

CL 164/3 - Information Note 5 – June 2020

Further Adjustments to the Programme of Work and Budget 2020-21

Additional information on the proposed organizational structure (CL 164/3 Annex 1) and information on reporting lines

1. The Director-General's proposed organizational structure presented in the Further Adjustments to the Programme of Work and Budget 2020-21 has as a main objective creating an Organization that is fit-for-purpose, flexible, responsive, efficient, and innovative, that works in a cohesive manner and avoids silos, and, as an ultimate goal, is conducive to a 'One FAO' Organization.
2. The proposed structure is designed to create cooperation, both within FAO (across sectors and locations) and by building up its comparative advantages to work with other organizations outside of FAO. It moves away from a traditional pyramidal structure and embraces a flatter, more modular approach. Programme delivery is expected to be more agile, responsive, and innovative with the proposed management structure that avoids silos, reduces bureaucracy and improves flexibility to respond to emerging needs and priorities.
3. FAO's response to the COVID-19 pandemic provides a good example of how the proposed ways of working can lead to improved results. The three DDGs and the Chief Economist have been functioning as one leadership team in response to the pandemic, working directly with units across the Organization to address the complex and inter-related issues and working together across all locations as "One-FAO". One example of the approach is that weekly meetings are held with the entire leadership team, the ADG-Regional Representatives, and key technical and operational staff from across the Organization. By rapidly and flexibly establishing these communication channels, not restricted by the traditional "pillars" of the FAO Organigramme, these weekly meetings allow for knowledge and information sharing across sectors and locations, rapid articulation of needs and possible responses, and the sharing of lessons learned and innovative ideas. Management in all locations have repeatedly expressed their appreciation and satisfaction with the approach put in place for FAO's COVID-19 response. With this model, the Organization is able to consolidate concurrently new areas of work in substantive response to COVID-19, gear up relevant ongoing initiatives, and continue other priority activities.
4. Under the new proposed structure, the offices, centres and divisions would continue to work collaboratively on the 2020-21 results-based work plans which were developed in the latter part of 2019¹ under FAO's results framework for 2018-21,² incorporating adjustments as required due to emerging priorities and issues. The heads of offices, centres, and divisions are fully accountable for delivering agreed results within their respective areas of mandate including in support of agreed upon cross-sectoral activities.
5. Reporting against FAO's results framework will be presented in the *2020 Mid Term Review Report* and the *Programme Implementation Report 2020-21* and will include information on adjustments required in response to the COVID-19 pandemic or other emerging priorities.³ This reporting will also allow the Organization to demonstrate how the new ways of working under the proposed organizational structure contributed to the results achieved.
6. This Information Note 5 presents preliminary outcomes of discussions of the Director-General with senior management as at 25 June 2020 on the reporting lines that he would establish

¹ Output indicators and targets for 2020-21 were developed following approval by the Conference of the 2020-21 Programme of Work and Budget and were presented in *Web Annex 4* of the Adjustments to the Programme of Work and Budget endorsed by Council in December 2019.

² CL 164/3 *Web Annex 2*

³ 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.

under the new structure. This is shared with Members for information purposes taking into consideration requests from the 128th Session of the Programme Committee and 180th Session of the Finance Committee, and their Joint Meeting, more specifically on the following:

7. The Joint Meeting:⁴
 - a) welcomed the provision of the additional Information Note, expressed general support for the proposed organizational structure changes (Annex 1), but requested a clear predefinition of the reporting lines and further information on their impacts on programme delivery;
 - b) noted that all Offices, Centres and Divisions would report to the Director-General, a Deputy Director-General, the Chief Economist or the Chief Scientist, and requested that further details on these reporting lines be provided, including the Deputy Directors-General and the Assistant Directors-General prior to the 164th Session of the Council.
8. The Programme Committee:⁵
 - a) underlined the need for further information on the division of responsibilities between the Deputy Directors-General, Chief Economist and Chief Scientist as well as on specific reporting lines for each *office*, *centre*, and *division* and relationships between the different units;
 - b) underlined the need to strengthen the decentralized offices and in this regard, stressed the need to strengthen synergies and clarify lines of accountability between headquarters, regional, subregional and country offices.
9. The Finance Committee:⁶
 - a) reviewed the implementation arrangements of the proposed organizational structure and requested Management to provide additional information, especially clear delineation of roles, responsibilities and accountability, including for Deputy Directors-General and Assistant Directors-General;
 - b) while the Committee understood the concept of creating an Organization that is fit-for-purpose, flexible, responsive, efficient, innovative and avoids silos, it emphasized the need for further information on transparency and accountability, including as regards the Hand-in-Hand initiative, and clear reporting lines of offices, centres and divisions, in order to allow Members' approval at the 164th session of the Council.
10. The Director-General is pleased to present in Tables A.1, A.2 and A.3 below, for information purposes, foreseen reporting lines under the new proposed organizational structure as at 25 June 2020.
11. Table A.1 presents the reporting lines of the Heads of Offices, Centres and Divisions as foreseen by the Director-General under the proposed headquarters structure.

⁴ CL 164/5

⁵ CL 164/6

⁶ CL 164/7

Table A.1: Reporting lines of proposed headquarters structure (as foreseen by the Director General at 25 June 2020)

Name of Unit	Reporting Line A	Reporting Line B
Office of Evaluation (OED)	Director-General ⁷	
Office of the Inspector-General (OIG)	Director-General	
Office of Strategy, Planning and Resources Management (OSP)	Director-General	
Legal Office (LEG)	Director-General	
Ethics Office (ETH)	Director-General	
Ombudsman Office (OMB)	Director-General	
Office of Innovation (OIN)	Chief Scientist	DDG Bechdol
Office of SIDS, LDCs and LLDCs ⁸ (OSL)	Chief Economist	DDG Bechdol
Office of Emergencies and Resilience (OER)	DDG Thomas	DDG Semedo
Office of Climate Change, Biodiversity and Environment (OCB)	DDG Semedo	DDG Bechdol
Office of Chief Statistician (OCS)	Chief Economist	Chief Scientist
Office of SDGs ⁹ (OSG)	Director-General	
Office of Communications (OCC)	DDG Thomas	Chief Scientist
FAO Investment Centre (CFI)	Chief Economist	DDG Thomas
Joint FAO/WHO Centre (CJW)	DDG Semedo	Chief Scientist
Joint FAO/IAEA Centre (CJN)	DDG Semedo	Chief Scientist
Partnerships and UN Collaboration (PSU)	DDG Bechdol	DDG Thomas
Resource Mobilization and Private Sector Partnerships Division (PSR)	DDG Bechdol	Chief Economist
South-South and Triangular Cooperation Division (PST)	DDG Bechdol	Chief Economist
Project Support Division (PSS)	DDG Bechdol	DDG Thomas
Fisheries Division (NFI)	DDG Semedo	DDG Bechdol
Forestry Division (NFO)	DDG Semedo	DDG Bechdol
Animal Production and Health Division (NSA)	DDG Semedo	DDG Bechdol
Land and Water Division (NSL)	DDG Semedo	DDG Bechdol
Plant Production and Protection Division (NSP)	DDG Bechdol	DDG Semedo
Inclusive Rural Transformation and Gender Equity Division (ESP)	Chief Economist	DDG Bechdol
Food and Nutrition Division (ESN)	Chief Economist	Chief Scientist
Food Systems and Food Safety Division (ESF)	Chief Economist	Chief Scientist
Statistics Division (ESS)	Chief Economist	Chief Scientist
Agrifood Economics Division (ESA)	Chief Economist	Chief Scientist
Markets and Trade Division (EST)	Chief Economist	Chief Scientist
Human Resources Division (CSH)	DDG Thomas	DDG Semedo
Logistics Services Division (CSL)	DDG Thomas	DDG Bechdol
Governing Bodies Servicing Division (CSG)	DDG Thomas	Directeur de Cabinet
Finance Division (CSF)	DDG Thomas	DDG Bechdol
IT Services Division (CSI)	DDG Thomas	Chief Economist

⁷ With dual reporting to Members (see also CL 164/3 paragraph 25 and footnote 10)

⁸ Small Island Developing States (SIDS), Least Developed Countries (LDCs) and Landlocked Developing Countries (LLDCs)

⁹ Sustainable Development Goals (SDGs)

12. The three DDGs, the Chief Economist, and the Chief Scientist would function as a unified leadership team working jointly in a cross-sectoral and global manner, supporting the Director-General in all areas of the Organization's mandate. As shown in Table A.1, each DDG and Chief is accountable for overseeing specific units (Reporting line A) and also has defined alternate oversight responsibilities (Reporting line B), providing support and replacing the primary person when needed.

13. Table A.2 presents the reporting lines of the ADG/Regional Representatives as foreseen by the Director-General under the decentralized structure. Subregional Coordinators and FAO Representatives would continue to report to the respective ADG/Regional Representative. Directors of Liaison Offices would report primarily to core leadership (Reporting line A) and in some cases also to the respective ADG/Regional Representative (Reporting line B).

Table A.2: Reporting lines of ADG/Regional Representatives (as foreseen by the Director General at 25 June 2020)

Regional Office	Reporting Line A	Reporting Line B
ADG/Regional Office for Africa	DDG Thomas	DDG Semedo
ADG/Regional Office for Asia and the Pacific	DDG Thomas	Chief Scientist
ADG/Regional Office for Europe and Central Asia	DDG Thomas	Chief Scientist
ADG/Regional Office for Latin America and the Caribbean	DDG Thomas	Chief Economist
ADG/Regional Office for Near East and North Africa	DDG Thomas	Chief Scientist

14. Table A.3 provides additional information on the roles, responsibilities and accountabilities of Assistant Directors-General as foreseen by the Director-General.

Table A.3: Assignments of Assistant Directors-General (ADGs) (as foreseen by the Director-General at 25 June 2020)

Name of ADG	Assignment	Reporting Line
Mario Lubetkin	Support to corporate services and logistics Host Country relations External relations Support to communication functions Chair of Staff-Management Consultative Committee (SMCC) Chair of Joint Advisory Committee on Medical Coverage (JACMC)	DDG Thomas
René Castro	Policy and strategy related to climate change, biodiversity and environment Global and regional high-level events in those areas Senior-level diplomatic engagements in those areas	DDG Semedo
	Resource mobilization	DDG Bechdol
Bukar Tijani	Policy and strategy related to plant production and protection Global and regional high-level events in those areas Senior-level diplomatic engagements in those areas Resource mobilization Committee on Agriculture	DDG Bechdol
Vacant	Policy and strategy related to fisheries and aquaculture Global and regional high-level events in those areas Senior-level diplomatic engagements in those areas Committee on Fisheries	DDG Semedo

Name of ADG	Assignment	Reporting Line
Hiroto Mitsugi	Policy and strategy related to forestry Global and regional high-level events in those areas Senior-level diplomatic engagements in those areas Committee on Forestry	DDG Semedo
	Resource mobilization	DDG Bechdol
Dilek Macit	Investment and relations with multilateral banks and financing institutions	Chief Economist
	Resource mobilization and private sector partnerships	DDG Bechdol
Roberto Ridolfi	Support to FAO's participation in the United Nations Food Systems Summit 2021 High-level liaison for preparation of Italian G-20 Presidency of 2021 Other special assignments	Chief Economist

15. The Director-General may at times make changes to the reporting lines or to the ADG assignments, depending for example on staffing changes or evolving strategic priorities and volume of work, to ensure that the Organization takes full advantage of the specific skills brought by the leadership team members, or to respond quickly to new or emerging priorities. The reporting line model with a primary lead and alternate will facilitate this process. Such changes will be communicated transparently to staff and Members, for information purposes.