The *Climate, Energy and Tenure Division* covers a range of disciplines. The recent Evaluation of FAO's Contribution to Climate Change Adaptation and Mitigation²² makes six recommendations, accepted by management, that essentially pave the way for development of a clear corporate strategy and action plan on climate change across FAO's Strategic Objective programmes. In order to focus the work of the division in this regard, capacities and resources for work on tenure are moved to the Office for Partnerships, Advocacy and Capacity Development (see below) and work on bioenergy is consolidated as foreseen in the PWB 2016-17. The resulting *Climate and Environment Division* will coordinate FAO's strategy and action plan on climate change as a cross-cutting theme, including related elements of disaster risk reduction.

Assistant Director-General (Coordinator for Economic and Social Development)

60. The Assistant Director-General (Coordinator for Economic and Social Development) oversees five divisions responsible for agricultural development economics, nutrition, trade and markets, social protection and statistics, as well as the governance and policy support unit. While the five divisions are maintained, some adjustments are made on their responsibilities with requisite expertise consolidated into individual divisions to maximise synergy of functions by targeted transfer of specific capacities within and from outside the Economic and Social Development Department..

61. There is need to align FAO's work in a manner that gives increased attention to nutrition, and does so in a way that addresses the long-term economic, social and environmental bases of food security and nutrition, related directly to the concept of sustainable food systems and value chains. Therefore, the value chain work and resources in AGS division are transferred to a transformed *Nutrition and Food Systems Division (ESN)*, including the post of deputy director. This significantly strengthens the capacity of ESN, not least within the context of implementing guidance from the Conference which emerged following ICN2, and will help FAO to promote inclusive approaches that improve the food and nutritional security of a larger number of the poor and small scale actors in the agro-food sector.

62. The functions of the *Agricultural Development Economics Division (ESA)* are rationalized in three ways. First, the staff and resources working on global perspective studies and SOFA²³ coordination are moved back to the Office of the ADG/ES in the re-established *Global Perspective Studies Unit*, providing a more corporate platform for this work. Second, the staff and resources in ESA for work on the Right to Food²⁴ and PtoP²⁵ are moved to ESP, where they are more closely aligned. Third, the staff and resources on economic analysis in AGS are moved to ESA.

63. To better reflect its work, the Social Protection Division (ESP) is renamed the *Social Policies and Rural Institutions Division*. Staff and resources for work on the Right to Food and PtoP are moved in from ESA, and on rural finance from AGS.

Deputy Director-General (Operations)

64. The Deputy Director-General (Operations) (DDO) oversees corporate administrative and security services; Conference, Council and protocol affairs; information technology; technical cooperation; and the decentralized offices at country, subregional and regional levels. Besides elevating the reporting line of the ADG/TC to the Director-General as described in *Section III*, two other changes are made to enhance services to decentralized offices and rationalize corporate administrative and security services.

65. Partnerships are at the heart of FAO's mission to help build consensus for a world without hunger. The *Office for Partnerships, Advocacy and Capacity Development (OPC)* was established as an Apex office in the PWB 2014-15 to consolidate and enhance FAO's capacity for developing and strengthening partnerships with non-state actors. OPC is responsible for the implementation of both the FAO Strategy for Partnerships with Civil Society Organizations, and the FAO Strategy for

²² PC 118/3

²³ The State of Food and Agriculture (SOFA)

²⁴ Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security

²⁵ From Protection to Production (PtoP)

Partnerships with the Private Sector. To ensure that implementation of these strategies leverages the Organization's comparative advantages, as called for by the Conference,²⁶ and is carried out in close collaboration with the decentralized offices, OPC will report to DDO as the *Partnerships, Advocacy and Capacity Development Division*. OPC will also house the resources dedicated to advocacy of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT), previously located in NRC, to focus on strong regional and country-level support.

66. The function of the *Corporate Services Department* was streamlined in the PWB 2016-17 to focus on finance, administrative and shared services. Management continues to further rationalize these services by consolidating headquarters security services with the field security unit in DDO to create a unified *Security Service* under the direct authority of DDO. Furthermore, the Administrative Services Division is streamlined to become the *Administrative Services Unit* with the heads of the four administrative functions (commissary, infrastructure, procurement, travel) reporting to the ADG/CS. Finally, as noted in *Section II*, these services remain under constant review for further streamlining and potential efficiency gains and savings.

Assistant Director-General (Technical Cooperation)

67. The Assistant Director-General (Technical Cooperation) oversees corporate resource mobilization and investment, South-South Cooperation, emergency and rehabilitation activities, and now SO programme delivery. In line with the enhanced internal management arrangements (*Section III*), the Assistant Director-General (Technical Cooperation) reports directly to the Director-General, rather than to the Deputy Director-General (Operations), in view of the ADG/TC new responsibility and accountability for SO programme delivery in close collaboration with all the technical departments and decentralized offices. In addition, five SO management teams are created as units under the ADG/TC, each headed by a Director-level SO Programme Leader using four D2 positions freed up by the streamlining measures described above (AGS, CSA, FI, FO), and the Director, TCE with dual responsibility for the resilience programme.

Apex

68. The Apex comprises the units providing corporate direction and oversight of FAO's work. As noted above, the *Office for Partnerships, Advocacy and Capacity Development* is moved to DDO, to bring its work closer to the decentralized offices. Furthermore, in order to ensure a corporate approach and the highest standards of quality in communications, six Professional communications staff located in departments are placed under the direct authority of the Director, *Office for Corporate Communications (OCC)*.

Review of the decentralized offices network

69. Effective action at country and regional level is critical to achieving the targets set out in the MTP/PWB. While such action is carried out through all units of the Organization, the role of the decentralized offices network (FAO offices at country, subregional and regional level) is especially critical to deliver results and impact.

70. The Conference in June 2015 considered a synthesis of evaluations of FAO regional and subregional offices and agreed that an independent review of the decentralized offices network be undertaken and its findings and management's views be submitted to the 153rd session of the Council.²⁷ Therefore, options to strengthen decentralized office coverage are presented in a separate document²⁸ and have not been reflected in the Adjustments to the PWB 2016-17.

²⁶ C 2015/REP paragraph 70c)

²⁷ C 2015/REP paragraph 67

²⁸ CL 153/14

V. Adjustments to PWB budgeted post establishment and budgetary chapter distribution

71. The identification of efficiency gains and savings, initial work planning and measures to strengthen programme delivery have resulted in changes in the budgeted post establishment and budgetary chapter distribution compared with those shown in the PWB 2016-17. This section presents the net overall impact of these measures on budgeted posts and budgetary chapter distributions for review by the Programme and Finance Committees and approval by the Council. It also provides the updated level and distribution of extrabudgetary resources for information.

Adjustments to the PWB budgeted post establishment distribution

72. The changes to the budgeted post establishment are limited to some distribution of posts among departments at headquarters within the approved establishment level to strengthen programme delivery and make optimal use of expertise, as set out in *Sections III* and *IV*. The resulting changes in the post counts and grade groups by department, division and office are tabulated in *Annex 2*.

73. Concerning distribution of posts by location and grade category, there is no change as shown in *Table 1*, which takes account of positions outposted from headquarters to decentralized offices.

Table 1: Evolution of budgeted posts by location and category

Grade Category	PWB 2016-17 (Table 3)	Change	Adjusted PWB 2016-17
Headquarters			
Professional and above	868	0	868
General Service	606	0	606
Total Headquarters	1,474	0	1,474
Decentralized			
Professional and above	611	0	611
General Service	860	0	860
Total Decentralized	1,471	0	1,471
All Locations			
Professional and above	1,479	0	1,479
General Service	1,466	0	1,466
Total All Locations	2,945	0	2,945

Note: Professional counts in the decentralized offices in the Adjustments to the PWB 2016-17 include 36 officers outposted from headquarters: 1 liaison officer, 4 internal auditors, 22 TCI investment officers, 5 finance officers, 2 legal officers and 2 field security officers. The 25 junior professional posts are included in the headquarters count.

Budgetary chapter distribution

74. *Table 2* shows the net impact on the budgetary chapter distribution from initial work planning, measures to strengthen programme delivery, and measures expected to achieve efficiency gains and savings:
- a) Column 1 recalls the budgetary chapter distribution approved in Conference Resolution 6/2015;
 - b) Column 2 presents the net effect of adjustments arising from reallocations arising from work planning for the Functional Objectives, reallocations from measures to strengthen programme delivery set out in *Section IV*, and some technical adjustments;
 - c) Column 3 presents the shifts arising from the efficiency savings measures expected to reduce staff costs as set out in *Section II*;
 - d) Column 4 presents the total budgetary chapter transfers arising from these adjustments;
 - e) Column 5 presents the adjusted distribution of the 2016-17 budgetary appropriation for approval by the Council, in line with Financial Regulation 4.5.
75. The net impact on resource allocations by organizational unit is shown in *Annex 3*.

Table 2: Comparison of Net Appropriation between the CR 6/2015 and the Adjusted PWB 2016-17 (USD thousands)

Strategic/Functional Objectives	Conference Resolution 6/2015	Work plans, enhancement measures	Efficiency Savings	Net Adjustments	Adjusted PWB 2016-17
	(1)	(2)	(3)	(4 = 2 + 3)	(5 = 1 + 4)
1 - Contribute to the eradication of hunger, food insecurity and malnutrition	83,652	1,047	(308)	739	84,391
2 - Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner	202,401	(956)	(710)	(1,666)	200,735
3 - Reduce rural poverty	64,787	1,141	(221)	920	65,707
4 - Enable more inclusive and efficient agricultural and food systems	105,451	190	(375)	(185)	105,266
5 - Increase the resilience of livelihoods to threats and crises	50,206	819	(184)	635	50,841
6 - Technical quality, knowledge and services	58,619	697	(101)	596	59,215
7 - Technical Cooperation Programme	138,131	0	0	0	138,131
8 - Outreach	74,685	3,279	(224)	3,055	77,740
9 - Information Technology	35,516	9	(88)	(79)	35,437
10 - FAO governance, oversight and direction	81,248	(4,014)	(251)	(4,265)	76,983
11 - Efficient and effective administration	73,635	(2,164)	(196)	(2,360)	71,275
12 - Contingencies	600	0	0	0	600
13 - Capital Expenditure	16,892	0	0	0	16,892
14 - Security Expenditure	22,485	(51)	(14)	(65)	22,420
Unidentified further efficiency gains and savings	(2,673)	0	2,673	2,673	0
Total Appropriation (Net)	1,005,635	0	0	0	1,005,635

Updated estimates of extrabudgetary resources

76. The Programme of Work is funded by the net appropriation voted by Conference (assessed contributions) and extrabudgetary resources generously provided through voluntary contributions. The estimates of delivery of extrabudgetary resources are based on operational projects that will extend into the 2016-17 biennium, proposed projects in the pipeline and likely to be approved, and prospects based on project ideas and positive contacts with partners.

77. Most voluntary contributions are made through earmarked projects. Locating the SO Programme Leaders and their management teams in the TC Department will facilitate closer interaction and alignment of resource mobilization, including South-South Cooperation and investment, with the requirements of the SO programmes.

78. As noted in *Section III*, the estimated level and distribution of extrabudgetary resources has been updated based on a project-by-project review of delivery estimates and project contributions to corporate outputs. The updated estimates of extrabudgetary resources by chapter are shown in *Table 3* column 2. Together with the adjusted distribution of the net appropriation, the total resources expected to be available to the Organization to deliver the integrated Programme of Work are shown in column 3 for information.

Table 3: Adjusted 2016-17 Budget by Strategic/Functional Objective and funding sources (USD thousands)

Strategic/Functional Objectives	Net Appropriation (1)	Extra-budgetary (2)	Total (3)
1 - Contribute to the eradication of hunger, food insecurity and malnutrition	84,391	209,404	293,796
2 - Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner	200,735	400,474	601,208
3 - Reduce rural poverty	65,707	108,444	174,152
4 - Enable more inclusive and efficient agricultural and food systems	105,266	133,974	239,240
5 - Increase the resilience of livelihoods to threats and crises	50,841	698,818	749,659
6 - Technical quality, knowledge and services	59,215	11,543	70,758
7 - Technical Cooperation Programme	138,131	0	138,132
8 - Outreach	77,740	929	78,669
9 - Information Technology	35,437	4	35,441
10 - FAO governance, oversight and direction	76,983	1,588	78,571
11 - Efficient and effective administration	71,275	7,210	78,485
12 - Contingencies	600	0	600
13 - Capital Expenditure	16,892	0	16,892
14 - Security Expenditure	22,420	181	22,601
Total	1,005,635	1,572,570	2,578,205

79. The indicative level of net appropriation and extrabudgetary resources expected to be available in each region is shown by budgetary chapter in *Annex 4*.

VI. Decisions required

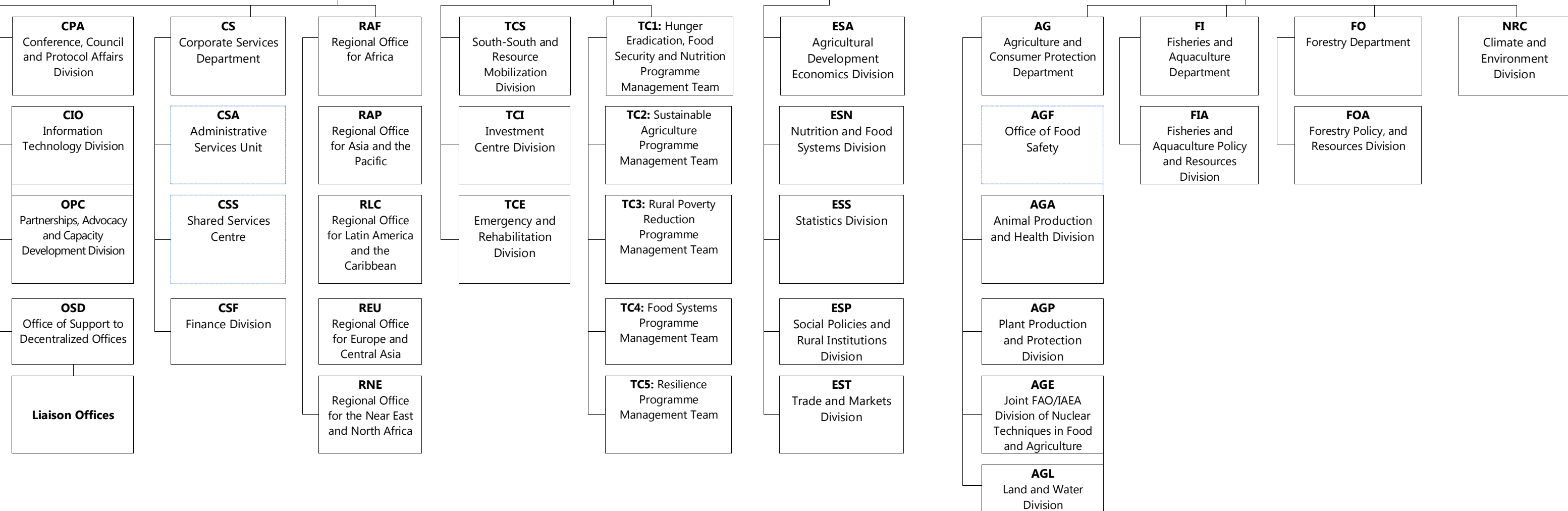
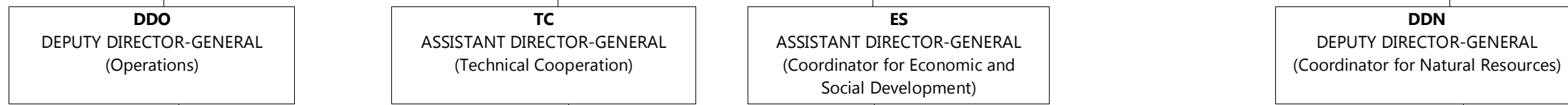
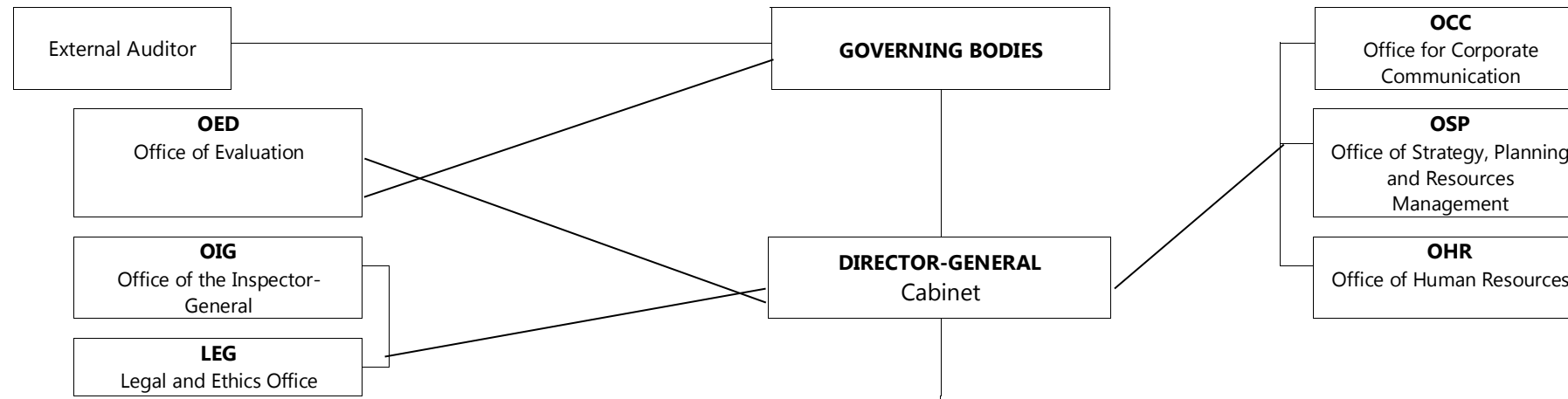
80. Adjustments are proposed to the PWB 2016-17 to contain staff costs and achieve USD 2.7 million in efficiency gains and savings, and to improve results-based monitoring and strengthen programme delivery, in line with the guidance provided by the Conference and Resolution 6/2015.

81. The Programme and Finance Committees are requested to consider the Adjustments to the PWB 2016-17 and the Council is requested to:

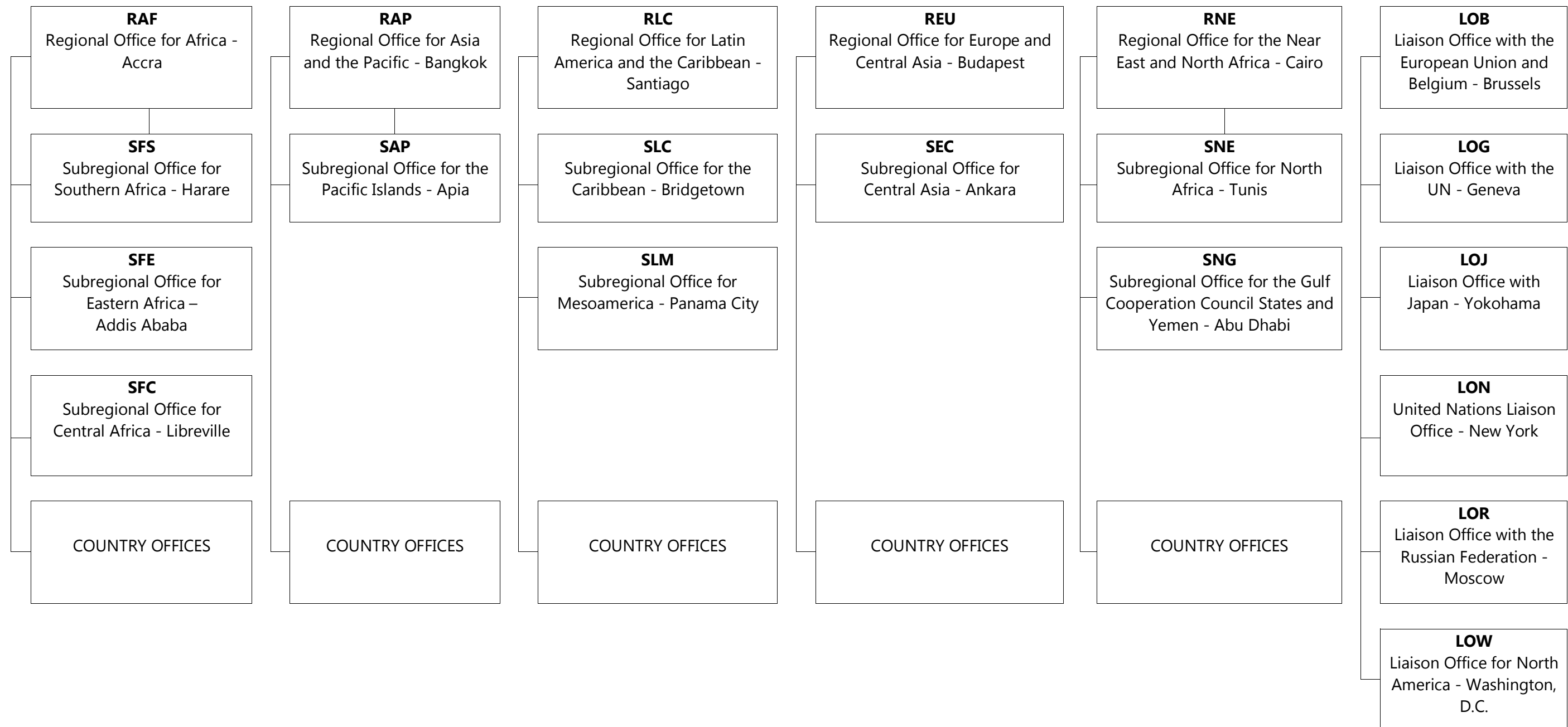
- a) take note that the guidance and decisions of the Conference have been implemented;
- b) take note of the updated results frameworks (*Annex 5*) and the Output targets and indicators for the Strategic Objectives (*Annex 6*);
- c) approve the revised organizational structure (*Annex 1*) and budgeted post establishment (*Annex 2*);
- d) approve the revised distribution of the net appropriation by budgetary chapter as reflected in *Table 2*;
- e) take note of the updated estimates of extrabudgetary resources (*Table 3*) and encourage Members to provide voluntary contributions to facilitate achievement of the Strategic Objectives and implementation of the integrated Programme of Work.

82. The Council is also requested to note that further budgetary transfers could arise as a result of further work planning, as well as from the most efficient and effective modalities of implementation during the biennium. Within chapter transfers and transfers from one chapter to another required to implement the PWB during the biennium will be handled in accordance with Financial Regulation 4.5.

Annex 1: Organigramme Headquarters Offices



**Annex 1: Organigramme
Decentralized Offices**



Annex 2: Post count by grade group and organizational unit

Organizational Unit	PWB 2016-17 (C 2015/3)					Change					Adjusted PWB 2016-17				
	D	P	N	GS	Total	D	P	N	G	Total	D	P	N	G	Total
Office of the Director-General (ODG)	3	9	0	12	24	0	0	0	0	0	3	9	0	12	24
Legal and Ethics Office (LEG)	2	16	0	9	27	0	0	0	0	0	2	16	0	9	27
Office for Corporate Communication (OCC)	2	39	0	29	70	0	6	0	1	7	2	45	0	30	77
Office of Evaluation (OED)	1	8	0	3	12	0	0	0	0	0	1	8	0	3	12
Office of Human Resources (OHR)	2	21	0	17	40	0	0	0	0	0	2	21	0	17	40
Office of the Inspector-General (OIG)	1	18	0	6	25	0	0	0	0	0	1	18	0	6	25
Office for Partnerships, Advocacy and Capacity Development (OPC)	2	30	0	15	47	(2)	(30)	0	(15)	(47)	0	0	0	0	0
Office of Strategy, Planning and Resources Management (OSP)	2	21	0	7	30	0	0	0	0	0	2	21	0	7	30
Apex	15	162	0	98	275	(2)	(24)	0	(14)	(40)	13	138	0	84	235
Deputy Director-General (Operations) (DDO)	1	6	0	4	11	0	2	0	39	41	1	8	0	43	52
Information Technology Division (CIO)	2	43	0	7	52	0	0	0	0	0	2	43	0	7	52
Conference, Council and Protocol Affairs Division (CPA)	2	39	0	61	102	0	0	0	0	0	2	39	0	61	102
Partnerships, Advocacy and Capacity Development Division (OPC)	0	0	0	0	0	2	34	0	18	54	2	34	0	18	54
Office of Support to Decentralized Offices (OSD)	1	10	0	9	20	0	0	0	0	0	1	10	0	9	20
Operations (DP)	6	98	0	81	185	2	36	0	57	95	8	134	0	138	280
Deputy Director-General (Natural Resources) (DDN)	2	12	0	13	27	0	(5)	0	(3)	(8)	2	7	0	10	19
Climate and Environment Division (NRC)	2	20	0	10	32	0	(6)	0	(3)	(9)	2	14	0	7	23
Land and Water Division (NRL)	2	19	0	8	29	(2)	(19)	0	(8)	(29)	0	0	0	0	0
Natural Resources (DN)	6	51	0	31	88	(2)	(30)	0	(14)	(46)	4	21	0	17	42

Organizational Unit	PWB 2016-17 (C 2015/3)					Change					Adjusted PWB 2016-17				
	D	P	N	GS	Total	D	P	N	G	Total	D	P	N	G	Total
Office of Assistant Director-General (ESD)	2	4	0	7	13	0	7	0	3	10	2	11	0	10	23
Agricultural Development Economics Division (ESA)	2	21	0	12	35	0	(3)	0	(2)	(5)	2	18	0	10	30
Nutrition and Food Systems Division (ESN)	1	15	0	6	22	1	12	0	3	16	2	27	0	9	38
Social Policies and Rural Institutions Division (ESP)	2	23	0	7	32	0	3	0	0	3	2	26	0	7	35
Statistics Division (ESS)	2	24	0	26	52	0	0	0	0	0	2	24	0	26	52
Trade and Markets Division (EST)	2	38	0	24	64	0	0	0	0	0	2	38	0	24	64
Economic and Social Development Department (ES)	11	125	0	82	218	1	19	0	4	24	12	144	0	86	242
Office of Assistant Director-General (AGD)	2	10	0	15	27	0	6	0	4	10	2	16	0	19	37
Office of Food Safety (AGF)	1	16	0	12	29	0	0	0	0	0	1	16	0	12	29
Animal Production and Health Division (AGA)	2	24	0	12	38	0	0	0	0	0	2	24	0	12	38
Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture (AGE)	1	7	0	0	8	0	0	0	0	0	1	7	0	0	8
Land and Water Division (AGL)	0	0	0	0	0	2	16	0	7	25	2	16	0	7	25
Plant Production and Protection Division (AGP)	2	30	0	22	54	0	1	0	0	1	2	31	0	22	55
Rural Infrastructure and Agro-Industries Division (AGS)	2	22	0	10	34	(2)	(22)	0	(10)	(34)	0	0	0	0	0
Agriculture and Consumer Protection Department (AG)	10	109	0	71	190	0	1	0	1	2	10	110	0	72	192
Office of Assistant Director-General (FID)	1	1	0	5	7	0	0	0	0	0	1	1	0	5	7
Fisheries and Aquaculture Policy and Resources Division (FIA)	0	0	0	0	0	3	68	0	46	117	3	68	0	46	117
Fisheries and Aquaculture Policy and Economic Division (FIP)	2	34	0	27	63	(2)	(34)	0	(27)	(63)	0	0	0	0	0
Fisheries and Aquaculture Resources Use and Conservation Division (FIR)	2	33	0	19	54	(2)	(33)	0	(19)	(54)	0	0	0	0	0
Fisheries and Aquaculture Department (FI)	5	68	0	51	124	(1)	1	0	0	0	4	69	0	51	124

Organizational Unit	PWB 2016-17 (C 2015/3)					Change					Adjusted PWB 2016-17				
	D	P	N	GS	Total	D	P	N	G	Total	D	P	N	G	Total
Office of Assistant Director-General (FOD)	1	4	0	7	12	0	(1)	0	0	(1)	1	3	0	7	11
Forest Policy and Resources Division (FOA)	0	0	0	0	0	2	40	0	16	58	2	40	0	16	58
Forest Economics, Policy and Products Division (FOE)	1	20	0	9	30	(1)	(20)	0	(9)	(30)	0	0	0	0	0
Forest Assessment, Management and Conservation Division (FOM)	2	19	0	7	28	(2)	(19)	0	(7)	(28)	0	0	0	0	0
Forestry Department (FO)	4	43	0	23	70	(1)	0	0	0	(1)	3	43	0	23	69
Office of Assistant Director-General (TCD)	1	6	0	9	16	0	(1)	0	0	(1)	1	5	0	9	15
Hunger Eradication, Food Security and Nutrition Programme Management Team (TC1)	0	0	0	0	0	1	0	0	2	3	1	0	0	2	3
Sustainable Agriculture Programme Management Team (TC2)	0	0	0	0	0	1	0	0	2	3	1	0	0	2	3
Rural Poverty Reduction Programme Management Team (TC3)	0	0	0	0	0	1	0	0	2	3	1	0	0	2	3
Food Systems Programme Management Team (TC4)	0	0	0	0	0	1	0	0	2	3	1	0	0	2	3
Resilience Programme Management Team (TC5)	0	0	0	0	0	1	0	0	1	2	1	0	0	1	2
Emergency and Rehabilitation Division (TCE)	1	1	0	0	2	(1)	0	0	0	(1)	0	1	0	0	1
Investment Centre Division (TCI)	5	71	0	31	107	0	0	0	(1)	(1)	5	71	0	30	106
South-South and Resource Mobilization Division (TCS)	2	21	0	19	42	0	0	0	0	0	2	21	0	19	42
Technical Cooperation Department (TC)	9	99	0	59	167	4	(1)	0	8	11	13	98	0	67	178
Office of Assistant Director-General (CSD)	2	6	0	53	61	(1)	(1)	0	(39)	(41)	1	5	0	14	20
Administrative Services Unit (CSA)	2	17	0	39	58	(1)	0	0	(3)	(4)	1	17	0	36	54
Finance Division (CSF)	1	30	0	19	50	0	0	0	0	0	1	30	0	19	50
Shared Services Centre (CSS)	0	17	1	96	114	1	(1)	0	0	0	1	16	1	96	114
Corporate Services Department (CS)	5	70	1	207	283	(1)	(2)	0	(482)	(45)	4	62	1	165	238
Junior Professional Programme (SPJ)	0	25	0	0	25	0	0	0	0	0	0	25	0	0	25
Special Programmes (SP)	0	25	0	0	25	0	0	0	0	0	0	25	0	0	25

Organizational Unit	PWB 2016-17 (C 2015/3)					Change					Adjusted PWB 2016-17				
	D	P	N	GS	Total	D	P	N	G	Total	D	P	N	G	Total
Liaison Office with European Union and Belgium, Brussels (LOB)	1	0	0	1	2	0	0	0	0	0	1	0	0	1	2
Liaison Office with the United Nations, Geneva (LOG)	1	3	0	2	6	0	0	0	0	0	1	3	0	2	6
Liaison Office with Japan, Yokohama (LOJ)	1	1	0	1	3	0	0	0	0	0	1	1	0	1	3
Liaison Office with the United Nations, New York (LON)	1	2	0	3	6	0	0	0	0	0	1	2	0	3	6
Liaison Office with the Russian Federation, Moscow (LOR)	1	1	0	1	3	0	0	0	0	0	1	1	0	1	3
Liaison Office for North America, Washington, D.C. (LOW)	1	1	0	8	10	0	0	0	0	0	1	1	0	8	10
Liaison Offices (LO)	6	8	0	16	30	0	0	0	0	0	6	8	0	16	30
FAO Representations (FC)	30	56	170	478	734	0	0	0	0	0	30	56	170	478	734
Regional Office for Africa (Accra) (RAF)	2	37	3	42	84	0	0	0	0	0	2	37	3	42	84
Subregional Office for Central Africa (Libreville) (SFC)	1	8	3	5	17	0	0	0	0	0	1	8	3	5	17
Subregional Office for Eastern Africa (Addis Ababa) (SFE)	1	11	3	6	21	0	0	0	0	0	1	11	3	6	21
Subregional Office for Southern Africa (Harare) (SFS)	1	11	3	9	24	0	0	0	0	0	1	11	3	9	24
Africa (RAF)	5	67	12	62	146	0	0	0	0	0	5	67	12	62	146
Regional Office for Asia and the Pacific (Bangkok) (RAP)	2	47	1	71	121	0	0	0	0	0	2	47	1	71	121
Subregional Office for the Pacific Islands (Apia) (SAP)	1	8	1	7	17	0	0	0	0	0	1	8	1	7	17
Asia and Pacific (RAP)	3	55	2	78	138	0	0	0	0	0	3	55	2	78	138
Regional Office for Europe and Central Asia (Budapest) (REU)	2	19	4	21	46	0	0	0	0	0	2	19	4	21	46
Subregional Office for Central Asia (Ankara) (SEC)	1	8	2	9	20	0	0	0	0	0	1	8	2	9	20
Europe and Central Asia (REU)	3	27	6	30	66	0	0	0	0	0	3	27	6	30	66

Organizational Unit	PWB 2016-17 (C 2015/3)					Change					Adjusted PWB 2016-17				
	D	P	N	GS	Total	D	P	N	G	Total	D	P	N	G	Total
Regional Office for Latin America and the Caribbean (Santiago) (RLC)	2	31	4	42	79	0	0	0	0	0	2	31	4	42	79
Subregional Office for the Caribbean (Bridgetown) (SLC)	1	9	2	10	22	0	0	0	0	0	1	9	2	10	22
Subregional Office for Mesoamerica (Panama City) (SLM)	1	8	3	5	17	0	0	0	0	0	1	8	3	5	17
Latin America and the Caribbean (RLC)	4	48	9	57	118	0	0	0	0	0	4	48	9	57	118
Regional Office for the Near East and North Africa (Cairo) (RNE)	2	28	4	31	65	0	0	0	0	0	2	28	4	31	65
Subregional Office for North Africa (Tunis) (SNE)	1	8	3	12	24	0	0	0	0	0	1	8	3	12	24
Near East (RNE)	3	36	7	43	89	0	0	0	0	0	3	36	7	43	89
Total	125	1,147	207	1,466	2,945	0	0	0	0	0	125	1,147	207	1,466	2,945
* Subregional Office for the Gulf Cooperation Council States and Yemen (SNG) posts are funded by Trust Funds and therefore not shown in the post counts above.															

Annex 3: Adjustments to 2016-17 Net Appropriation by department and office

Organizational Unit/Department	Conference Resolution 6/2015	Work plans, enhancement measures	Efficiency Savings	Net Adjustments	Adjusted PWB 2016-17
ODG - Office of the Director-General	8,414	0	(27)	(27)	8,387
LEG - Legal and Ethics Office	9,604	0	(35)	(35)	9,569
OCC - Office for Corporate Communication	27,859	2,312	(81)	2,231	30,089
OED - Office of Evaluation	8,044	0	(19)	(19)	8,025
OHR - Office of Human Resources	14,190	(163)	(53)	(216)	13,974
OIG - Office of the Inspector-General	8,785	0	(36)	(36)	8,749
OSP - Office of Strategy, Planning and Resources Management	11,246	0	(45)	(45)	11,201
Apex	88,142	2,149	(296)	1,852	89,994
DDO - Deputy Director-General (Operations)	2,036	0	(7)	(7)	2,029
CIO - Information Technology Division	39,832	0	(76)	(76)	39,756
CPA - Conference, Council and Protocol Affairs Division	26,816	0	(40)	(40)	26,776
OPC - Partnerships, Advocacy and Capacity Development Division	21,273	2,295	(65)	2,230	23,502
OSD - Office of Support to Decentralized Offices	7,286	0	(21)	(21)	7,265
DP - Operations	97,243	2,295	(209)	2,085	99,328
DDN - Deputy Director-General (Natural Resources)	13,545	(4,883)	(20)	(4,903)	8,642
NRC - Climate and Environment Division	12,098	(2,653)	(32)	(2,685)	9,413
NRL - Land and Water Division	10,685	(10,685)	0	(10,685)	0
DN - Natural Resources	36,328	(18,221)	(52)	(18,273)	18,055
ESD - Office of Assistant Director-General	4,680	4,698	(27)	4,671	9,351
ESA - Agricultural Development Economics Division	13,998	(2,464)	(40)	(2,504)	11,494
ESN - Nutrition and Food Systems Division	9,966	7,529	(55)	7,474	17,440
ESP - Social Policies and Rural Institutions Division	17,940	1,569	(52)	1,517	19,457
ESS - Statistics Division	15,616	499	(48)	451	16,067
EST - Trade and Markets Division	20,763	0	(74)	(74)	20,689
ES - Economic and Social Development Department	82,963	11,831	(296)	11,536	94,499
AGD - Office of Assistant Director-General	13,422	3,360	(38)	3,322	16,744
AGF - Office of Food Safety	12,471	0	(32)	(32)	12,439
AGA - Animal Production and Health Division	14,870	0	(54)	(54)	14,816
AGE - Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture	5,909	0	(16)	(16)	5,893
AGL - Land and Water Division	0	9,246	(37)	9,209	9,209

Organizational Unit/Department	Conference Resolution 6/2015	Work plans, enhancement measures	Efficiency Savings	Net Adjustments	Adjusted PWB 2016-17
AGP - Plant Production and Protection Division	19,429	306	(63)	243	19,672
AGS - Rural Infrastructure and Agro-Industries Division	12,743	(12,743)	0	(12,743)	0
AG - Agriculture and Consumer Protection Department	78,844	169	(240)	(70)	78,774
FID - Office of Assistant Director-General	2,958	0	(5)	(5)	2,953
FIA - Fisheries and Aquaculture Policy and Resources Division	0	38,581	(138)	38,443	38,442
FIP - Fisheries and Aquaculture Policy and Economic Division	19,948	(19,948)	0	(19,948)	0
FIR - Fisheries and Aquaculture Resources Use and Conservation Division	18,811	(18,811)	0	(18,811)	0
FI - Fisheries and Aquaculture Department	41,717	(178)	(143)	(322)	41,395
FOD - Office of Assistant Director-General	5,212	(932)	(7)	(939)	4,273
FOA - Forest Policy and Resources Division	0	22,381	(79)	22,302	22,302
FOE - Forest Economics, Policy and Products Division	10,956	(10,956)	0	(10,956)	0
FOM - Forest Assessment, Management and Conservation Division	10,869	(10,869)	0	(10,869)	0
FO - Forestry Department	27,037	(376)	(86)	(461)	26,576
TCD - Office of Assistant Director-General	5,196	(385)	(7)	(392)	4,804
TC1 - Hunger Eradication, Food Security and Nutrition Programme Management Team	0	974	(3)	971	971
TC2 - Sustainable Agriculture Programme Management Team	0	916	(3)	913	913
TC3 - Rural Poverty Reduction Programme Management Team	0	973	(3)	970	970
TC4 - Food Systems Programme Management Team	0	911	(3)	908	908
TC5 - Resilience Programme Management Team	0	730	(3)	727	727
TCE - Emergency and Rehabilitation Division	649	(544)	(2)	(546)	103
TCI - Investment Centre Division	29,494	(213)	(161)	(374)	29,119
TCS - South-South and Resource Mobilization Division	13,569	0	(41)	(41)	13,528
TC - Technical Cooperation Department	48,908	3,362	(226)	3,136	52,044
CSD - Office of Assistant Director-General	6,645	0	(13)	(13)	6,632
CSA - Administrative Services Unit	29,366	(1,135)	(31)	(1,166)	28,199
CSF - Finance Division	15,572	154	(53)	101	15,673
CSS - Shared Services Centre	13,031	0	(17)	(17)	13,014
CS - Corporate Services	64,614	(981)	(114)	(1,097)	63,517

Organizational Unit/Department	Conference Resolution 6/2015	Work plans, enhancement measures	Efficiency Savings	Net Adjustments	Adjusted PWB 2016-17
Department					
OSS - Contributions to Inter-agency Coordination	2,227	0	0	0	2,227
OSM - Multidisciplinary Fund	10,000	0	0	0	10,000
SPJ - Junior Professional Programme	4,616	0	0	0	4,616
SP - Special Programmes	16,843	0	0	0	16,843
LOB - Liaison Office with European Union and Belgium, Brussels	918	0	(3)	(3)	915
LOG - Liaison Office with the United Nations, Geneva	3,024	0	(9)	(9)	3,015
LOJ - Liaison Office with Japan, Yokohama	1,557	0	(5)	(5)	1,552
LON - Liaison Office with the United Nations, New York	3,729	0	(8)	(8)	3,721
LOR - Liaison Office with the Russian Federation, Moscow	1,620	0	(5)	(5)	1,615
LOW - Liaison Office for North America, Washington, D.C.	4,044	0	(5)	(5)	4,039
LO - Liaison Offices	14,892	0	(35)	(35)	14,857
TPI - TCP Projects - Inter-regional and Emergency Facility	24,003	0	0	0	24,003
TPA - TCP Projects - Africa	43,824	0	0	0	43,824
TPP - TCP Projects - Asia and the Pacific	26,295	0	0	0	26,295
TPL - TCP Projects - Latin America and the Caribbean	19,723	0	0	0	19,723
TPN - TCP Projects - Near East and North Africa	8,713	0	0	0	8,713
TPE - TCP Projects - Europe and Central Asia	10,890	0	0	0	10,890
TP - Technical Cooperation Programme - Projects	133,448	0	0	0	133,448
RAF - Regional Office for Africa (Accra)	24,703	0	(87)	(87)	24,616
SFC - Subregional Office for Central Africa (Libreville)	5,817	0	(23)	(23)	5,794
SFE - Subregional Office for Eastern Africa (Addis Ababa)	7,631	0	(29)	(29)	7,602
SFS - Subregional Office for Southern Africa (Harare)	7,998	0	(30)	(30)	7,968
FRA - FAORs in Africa	57,235	0	(165)	(165)	57,070
Africa	103,384	0	(334)	(334)	103,050
RAP - Regional Office for Asia and the Pacific (Bangkok)	30,871	0	(109)	(109)	30,762
SAP - Subregional Office for the Pacific Islands (Apia)	5,243	0	(22)	(22)	5,221
FAP - FAORs in Asia and the Pacific	25,405	0	(66)	(66)	25,339
Asia and Pacific	61,519	0	(197)	(197)	61,322
REU - Regional Office for Europe and Central Asia (Budapest)	13,927	0	(42)	(42)	13,885
SEC - Subregional Office for	5,163	0	(20)	(20)	5,143

Organizational Unit/Department	Conference Resolution 6/2015	Work plans, enhancement measures	Efficiency Savings	Net Adjustments	Adjusted PWB 2016-17
Central Asia (Ankara)					
FEU - FAORs in Europe and Central Asia	4,658	0	(18)	(18)	4,640
Europe and Central Asia	23,748	0	(80)	(80)	23,668
RLC - Regional Office for Latin America and the Caribbean (Santiago)	23,199	0	(73)	(73)	23,126
SLC - Subregional Office for the Caribbean (Bridgetown)	7,098	0	(24)	(24)	7,074
SLM - Sub-regional Office for Mesoamerica (Panama City)	5,839	0	(24)	(24)	5,815
FLA - FAORs in Latin America and the Caribbean	28,189	0	(91)	(91)	28,098
Latin America and the Caribbean	64,325	0	(212)	(212)	64,113
RNE - Regional Office for the Near East and North Africa (Cairo)	19,565	0	(71)	(71)	19,494
SNE - Subregional Office for North Africa (Tunis)	6,412	0	(24)	(24)	6,388
FNE - FAORs in the Near East	12,400	0	(42)	(42)	12,358
Near East	38,377	0	(137)	(137)	38,240
Corporate Income and Cost Recoveries (net)	(54,000)	0	0	0	(54,000)
Contingencies	600	0	0	0	600
Capital Expenditure	16,892	0	0	0	16,892
Security Expenditure	22,485	(50)	(14)	(64)	22,420
Unidentified further efficiency gains and savings	(2,673)	0	2,673	2,673	0
Total	1,005,635	0	0	0	1,005,635

Annex 4: 2016-17 Net Appropriation and extrabudgetary resources by chapter and region

SO/FO	Headquarters/Global		Africa		Asia and Pacific		Europe and Central Asia		Latin America and the Caribbean		Near East		Total		
	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Total
1	36,003	46,022	20,989	72,797	7,355	41,177	3,015	1,540	11,620	34,995	5,410	12,873	84,391	209,404	293,796
2	100,395	142,181	40,712	113,175	21,928	57,289	6,956	19,273	19,929	42,361	10,815	26,195	200,735	400,474	601,208
3	35,015	14,654	8,149	25,445	5,822	21,093	3,194	11,498	7,894	23,347	5,633	12,407	65,707	108,444	174,152
4	63,403	72,739	14,787	16,722	9,797	20,196	4,266	3,279	8,651	11,916	4,363	9,122	105,266	133,974	239,240
5	28,684	57,950	8,270	351,181	3,707	142,867	1,424	26,411	5,075	40,244	3,681	80,165	50,841	698,818	749,659
6	56,682	10,169	600	127	579	1,240	400	0	554	0	400	7	59,215	11,543	70,758
7 - TCP	25,325	0	44,785	0	27,118	0	11,449	0	20,293	0	9,160	0	138,131	0	138,132
8	62,492	929	1,652	0	3,938	0	6,082	0	1,934	0	1,643	0	77,740	929	78,669
9	30,756	4	1,116	0	755	0	604	0	1,421	0	784	0	35,437	4	35,441
10	66,060	1,140	2,503	346	2,527	18	1,256	80	2,235	0	2,402	3	76,983	1,588	78,571
11	40,962	4,607	3,311	638	5,643	18	14,468	647	4,228	1,301	2,663	0	71,275	7,210	78,485
12 - Cont	600	0	0	0	0	0	0	0	0	0	0	0	600	0	600
13 - CapEx	16,892	0	0	0	0	0	0	0	0	0	0	0	16,892	0	16,892
14 - Security	22,420	181	0	0	0	0	0	0	0	0	0	0	22,420	181	22,601
Total	585,688	350,576	146,874	580,431	89,170	283,898	53,113	62,729	83,836	154,164	46,954	140,772	1,005,635	1,572,570	2,578,205