

Addendum: Organizational Structure (reference paragraph 52 of the IPA for which already approved text by the CoC-IEE is marked in yellow)

52) A comprehensive programme of Headquarters restructuring will be initiated in 2009 for completion by 2012. Recurrent savings will be achieved through restructuring for redeployment in undertaking the technical work of the Organization. The following principles are being applied to restructuring:

- a) Facilitating the effective work of the Organization in achieving Organizational Results and contributing to Strategic Objectives in line with the results-based framework;
- b) A manageable span of control of the number of reports to managers at all levels, including the Director-General;
- c) Consolidation of units at all levels to reduce fragmentation and costs of senior posts, reducing FAO's tendency to work in silos;
- d) Better integration of headquarters and decentralised offices with representation of the decentralized offices in senior management decision making processes;
- e) Flexible unit structure depending upon functions;
- f) Delaying, with reduction of senior posts including D1 and D2 levels, with the introduction of dual grading of posts including D1/D2 and P5/D1 in order to strengthen technical capacity and with due attention to preserving geographical and gender balance;
- g) Facilitating the effective development and use of human resources, including the management, training and promotion of human resources as a major element in reshaping the headquarters structure;
- h) Promotion of management by results with clear frameworks for action and delegation and accountability for management within the frameworks and policy guidelines;
- i) Undertaking tasks at the most cost-effective location;
- j) Exploring the possibilities for shared services and joint action within the framework of partnership in the UN system and amongst the Rome-based UN agencies (see IPA Action Matrix points 3.109-3.113);
- k) Exploring possibilities for cost-efficient and effective outsourcing; and
- l) Maintaining flexibility to respond to changing world needs.

53) Changes in the apex organizational structure are designed to be fully responsive to the issues raised by the Root and Branch Review in the high level business model and will be flexibly adjusted during 2009 for implementation in 2010-11, as the functions are further developed in the lower subordinate structures. The recommendations of the Root and Branch Review are expected to have particular implications for the functional organization of corporate services, while the further development of the Strategic Framework and Medium-Term Plan will have implications for the flexible development of the functional structure within the Technical Departments. Both the Medium-Term Plan and the Root and Branch Review may have implications for operational functions.

54) Equally important to the organizational structure is the development of functional relationships, decision making and communication, together with the underpinning development of human resources. The ongoing programme of reform to address these issues is the subject of a further section of the addendum.

Headquarters Structure – Action Matrix

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
3.91 3.92 3.93 3.94 3.95 3.96	6.7 & 6.15	a) establish offices of: i) Strategy, Planning and Resource Management; ii) Evaluation; iii) Legal and Ethics b) examine the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs; c) transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations; d) delayering of D level posts (27 to be abolished for 2010-11 biennium)	Conference (2008)	2009 2008-09 2010 -11 2010 -11		
3.97	6.6 6.7 6.8	Approve in principle the apex of the Structure of Headquarters Departments and the Senior Executive Management Team for introduction in 2010 (see Box 5 below), subject to any adjustments indicated by the functional analysis below	Conference 2008	2010-11		
3.98		Complete functional analysis of the work of the Headquarters Departments and finalise plans for their reorganization <ul style="list-style-type: none"> • Technical Departments in light of Medium-Term Plan • Operational functions in light of Medium-Term Plan and the Root and Branch Review • Support Services, Administration and Human Resources in light of Root and Branch Review 	Management/Conference Committee/2009 Conference	2009		
3.99		Conference approval of the revised Headquarters structure in the Programme of Work and Budget 2010-11	Conference	2009		
3.100		Appoint members of Senior Executive Management Team including two DDGs	Director-General	2010		
3.101		Implement new Headquarters structure	Management	2010-11		
3.102		Reorganize senior management responsibilities, including for strategic objectives and core functions	Director-General	2009-10		
3.103		Review reorganization with a view to further improvements	Council/Conference	2012		

Box 5: Organizational Structure (apex level)

