

Headquarters Organizational Structure – Progress Report

Executive Summary

The Immediate Plan of Action called for a comprehensive restructuring of the FAO Headquarters organizational structure, to be initiated in 2009 for completion by 2012. This paper summarizes the process that is being followed and the proposed structures, and Management welcomes further guidance from the Working Groups.

The proposals have been prepared by a senior management team tasked with coordinating the functional analysis of the headquarters structure. This work should be considered as work in progress, due to two interlinked ongoing exercises under the IPA which may have implications on the organizational structure: the Root and Branch Review, whose final report is due in late April, and the ongoing elaboration of organizational results in the context of the MTP 2010-13 and PWB 2010-11.

The proposals are fully in line with the guidance given by the 2008 Conference as summarized in IPA actions 3.91 to 3.96, on both the apex structure as well as the tentative proposals for the structure below the apex. A proposed headquarters organigramme, which builds upon the structure indicated in Box 5 of the IPA, is provided in Annex I.

The proposed headquarters structure reflects the abolition of a total of 40 director-level posts compared with the PWB 2008-09 (i.e. a reduction of one-third of the headquarters director-level positions), which the IPA indicates would allow the Organization to permanently reinvest a biennial amount of USD 17.4 million in the technical programmes.

The new apex structure, to be established from 2010, would reduce the number of direct reporting lines to the Director-General. A new executive management team led by the Director-General and including the two Deputy Directors-General will enable improved working across organizational boundaries.

Early actions have been taken with regard to the recruitment of an Ethics Officer and the establishment of an Ethics Committee during 2009. Regarding evaluation, a revised draft Charter for a separate Office of Evaluation has been prepared and interviews are being held for the Director's position.

Below the apex, all the departments are significantly affected by changes. The delayering exercise is one significant driver. Several technical departments are piloting new programme-led and team-led ways of working to improve their programme delivery, while cross-departmental strategy teams will promote management by results across units with clear frameworks for action. These significant adjustments are not apparent from a simple presentation of the organigramme. The final structure of the new Corporate Services and Finance department will be informed by the Root and Branch Review.

Introduction

1. The *Immediate Plan of Action* (IPA) called for a comprehensive restructuring of FAO Headquarters, to be initiated in 2009 for completion by 2012¹. It called for a functional analysis of the work of the Headquarters departments, taking into account the ongoing formulation of the Medium-Term Plan and the Root and Branch Review. The sequencing for much of this work was also anticipated in the document presented to the CoC-IEE Working Groups I and III on 9 September 2008².
2. This present paper reports on the "work in progress" to date, and seeks guidance from the Working Groups in order to inform the next steps in the process, including the formulation of the Medium Term Plan (MTP) 2010–2013 and the Programme of Work and Budget (PWB) 2010–2011.

Process

3. The Senior Management Team/IPA (SMT/IPA) was tasked with coordinating the functional analysis. Specifically, and through the functional analysis work, it has been: defining the roles and responsibilities of the new units at the apex level of the structure, including the two Deputy Directors-General; defining the roles and divisional structures within departments; identifying and analyzing synergies and opportunities for collaboration between units and across departmental boundaries.
4. The SMT/IPA was guided by the principles for restructuring, as outlined in paragraph 46 of the IPA. In brief, these include: effective working through a results-based framework; manageable spans of control; consolidation of units and reducing silos; integration and representation of decentralized offices in senior management decision-making processes; flexible, delayed structures; effective development and use of human resources; management by results, delegation and accountability; cost-effective decisions on locations, sharing services with other UN agencies, and outsourcing.
5. The restructuring will be conditioned by two interlinked, ongoing exercises under the IPA:
 - The Root and Branch Review, whose final report is due in late April. The final report will include recommendations regarding which functions and services should be provided by the new Corporate Services and Finance Department. The report may also contain recommendations that impact other offices, including those in the apex of the Organization (e.g. Cabinet of the Director-General and the functions of the DDG Operations), as well as recommendations that may have implications for Departments under the apex. In particular, it may make specific recommendations with regard to locations where work should be carried out, joint action, partnerships and sharing services with other UN agencies, and outsourcing.

A series of workshops has been, and will be, held with Root and Branch Review teams to define current processes and future more streamlined administrative processes. There has been wide participation across the Organization, with support service providers and clients from many disciplines – in headquarters and decentralized offices – participating fully.

- The Strategic and Functional Objectives and Organizational Results are currently being formulated and will be further elaborated (from March to June) in the context of

¹ See paragraphs 46-48 and the *Headquarters Structure Action Matrix*

² *Note to Working Groups on Organizational Structure*, CoC-IEE Working Groups I and III, 9 September 2008

the MTP 2010–2013 and the PWB 2010–2011. This formulation process is informing further thinking on structures, including through new, flexible working structures to ensure management by results, delegation and accountability.

Here also, radically new ways of working are being defined. Cross-departmental strategy teams, involving staff from headquarters and decentralized offices are working together to define the Organizational Results within the new result-based framework. The FAO Results Marketplace, held on 11 March, launched a completely new approach to cross fertilization and collaboration, as all the strategy teams met at one interactive event to share and learn from their work.

6. As these two processes will significantly inform the restructuring process, the recommendations being made at this stage with regard to Headquarters structure should be considered as “work in progress” and subject to further change mid-year. However, a lot of progress can be reported – for example in relation to delayering, implementation of early actions, and the development of new multi-disciplinary ways of working.

Delayering – A Streamlined, and More Cross-Functional Organization

7. Further progress has been made on delayering, which has also informed the restructuring exercise.
8. Members will recall that 13 D-level posts were abolished to achieve efficiency savings in the PWB 2008-09. The IPA specifies the further delayering of another 27 D-level posts, for implementation in 2010-11 (action 3.96), with resulting savings of USD 17.4 million per biennium, to be ploughed back into the programmes of the Organization. Thus the Organizational target is a total of 80 Headquarters D-level positions (previously 120) in the 2010-11 biennium.
9. The further 27 posts to be delayed in 2010-11 have been identified by departments and offices. The greatest reduction will be at the D-1 level. This seeks to reduce the silo effect created by the Service structure and create opportunities for the adoption of new structural models, which foster team work to deliver better results, and to be able to change flexibly to meet new challenges.
10. A number of divisional structural models are currently being piloted in the Organization, all designed to promote cross-functional work. Pilots will be assessed during 2009 and models will be formulated for adoption by the Organization. It should be noted in this regard that structure is only one way of promoting new ways of working and collaborative efforts will continue even when the structure is defined and implemented.

Executive Management – The Apex Structure

11. In line with the guidance given by the 2008 Conference³, and taking into account the functional analyses carried out across the Organization, the SMT/IPA:
 - further refined the actions towards establishing the offices of: Strategy, Planning and Resource Management; Evaluation; and Legal and Ethics;
 - examined the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs;

³ IPA actions 3.91 to 3.96

- analysed the activities related to the transfer of the Office for Coordination and Decentralization functions to Regional/sub-regional Offices; and
 - elaborated the functions of the two DDGs, appointed by the Director-General, and their associated offices.
12. This new structure reduces the number of direct reporting lines to the Director-General to seven. A new executive management team will be led by the Director-General as chief executive officer and include the two Deputy Directors-General representing the knowledge base of the Organization and the operational aspects of its work. This team will be more flexible and better able to make timely decisions. It will have the responsibility, authority, and functional scope to ensure that decisions on all aspects of the Organization's work are enacted in a timely and effective manner. This executive team will enable improved working across organizational boundaries, with each participant representing more than one department and sufficient resources supporting cross-functional work.
13. The function of the DDG Operations is to provide strategic direction to, and oversight over, the Corporate Services and Finance Department, the Technical Cooperation Department and all decentralized offices with a view to ensuring the required environment for delivering the Organization's results, including responsibility for Enterprise Risk Management. With respect to some areas of this work, the DDG Operations is supported by the Office of Support to Decentralization.
14. The function of the DDG Knowledge is to provide strategic direction to, and oversight of, the technical departments of the Organization. He or she will foster integration of the technical knowledge and ensure the appropriate environment for the technical departments to operate efficiently and effectively, sharing information and providing incentives for cross-departmental work, reducing the silo approach. The DDG Knowledge is supported in this work by the Office of Knowledge Exchange, Research, and Extension, which will include the Knowledge Exchange and Capacity Building Division (KCE), the Electronic Publishing Policy and Support Branch (KCII), and the Research and Extension Division (NRR).
15. The two DDGs will work together to ensure a coherent and joined-up approach to achieving Organizational Results through the Strategic and Functional Objectives and the Core Functions, as well as the resolution of cross-organizational issues below the apex.
16. Compared with the apex organizational structure presented in the IPA, the *Office of Corporate Communications, Partnerships & Inter-governmental and Inter-agencies Affairs* becomes the *Office of Corporate Communications and External Relations*, in order to reflect better its mandate.
17. Early actions have been taken with regard to the Ethics function of the *Legal and Ethics Office* and with respect to the creation of the *Office of Evaluation*:
- Recruitment of an Ethics officer is in progress and, subject to the availability of the selected candidate, entry on duty is foreseen for July 2009. A submission on the membership and terms of reference of the Ethics Committee will be made to the CCLM and the Finance Committee.
 - A revised Draft Charter for the Office of Evaluation has been prepared and will be presented to the Programme Committee in May. The selection process for the Director

of Evaluation is underway, in line with procedures set out in the IPA, with the aim of establishing the Office by mid-2009.

18. The results of the SMT/IPA's work are shown in the organigramme in Annex I. Further details of the functions of the offices in the apex structure are contained in Annex II.

Departments – Below the Apex

19. Following on from the definition of the functions of the apex, a provisional and tentative proposal for the structure under the apex has been prepared by the SMT/IPA (see organigramme in Annex I). It takes into account all the functional analyses done so far, but still needs to be further informed by the ongoing Root and Branch Review, and the elaboration of the MTP and PWB.
20. A summary description of functions and main changes developed for each department is provided in Annex III. The proposed new structure provides for a reduction of 6 divisions (from 30 to 24, subject to further input from the Root and Branch Review regarding the organizational arrangements under the Corporate Services and Finance Department) and 1 Department (from 8 to 7). The results of delayering (described above) have been incorporated in the organizational structure.
21. The changes in the proposed departmental structure versus the current organizational arrangements are broadly as follows.
- a) The current Knowledge and Communication Department and the Department of Human, Financial, and Physical Resources Department will be abolished.
 - b) A new Corporate Services and Finance Department would be established and, subject to the recommendations of the Root and Branch Review, could include: all or nearly all of the Department of Human, Financial, and Physical Resources Department (AF); parts of the Programme and Budget Service (PBEP), specifically functions related to financial forecasting and expenditure performance against budget; all or nearly all of the Information and Technology Division (KCT); the major part of Conference Council and Protocol Affairs (KCC); and other areas as may be identified by the Root and Branch Review, where synergies or a corporate approach to service provision will deliver improved results (e.g. unification of other IT work; printing services).
 - c) The Technical Cooperation Department will eliminate the Field Operations Division. Some of its activities are proposed to be absorbed into the new Unit for Monitoring and Coordination of Field Activities, attached to the Office of the ADG. Others will be carried out by a new Policy and Programme Development Support Division (replacing the former TCA).
 - d) The Natural Resources Management and Environment Department will focus on the sustainable use of natural resources, coordination of genetic resources for food and agriculture and environmental challenges including climate change and the challenges and opportunities of bioenergy. It will eliminate the Research and Extension Division and transfer its functions to the Office of Knowledge Exchange, Research and Extension
 - e) The Agriculture and Consumer Protection Department and the Economic and Social Development Department, while retaining their current divisional structures, are making significant changes below the divisional level. They have abolished 5 and 6 D1-level posts respectively and are piloting new

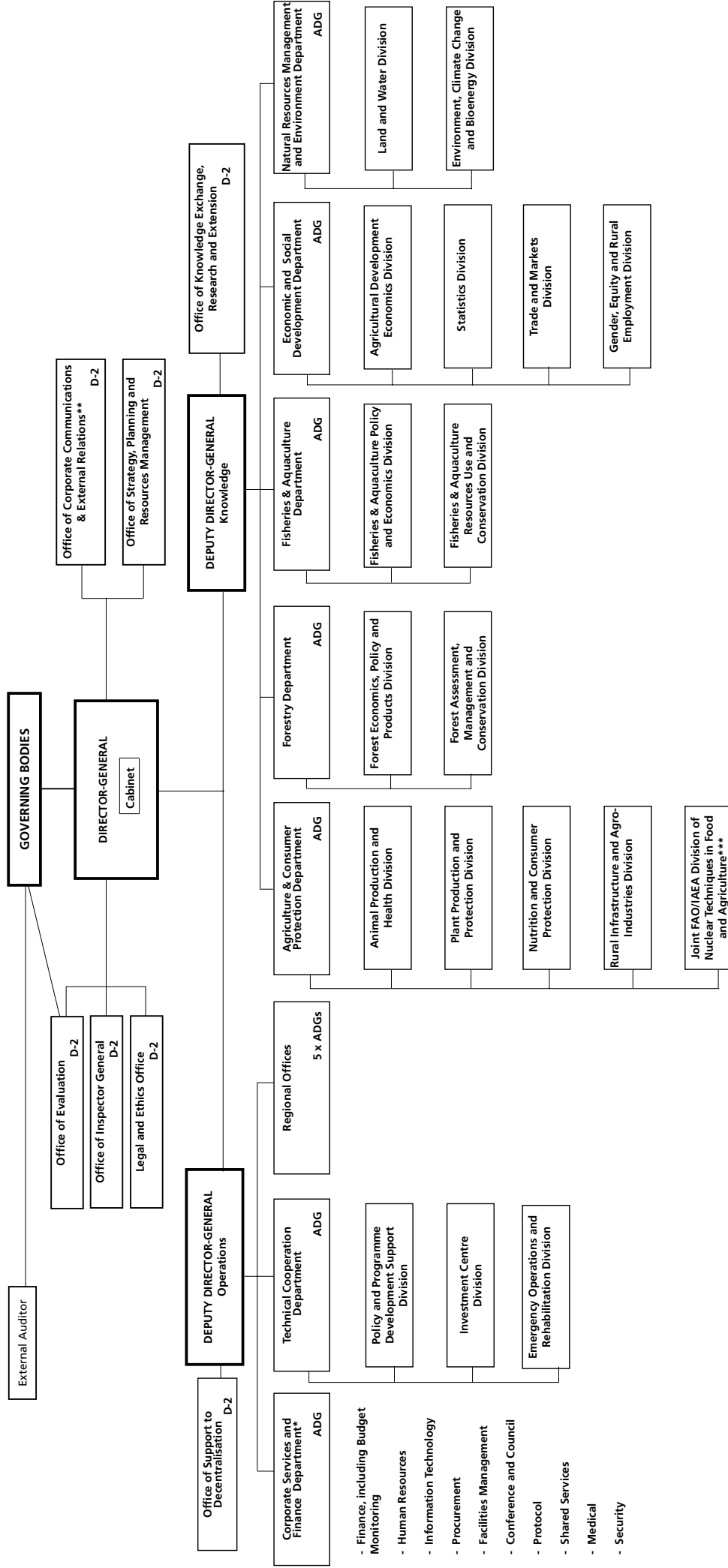
programme-led and team-led ways of working to improve their programme delivery.

- f) The Fisheries and Aquaculture Department will reduce the number of divisions from three to two. The functions carried out by the Fisheries Products and Industry Division will be accommodated within the two remaining divisions.
- g) The Forestry Department will reduce the number of divisions from three to two. The functions carried out by the Forest Products and Industries Division will be accommodated within the two remaining divisions.

Guidance Requested

- 22. The management welcomes further guidance from the Working Groups on the process that is being followed and – notwithstanding the results of the Root and Branch Review and the further formulation of the MTP and PWB – the structures being proposed.

PROPOSED HQ ORGANIZATIONAL STRUCTURE



* 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 %

Functions and Main Changes in the Apex Structure

Annex II

The Director-General

1. The Basic Texts of FAO provide that the Director-General, elected by Member Nations, is the Executive Officer of the Organization and has full powers and authority to direct the work of the Organization, subject to the general supervision of the Conference and of the Council.

Cabinet of the Director-General

2. The Cabinet supports the Director-General in his overall management of the work of the Organization; monitors the implementation of his directives as executive officer of the Organization to carry out the decisions of the Conference and Council; provides strategic advice to the Director-General for effective and efficient management of monitoring and reporting activities; assists the Director-General in his representational activities with Members Nations, UN agencies and funds, NGOs, CSOs, and other stakeholders in FAO activities. The Cabinet oversees all preparatory work of the Director-General's activities, and undertakes missions and contacts on his behalf.

Main changes

3. In line with the recommendations made at Stage 1 of the Root and Branch Review, the Cabinet of the Director-General has started the shift towards strategic support to the activities of the Director-General, with less involvement in administrative and support functions. This was facilitated by the significant delegations of authority effected by the Director-General in 2007 and 2008, which have considerably reduced the volume of administrative decisions taken at the top level of the Organization. This realignment of the role of the Cabinet has contributed to the reduction of one professional post in 2009.

Office of Evaluation

Functions

4. The Office has sole responsibility to conduct all evaluations in FAO (with the exception of auto-evaluations); facilitates feedback from evaluation through follow-up to individual evaluations and in communicating lessons for more general application; ensures timely reporting on the implementation of accepted evaluation recommendations; has an institutionalised advisory role on results-based management and programming and budgeting; contributes to the enhancement of evaluation within the UN through active participation in the United Nations Evaluation Group (UNEG) and in inter-agency evaluations in FAO's areas of competence; coordinates its work programme with the rest of the UN system, taking into account the work of the Joint Inspection Unit (JIU); and provides comments on staff training requirements on evaluation to the Human Resources Management Division.

Main changes

5. The Office, formerly part of the Office of Programme, Budget and Evaluation (PBE) will be

established as a separate unit, with dual reporting to the Director-General and to the Council (through the Programme Committee). Its operations will be governed by a Charter, to be approved by the Council in 2009.

Office of the Inspector General

Functions

6. The Office of the Inspector General's mandate is defined as an independent function that provides assurance to the Director-General and, through him, to the FAO Governing Bodies that the outputs of the Organization are produced with due regard to economy, efficiency and effectiveness. Accordingly, the Office of the Inspector General provides oversight of the programmes and operations of the Organization, through internal audit, investigation and consulting services.
7. The Office of the Inspector General has responsibility for monitoring and evaluating the adequacy and effectiveness of the Organization's system of internal control, financial management and use of assets. The Office provides the Director-General and the functions and programmes audited with independent, objective assurance and consulting services designed to add value and improve the Organization's operations. It helps the Organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and internal governance processes.
8. The Office of the Inspector General has been vested with the authority to investigate allegations of irregularities in the programmes and operations of the Organization. The Office informs the Director-General and Senior Management of lessons learned, and promotes policies and activities that enhance the integrity of FAO's operations.

Main Changes

9. As of 2008, the composition of the Audit Committee, established in 2003 to advise the Director General and provide assurance to him that the Office of the Inspector General is operating efficiently and effectively, was amended to consist entirely of external members.

Legal and Ethics Office

Functions

10. The Legal Office provides legal advice to governing and statutory bodies, the Director-General, the technical and administrative departments and decentralized offices, ensuring that FAO's activities comply with the Constitution and other Basic Texts; provides legislative advice to members seeking to conform their national laws on food, agriculture and natural resource management to international norms and trends; collects and disseminates legal information through publications and databases including FAOLEX; carries out depositary functions with respect to treaties; represents FAO before tribunals of the United Nations system and oversees FAO's representation in all other judicial and arbitration proceedings; assists in the elaboration, negotiation and follow-up of treaties, codes of conduct and other global or regional legal instruments of relevance to food and agriculture, as well as agreements regarding FAO's operations and partnerships; deals with matters involving the status and immunity of FAO, including legal aspects of relations with host governments and other international organizations;

services the Committee on Constitutional and Legal Matters (CCLM) and the secretariats of governing and statutory bodies; certifies legal documents issued on behalf of the Organization.

Main changes

11. The Legal and Ethics Office advises the Director-General on ethics issues; promotes Organization-wide compliance with FAO's rules, policies and procedures; fosters a culture of ethics, transparency and accountability in the Organization; assists in maintaining and enhancing the Organization's ethical image vis-à-vis its Members, staff and global partners; administers and monitors the Organization's declaration of interest and financial disclosure policies, and provides the necessary guidance to staff in this connection; leads and coordinates the development of an ethics programme within the Organization; provides confidential advice and guidance to staff on ethics issues (including conflict of interest, financial disclosure and sound business practices); leads the establishment and administration of an ethics helpline; develops standards, training and education materials on ethics and integrity issues, in coordination with AFH and other offices as appropriate; coordinates an annual ethics training session for all staff; participates in relevant inter-agency UN fora, and facilitates, where possible, a harmonized approach to ethics alongside other institutions of the UN common system.

Office of Corporate Communications and External Relations

Functions

12. The Office of Corporate Communications and External relations supports the Organization to strengthen and enhance contacts and cooperation with UN agencies, Civil Society and Non-Governmental Organizations, private sector, and national alliances. It provides them with one entry point to FAO. It develops the strategic communications programme, supports, guides and undertakes advocacy and communications with external actors and advises and implements, where appropriate, internal communication. It provides strategic support to and promotes the development of partnerships and alliances. It acts as the focal point for partnerships with CSO/NGOs and for the private sector. It provides support to UN system collaboration and policy development as well as to collaboration between the Rome-based agencies.

Main changes

13. The new office contributes to strengthening relations with external stakeholders and improving advocacy and communications and the recognition of and support to Members' goals. It draws its functions from the Communication Division (KCI) and the International Alliance against Hunger Secretariat (KCDA), both previously in the Knowledge and Communication Department, the Office of UN Coordination and MDG Follow-up (UNC), and the Office of Strategic Planning (ODGS), all of which will be abolished.

Office of Strategy, Planning and Resources Management

Functions

14. The Office advises the Director-General on strategic and policy matters related to the Organization's objectives, results-based programmes, budgets and resource mobilization for all sources of funds; leads the development of policies and procedures on results-based

management; coordinates the preparation of the Organization's strategic, programme and budget plans; develops and monitors corporate integrated resource mobilization and manages resource allocation; monitors and reports on corporate programme implementation to help ensure effective and efficient achievement of results.

Main changes

15. The Office of Programme, Budget and Evaluation (PBE) is abolished and replaced by two separate offices: the Office of Evaluation (covered by a separate functional description) and the Office of Strategy, Planning and Resources Planning (OSP). Compared with PBE's programme and budget functions, it retains responsibility to advise and coordinate on the preparation of the Organization's strategic, programme and budget plans, and to monitor and report on implementation but with more focus on results; this responsibility is extended to cover all sources of funds (assessed and voluntary) under the unified work programme format approved in the IPA. In this context, OSP takes on responsibility for policies and procedures for results-based management. It also takes on the new responsibility to develop and monitor the implementation of a corporate integrated resource mobilization strategy and policy, in close relation with TC, as well as to manage overall resource requirements (assessed and voluntary). Finally, aspects of financial management previously carried out by PBE (financial trends and estimates, expenditure performance) will be transferred to the Corporate Services and Finance Department (depending on outcome of Root and Branch Review).

Deputy Director-General Operations

Functions

16. The DDG Operations provides strategic direction and oversight over the Corporate Services and Finance Department, the Technical Cooperation Department and all decentralized offices with a view to ensuring the required environment for delivering the Organization's core functions and organizational results. He/she advises the Director-General on all aspects concerning corporate services, finance and technical cooperation as well as decentralization, including the functional relationship between headquarters and decentralized offices.
17. The DDG Operations is responsible for Enterprise Risk Management and ensures that corporate services and the technical cooperation activities of the Organization provide the most effective support, and functional and cross-organizational response to the priority needs of Member Nations in line with the Strategic Framework. He/she acts as FAO's Senior Headquarters and Field Security Manager and as FAO's Crisis Manager, chairing the Crisis Management Team.
18. The DDG Operations is assisted by the Office of Support to Decentralization

Main Changes

19. This is a new function.

Office of Support to Decentralization

Functions

20. The Office of Support to Decentralization assists the Deputy Director-General Operations

(DDG/O) in his/her role in providing oversight, guidance and support to the Decentralized Offices (DOs) Network, and in ensuring synergy and coordination among DOs and with headquarters Departments and Offices.

21. The Office assists the DDG/O in ensuring the effective functioning of the Network, which comprises preparing proposals on policy issues and other substantive matters, such as country coverage, office models, establishment of new offices and the negotiation/renegotiation of host country agreements and administering the process of selection and appointment of Heads of DOs in consultation with relevant Departments and Regional Offices.

Main Changes

22. The following activities will be transferred to the Regional Offices (ROs): *(i) All Budgetary Matters*, including planning and allocation of financial resources to the FAO Representatives (FAORs), and monitoring and evaluation of budgetary performance; *(ii) Management Support*, including supervision and performance assessment of FAORs; office management support, reviews and country visits; briefing of FAORs at regional level; review and monitoring of FAORs' and Subregional Coordinators' inception, annual and terminal reports; preparation of management reports covering the country office networks within the region; operational support related to UNCT matters; support to FAORs on security matters; focal point function for audit matters; and provision of IT support to FAORs; and *(iii) All Staff Matters*, including planning and management of posts in FAORs; appointment of national professional staff; facilitating staff development and training; as well as miscellaneous staff matters such as disputes, fraud and thefts, accidents and various waivers.
23. In addition, ROs will assume full responsibility for the organization and management of Regional Conferences.

Deputy Director-General Knowledge

Functions

24. The DDG Knowledge assists the Director General in all matters related to the technical work of the Organization; provides strategic direction to and oversight over the technical departments of the Organization; fosters the integration of the technical knowledge towards the three interlinked goals of the Organization; and strives towards ensuring the appropriate environment for the technical departments to operate efficiently and effectively, in a joined-up, interdisciplinary fashion both within the Organization as well as externally, through strategic coalitions.
25. The DDG Knowledge advises the Director-General on matters related to achieving FAO's Global Goals and the implementation of those Strategic Objectives for which the Technical Departments are responsible. He/she provides leadership and strategic guidance to the technical work of FAO through identification of emerging challenges and relevant trends and developments within the mandate of the Organization; and promotes strategic coalitions with knowledge and research entities, including in particular the CGIAR. His/her role is to provide leadership and strategic guidance, as the Organization's knowledge manager, in fostering FAO's role as a knowledge organization.
26. The DDG Knowledge is directly assisted by the Office of Knowledge Exchange, Research, and

Extension.

Main Changes

27. This is a new function.

Office of Knowledge Exchange, Research, and Extension

Functions

28. The Office assists the Deputy Director-General Knowledge on matters related to knowledge exchange, research, and extension; provides advice towards the improved sharing, exchange, and transfer of knowledge; guides the improved collaboration with knowledge and research entities, including in particular the CGIAR, and assists in the formulation of collaborative programmes towards the achievement of FAO's Global Goals; promotes capacity and institution building; preserves FAO's institutional memory of technical information in knowledge repositories and facilitates the sharing and dissemination of this information with the member countries, including through its publishing programme; ensures enhanced inter-disciplinarity, integration and coherence of FAO's delivery.

Main changes

29. The new Office integrates the functions of the Knowledge Exchange and Capacity Building Division (KCE), the Electronic Publishing Policy and Support Branch (KCII), and the Research and Extension Division (NRR).

Functions and Main Changes Below the Apex Structure Annex III

Corporate Services and Finance Department

1. A preliminary and tentative outline of some of the Organization's current thinking on the structure and functions of a new Corporate Services and Finance Department is provided below, pending the completion of the Root and Branch Review.

Basis for Establishing the Corporate Services and Finance Department

2. The IEE and the first stage of the Root and Branch Review reasoned that the unification and consolidation of financial, administrative and corporate services into a single department would generate the following benefits:
 - it would improve client service with bigger economies of scale if accompanied by a suitable framework of empowerment, delegation and accountability;
 - unification would also bring more coherence in the definition, communication and execution of FAO's administrative policies and would better define the responsibilities for organization-wide financial stewardship.
3. The Immediate Plan of Action included a Corporate Services and Finance Department within the suggested indicative departmental structures for further consideration in 2009.

Span of Corporate Services and Finance Work

4. Presently, the Department of Human, Financial and Physical Resources (AF) is responsible for ensuring effective support of the Organization's programmes through sound administrative and financial policies and practices, including in the areas of finance, human resources management, procurement, facilities management, general administration (e.g. archives, mail and distribution), medical services, security services and shared transaction processing services. In supporting FAO's mandate, the AF department also plays a fiduciary role in ensuring sound administrative and financial management.
5. Financial forecasting for the Programme of Work and Budget and regular financial monitoring and reporting of expenditure against budget is currently overseen by the Programme and Budget Service (PBEP). It is also responsible for establishing and monitoring certain financial policies, for example on support costs reimbursement rates for extra-budgetary projects.
6. Several of the functions of the Knowledge and Communication Department (KC) may be considered to be support and service functions—in particular, information technology and Conference, Council and protocol affairs.

Preliminary and Tentative Indications of the New Department's Structure

7. Without prejudice the outcome of the Root and Branch Review, preliminary and tentative indications are that the Corporate Services and Finance Department functions would include:
 - all or nearly all of the Department of Human, Financial, and Physical Resources Department (AF);

- functions related to financial policy-setting, financial forecasting, and expenditure performance against budget now undertaken by PBEP;
- all or nearly all of the Information and Technology Division (KCT);
- the major part of Conference Council and Protocol Affairs (KCC);
- other areas as may be identified by the Root and Branch Review, where synergies or a corporate approach to service provision will deliver improved results (e.g. unification of other IT work; printing services).

Next Steps

8. The above organizational units are amongst the structures most affected by the headquarters restructuring. However, reorganising the provision of corporate services cannot start until the outcome of the Root and Branch Review is known in late April 2009, for implementation from 2010.

Technical Cooperation Department

Functions and Structure

9. The Department has overall responsibility for field activities and aims, with the support of other departments and offices, at responding to priority needs of Member Nations in the context of the Strategic Framework. The ADG-TC has delegation of authority for the approval of FAO's field programmes and for the management of the Technical Cooperation Programme (TCP). The Department will be composed of one Unit and three Divisions.

Main changes

10. Considering decentralization of the TCP and the need to ensure greater coherence and synergy among field activities and integration of current activities of the *Special programme for Food Security Management and Coordination Service* (TCOS) with other policy and programme development activities, it is proposed to dismantle the *Field Operations Division* (TCO) and create a monitoring unit reporting to the ADG-TC, which will replace the *Field Programme, Monitoring and Coordination Service* (TCOM) with enlarged functions.
11. It is also proposed to create a new *Policy and Programme Development Support Division* (TCS), which will replace the *Policy Assistance and Resources Mobilization Division* (TCA), absorb TCOS and assume the TCP management functions that will remain at HQ. Its functions of resource mobilization will be modified to coordinate and facilitate FAO's corporate efforts at headquarters and decentralized levels and maintain donor liaison in close relation with the *Office of Planning, Strategy and Resources Management*. It will coordinate, monitor and support preparation of Medium-Term Priority Frameworks at national, subregional and regional levels, and enhance FAO support to national and regional programmes for food security, including via South-South cooperation.
12. The *Emergency Operations and Rehabilitation Division* (TCE) will support delegation of operational responsibility to decentralized offices and assist in building related capacity, while continuing to be responsible for operating global and large-scale operations, which exceed the capacity of decentralized offices.

Agriculture and Consumer Protection Department

13. The Department addresses in a holistic manner the range of issues encompassed by the food chain. It is responsible for all the Organization's programmes in the production, management and conservation of crops and livestock; works on plant pests and transboundary animal diseases; and promotes the production, processing, distribution and consumption of nutritionally adequate and safe food. It hosts the Secretariat of the Committee on Agriculture (COAG) and is responsible for the Crisis Management Centre - Food Chain (CMC-FC). The AG Department also hosts the Secretariat of two out of three Standard-setting Bodies of WTO/SPS Agreement (the International Plant Protection Convention/IPPC and the Codex Alimentarius Commission/CAC) and the Secretariats of the International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA), the Rotterdam Convention (RC) and the Desert Locust Coordination Committee (DLCC).

Main changes

14. Following the results-based planning process, several important changes have been introduced in the existing structure of the Department. The Crisis Management Centre - Food Chain in the Office of the ADG will be strengthened for a better coordination of the three EMPRES Units in three divisions, dealing with transboundary animal diseases, plant pests and food contamination. The Joint FAO/IAEA Division (AGE) will no longer have a separate and autonomous planning process, but its programmes/projects will be an integral part of FAO's strategic framework. Moreover, the activities (upstream and downstream production) of Rural Infrastructure and Agro-Industries Division (AGS) contribute to several different Strategic Objectives, permitting the inputs expected from the AGS team to be spread across and beyond the Department on an as needed basis. Five D1-level posts have been abolished across the department and the Plant Production and Protection Division is piloting new programme-led ways of working to improve programme delivery.
15. The changes resulting from a shift towards a team-work approach involve structural aspect and process aspects. The above process changes constitute significant changes in the internal organization, which escape visibility in a traditional organizational chart that represents divisions in separated boxes.

Forestry Department

Functions and Structure

16. The Department seeks to inspire sustainable management of forests and trees in member countries through technical and policy advice on forestry; knowledge sharing; capacity building; and serving as a neutral venue for dialogue on forest issues. The Office of the Assistant Director-General provides leadership and strategic guidance for FAO forestry programmes in Headquarters and in decentralized offices. The Department will be composed of two Divisions.

Main changes

17. The Department, currently comprised of three divisions, will be reorganized into two divisions. The functions carried out by the Forest Products and Industries Division will be absorbed within the two remaining divisions.

Fisheries and Aquaculture Department

Functions and Structure

18. The Department provides leadership and strategic guidance for all FAO fisheries and aquaculture programmes and activities, including the promotion of and support to the implementation of the Code of Conduct for Responsible Fisheries and its related instruments. The Department is responsible for monitoring and assessing, compiling information and statistics, developing international instruments, providing advice and technical support, building capacity in all areas related to fisheries and aquaculture, conservation, post-harvest utilization and the development of fisheries technologies.
19. The Department provides support to regional fishery bodies, coordination and partnerships with international intergovernmental and non-governmental organizations concerned with fisheries and aquaculture and/or with the use and conservation of the aquatic environment and its resources.

Main changes

20. The Department, currently comprised of three divisions, will be reorganized into two divisions. The functions carried out by the Fish Products and Industry Division will be absorbed within the two remaining divisions.

Economic and Social Development Department

Functions and Structure

21. The Department analyzes trends and policy issues related to food and agriculture. By fostering dialogue, research and analysis, strengthening capacities, and providing policy advice, it: keeps member countries up to date about the latest developments related to economic and social aspects of food and agriculture and their policy implications; maintains statistical databases with a wealth of information about food and agriculture, including the status of undernourishment; and conducts country-specific and cross-country analyses. The Department will be composed of four Divisions.

Main Changes

22. Important changes in the internal organization of the Department are linked to the removal of the “Services”, following the “delayering” of 6 D-1 positions. Divisional management teams, consisting of one D-2 and one D-1 supported by results-focussed task teams, are to be piloted, with adjustments to be made as necessary based on experience.
23. The divisional management teams will be responsible for the overall management of the work programme and human resources. In particular they will:
- Contribute to developing overall departmental strategies, set divisional priorities and guide the development of individual work plans;
 - Allocate regular programme and extra-budgetary resources to task teams;
 - Identify task composition and outputs;
 - Take on the responsibility of staff coaching, mentoring, development and evaluation;
 - Put in place adequate quality assurance mechanisms.

Flexible, results-focused task teams will be at the core of programme delivery.

- Teams will be built around clearly defined outputs. They will manage allocated resources and would be accountable for the results;
- Teams and their composition can adjust to shifting priorities and envisaged outputs.
- Staff members can contribute to more than one task team, allowing staff exposure to the broader divisional and departmental work programme.

24. The changes resulting from a shift towards a team-work approach involve structural and process aspects. The above process changes constitute significant changes in the internal organization, which escape visibility in a traditional organizational chart that represents divisions in separated boxes.

Natural Resources Management and Environment Department

Functions and Structure

25. The Department provides leadership, technical and policy advice and knowledge towards the sustainable use of the earth's natural resources (land, water, genetic resources and biodiversity); improved responses to global environmental challenges affecting food and agriculture, such as climate change and land degradation; and the challenges and opportunities presented by bioenergy. It provides policy and technical advice to promote and develop sustainable land management and strengthen the capacity of countries to generate and use soil, land and land use data and coordinate global level assessments; assists countries in addressing water scarcity in agriculture, improving water productivity and addressing long- term sustainability of water quality and quantity; works towards responsible governance of access to and secure tenure of land and other natural resources; hosts the Secretariat to the Commission on Genetic Resources for Food and Agriculture (CGRFA) and provides coordination on matters related to biodiversity and genetic resources for food and agriculture, including the equitable sharing of benefits from genetic resources; promotes and coordinates the Organization's activities on the mitigation of climate change as well as the development of adaptive capacities of agriculture, fisheries and forestry to the effects of climate change and supports the intergovernmental processes to ensure that the dimensions of food and agriculture are reflected in relevant international instruments, including those dealing with financial mechanisms; provides support to and facilitates international dialogues on sustainable bioenergy development; generates, manages, transfers and communicates knowledge on natural resources and their sustainable use; and acts as focal point for international partnerships and instruments related to Sustainable Development, (CSD), Biodiversity (CBD), Climate Change (UNFCCC), and Desertification (UN-CCC).

Main Changes

26. The Department will be composed of two Divisions and one unit, focussing on sustainable land management, water scarcity and improved water productivity; conservation and sustainable use of biological diversity for food and agriculture; responsible governance of access to and secure tenure of natural resources; and on emerging environmental challenges, such as climate change and bioenergy, and their opportunities. It will eliminate the Research and Extension Division and transfer its functions to the Office of Knowledge Exchange, Research and Extension.