

Chair's Aide-Mémoire

Joint meeting of Working Groups I and III of the Conference Committee for IEE Follow-up (CoC-IEE)

Monday 23 March 2009

Chaired by Rita Mannella, Vice-Chair WG III

Headquarters Organizational Structure

1. The Management paper entitled *Headquarters Organizational Structure - Progress Report* (http://www.fao.org/uploads/media/HQRestructuringEnglish_1.pdf) was appreciated by the Working Groups, and the structure presented was found to be generally in line with the restructuring principles set out in the Immediate Plan of Action (IPA). While noting that the proposals made were work in progress, Members recognized the challenges faced and the efforts made by the FAO Management and Staff, including the significant reduction in the number of D-level posts and direct reports to top management, which would allow improved working across organizational boundaries. Members also acknowledged that the recommendations from the Root and Branch Review and the preparation of the results-based framework in the new Medium-term Plan will have implications on the further development of the Headquarters structure initiated in 2009 for completion by 2012.

2. During extensive discussions, Members made a range of comments and suggestions, and asked for a series of explanations and clarifications, which covered the following issues:

- a) Management should provide details regarding the current and proposed staff distribution across departments and offices, including D-level positions, in order to facilitate an informed comparison between the existing structure and the proposed one.
- b) The proposed Corporate Services and Finance Department, as envisaged in the IPA, included the prominent Human Resource function, which was not very visible. This Department would be very large, which could challenge its efficient management. It was recalled that the future configuration of this Department would be significantly influenced by the results of Root and Branch Review.
- c) It was also stressed that there should be greater clarity and/or specificity in the future proposals on the organizational structure regarding several matters such as:
 - the functions and structure of the Natural Resources Management and Environment Department (including in relation to other technical departments) and of various new offices – i.e. the Office of Corporate Communications and External Relations, the Office of Knowledge Exchange, Research, and Extension, and the Office of Support to Decentralization – as well as the Ethics component of the Legal Office;
 - the division of responsibilities on corporate resource mobilization between the Office of Strategy, Planning and Resource Management and the Technical Cooperation Department;
 - the responsibilities of Cabinet and its relationship to the offices in the apex of the organizational structure, including the two Deputy Directors-General;
 - assignment of responsibilities with regard to rural development matters, such as land tenure and institutional reform.

- d) While noting that the decentralized offices would be the subject of separate discussions (starting on 17 April 2009), it was pointed out that the regional and sub-regional office structures should be flexible, taking into account the specific needs and conditions in the regions, while ensuring that they operate as technical hubs as decided by Members. It was also observed that decentralization reforms should, beyond the regional and sub-regional levels, extend to country offices, covering FAO Representations as appropriate, and the functions, decision-making level and reporting lines of the FAO Representatives should be clarified.
- e) The presentation on the pilot, innovative proposed structure of the ES Department was generally welcomed and some clarifications were requested. It was noted that departments could be organized in different ways and not necessarily follow the same model, provided overall coherence of the structure was preserved. It was also suggested that departments and divisions should, to the extent possible, retain their present name for the benefit of staff and partners in the field.
- f) Management should report progress on plans made to advertise the new post of Deputy Director-General.

3. Management provided oral information and clarifications in response to the questions raised by Members and agreed to present further detail in the documentation for the next joint meeting of the Working Groups on the Headquarters organizational structure scheduled in June 2009.

4. In the meantime, Management would proceed with developing the PWB 2010-11 using the proposed Headquarters organizational structure discussed at the meeting (see Annex 2), taking into account the comments and suggestions made.

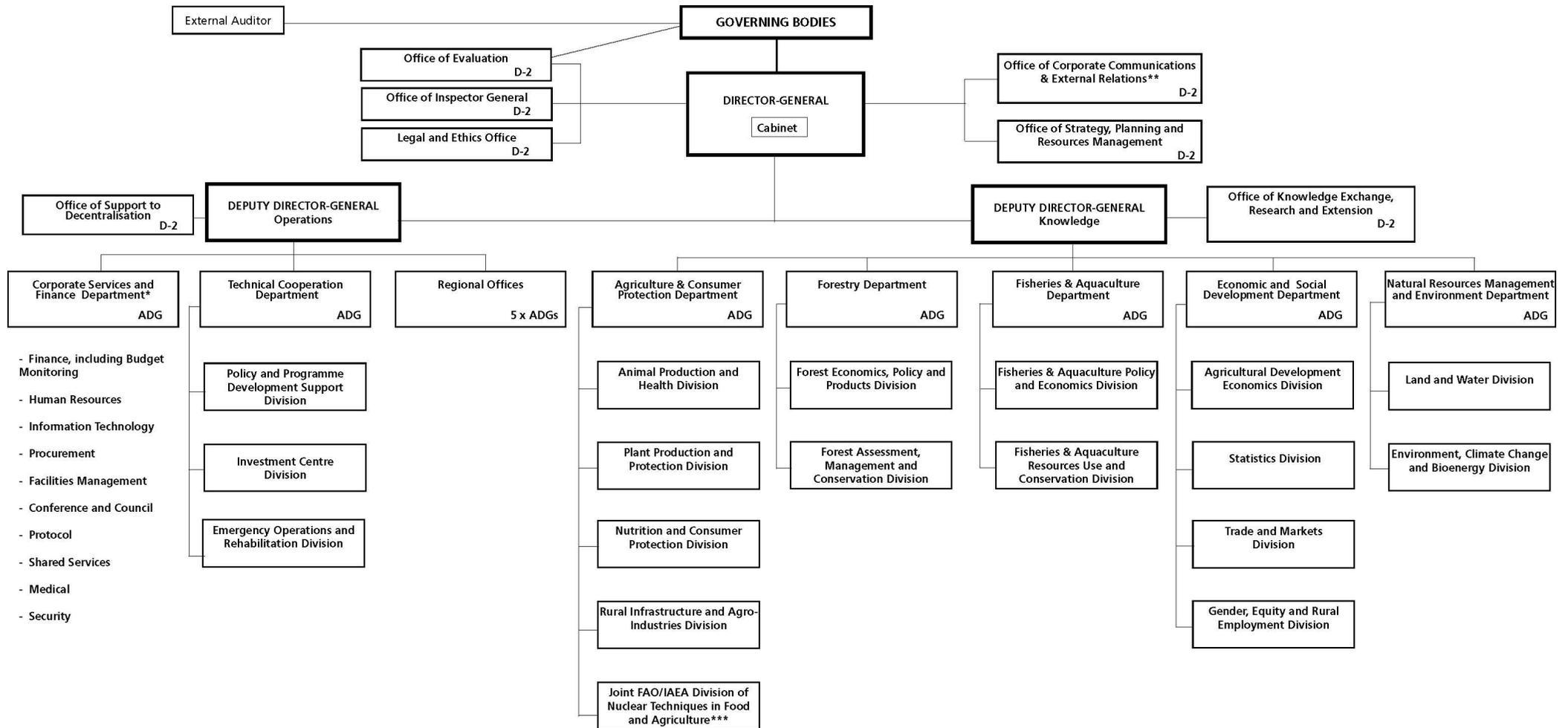
Annex 1

Agenda for the meeting

1. Chair's introduction
2. Headquarters organizational structure

PROPOSED HQ ORGANIZATIONAL STRUCTURE

Annex 2



* Structure and functions of Corporate Services and Finance Department subject to Root and Branch Review outcome

** Title adjusted further to functional analysis

*** FAO share of Regular Programme budget for the Joint FAO/IAEA Division is 14.3%