

## Headquarters Organizational Structure – Further Progress Report

### Executive Summary

Management is refining the new Headquarters structure and department/office mandates during preparation of the PWB 2010-11. Detailed budgetary proposals will be presented in the draft PWB 2010-11, which will be reviewed by the Working Groups and the Programme and Finance Committees in late July 2009.

As requested by the Working Groups, this paper presents as “work in progress” the proposed Headquarters organigramme and a snapshot of very preliminary and tentative post distributions across departments and offices arising from the PWB planning process as of late May. A preliminary and tentative indication of the distribution of resources (both Regular Programme and Extra-budgetary) by Headquarters departments for 2010-11 is provided to put the post counts in context of the overall resources managed.

Post counts, structures and resources may change in the draft PWB, as further analysis is ongoing in several areas, including the size and function of some of the apex units, the impact of the Root and Branch Review and IPA recommendations, especially on the Corporate Services and Finance Department, and the upcoming review of the Office of the Director-General.

Clarifications are provided on the functions and structure of the Cabinet; the Office of Corporate Communications and External Relations; the Office of Knowledge Exchange, Research and Extension; the Office of Support to Decentralization; the Legal and Ethics Office; and the Natural Resources Management and Environment Department. The allocation of responsibilities on corporate resource mobilization, and the assignment of responsibilities for rural development matters, are also provided.

The post of Deputy Director-General (Operations) has been advertised, and the selection process is underway for the Director of Evaluation and the Ethics Officer.

Management welcomes further guidance to inform the final steps of preparing the draft PWB 2010–2011.

### **1. Introduction**

1. The Immediate Plan of Action (IPA) called for a comprehensive restructuring of FAO Headquarters, to be initiated in 2009 for completion by 2012. During 2009, Management is carrying out a functional analysis of the work of the Headquarters departments, taking into account the results frameworks in the draft Medium Term Plan and the outcome of the Root and Branch Review. The Working Groups reviewed a first progress report provided by Management on 23 March and requested that further details be provided at the meeting of 4 June.

2. Management is further refining the Headquarters structure and department/office mandates as part of the preparation of the PWB 2010-11, which started in April. While the detailed budgetary proposals will be presented in the draft PWB 2010-11, which will be reviewed by the Working Groups and the Programme and Finance Committees in late July, this paper

presents the proposed Headquarters organigramme and a snapshot of tentative post distributions arising from the planning process as of late May. Post counts and structures may change in the draft PWB, as further analysis is still on-going in several areas, including the size and function of some of the apex units, the impact of the Root and Branch Review and IPA recommendations, especially on the Corporate Services and Finance Department, and the upcoming review of the Office of the Director-General.

3. Therefore, the present paper reports on the "work in progress" as of late May, providing the details requested by the Working Groups on 23 March concerning current and proposed staff distribution across Headquarters departments and offices, and giving clarifications on elements of the organizational structure. Management welcomes further guidance to inform the final steps of preparing the draft PWB 2010–2011.

## **2. Preliminary view of staff distribution**

4. The 2008-09 and proposed 2010-11 organigrammes for the Headquarters structure, shown in Annexes I and II, include counts of budgeted posts (at the Director, Professional, and General Service level) for each department and office. It should be emphasized that the 2010-11 post counts remain very preliminary and tentative at this time. A preliminary and tentative indication of the distribution of resources (both Regular Programme and Extra-budgetary) by Headquarters departments for 2010-11 is provided in Annex III to put the post counts in context of the overall resources managed.

5. The Director-level positions reflect the delayering exercise that has been on-going since the beginning of the 2008-09 biennium. Thirteen D-level positions were delayered as part of the efficiency savings exercise, and a further 27 positions were delayered as per the IPA recommendation 3.96, resulting in 40 fewer D-level positions in the 2010-11 post count.

6. Further changes to post counts may occur as a result of actions stemming from the Root and Branch Review recommendations, the review of the Shared Services Centre, and possible further adjustments to General Service posts, arising from the delayering exercise.

7. The 2010-11 proposed organigramme includes a CIO division, as recommended by the Root and Branch Review and accepted by Management. The aim is to reduce fragmentation and duplication by consolidating information systems activities into a single division, under the responsibility of a Chief Information Officer (CIO) who reports directly to the Deputy Director-General (Operations), as explained in the Management Response to the Root and Branch Review<sup>1</sup>.

8. The 2010-11 organigramme also includes the tentative structure of the Corporate Services and Finance Department, although work continues on formulating its structure and functions, taking into account the outcome of the Root and Branch Review (see section 3.6 below).

---

<sup>1</sup> CoC-IEE Working Group III meeting of 20 May 2009: Management Response to Root and Branch Review Final Report.

### **3. Clarifications on elements of Headquarters organizational structure**

#### **3.1 Responsibilities of Cabinet and relationship to offices in the apex, including the two DDGs**

9. As already communicated to Members, Management has accepted the recommendation made in the Root and Branch Review Report that a review of the activities performed by the Office of the Director-General (ODG) be undertaken, taking into consideration the new Organizational structure to be put in place as planned effective 1 January 2010. The review will cover the functions of Cabinet, the two DDGs, the ADG Corporate Services and Finance Department, and the two new offices in the apex, i.e. the Office of Corporate Communications and External Relations, and the Office of Strategy, Planning and Resources Management. The same consulting firm has been retained to conduct this study, which will begin shortly.

10. Currently in ODG, Cabinet's main responsibility is to support the Director-General's activities, including notably strategic planning and overall policy guidance; management of diplomatic and political issues with Member States, including contacts and correspondence with Heads of State and Government, Ministers, Ambassadors and Permanent Representatives; preparation of Governing Bodies' meetings and follow-up on decisions to be implemented by the Director-General; coherence and consistency of FAO communication data, including quality control of notes/directives from the Director-General; monitoring of delegated authority; review of proposals made to the Director-General for conformity with Basic Texts, Regulations and Rules, Governing Bodies' decisions and UN practice; preparation and follow-up of Director-General's missions to Member Nations and to International Conferences; preparation of speeches, articles and interviews in relation to Departments.

11. Under the current structure of ODG, the Cabinet has daily contacts and works closely with the Deputy Director-General on various strategic, policy and management issues, and the nature of the close collaboration required in the new structure comprising two Deputy Directors-General will be refined through the upcoming study of ODG.

#### **3.2 Functions and structure of selected units**

12. As requested by the Working Groups at the meeting of 23 March 2009, clarifications are provided on the functions and structure of the Office of Corporate Communications and External Relations; the Office of Knowledge Exchange, Research and Extension; the Office of Support to Decentralization; the Legal and Ethics Office; and, the Natural Resources Management and Environment Department.

##### *Office of Corporate Communications and External Relations*

13. The functions and structure of this new office, initially set out in the Progress Report presented on 23 March, will be informed by the review of ODG noted above. This is in line with IPA action 3.94 to examine the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs.

*Office of Knowledge Exchange, Research and Extension*

14. The new Office assists the DDG Knowledge on matters related to knowledge exchange, research and extension. It 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).

15. Specifically, the Office will develop normative frameworks and guidelines and facilitate the development of strategies, policies, methodologies, and standards in knowledge sharing, technology transfer and information exchange. It will facilitate the collection, sharing and preservation of FAO's institutional memory of technical information via cross-media, multilingual, interactive publishing, and archiving in knowledge repositories. It will assist countries in the development of efficient, effective and sustainable national agricultural research and extension systems, and the strengthening of linkages between them and the agricultural producers for the effective assessment, adaptation and adoption of appropriate technologies in agriculture, forestry and fisheries. This will include close interactions with global entities in agricultural research for development such as the Global Forum on Agricultural Research (GFAR) and the Consultative Group for International Agricultural Research (CGIAR).

16. The Office leads application of Core Function b) stimulating the generation, dissemination and application of information and knowledge, and e) providing technical support to promote technology transfer and build capacity.

*Office of Support to Decentralization*

17. The Office of Support to Decentralization (OSD) assists the Deputy Director-General Operations (DDG/O) 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. Thus, OSD serves as the primary institutional link between Headquarters and the entire DOs Network.

18. 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 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.

19. During the biennium 2010-11, the Office will play a key role in the implementation of the IPA items affecting the DOs. This will require a coordination function primarily with the five Regional Representatives and between them and Headquarters' ADGs and other senior managers. In addition, during this transition period, the Office will have to provide full back-up support to the DOs Network. With the transfer of responsibility for DO Network budgetary and staffing matters and management support to the Regional Offices completed, OSD will have about half the number of staff as the present OCD by the end of the biennium.

*Legal and Ethics Office*

20. While the Ethics Officer will be administratively linked to the Legal and Ethics Office (LEG), the officer will report and be functionally responsible to the Director-General. Thus there will be a functional separation between the functions of LEG and the Ethics Officer.

21. Recruitment of an Ethics Officer is in progress and, subject to the availability of the selected candidate, entry on duty is foreseen for September 2009. The incumbent will be required to perform, in accordance with the job description, a number of tasks aimed at promoting compliance with FAO's rules, policies and procedures and fostering a culture of ethics, transparency and accountability, including the administration and monitoring of FAO's declaration of interest and financial disclosure programme, and provide guidance to staff; lead and coordinate the development of the Ethics Programme; develop standards, training and education materials on ethics and integrity issues in coordination with all relevant offices. An Ethics Committee will provide guidance and oversight of these activities.

*Natural Resources Management and Environment Department (including in relation to other technical departments)*

22. 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.

23. More specifically, 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;
- 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, and takes a leading role in UN collaboration, including UN Water;
- 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;
- acts as focal point for international partnerships and instruments related to Sustainable Development, (CSD), Biodiversity (CBD), Climate Change (UNFCCC), and Desertification (UNCCD) and serves as a neutral forum and venue for dialogue on sustainable use of natural resources.

24. The functions performed by the Department have aspects that are unique and specialized, as well as those that depend on cross-departmental collaboration. Examples of the cross-departmental work include monitoring and assessment of the natural resources base, such as for Aquastat and the Soil map of the World; and work on climate change, where the development of national adaptation plans can only be achieved in close collaboration with all relevant sectors. Similarly, implementation of the Multi-year programme of Work (MyPOW) of the Commission on Genetic Resources for Food and Agriculture requires close collaboration with crop, livestock, forestry and fisheries units. Also the work on access to land and land tenure combines the expertise of this department with the divisions involved in gender (ESW) and investment (TCI).

### **3.3 Division of responsibilities on corporate resource mobilization**

25. The responsibility for corporate resource mobilization will be divided between the Office of Strategy, Planning and Resources Management (OSP), and the Policy and Programme Development Support Division (TCS) in the Technical Cooperation Department.

26. OSP will develop, monitor and report on the corporate resource mobilization strategy and policy, including Impact Focus Areas. It will manage overall resource requirements (assessed and voluntary) for all activities of the Organization under the Medium Term Plan and the integrated Programme of Work and Budget, and monitor and report on corporate programme implementation.

27. TCS will coordinate and support implementation of the corporate resource mobilization strategy. It will manage donor relationships and lead fund-raising in Rome and in Capitals; support field offices in their fund-raising efforts; develop and promote innovative extra-budgetary funding and implementation arrangements; ensure a good quality pipeline for extra-budgetary funding of technical cooperation; contribute to the field programme management in monitoring all phases of the project and programme cycle; support the Budget Holders in monitoring the results of extra-budgetary funded projects and activities of the field programme within the corporate framework on results monitoring and reporting.

### **3.4 Assignment of responsibilities for rural development matters, such as land tenure and institutional reform**

28. As requested by COAG, Management has prepared a revised formulation of Strategic Objective G (Enabling environment for markets to improve livelihoods and rural development) that strengthens the treatment of issues related to small producers and rural development. Mechanisms to focus on rural development issues across the Strategic Objectives include the Impact Focus Area on support to the CFA – smallholder farmer food production, the Core Functions on capacity building for rural institutions and articulating policy and strategy options and advice, and the earmarking of resources by the DDG (Knowledge) to support multi-disciplinary action.

29. A number of FAO units are mandated to cover specific disciplines relating to key aspects of rural development: the Land and Water Division as regards land use and land tenure; the Gender, Equity and Rural Employment Division concerning gender and rural employment; the Nutrition and Consumer Protection Division and the Rural Infrastructure and Agro-Industries Division for the improvements in marketing systems and food chains. The Regional and Sub-regional Offices also have some expertise in these areas, or work closely with the above units to secure technical inputs as needed to meet locally-specific requirements. The responsible divisions of the Technical Cooperation Department have consistently paid due attention to national rural development objectives in the broad range of policy advisory or investment support services they provide for the benefit of individual countries. The TCP, within the approved criteria, will also assist with critical inputs to national rural development objectives or programmes.

30. Institutional reform is part of Core Function e) *providing technical support to build capacity, particularly for rural institutions* across all of the Strategic Objectives.

Responsibility for coordinating this cross-cutting work will continue to be led by the Economic and Social Department through the Inter-Departmental Working Group on Institution Building, which currently involves 22 units and works in close consultation with the Interdepartmental Group responsible for Capacity Building. Technical and policy support to members related to institutional strengthening will continue to be undertaken by the relevant technical units, i.e. policy assistance to public institutions (TCA), farmer institutions engagement in value chains (AGS), farmers groups and enterprises involved in seed supply (AGP), strengthening research and extension institutions (OEK), rural financial institutions (AGS), and participation of farmer organizations in the work of FAO (OEC).

### **3.5 Progress on plans to advertise post of DDG/Operations**

31. A Vacancy Announcement for the post of Deputy Director-General (Operations) has been issued on 16 April 2009 and posted on the FAO internet website. The Secretariat also wrote to all Members on 7 May 2009 to advise that the Organization was searching for individuals with managerial and strategic leadership competencies in order to fill this position, and request that the related vacancy announcement be given wide circulation. In order to attract as many qualified candidates as possible, the closing date of the vacancy announcement has been extended to 15 September 2009.

### **3.6 Tentative structure of the Corporate Services and Finance Department**

32. Several of the Root and Branch Review recommendations are reflected in the tentative structure of the new Corporate Services and Finance Department shown in Annex II.

33. In order to reduce the number of units directly reporting to the ADG, consideration will be given to transferring the Headquarters Security to the Administrative Services Division, the Credit Union's administrative reporting line to the Finance Division, and the Medical Service to the Human Resources Management Division.

34. The Department includes a Conference, Council and Protocol Affairs Division, which is presently located within the Knowledge and Communication Department. Its functions will cover, inter alia, the processing of official correspondence, the programming and management

of all FAO sessions as well as non-FAO sessions held at Headquarters, including language services and providing protocol work.

35. The Headquarters Shared Service Centre will be progressively downsized through the transfer of functions to the SSC Hub in Budapest or to other Headquarters Divisions, e.g. the Payroll Unit will be transferred to the Human Resources Management Division in 2010.

36. The creation of a Business Improvement Unit is also under consideration. Its main responsibility would be to draw together the Department's work on streamlining and process improvement, to keep an inventory of Service Level Agreements, to ensure that audit and evaluation recommendations, as well as Governing Bodies' and Joint Inspection Unit guidance are implemented, to coordinate the Department's contribution to the internal control framework, and to simplify the FAO manual.

37. The Root and Branch Review also recognized that recommendations concerning the finance and budget workstream represented a major transition, and that the timing for implementation of the proposed new planning and budgeting model would need to fit within a comprehensive plan of initiatives over several years. The envisaged transfer of parts of the Programme and Budget Service (PBEP) to the Finance Division will therefore be deferred to 2011.

38. Further adjustments brought to the proposed Corporate Services and Finance Department structure with regard to the location of certain functions such as the Library, Registries, and functions covered by the Conference, Council and Protocol Affairs Division, will be communicated in the final draft PWB 2010-11 and during the biennium.

### **3.7 Status of preparing for the Office of Evaluation**

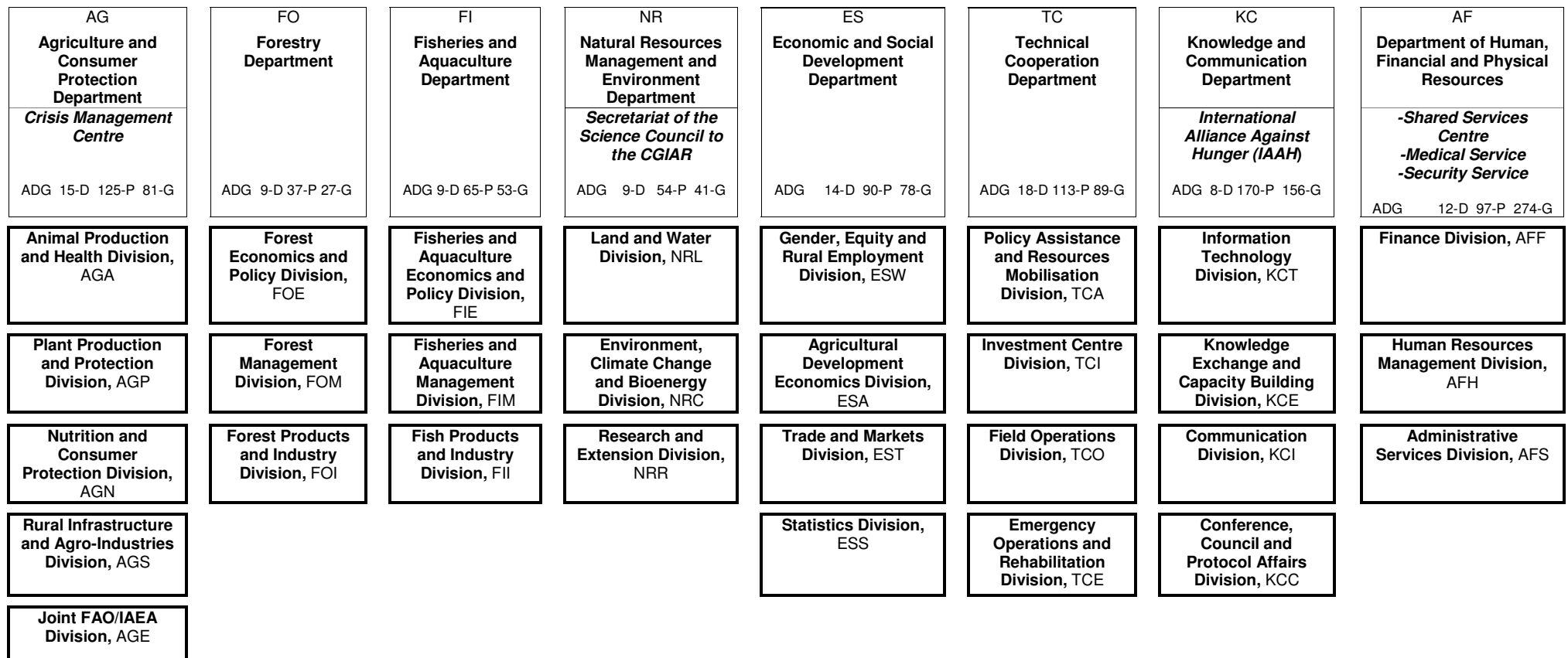
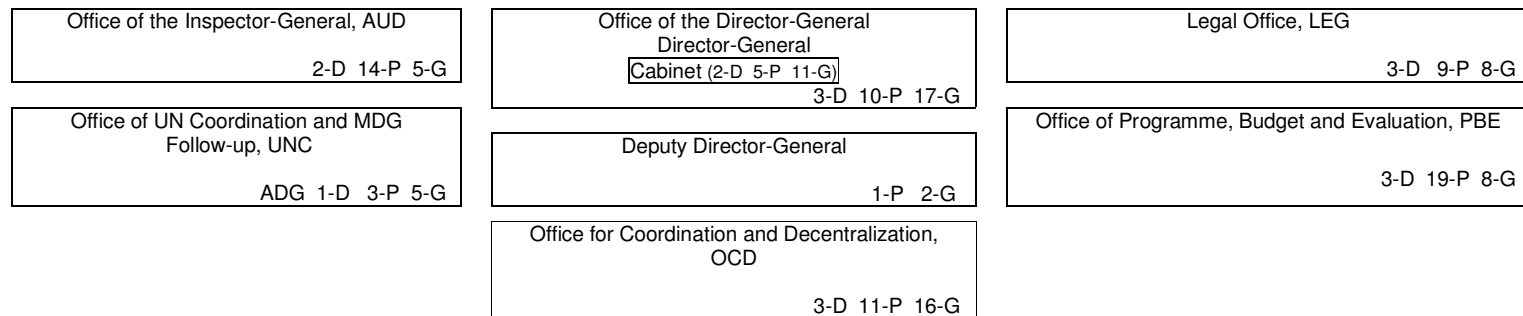
39. A revised Draft Charter for the Office of Evaluation was reviewed by the Programme Committee and CCLM in May; after further revisions, the Draft Charter will be considered by the Programme Committee in July. The selection process for the Director is underway, and the Office will be established once the new Director has been appointed.

## **4. Guidance requested**

40. The management welcomes further guidance from the Working Groups on the proposed Headquarters Organizational Structure to inform the final steps of preparing the PWB 2010–2011.



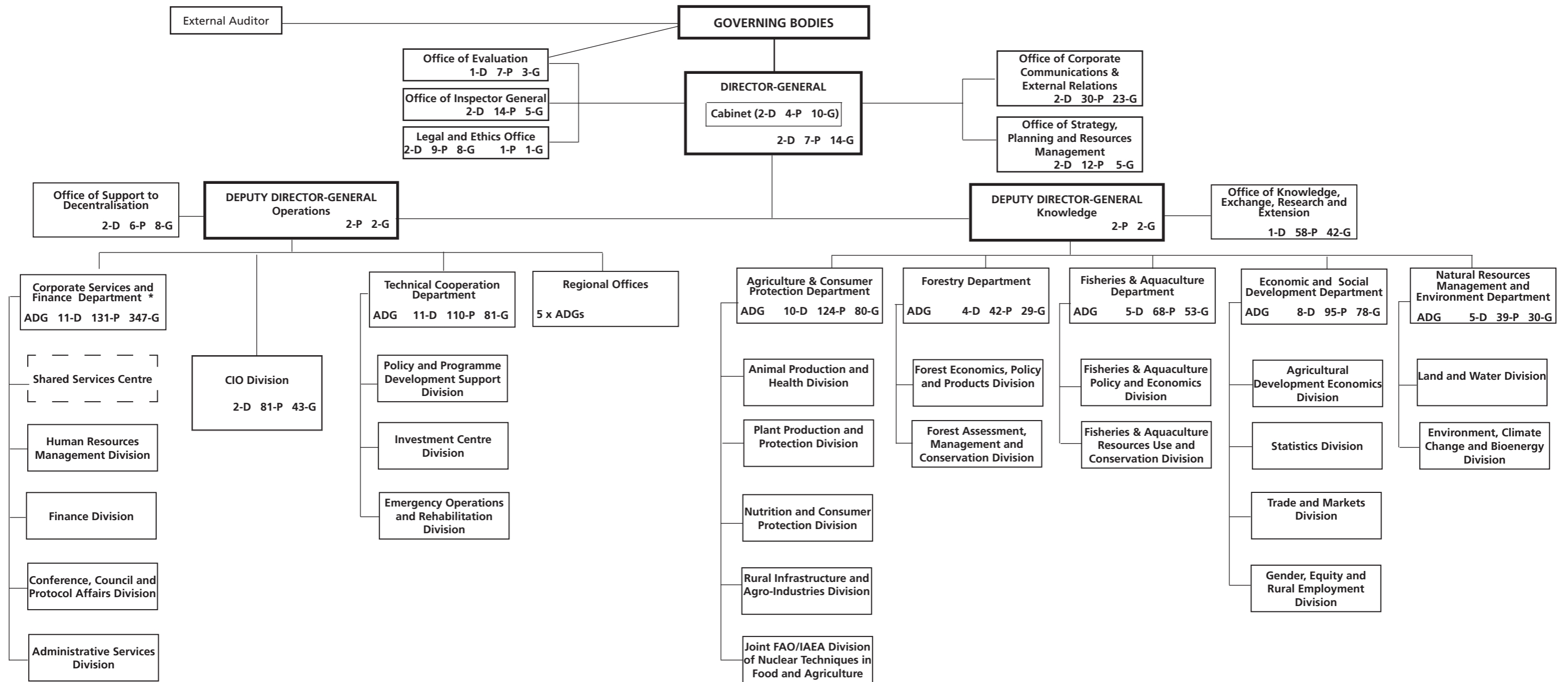
## FAO Headquarters Structure PWB 2008/09\*



\* Including counts of budgeted posts for Departments and Offices where D = Director-level, P= Professional and G = General Service

# PROPOSED HQ ORGANIZATIONAL STRUCTURE 2010/11

(Including preliminary and tentative counts of budgeted posts by grade group for each department and office where D=Director, P=Professional, G=General Service)



\* Structure and functions of Corporate Services and Finance Department subject to further adjustments.

Service

**Annex III**

**Preliminary and tentative indication of the distribution of resources (both Regular Programme and Extra-budgetary) by Headquarters' department for 2010-11**

