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CONFERENCE

Thirty-third Session

19 – 26 November 2005

**Supplement to the Director-General's
Programme of Work and Budget 2006–07
(Reform proposals)¹**

ADDITIONAL INFORMATION

¹ C 2005/3 Sup. 1

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INTRODUCTION

1. When considering the Director-General's reform proposals in the Programme of Work and Budget 2006-07 at its last session of September 2005, the Programme Committee agreed: *"that additional information would be required to enhance understanding of the membership at large of the implications of the reform proposals, based on the same 2.5 percent real growth assumption used in the supplement in order to maintain consistency with the document, ahead of the next sessions of the Council and Conference."* The Committee identified the requirements for such additional information, as follows:

- an overview, based on dispositions in the FAO Basic Texts, of which actions in the reform package could be implemented within the authority of the Director-General and those requiring specific approval by the governing bodies;
- the "mapping" of programme entities (as shown in the main PWB document based on the current programme structure) to the proposed new programme structure;
- more precise description of the treatment of priorities and of substantive areas of modified focus, of reduced emphasis or eliminated areas (as in paragraphs 47 to 52 of the Supplement) essentially in narrative form;
- more information on the modalities for managing interdisciplinary and cross-cutting areas;
- additional explanations on the roles and relationships of headquarters and decentralized offices;
- summary of indicative post counts for the units in the new organizational structure, and preliminary resource allocations for these units, indicating also regional breakdowns of planned expenditure;
- an estimate of one-time transition costs.

2. The Finance Committee also signalled the need for an estimate of transition costs to be provided to Members. At their Joint Meeting, the two Committees confirmed this overall requirement, as they stressed: *"the need for additional supportive information to deepen understanding of the import of the proposals by the membership at large and facilitate their consideration at the next Council and Conference."*

3. The present document has been prepared in response to these expectations. In order to facilitate consideration of this additional information, some of the more detailed elements are presented in Annexes.

Developments since the Supplement was issued

4. In presenting the Supplement to the Programme of Work and Budget 2006-07, the Director-General noted that the proposals had involved a process of arbitration which will require further refinement involving managers and on the basis of views expressed by Members. A number of consultations and video-conferences were held with the Regional and Subregional Offices to discuss in more detail the reform proposals, including the proposed decentralized structure. The Director-General has also continued to receive informal feedback from representatives of Members on the reform proposals.

5. In order to provide the membership with the latest proposals, the information presented in this document includes some changes to the distribution of posts from that originally envisaged and reflected in an aggregate manner in the PWB Supplement, particularly in Section IV of the latter document.

6. These modifications would also affect the distribution of resources across chapters and programmes that were shown in the tables in Annex IV of the Supplement. Accordingly, the financial tables included in Section IV and Annex IV of the Supplement have been updated and are included in the present document.

7. In any event, as observed by the Programme and Finance Committees, the refinement of programmatic and staffing detail would need to be an integral part of an implementation plan to be prepared by the Secretariat, after a budget level is approved by the Conference.

I. Overview of decision-making authorities

8. An analysis of matters requiring referral to the governing bodies and those within the authority of the Director-General must take into account the provisions in the FAO Basic Texts and past practice of the Organization, including recent practice in response to decisions of the governing bodies. Findings in respect of decision-making authority on the major facets of the reform proposals are provided in *Annex 1*. They can be summarised as follows.

Table 1. Decision-making authorities

Area	Authorities
Organizational structure	
Headquarters structure	Council, upon advice by the Finance Committee.
Sub-regional offices	Approved by Conference.
	The location of authorised offices is decided by the Director-General in consultation with the concerned countries.
Country offices	Conference, as part of PWB proposals.
Chapters (i.e. the highest level of the programme structure)	Conference, as the basis for the Appropriations Resolution, upon advice by Council and Programme and Finance Committees.
Cooperation arrangements with other UN organizations and programmes	Conference approves broad frameworks for cooperation. Working level arrangements may be decided by the Director-General.
Administrative streamlining	Within authority of the Director-General to direct the work of the Organization, subject to governing bodies' approval of structural implications.
Governance structure and statutory bodies	Conference needs to approve any required changes to General Rules of the Organization.
	Proposals for improved working methods may be made by the Director-General.
Established Posts	Conference, as part of the aggregate proposals in PWB, and Council for subsequent establishment of professional posts for which prior authority did not exist.
Staff implications	Within the authority of the Director-General, in accordance with staff regulations.

II. "Mapping" of existing programme entities

9. All programme entities shown in Annex III of the main PWB 2006-07² document have been mapped to the new structure, with the exception of entities related to programme management. The results are provided in *Annex 2*. The mapping has been done on a "one to one basis" from current programme entities to the proposed programmes. In a minority of cases, the

² C 2005/3

planned activities, outputs and resources of existing entities relate to more than one new programme, and these instances are highlighted in *Annex 2*.

10. Even a cursory examination of the programme entities in the mapping list indicates that there is potential overlap between existing entities when they are perused under the proposed programmes, while several areas of emphasis expected to be addressed by the new programmes show few existing programme entities associated with them. As a result, there will be a need for a thorough review of current programme entities, including consolidation, reformulation and cancellation, as well as the creation of new entities, to make the proposed programmes fully coherent and effective.

11. Some preliminary work has been initiated in the course of validating the proposed programme structure. A number of working groups have been set up within the Secretariat to address important cross-cutting clusters, so as to ensure better integration of future activities. The working groups are examining methodologies and cooperative arrangements so as to support due coherence in the provision of technical work and policy advice to countries. The detailed formulation of revised programme entities would be undertaken in an implementation plan, as foreseen by the Joint Meeting of the Programme and Finance Committees in September 2005, and the Medium Term Plan 2008-13.

III. Programme thrusts and priorities

12. Before entering into the details of programmes, it may be stressed that the proposed titles for the three new chapters covering the substantive work of FAO should assist in conveying a better sense of what FAO does. *Chapter 2* covers in a more integrated and visible manner its essential work on *Sustainable Food and Agricultural Systems*, while the new *Chapter 3* on *Knowledge Exchange, Policy and Advocacy* highlights more clearly than hitherto the growing nexus of mutually supportive activities on knowledge generation and dissemination, advocacy initiatives and food and agricultural policy – and also identifies more clearly the related resources and responsible units. The title of *Chapter 4: Decentralization, UN Cooperation and Programme Delivery* conveys the necessity that the outreach programmes of the Organization are delivered in a fully decentralized context and with a major emphasis on harmonisation with UN system partners.

13. This reformulation is a much needed improvement over the current titles in the PWB of Chapters 2 and 3: “Technical and Economic Programmes” and “Cooperation and Partnerships”, which are generic and potentially all-embracing, hence not very informative about contents.

14. While the Programme Committee “... welcomed the effort at priority setting as evidenced in the identification of new areas of emphasis, the significant shifts in focus, the adjustments to enhance efficiency and effectiveness, and the reduction or elimination of work in some areas”, it also: “stressed the difficulties in understanding which activities fell into these categories in relation to the existing programme structure.”

15. The mapping of the existing entities to the new programme structure in the reform proposals, as mentioned in the preceding section and shown in *Annex 2*, assists to some extent in understanding the treatment of substantive areas in terms of the four prioritisation “groups” above, i.e. which areas of work would benefit from increased emphasis; which would see shifts in focus; which ones were adjusted to enhance efficiency and effectiveness; and those that were effectively reduced or eliminated.

16. It is particularly important that Members are satisfied that the Director-General has taken deliberate action to ensure that the highest priorities identified by them for increased resources have been preserved in the new structure and the resulting allocation of resources. In recalling this and other guiding principles of the reform proposals, specific cases are highlighted below in relation to the proposed programmes.

Proposed areas of emphasis

17. The imperative for FAO of adopting a more proactive approach to creating and sharing knowledge and best practices within the Organization and with Members and other centres must pervade all of FAO's substantive programmes. One of the cardinal dimensions of the reform proposals is therefore to enhance FAO's role as a knowledge, learning and capacity-building organization to enhance capacities in countries, including those of decision-makers, technical specialists and national institutions. The programme of work of the Organization is going to be profoundly influenced by new cross-programme priorities: use of thematic knowledge networks, identification and dissemination of best practices, and support to capacity-building for individuals and institutions.

18. There is a need for planning, coordinating and facilitating this effort, to create greater possibilities for sharing experience, contributing to developing the capabilities of national institutions and generating materials for communication of knowledge. To implement these cross-programme priorities effectively will require organizational units for knowledge exchange and capacity-building that are responsible for providing vital horizontal catalytic functions. They will provide a central planning capacity, including establishing corporate methodologies and overall coordination, and the necessary monitoring and assessment role so that action can be reoriented based on results. Another specific task of the Knowledge Exchange Division would be to spearhead the progressive implementation of interactive systems to support "Ask FAO" services, providing more direct and timely access by all potentially interested individuals or institutions to the wealth of information accumulated by the Organization and in Member Nations, in particular the dissemination of best practices. The specific technical and scientific work within thematic knowledge networks and the development of best practices and capacity building actions would continue to be provided by the relevant technical units.

19. A prime contribution to these cross-programme priorities is through *Programme 3H: Knowledge exchange and capacity building* which not only brings together existing work on WAICENT and early warning systems, but will have a major role in the establishment of knowledge networks, the synthesis and dissemination of best practices and the coordination and monitoring of capacity-building activities across all programmes. It may be noted that within this programme, real growth resources are provided for GIEWS activities.

Attention to high priority areas and significant shifts in focus

20. Work on crop production systems management (*Programme 2A*) is expected to draw heavily on the use of knowledge networks and partnerships for improved on-farm production methods and will give priority in resource allocations to conservation and sustainable use of plant genetic resources including through the Secretariat and technical support to the International Treaty on Plant Genetic Resources for Food and Agriculture.

21. Similarly, priority is to be given under *Programme 2C: Diseases and pests of animals and plants* to the transboundary aspects of plant and animal pests and diseases. High-priority work on the IPPC, pesticide management and EMPRES would be allocated US\$ 1 million more in aggregate than the US\$ 1.7 million in real growth increase already shown in the main PWB document. The on-farm aspects of plant and animal diseases and pests will be covered under *Programmes 2A* and *2B*, including through networks.

22. *Programme 2D: Nutrition and consumer protection* would be bolstered by including US\$ 1.9 million in real growth resources for Codex, work on veterinary public health, food safety assessment, food quality control and consumer protection. Moreover, the programme brings together a wide range of current entities and would offer some opportunity to consolidate and make more effective work on nutrition improvement in key areas, including food and nutrition education, communications and training.

23. Under the new programme structure, work on forestry is to be carried out primarily under three Programmes: *2E: Forestry information, statistics, economics, and policy*; *2F: Forest management, conservation and rehabilitation*; and *2G: Forest products and industry*. The sum of

resources for these programmes in 2006-07 would amount to US\$ 36.8 million, an increase of US\$ 1.4 million over the 2004-05 biennium. However, the costs of central computer and administrative services are no longer included in the provisions for the three forestry programmes as they had been hitherto. Consequently, the effective allocation to substantive forestry activities would be US\$ 3.2 million higher in the 2006-07 reform proposals than in 2004-05. Of this amount, US\$ 1.5 million was already added under the real growth scenario described in the main PWB document, whereas an additional US\$ 1.7 million has been factored in the reform proposals, mainly to provide for increased support to the regional forestry commissions and associated regional and country level work, and for work on forest fires prevention and control.

24. Similarly, work on fisheries and aquaculture is to be carried out under three Programmes: *2H: Fisheries and aquaculture information, statistics, economics, and policy*; *2I: Fisheries and aquaculture management and conservation*, and *2J: Fisheries and aquaculture products and industry*. The sum of resources for these programmes in the 2006-07 biennium would amount to US\$ 49.4 million, an increase of US\$ 2.2 million over 2004-05. Also taking into account of the fact that central computer and administrative services are no longer included, the effective increase for fisheries and aquaculture activities would be US\$ 4.7 million higher in 2006-07 than in 2004-05. Of this amount, US\$ 2.1 million was already envisaged under the real growth scenario in the main PWB document, while an additional US\$ 2.6 million would be made available under the reform proposals, mainly to expand support to aquaculture and the work of regional fishery bodies. Cross-cutting priorities for these programmes will include promoting uptake and implementation of the Code of Conduct for Responsible Fisheries, and in particular the monitoring of fishing vessels and measures to ensure the safety of fishermen, as well as other initiatives to ensure a better balance between marine fish stocks and capture levels.

25. Under *Programme 3E: Alliances and advocacy initiatives against hunger and poverty*, FAO's cooperation with the other Rome-based UN agencies as well as with partners from civil society, parliamentarians, national associations and decentralized national entities will be consolidated in a programme which that will also provide the Secretariats for the International Alliance Against Hunger (IAAH) and the UN System Network on Rural Development and Food Security. The related organizational unit had received only limited support so far, primarily in the form of a senior adviser attached to the ODG, and would benefit from regrouping in the same department a number of other advocacy activities, (i.e. World Food Day, TeleFood, the use of FAO Ambassadors) which were hitherto dispersed in a number of units. It is recalled that the IAAH is expected to spearhead similar efforts at national level and is one of the major initiatives endorsed by the World Food Summit: *five years later*. Some US\$ 600 000 are included to enable country offices to support the development of national alliances. The programme will also promote adoption of the voluntary guidelines on the right to food.

26. *Programme 3F: Gender and equity in rural societies* responds to the importance that must be attached to engaging with a wide spectrum of stakeholders within member countries, as well as at the international level, in order to amplify the Organization's impact on achieving the MDGs. Work under this heading will involve mainstreaming attention to gender issues, equity in rural society, community and child nutrition, the special needs of indigenous people and those suffering from disease. The real growth allocation to this work in the main PWB has been preserved. In addition, new partnerships and joint programmes will be especially crucial in these areas, which address various MDGs and cut across the mandates of a number of UN organizations, such as issues of rural employment.

27. Real growth resources and attendant increases would also be maintained for high-priority work under several other programmes, including support to multilateral trade negotiations and implementation of their outcomes in countries, the management and coordination of national programmes on food security, TCP, auto-evaluation and completion of the Human Resources Management System.

Adjustments stemming from higher efficiency and effectiveness

28. The clustering of existing entities under more focused new programmes, as shown in *Annex 2*, points to areas of work that can be consolidated, such as those noted for *Programme 2D: Nutrition and consumer protection* above, or action that would be carried out increasingly through use of partnerships and promotion of networks. An example is the work on horticulture for improving livelihoods, elements of which can be integrated into programmes such as *2A* on crop production and *2D* on nutrition, as well as being promoted directly through outreach programmes. Another example is the consolidation of work on planted forests and trees outside forests under sustainable forest management in *Programme 2F*.

29. As noted above, problems linked to diseases and pests of animals and plants, including IPM, will be addressed by *Programmes 2A: Crop production systems management* and *2B: Livestock production systems management* for their on-farm dimensions, while those complementary off-farm aspects, at national, regional and global levels would be handled by *Programme 2C: Diseases and pests of animals and plants*. This will provide for the most effective use of resources in addressing more holistically all aspects of on-farm production, while action at higher levels would be covered through dedicated entities.

30. *Programme 2K: Sustainable natural resources management* would regroup a number of entities from five existing programmes that address important aspects of this work. Under this programme, priority will be given to the impact of climate change on agriculture, forestry and fisheries, on support to environmental agreements relating to agriculture, for which the level of real growth resources would be maintained, and on land and water use. However, some activities related to natural resources which belong more appropriately to other programmes, such as livestock-environment interactions at farm level, would be addressed holistically under *Programme 2B*, rather than fitting into larger work on environmental issues under *2K*.

31. The number of entities grouped under *Programme 3B: Food and agriculture policy* illustrates the broad scope and importance of FAO's work on policy analysis and assistance. Real growth resources would be maintained for FIVIMS as underpinning policy analysis, and support to the development of regulatory frameworks. Priority would be given to agriculture and food security policy analysis and impact assessment on economic and social development, the preparation of *The State of Food and Agriculture*, and policy advice at subregional and country levels through the Multidisciplinary Teams in subregional offices.

32. *Programme 3I: Information technology systems* will bring together resources for systems development now scattered across many units and programmes in order to ensure that technical systems are conceived and built in a truly complementary manner, and facilitating the sharing of experiences and more efficient use of resources.

33. Finally, technical assistance to countries and Regional Economic Integration Organizations (REIOs) would be provided primarily by the professional staff in the Multidisciplinary Teams of the Subregional offices and the FAO Representatives, rather than by headquarters staff.

Reductions and eliminations

34. As mentioned in the Supplement to the PWB, several areas would be reduced compared to the present programme of work, either due to deliberate lower priority attached to them or to the possibility to carry out the same or slightly adjusted work through alternative arrangements, lessening the need for Regular Budget resources.

35. One example is under *Programme 2A: Crop production systems management* where general analytical work hitherto carried out on grassland and weed management and the testing of related practices in integrated crop production systems would be restricted to facilitating knowledge exchange with policy-makers and practitioners. Similarly, general work on soil fertility and drainage would be expected to take place within outreach programmes and intercountry exchanges would be supported through knowledge networks.

36. Under *Programme 2K: Sustainable natural resources management*, the contributions to technology identification and transfer, made so far through FAO's support to the International Programme for Technology and Research in Irrigation and Drainage (IPTRID), would be continued but no longer require a financial allocation. Under the same programme, work on environmental and geo-information infrastructure, services, planning and management would be restricted to focus more particularly on agriculture and climate change.

37. Under *Programme 2M: Rural infrastructure and agro-industries*, the resources expended so far on agricultural engineering and agricultural services information would be reduced, as work would be primarily covered through thematic networks with other institutions.

IV. Modalities for managing interdisciplinarity

38. The inclusion of a comprehensive cross-organizational strategy for *Enhancing interdisciplinarity* in the FAO Strategic Framework 2000-2015 formally recognized the Organization's objective to further multi-disciplinary approaches. This led to the identification of Priority Areas for Interdisciplinary Action (PAIAs) supported by appropriate mechanisms, mainly in the form of interdepartmental working groups (IDWGs). Internal committees and task forces were revamped for ensuring interdisciplinary review or oversight of key instruments, outputs and methods of working, e.g. the Field Programme Committee, the Programme and Project Review Committee, the Committee on WAICENT, the Corporate Communications Committee, and the systematic operation of regional and country task forces.

39. The reform proposals go beyond simple fine-tuning of existing arrangements in support of interdisciplinary cooperation. They seek to harness more fully the range of expertise and experience of FAO staff to produce and transmit "value added" knowledge and information and best practices to the broadest range of clients, and to contribute more decisively to capacity-building in countries and regions. Significant interdisciplinary cooperation can take place within departments, and even divisions. While certainly not the only guiding principle in the design of an organizational structure, interdisciplinarity is obviously greatly facilitated by placing together different "disciplines" within the same units and bringing them to bear on recognized problems. The elimination of "management layers" which is also a feature of the reform proposals, primarily as a way to increase flexibility in deploying staff as well as encouraging teamwork and improving timeliness of action, will also be beneficial to ensuring greater interdisciplinary achievements.

40. The proposals therefore include a combination of organizational measures and stronger interdisciplinary programming processes and teamwork in technical and policy work both at headquarters and in the decentralized structures (e.g. the proposed expansion of multi-disciplinary teams in the Subregional Offices). Interdisciplinarity would in effect become the norm even more firmly than heretofore, in the provision of assistance to Members, from ensuring effective country focus in the analysis and prioritization of needs and opportunities for intervention, through the formulation of National Medium Term Priority Frameworks, up to mobilising resources for country-led and regional programmes.

Changes to organizational structure to facilitate interdisciplinarity

41. Among the examples at headquarters of organizational changes which would facilitate interdisciplinarity is the creation of the new Division of Diseases and Pests of Plants and Animals. The new division is expected to cover problems of a transboundary nature. It recognises in the first instance that there are common drivers and root causes to the progressive increase and recurrence of diseases and pests, as well as much commonality in the approaches and technologies used in their exclusion, surveillance, eradication and management. These range from molecular biology through quantitative epidemiology, risk assessment, prediction, remote sensing, spatial analysis, and forecasting of animal and plant diseases and pests.

42. Consideration of the patterns of pests and diseases of annual and perennial crops improves strategic thinking about domestic animal diseases, and *vice versa* since all are intimately linked to wild populations of parasites, hosts, habitat-providing species (like forest trees), natural

enemies and antagonists, etc. The experiences of traditional plant pest campaigns with very high political stakes, e.g. desert locusts, are relevant to campaigns on animal diseases like the FMD and others of a transboundary nature.

43. Sustainable and risk-reducing forms of agriculture, therefore, demand an understanding of the joint animal and plant disease and pest problems and a more strategically-based and unifying decision-making and prioritisation process for making balanced decisions on interventions. The resulting integration in the new division provides a supportive environment for interdisciplinarity. It facilitates comparative analyses of problems and solutions. It creates greater opportunities to harmonise terminology and methodology and to avoid overlap of information relating to risk analysis within the framework of FAO's wider activities in biosecurity, thereby improving the quality and effectiveness of FAO's work. Integration will also facilitate collaboration with counterparts in fisheries and aquaculture (e.g. in aquatic parasitology) as well as forestry (e.g. forest IPM).

44. Another example is the proposed Department of Knowledge Exchange, Communication and Capacity Building and within it, the unit dealing with Capacity Building. The main function of the latter unit is to call on the expertise of different departments to frame the technical and policy problems, set priorities and promote the sharing of practices and lessons learned within a corporate and interdisciplinary framework. It should, therefore, add value to the various capacity-building activities implemented by a wide range of other units, with primarily supportive and facilitation roles, while providing essential guidance and overall monitoring functions. The unit will also ensure that a balanced approach is observed between training in the conventional sense and the strengthening of institutional capacities in countries. In effect, the latter requires more than just training of key staff (e.g. putting in place structural measures, taking account of legal dimensions). This balanced approach will be given due attention, particularly in the context of outreach programmes, and in the design of support materials.

45. Within this broad realm, multidisciplinary learning programmes for policy-makers have already been identified as meriting highest priority for capacity-building. The existing Inter-departmental Policy Task Force, supported by a Policy Working Group reporting to the Director-General, will ensure that policy issues and needs of Members in areas of FAO's mandate are addressed both comprehensively and in a coordinated manner at global, regional and country levels. In addition, under consideration is the establishment of an advisory board, composed of both FAO and external experts in capacity-building in the domains of food, agriculture and rural development, which would no doubt reinforce the interdisciplinary content of capacity-building programmes of FAO, based on effective requirements of countries.

46. A third example is the Department for Natural Resources, Technology and Sustainable Development, as its rationale is principally to bring together a coherent portfolio of disciplines related to the sustainable management of natural resources. Therefore, its work on the technical and environmental aspects of sustainable development would be truly interdisciplinary, covering all sectors including mountain development. In regrouping work on extension and on research and technology, comprising relations with the CGIAR and the NARS, the department would enhance synergies and make the results of research more accessible, relevant and effective. The department would address other major cross-cutting themes such as the impact of climate change and the economics of natural resources.

Priority Areas for Inter-disciplinary Action (PAIAs)

47. As emphasized by a recent review by the Programme Committee of experience with PAIAs so far, more efforts are needed towards greater selectivity in themes to be addressed as PAIAs, and mainstreaming of the implementation of current ones would be highly desirable.

48. Currently, PAIAs are not well recognised in the organizational and programme structures. There may have been some advantages in this apparent "independence", e.g. chairs, secretaries and members of the relevant IDWGs acting in a personal capacity. Conversely, there are considerable constraints to both effective planning (currently following rather than leading

sectoral planning processes and, therefore, often coming as “an adjunct”) and to the delivery of outputs and outcomes (e.g. in securing staff “buy in” and financial resources). The reform proposals ensure *ex ante* rather than *ex post* consideration in planning, programming, resource mobilisation, monitoring and evaluation and re-orientation of interdisciplinary activities.

49. To achieve this, as several new organizational units would share the same scope as PAIAs (e.g. biosecurity, climate change) the related themes would logically become a matter of internal management by the Department primarily concerned which would then take the leadership of the relevant IDWG and would oversee the planning and delivery of approved outputs by incorporating dedicated entities in their programmes. For example, the management of the PAIA on Biosecurity would be housed within the Department of Agriculture, Biosecurity, Nutrition and Consumer Protection; the PAIA on Biodiversity in the Natural Resources, Technology and Sustainable Development; the PAIA on Trade Negotiations in the Economic and Social Development; and the PAIA on Rehabilitation within the Outreach Programmes Department.

50. Adequate resource allocations are factored into the budgetary proposals so that the departments concerned would be able to pursue interdisciplinary work on the applicable PAIA themes in a more vigorous fashion than hitherto, including closer involvement of regional and subregional teams.

Thematic knowledge networks

51. Paragraphs 59 to 63 of the Supplement to the PWB describe the intent to greatly expand use of networks, often with experts in centres of excellence in their particular field in countries. These networks will, of course, have variable degrees of built-in interdisciplinarity, flexible geographic coverage and stakeholder participation, including involvement of staff located regionally and subregionally, other players in the UN system and civil society organizations.

52. Over the coming months, criteria and subject matters for thematic networks in which the Organization has comparative advantage would be comprehensively developed and identified. Expanded lists of centres of expertise which could participate in knowledge-sharing and possibly host seminars to understand criteria for success and lessons learned will also be developed.

Human resources dimensions

53. The departmental responsibilities in the new structure, coupled with a more cohesive programme structure that also provides sufficient financial resources for multidisciplinary cooperation, should help to catalyse interdisciplinary approaches and cooperation across the Organization, including the decentralized offices.

54. Such measures must be matched by “culture change” among staff to encourage commitment to interdisciplinarity. Breaking what management literature calls “silo culture” depends on the availability of “willing champions”, the exercise of collective good will and suitable negotiation skills. It needs a workforce motivated to learn, experiment and share their experiences.

55. The reform proposals provide details on some of the steps that will be taken to achieve this. In terms of enhancing interdisciplinarity, requirements would be clearly indicated in vacancy announcements and in the subsequent selection of staff at the ADG, director and professional staff levels for demonstrated experience in using interdisciplinary approaches to the solution of problems, in addition to experience/expertise in specific disciplines.

56. Additionally, annual work plans would require staff to identify specific interdisciplinary ventures involving at least two other divisions within the same or another department. Related commitment would be a key determinant in performance appraisals, appointment extensions, promotions and eventual merit awards. Courses and seminars that enhance understanding and work on interdisciplinary approaches (e.g. on how to form and maintain healthy teams and implement matrix management) would be made more prominent in staff development activities.

V. Roles and relationships of headquarters and decentralized offices

57. Decentralization must be seen in the first instance in the context of FAO as a knowledge organization with focus on knowledge dissemination, application of best practices and capacity-building for beneficiaries at the country level. The decentralized offices will be provided with the necessary authority, means of action and support to discharge their responsibilities within a system that assures adequate controls, but with minimum dependence on *ex ante* approvals from headquarters or other decentralized offices. FAO Representations, Subregional and Regional Offices as well as headquarters' departments and offices will operate within a framework that facilitates adherence to a team spirit, as part of a united system, with each layer building on its comparative advantage of global or more local contacts and outreach capabilities.

58. The reform proposals intend to make the FAO decentralized network more capable in meeting Member's needs, in line with the principle of locating activities where demands can be most effectively and efficiently met. The Organization should be able to deliver services at country and sub-regional levels, in accordance with priorities for FAO assistance, and in line with government-owned strategies and existing development frameworks such as the PRSPs, CCAs and UNDAFs, and national commitments to attain the MDGs, in particular, food security.

59. In general, headquarters is best placed to deal with global issues and programmes, while decentralized offices have a comparative advantage in shaping, providing and channelling responses to demands of regions, subregions and countries. Therefore, the Regional Representatives (RRs), the Subregional Coordinators (SRCs) and the FAO Representatives (FAORs) are entrusted with providing pertinent and timely inputs to meeting requests from member countries, as well as REIOs, in a coordinated and complementary fashion. They also advise headquarters on the most appropriate way to integrate regional, subregional and country concerns in FAO's strategies, policies, programmes and projects.

60. Effective coordination mechanisms and structures would be put in place to maintain unity of purpose, ensure teamwork as well as synergy between the Organization's global functions and the provision of assistance to its Members. Headquarters and decentralized offices will learn from each others' experiences. Coordination and team work will be ensured through *inter alia* country and project task forces, country-level National Medium Term Priority Frameworks, participation of the FAORs in the multidisciplinary teams of SROs, staff mobility, and establishment of knowledge networks.

Overview of roles and relationships

61. In brief, the main responsibilities of decentralized offices may be portrayed as follows: FAORs lead FAO's response to country needs, supported primarily by the SRO and also by headquarters as necessary; FAORs will allocate some 30% of their time to providing their technical expertise for programme development and implementation, and to sharing experiences between countries, as members of the subregional Multidisciplinary Team, for work either inside or outside of their country of assignment. SRCs and their Multidisciplinary Teams will support the FAORs, and also lead FAO's response to the needs of the subregions, including those of the REIOs, with participation as needed of headquarters and FAORs. RRs are to address regional issues and lead support to regional organizations and bodies with the assistance of headquarters, SRCs and FAORs.

62. Under the guidance of the Director-General, the Assistant Director-General (ADG) of the Coordination and Decentralization Department would be responsible for maintaining unity of purpose between headquarters and decentralized offices; monitoring and reporting on the performance of decentralized offices and the factors affecting such performance; providing guidance to all units on coordination matters and emerging issues, and on applicable procedures and the delineation of responsibilities between headquarters and the various levels of the decentralized structure.

63. The technical departments and divisions at headquarters will be responsible for technical soundness and quality of FAO's programmes and projects, irrespective of location. They will

advise the ROs, SROs and FAORs on the most appropriate technical and policy approaches and methodologies. They will provide specialised technical expertise at the request of FAORs, SRCs and RRs. All decentralized offices will maintain working contacts with the departments at headquarters, as and when necessary, and support them in the implementation of global strategies, programmes and projects.

64. The Outreach Programmes Department would be responsible for the scale, content, coherence and quality of the Organization's outreach activities, including both technical cooperation activities and emergency programmes; and for resource mobilisation. The department will work with decentralized offices in translating into action at national and regional levels the concepts and knowledge developed through FAO's global activities and enrich this global work through feedback from field experience.

Detailed roles and relationships

65. More detailed explanations on the proposed roles of the country offices, Subregional and Regional Offices, together with the relationships to maintain unity of purpose, are provided below in the form of abridged functional statements.

FAO Country Offices (FAORs)

66. The FAORs are the Director-General's Representatives to the government(s) of the host country or countries (when accredited to more than one country). FAORs accredited to a country that is not their country of residence are assisted either by a National Correspondent (NC) or an Assistant FAO Representative (Programme) with some support staff. FAORs ensure that the programmes, activities and support of FAO is aligned with the national policies, priorities and internationally-agreed objectives and frameworks adopted by their country(ies) of accreditation and that FAO's work is in synergy with the interventions of UN system organizations and other bilateral and multilateral actors. To this end, they lead, with policy and technical support mainly from the SRO, the preparation of NMTPFs that reflect priorities for government-FAO collaboration.

67. The FAORs liaise with the government, organizations of the United Nations system, other national, bilateral and international organizations as appropriate; assist and represent the SRC in liaising with REIOs which have their headquarters in the country(ies) of accreditation; oversee, coordinate, monitor, guide - and report on - FAO activities in the country; mobilise and leverage resources in favour of the host government's programmes for food security and agriculture development, including the ones with active FAO involvement; operate national projects and provide operational, administrative and logistic support to projects of other budget-holders that have activities in their country; provide technical and policy advice in their areas of specialisation to the country of accreditation as well as neighbouring countries as part of the Subregional Multidisciplinary Teams; ensure the security and safety of the personnel and property of the Organization in the country of accreditation within the framework of the UN system field security arrangements; support country-level Regular Programme activities of FAO; support capacity-building and knowledge exchange as well as building partnerships and alliances to amplify the impact of the Organization's programmes; actively advocate FAO's development policy agenda and official positions; and take the lead in relevant communication activities.

68. The FAORs report to the Director-General through the ADG, Coordination and Decentralization Department. They communicate directly with all the units at the SRO, RO and headquarters in addressing the needs of their countries of accreditation. They provide reports to, and receive functional guidance regarding outreach programmes in their country/countries of accreditation from the ADG, Outreach Programmes Department. Guidance on outreach matters is usually received through the SRC who functions as the first port of call concerning outreach programmes in the subregion. They also provide reports to and receive advice and support from other headquarters departments in respective substantive areas. FAORs keep the SRC, the RR and headquarters informed of policy issues or developments in their countries.

Subregional Offices (SROs)

69. The Subregional Coordinators (SRCs) lead a Multidisciplinary Team composed of subject-matter technical specialists and policy officers located either in the same office or in other countries of the subregion. The main responsibilities of the SRO are to assist FAORs in providing timely and quality responses to the needs of countries, and lead FAO's assistance to the subregion, as well as to pertinent REIOs, in the areas of FAO's mandate and in accord with the Organization's strategies, programmes and policies. Where pertinent, SRCs are assisted in liaising with the respective REIOs by the FAOR or contact point in the country where the REIO headquarters is located.

70. The SROs provide policy and technical support to FAO country offices and, through the latter, to projects in the sub-region. They ensure where appropriate, a multidisciplinary approach to meeting needs of countries and requests of the REIOs. Both at the country and subregional levels, they support the development, implementation and monitoring of sectoral, national and subregional strategies and programmes for the achievement of the priorities and goals of the countries in the subregion. The SRCs are also accredited as FAOR in their country of residence and may be accredited in other countries as well. They have budget-holder responsibility for national projects which are not covered by an FAOR in the Subregion. They oversee, monitor and support the development and implementation of outreach projects and programmes funded from all sources in the subregion; maintain corporate databases on outreach programme matters; analyse problems and propose solutions at project, country and subregional levels. The SROs undertake and/or support, as guided by the competent divisions/offices, activities in the field of advocacy, knowledge management, communication, and the leveraging of resources for food and agriculture; support and guide the FAO Representatives in the subregion with the preparation and implementation of NMTPFs and identify subregional assistance priorities by analysing and consolidating the contents of NMTPFs of the countries in the subregion. They lead, and report on, the achievement of intended results of FAO substantive programmes benefiting the subregion; and liaise, on behalf of the RR, with regional institutions having their headquarters in the subregion. SROs complement ROs in promoting knowledge exchange and information management.

71. The SRCs report to the Director-General through the ADG, Coordination and Decentralization Department, on policy, representational, administrative, coordination and related matters. They provide reports to, and receive functional guidance from the, ADG, Outreach Programmes Department, on all issues relating to outreach programmes. They also, as necessary, provide reports to, and receive advice and support from, the ADGs of other headquarters departments. They keep the RR informed of all policy issues and developments in the subregion of relevance to the work of the RO.

Regional Offices (ROs)

72. The Regional Representatives (RRs) are the senior representatives of the Director-General in respective regions and advise on regional priorities, policies and programmes with inputs provided by SROs. They keep senior management informed of major regional developments and trends in food and agriculture.

73. Staffed by a group of technical officers, the ROs are to focus on major regional issues and concerns; liaise with regional organizations, economic commissions, programmes and other region-wide institutions and pursue continuous improvements in the working arrangements; contribute to the formulation of regional strategies and policies, in partnership with regional institutions; lead the organization of Regional Conferences; service regional statutory bodies; have operational responsibility for regional projects; provide the regional dimensions of planning and accountability documents such as the Programme of Work and Budget (PWB) and the Programme Implementation Report (PIR) respectively; and report periodically on FAO's overall performance in the region. Technical officers assigned to ROs contribute to the work of their "parent" department or division at headquarters by covering the regional dimension of their programmes as appropriate. They may also contribute to the work of subregional

Multidisciplinary Teams in their areas of specialisation. In consultation with relevant headquarters departments, they facilitate and foster knowledge exchange and information management with countries by, *inter alia*, supporting WAICENT framework activities, “Ask FAO” services, thematic knowledge networks, and identification of best practices.

74. The RRs report to the Director-General through the ADG, Coordination and Decentralization Department, on policy representational, administrative, coordination and related issues. They provide reports to, consult with and receive support from the ADG, Outreach Programmes Department, on issues regarding outreach programmes. They also provide reports to, consult with, and receive support from ADGs of other headquarters departments where relevant.

75. The RR is assisted by a Deputy Regional Representative (DRR) who, wherever the RO and SRO are co-located, is also both the SRC for the concerned subregion as well as the FAOR in the host country.

Technical officers in Regional and Subregional Offices

76. Technical officers posted in the ROs and members of the Multidisciplinary Teams in the SROs work respectively under the overall managerial and administrative supervision of the RR and the SRC. Accordingly, the RR or SRC leads the preparation of annual work plans and performance appraisals for the technical staff under their supervision, subject to concurrence on the technical aspects of the concerned headquarters units. The technical officers liaise directly with their “parent” department or division at headquarters in a two-way flow of information and consultation on technical matters.

VI. Indicative post counts and resource allocations

77. As outlined in the Introduction, the Supplement to the Programme of Work and Budget 2006-07 had involved a process of arbitration which will require further refinement involving managers and on the basis of views expressed by Members. The information contained in this Addendum reflects the results of the on-going process of consultation and review under the leadership of the Director-General to further develop and refine the reform proposals. In addition to consultations through internal processes, including video conferences with Regional and Subregional offices and numerous meetings with inter-departmental working groups on cross-cutting issues and clusters of programme entities, the Director-General has held informal consultations with Members.

78. This section provides a financial overview of the refinement and changes since the Supplement, and responds to the request of the Committees for a summary of indicative post counts for the units in the new organizational structure, and preliminary resource allocations for these units, indicating also regional breakdowns of planned expenditure.

79. One of the main areas of refinement in the adjusted proposal is the increased emphasis on shifting technical expertise from headquarters to the decentralized locations in order to optimise the delivery of technical and advisory services to Members. For example, additional posts in various fields, including Nutrition and Consumer Protection, Land and Water, and Rural Infrastructure and Agro-Industries, have been moved from headquarters to the Regional Offices. In addition, professional posts from the Investment Centre have been outposted to each of the Subregional Offices. Furthermore, the Regional Offices have been strengthened with additional Information Technology posts.

80. General service posts at headquarters have been further reduced so that the general service to professional post ratio remains compatible with the de-layering of the management structure which is a main feature of the reform proposals and to take account of the above decentralization of professional posts.

81. The following set of tables illustrates the resulting movements. They are similar to the tables provided in Section IV of the Supplement, with an additional column showing the impact of the above changes. *Table A* in *Annex 3* provides a comprehensive overview of post counts with

percentages. The table separately identifies regional, subregional, and liaison offices, and shows the posts by organizational location in the current 2004-05 PWB, in the ZRG, RG and ZNG scenarios of the main PWB 2006-07 document, in the Reform Proposals in the Supplement, and the Adjusted Proposals in this Addendum. The data in the table evidences a clear movement of posts in favour of the decentralized locations. In the Adjusted Proposals, 40% of professional posts (including National Professional Officers - NPOs) would be located in decentralized locations, while the figure is only 30% in the current biennium. This is being achieved despite an overall decrease of 122 posts compared to the current biennium – comprising 85 professional and 168 general service post reductions, partially offset by an increase of 131 NPOs.

82. All the Regional Offices except the Regional Office for Europe would host a Subregional Office. Attention is, therefore, drawn to *Table B* in *Annex 3* which underlines the impact of co-location of the Subregional Offices on the proposed staffing establishment in the Regional Office locations. This will, *inter alia*, mitigate the impact of restructuring on existing staff and ensure best use of the present facilities of the Organization.

83. The following *Table 2* provides an overview of Regular Programme resources by location, demonstrating that funds continue to be allocated in favour of the decentralized locations (33% in the 2004-05 PWB, 34% in the Supplement, and 37% in the adjusted Proposal).

Table 2. Regular Budget by location (with TCP allocation to regions)

Category	2004-05 PWB	% of Total Budget	2006-07 RG Reform Proposal (Sup)	% of Total Budget	2006-07 RG Adjusted Reform Proposal	% of Total Budget
Headquarters	564,878	67%	594,401	66%	562,901	63%
Regions/Subregions	111,605	13%	125,026	14%	151,402	17%
Liaison	11,928	1%	15,028	2%	13,698	2%
Country	152,601	18%	160,647	18%	167,100	19%
Decentralized subtotal	276,134	33%	300,701	34%	332,201	37%
Total	841,012	100%	895,102	100%	895,101	100%

84. *Table 3* provides a breakdown of the overall Regular Budget by expenditure category and shows a substantial shift of budget from staff towards non-staff resources compared with the 2004-05 PWB. The percentage of non-staff resources in the adjusted proposal is slightly lower than in the Supplement but will eventually equal it after off-shoring of the Shared Service Centre, which is currently under review, is fully implemented. The relation of Other Human Resources (OHR) to the cost of professional staff has remained constant since the Supplement, with OHR at 50% of professional staff resources.

Table 3. Regular Budget by expenditure category (in US\$ 000)

Category	2004-05 Programme of Work	Reform Proposal Change	2006-07 RG Reform Proposal (Sup)	Reform Proposal Adjustments	2006-07 RG Adjusted Reform Proposal
International Professional Staff	377,423	(22,279)	355,144	6,640	361,784
National Professional Staff	8,276	7,907	16,183	2,643	18,825
General Service Staff	168,181	(8,199)	159,982	(5,967)	154,015
Total Staff	553,880	(22,571)	531,309	3,315	534,624
Other Human Resources	142,965	43,936	186,901	2,185	189,087
Other Non-staff	144,166	32,725	176,891	(5,501)	171,391
Total Non-Staff	287,131	76,662	363,793	(3,315)	360,477
Total Programme of Work	841,011	54,091	895,102	(0)	895,101
<i>Percentage non-staff</i>		<i>34.1%</i>			<i>40.3%</i>
<i>Perc. of OHR to Prof. Staff</i>		<i>37.1%</i>			<i>49.7%</i>

85. *Table 4* provides a more detailed overview of the headquarters and decentralized budget allocations, including a breakdown by staff and non-staff percentages.

Table 4. Regular Budget by location (with TCP allocations to regions)

Category	2004-05 PWB	% of Total Budget	2006-07 RG Reform Proposal (Sup)	% of Total Budget	2006-07 RG Adjusted Reform Proposal	% of Total Budget
Headquarters						
Staff	412,937	73%	396,135	67%	375,396	67%
Non-staff	151,940	27%	198,267	33%	187,505	33%
Total Headquarters	564,877	100%	594,402	100%	562,901	100%
Regions/Sub-regions						
Staff	74,523	67%	68,449	55%	88,378	58%
Non-staff	37,082	33%	56,576	45%	63,024	42%
Total Regions/Sub-regions	111,605	100%	125,025	100%	151,402	100%
Liaison						
Staff	9,184	77%	11,542	77%	10,348	76%
Non-staff	2,744	23%	3,486	23%	3,350	24%
Total Liaison	11,928	100%	15,028	100%	13,698	100%
Country						
Staff	57,236	38%	55,183	34%	60,502	36%
Non-staff	95,365	62%	105,464	66%	106,598	64%
Total Country	152,601	100%	160,647	100%	167,100	100%
Total Decentralized Resources	276,134		300,700		332,201	
FAO Total						
Staff	553,880	66%	531,309	59%	534,624	60%
Non-staff	287,131	34%	363,793	41%	360,477	40%
Grand total	841,011	100%	895,102	100%	895,101	100%

86. *Table 5* provides an overview of post counts by grade category, showing that the general service to professional post ratio has evolved from 1.25 in the 2004-05 PWB to 1.09 in the adjusted Proposals, while the director-level count remains at the same low percentage, with a net reduction of 37 director-level posts compared with the 2004-05 PWB.

Table 5. Evolution of Posts - post counts by grade category

Grade Category	2004-05 PWB	% of Total Budget	2006-07 RG Reform Proposal (Sup)	% of Total Budget	2006-07 RG Adjusted Reform Proposal	% of Total Budget
Director-level and above	197	6%	161	5%	160	5%
International Professional	1,119	35%	1,054	34%	1,071	35%
National Professional	106	3%	204	7%	237	8%
Total Professional and above	1,422	45%	1,419	46%	1,468	48%
General Service	1,772	55%	1,638	54%	1,604	52%
Total	3,194	100%	3,057	100%	3,072	100%
<i>GS/Prof Ratio</i>	<i>1.25</i>		<i>1.15</i>		<i>1.09</i>	

87. *Table C in Annex 3* provides a summary of indicative post counts for the units in the new organizational structure. The figures remain indicative of the staff required to implement the programme activities entrusted to each organizational entity.

88. *Table D in Annex 3* presents preliminary resource allocations for these units, including regional expenditure breakdowns.

89. Managers are currently undertaking a detailed review of the functions assigned to the various organizational entities under the revised structure. The findings would contribute to addressing certain issues on organizational responsibilities and refining staffing and resource levels.

90. Finally, the resulting distribution of the net appropriation across chapters in the adjusted reform proposal is reflected in *Table 6*.

Table 6. Overview of adjusted reform scenarios (all amounts in US\$ 000)

Chapter	RG 2006-07 Appropriation	HRG 2006-07 Appropriation
1 Corporate Governance	18,495	18,495
2 Sustainable Food and Agricultural Systems	212,269	212,269
3 Knowledge Exchange, Policy and Advocacy	197,894	197,894
4 Decentralization, UN Cooperation and Programme Delivery	212,382	246,182
5 Management and Supervision Services	120,379	120,379
6 Contingencies	600	600
8 Capital Expenditure	8,600	13,799
9 Security Expenditure	19,980	19,980
Total before Cost Increases	790,601	829,600
Cost Increases	50,124	52,600
Total with Cost Increases	840,725	882,200

91. The more detailed resource allocations by programmes, as originally provided in Annex IV of the Supplement, have been updated and shown in *Table E of Annex 3*. In addition to the changes described above, the table reflects some needed re-alignment of resources to the

appropriate units. For example, local audit resources originally shown under *Programme 5C: Financial services*, are more correctly assigned to *Programme 5A: Oversight*. Similarly, evaluation resources, originally included under *Programme 5B: Programme and budget services*, are allocated to *Programme 5A*. The increase under *Programme 3I: Information technology systems*, is mainly due to the consolidation of activities which were originally envisaged to be partially covered by AFDT (IT application for Finance, Administration and Human Resources) under *Chapter 5*.

92. As observed by the Programme and Finance Committees at their session in September 2005, the refinement of programmatic and staffing detail would need to be an integral part of an implementation plan to be prepared by the Secretariat, after a budget level is approved by the Conference.

VII. Estimate of one-time and transition costs

93. In the Supplement to the Programme of Work and Budget 2006-07, the Director-General noted that the adjustments needed to implement the reforms will entail transition costs. He also indicated that reforms in other organizations have been facilitated through provision of extra-budgetary resources for this purpose. In accordance with the course of action followed in other organizations, the Director-General reiterates his intention to seek voluntary contributions from Members wishing to assist the process of change.

94. It is recalled that the Programme and Finance Committees agreed that the information in this document, including the estimate of transition costs, should be based on the 2.5% real growth assumption.

Definition and categorization of one-time transition costs

95. One-time transition costs are defined as: the unfunded non-recurring costs to arrive at the required staffing and infrastructure to implement the reformed programme and organizational structure during 2006-07.

96. The cost estimates may be grouped into two broad categories:
- staff-related costs that are chiefly associated with attaining the desired mix of staff skills. This includes training to match existing staff to the requisite competencies, relocation costs and eventual separation costs;
 - non-recurring costs relating to the investments in security and infrastructure where these are not covered in the provision for Capital Expenditure (Chapter 8) or the proposed Security Expenditure (Chapter 9), and adjustments to management processes.

Details of one-time and transition cost estimates

Staff related costs

97. The proposed reforms will affect all staff, to varying degrees. Large numbers of staff would move between organizational units and establish new working relationships and some will also face the challenge of moving to new geographic locations. Nearly all staff will have the requisite aptitudes to work effectively in the reformed setting. However, some staff will need to acquire new skills, through training, to deliver programmes which may differ from their current activities or to execute their day-to-day operations through different, more streamlined ways of working. Staff who face an irreconcilable mismatch between their competency profile and the new programme requirement for expertise would be offered agreed termination packages in line with past practice, based on the provisions of the Staff Regulations. Equitable terms and conditions for separation would also be offered to other staff on agreed terms where it is in the interests of the Organization.

98. A phased change management process, replacing the Change Management Team, would be followed. Building on the Organization's past experience, it will ensure full transparency in the placement of existing staff through a Task Force on Redeployment with the participation of staff

representatives. This will shape the conduct of staff redeployment and placement, and facilitate identification and resolution of situations where staff cannot be redeployed, with the granting of severance packages as a matter of last resort. The change management process will include a number of Inter-departmental Working Groups comprising programme managers and associated staff, aimed at refining the proposed programmes and determining the optimal modalities of programme implementation in the new structure.

99. The change management process will require the establishment of a staff competencies inventory of available human resources so as to facilitate a matching of qualified staff to organizational entities. This will be undertaken on the basis of the decision by the Conference on the 2006-07 budget and the reform proposals. The results of the Questionnaires to Member Nations on the role of FAO, which were sent in mid-2005, will also provide useful information on the demand for services by country and subregion and, thus, the skills needed by FAO staff.

(1) TRAINING

100. Extensive and intensive training and briefing will be necessary to enable staff to update or acquire new competencies and allow the Organization to implement successfully the reform proposals with the existing human expertise wherever possible. This effort goes beyond ongoing staff development programmes for professional and general service staff to develop core competencies (e.g. language training, information systems training), which are a regular and recurring feature of regular programme funded training activities.

101. Staff at headquarters, in Regional and Subregional Offices and in the country offices will receive orientation training to their new roles, to manage new operating and administrative processes, to make better use of information systems in the proposed structure, to improve interdisciplinarity and knowledge sharing. Total one-time training costs are estimated at US\$ 3.5 million.

102. Training for decentralized office staff, especially FAORs, will be given particular attention, in view of the need to address known weaknesses and to redress the insufficient past investment in training. In particular, the FAO Representatives and other staff in the FAO Representations will undergo extensive training to deal with increased delegation of authority and to improve their capacity to manage the field programme, including emergency activities where appropriate. FAORs and staff in the SROs will also be offered adequate training to update their technical skills and to improve teamwork.

(2) RELOCATION COSTS

103. The proposed reforms entail an overall increase in the number of professional posts in the decentralized structure. The principal increases arise from the creation of new Subregional Offices and contact points for Cooperation with REIOs and the establishment of some focal points for advocacy in developed countries. This is partially offset by reduction in the proposed staff levels in the existing Regional Offices and the large Subregional Offices, as well as some reductions in the FAORs. Furthermore, the reforms foresee in excess of 200 post reductions at headquarters, approximately equally split between professional and general service positions.

104. It is anticipated that many of the technical specialists affected by the redistribution of tasks across the structure, will have skills that are suitable for assignment in the Subregional Multidisciplinary Teams. All possible efforts will be made to place existing officers in the structure. For example, the post reductions at headquarters, including the proposed elimination of many D-1 posts to achieve a flatter management structure, should create the prospect of some staff on abolished headquarters posts to be appointed to new positions in the decentralized offices. The Regional Office for Europe would relocate from Rome. These movements illustrate the anticipated professional and director-level staff movements from headquarters and the decentralized structure to other locations.

105. Relocation costs for professional staff are estimated at US\$ 2.9 million, based on some 85 staff movements. It is tentatively estimated that just over half the cases would entail movements

between headquarters and decentralized locations and *vice versa*, and the remainder would take place within regions. General service (GS) staff are almost exclusively locally recruited and would not relocate between duty stations.

(3) SEPARATION COSTS AND AGREED TERMINATIONS

106. While maximum efforts will be made to relocate most professional staff to appropriate positions within the reformed structure, there are situations where severance of employment may be required. This could apply where a post is abolished and redeployment or relocation to another position is not in the interests of the Organization, for example because the competencies of the staff member would not fit with the skills required in the new decentralized structure and cannot be upgraded through training.

107. The general service category of staff outside headquarters would be particularly affected by cut backs of the staffing structure. Where the Organization has a limited presence (e.g. country offices), there are usually no redeployment opportunities at the same duty station within the Organization. Separation is, therefore, the most conservative financial assumption for general service staff whose posts have been abolished. In cases where no positions match the specific profile of staff members requiring placement, agreed termination packages would be based on the provisions of Staff Regulation 301.9.11. The regulations provide for termination indemnities not to exceed the cost of 18 months salary, both for headquarters and field staff.

108. The implementation of the new decentralized structure geared towards a more focused allocation of resources amongst the neediest countries, would shift regular programme funding and FAO staffing towards LDC, LIFDC, LLDC and SIDS countries. This is a major reason for an estimated 100 separations of locally recruited staff, with a projected average cost of each separation of US\$ 25,000.

109. The main reason for the GS abolitions in the Regional and Subregional Offices is the proposal for the establishment of a Shared Services Centre to achieve efficiency gains in handling administrative tasks, by consolidating services provided by the headquarters Management Support Service and a similar unit in OCD at headquarters, and the MSU in each Regional Office. In the ROs and SROs, it has been tentatively estimated that some 20 professional and 80 general service staff separations could not be avoided, at an average separation cost of US\$ 86,000 per professional and US\$12 000 to US\$ 30,000 for the decentralized structures (depending on location).

110. Similarly, a total of 44 staff separations may be unavoidable at headquarters with an average cost of separation of US\$ 86,000 per professional and US\$ 71,000 for general service staff. This takes into account possible offshoring/outsourcing of one professional post and 13 GS posts in the Shared Services Centre, which is currently the object of a feasibility study with the World Bank. Estimates of this nature are highly tentative at this stage.

111. Total separation costs for professional and general service staff at headquarters and the decentralized structure are estimated at US\$ 9.7 million. The Director-General will seek to reduce these costs by availing of the openings offered by current Regular Programme vacancies and mandatory retirements in 2006-07. For example, current vacancies number 144 professional/director level staff and 65 general service staff at headquarters. This will be supplemented by 74 professional/director level staff and 47 general service staff at headquarters reaching mandatory retirements during the 2006-07 biennium. At the decentralized locations, the Organization would actively assist affected local staff in finding suitable employment opportunities in other UN organizations.

(4) REDEPLOYMENT COSTS

112. Following the formal abolition of posts, redeployment of staff may take some time and related salary costs would be covered by the Organization until such time as the staff members are fully accommodated in the new structure (e.g. re-assigned to their new positions). Such costs are

considered part of the implementation of the new business model and would, therefore, be absorbed within the budget, drawing on the flexibility provided by current and future vacancies.

Other non-recurring costs for security, infrastructure and new processes

113. Paragraph 182 of the Supplement to the Programme of Work and Budget 2006-07 states that: “*intimately associated with the new structure is the need to adjust management processes to the new needs of the Organization in updated versions of the Organization’s manuals. There will also be requirements for investments in improving management and communications-related software and for the setting up of new offices.*” The one-time cost for security, capital expenses and other non-recurring costs emanating from the implementation of reforms are covered below.

(5) SECURITY

114. The budgetary provisions for the Security Expenditure Facility (Chapter 9) under the reform proposals remained unchanged from the estimates presented in the main PWB. The Organization will negotiate arrangements with governments for new offices. Apart from the provision of suitable office space, the Organization will, in the first instance, appeal to the respective host governments to provide buildings and equipment that are compliant with Minimum Operational Security Standards (MOSS). The additional one-time security costs for fitting-out MOSS compliant premises could amount to US\$ 2.7 million.

(6) CAPITAL COSTS

115. It is estimated that US\$ 3.8 million would be needed to supply the required physical infrastructure in the decentralized network, specifically to equip the new offices and/or expanded Subregional or Country Offices with vehicles, office equipment and furniture. In addition, information technology costs are in the range of US\$ 2.1 million, relating to the enlargement of the Wide Area Network to the new Subregional and Country Offices, and the cost of 16 Oracle Financial licences.

(7) OTHER IMPLEMENTATION COSTS

116. There is a need to adjust management processes to new tasks and structures, including updated versions of the Organization’s manuals and improved management and communications-related software. Total estimated costs under this caption are US\$ 3.3 million

Financing of one-time transition costs

117. Reforms in other organizations have been facilitated through provision of extra-budgetary resources. The one-time transition costs, summarised above, and the timeframe for implementation, will be influenced by the budget level to be eventually adopted for the 2006-07 biennium. It would be subject to revision and refinement over the coming period and will also depend on the generosity of Members to cover some aspects of the reform proposals (e.g. provision of MOSS-compliant premises in new offices).

118. All of the reform proposals are budgeted for the entire biennium, and some transition costs can be absorbed because of the natural lead-time required to establish the new structure (e.g. negotiations with host governments to establish new offices). The Director-General has also enacted a freeze on new recruitment for several months, and the substantial vacancies provide flexibility, not only in successfully reducing the overall number of positions without creating significant difficulties for existing staff, but also in meeting some of the transition costs. The Director-General is seeking US\$ 12 million from Members wishing to support the process of change.

ANNEX 1: OVERVIEW OF DECISION-MAKING AUTHORITIES (DETAILED ANALYSIS)

(1) ORGANIZATIONAL STRUCTURE

General provisions

1. Under Rule XXIV, paragraph 3(j) of the General Rules of the Organization, the Council is required to “*consider and approve recommendations of the Finance Committee (...) on the general structure of the administration and technical services of the Organization*”. This is done on the basis of recommendations of the Finance Committee, and of the Programme Committee as far as programme matters are concerned³. In addition, the Council and Committees have general authority to consider programme of work and budget matters within respective mandates.
2. Notwithstanding the reference in the General Rules of the Organization only to the “*general structure of the administration and technical services of the Organization*”, it has been a practice to refer to the governing bodies structural and programme changes at departmental, divisional and even lower levels, either under normal circumstances, in the context of a much detailed Programme of Work and Budget, or as self-standing proposals. The PWB had in the past a large number of annexes describing in detail the structure of the Organization. However, in the last few biennia, this has been called into question, as part of efforts to rationalize and streamline processes in the context of a results-based approach to the management of the Organization and, more recently, in response to specific recommendations by the Programme and Finance Committees that the PWB should be shorter and more analytical⁴, as endorsed by the Council which called for a “*more condensed content and format*” for the PWB⁵. Despite this still ongoing evolution, the legal position is that changes to the structure of the Organization are referred for approval to the governing bodies.

Decentralized offices

3. Subregional offices: Article X, paragraph 1, of the Constitution provides that “there will be such regional offices and subregional offices as the Director-General, with the approval of the Conference, may decide”. In 1994, at its 106th Session, the Council, acting under a delegation of the Conference, approved the establishment of subregional offices for North Africa, Southern and East Africa, Pacific Islands, Caribbean and Central and Eastern Europe. Accordingly, the establishment of new subregional offices requires Conference approval, or Council approval upon delegation by the Conference. The precise location of the offices has been determined by the Director-General, in consultation with the countries concerned.
4. Country representations: In 1975, the Conference requested the newly-elected Director-General to undertake all necessary review of the programmes, structures and policies of the Organization and refer his proposals to the Council. The progressive establishment of country representations was approved at the 69th Session of the Council in July 1976. The Council agreed

³ Under Rule XXVI, paragraph 7, the Programme Committee reviews the summary and draft Programme Work and Budget of the Organization, “*particularly with respect to the content and balance of the programme, having regard to the extent to which it is proposed that existing activities be expanded, reduced in scope or discontinued*”, “*the extent of coordination of work between the different technical divisions of the Organization and other international organizations, the priorities to be given to existing activities, extension of such activities and to new activities*”. Rule XXVII.7 (r) of the General Rules of the Organization provides that the Finance Committee shall have the power “*to consider (...) proposals of the Director-General on the general structure of the administration and technical services of the Organization*”.

⁴ CL 128/4, paragraph 13

⁵ CL 128/REP, paragraph 65

to a “*pragmatic approach with respect to the phasing of the new arrangements*”⁶ on the basis of a document envisaging the establishment of up to 15 country representations by the end of 1977⁷. The number of such “*authorised representations*” was defined in subsequent PWBs, and approved by the Conference, as follows: PWB 1978-79: 47 representations⁸; PWB 1980-81: 62 representations⁹; PWB 1982-83: 74 representations¹⁰. This figure was stabilised for two biennia¹¹. The PWB 1988-89, approved by the Conference in 1987, increased the number of authorised representations to 78¹². This is the level of authorised representations since then, to which there has been occasional reference in a number of documents and proceedings of governing bodies. It is being proposed that the number of country representations should continue to be established, on the basis of the PWB¹³.

(2) PROGRAMME AND BUDGETARY MATTERS

5. A number of provisions of the Basic Texts either require or imply that the budget of FAO be structured in chapters. These include General Rules XXIV, paragraph 3 (d) and XXVII, paragraph 7(d), Financial Regulation 3.3 (whereby the budget estimates are to be divided, *inter alia*, into chapters and programme objectives), the various provisions regarding transfers within chapters and between chapters¹⁴ and Financial Regulation 6.11. The chapter structure has always been considered, in a way or another, by the Council and the Programme and Finance Committees and has been set out in the appropriations resolution adopted by the Conference.

6. As regards other changes in the programme structure including changes in thrust and priorities and their presentation, a large number of provisions deal with the review and approval by various Governing Bodies of the programmes of FAO. These include, *inter alia*, General Rule XXIV, paragraph 2, on the authority of the Council with respect to “current and prospective activities of the Organization, including its programme of work and budget” and General Rule XXVI, paragraph 7 concerning the functions of the Programme Committee with respect to the summary and draft Programme of Work and Budget¹⁵. Consequently, proposed changes in the programme structure as well as changes in thrust and priorities and presentation are matters for the concerned Bodies of the Organization, and ultimately for the Conference.

⁶ CL 69/REP, paragraph 29

⁷ CL 69/2, paragraph 5.28

⁸ PWB 1978-79, Major Programme 3.4, paragraph 5

⁹ PWB 1980-81, Major Programme 3.4, paragraph 8

¹⁰ PWB 1982-83, Major Programme 3.4, paragraph 8

¹¹ PWB 1984-85, Major Programme 3.4, paragraph 9; PWB 1986-87, Major Programme 3.4, paragraphs 6 and 7

¹² “*The Director-General considers that the number of full Representations so far authorized by the FAO Conference, which is the result of a carefully stewarded expansion, within the context of successive biennial budgetary proposals, needs to be increased so as to permit him to give positive consideration to at least some well-justified requests from governments. It is therefore proposed to raise the number of full Representations to 78, thus permitting to meet the requests for the establishment of four additional Offices during the next biennium*” (Cf. PWB, 1988-89, major programme 3.4., paragraph 9). This was approved by the Conference at its 24th Session in 1987 (Cf. Report of the Twenty fourth Session of the Conference, 1987, paragraph 188).

¹³ C 2005-3 Sup. 1, paragraph 100

¹⁴ Financial Regulation 4.5

¹⁵ Including on the “*content and balance of the programme, having regard to the extent to which it is proposed that existing activities be expanded, reduced in scope or discontinued*”, “*the extent of coordination of work between the different technical divisions of the Organization and between the Organization and other international organizations*”, “*the priorities to be given to existing activities, extension of such activities and to new activities*” and advice to the Council on “*the long-term programme objectives of the Organization*”.

(3) *JOINT ARRANGEMENTS AND PROGRAMMES WITH OTHER ORGANIZATIONS, INCLUDING UNITED NATIONS SYSTEM PARTNERS*

7. A relationship agreement with the United Nations was concluded in 1946 under Article XIII, paragraph 1 of the Constitution and Article 57, paragraph 2 of the Charter of the United Nations. This is a broad framework for cooperation on a range of matters under which joint arrangements and programmes with the United Nations programmes, funds and autonomous bodies, may be concluded by the Director-General. Other relationship agreements with Specialised Agencies (i.e. ILO, UNESCO, UNIDO) have been entered into by the Conference under which the Director-General may conclude implementing arrangements. In addition, there is an established practice that the Director-General may conclude working arrangements with other organizations, prior to concluding formal relationship agreements subject to Conference approval. Therefore, the proposed arrangements contemplated in paragraphs 102-104 of document C 2005/3 Sup. 1, are within the authority of the Director-General.

(4) *STREAMLINING PROCESSES*

8. The actions described in paragraphs 105 to 131 of the PWB Supplement are within the authority of the Director-General to direct the work of the Organization, under Rule XXXVII of the General Rules of the Organization. These include, *inter alia*, the improvement of human resources management and staff motivation, introduction of greater flexibility in staffing, streamlining of systems and processes, management of travel operations, increased delegation to improve responsiveness of the decentralized structure and improvement of procurement procedures. The establishment of a "Shared Services Centre" is being referred to the Conference, as part of the proposals on the structure of the Organization.

(5) *STREAMLINING OF GOVERNANCE STRUCTURES STATUTORY BODIES, COMMISSIONS AND COMMITTEES*

9. The Programme Committee noted that the proposals in document C 2005-3 Sup. 1 are to be seen as suggestions regarding opportunities for rationalising governance structures, while recognising the role of the Independent External Evaluation and Members themselves in exploring other options for more effective governance¹⁶. The Director-General's suggestions address a range of statutory bodies, including the Programme and Finance Committees (i.e. standing committees of the Council under Article V of the Constitution), commissions and committees established under Article VI of the Constitution and commissions and committees established by convention or agreements concluded under Article XIV of the Constitution. In general, initiatives aimed at streamlining or improving the functioning of these bodies should reflect and take into due account their differentiated legal status.

10. For his part, under his authority to direct the work of FAO, the Director-General may take a number of initiatives and bring to the consideration of the various bodies the desirability of streamlining governance procedures¹⁷, which would have to express their views on the matter. Changes to the mandates and rules of procedure of these bodies, to be adopted in accordance with relevant rules, might be needed. In some cases, changes might ultimately involve amendments by the Conference to the General Rules of the Organization¹⁸. In other cases, changes in the working methods of the bodies in question might suffice.

(6) *POSTS AND REDEPLOYMENT OF STAFF*

11. One aspect concerns the extent of the involvement of the Conference with the abolition and creation of posts. This matter must be seen in light of a line of requests made by the

¹⁶ CL 129/2, paragraph 22

¹⁷ For instance, through the possibility of requesting that particular items be placed in the agenda of their sessions

¹⁸ For instance, this would be the case if the functions of the Programme and Finance Committee were to be modified. In other cases, the negotiation of conventions and agreements under Article XIV of the Constitution might be necessary.

Governing Bodies that existing PWB procedures and format should be streamlined. The Joint Meeting of the Programme and Finance Committees of May 2005 laid considerable emphasis on the need for a “*shorter and more analytical full PWB for 2006-07*”¹⁹ and made a number of proposals which were endorsed by the Council²⁰. Therefore, the presentation of a summary of indicative post counts for units in the new organizational structure, together with resource allocations for these units is in conformity with the legal requirement that authority must be given by the Conference to the Director-General for the establishment of posts. It is noted that, if the Conference has not given such authority, there is a provision for the Council to review action by the Director-General in regard to new posts established in the professional category of staff for which prior authorization did not exist.

12. A second aspect is the redeployment of staff, for which Staff Regulation 301.012 stipulates that: “*staff members are subject to the authority of the Director-General who may assign them to any of the activities or offices of the Organization*”. Consequently, redeployment exercises may be carried out under the authority of the Director-General in accordance with the Administrative Manual.

¹⁹ CL 128/4, paragraphs 12-16

²⁰ CL 128/REP, paragraphs 63-67

**ANNEX 2: MAPPING OF CURRENT PROGRAMME ENTITIES
(IN THE MAIN PWB DOCUMENT – ANNEX III)
TO THE NEW CHAPTERS AND PROGRAMMES**

13. A central feature of FAO's Strategic Framework is the application of a new programme model. Programme entities are the main building blocks of the model, tracing the chain of cause-and-effect relationships and identifying key external risk factors and potential synergies to be reaped through collaborative partnerships. Major outputs under the entities generally define specific goods and services targeted to clearly identified groups of primary users and generate a first order level of results, or outcome. Collectively, the outcomes of an entity are intended to achieve a second order level of results, the (programme entity) objective. Performance indicators, target values and target dates, along with associated means of verification, are specified for both outcomes and objectives.

14. The table below provides a mapping, on a "one to one" basis, of programme entities in the main PWB 2006-07 to the proposed programmes. The presentation is sequenced by new chapter, and programme within chapter. In a minority of instances, an existing entity would relate to more than one new programme – such instances are highlighted with an asterisk.

15. The programme entities devoted to programme management in the current PWB are excluded from the table.

Mapping of current programme entities to new programmes

Programme / PE	Programme Entity Title	No. of PEs
1	Corporate Governance	4
10A	Governing bodies	2
111P1	Organization of the Conference and Council sessions and Interdepartmental Coordination of Governing Bodies sessions	
111P4	Regional Conferences	
10B	General direction	2
12100	Director-General's Office	
124P1	Legal Services Required for the Management of the Organization	
2	Sustainable Food and Agricultural Systems	107
20A	Crop production systems management	13
210A3	Enhancing capacities for sustainable production systems and good agricultural practices	
210S1	Committee on Agriculture (COAG)	
210S2	Technical Services for Partnership Development and Information Enhancement	
211A2*	Land and Soil Productivity	
211A3*	Integrated Land, Water and Plant Nutrition Policies, Planning and Management	
212A9	Conservation and Sustainable Use of Plant Genetic Resources, including through Biotechnology, Biosafety and Seed Sector Development	
212B1	Production and Biodiversity in Crop and Grassland Systems	
212B2	Horticulture for improving livelihoods	
212P4	Technical Support to the International Treaty on Plant Genetic Resources for Food and Agriculture	

Programme / PE	Programme Entity Title	No. of PEs
212P5	Support to Strategy Formulation and Promotion of Specific Action for Rice Development in Member Countries of the International Rice Commission (IRC)	
212P7	Secretariat of the International Treaty on Plant Genetic Resources for Food and Agriculture	
212S1	Advice to Countries and Support to Field Programme	
215A1	Sustainable Intensification of Crop Production Systems through Technologies and Capacity-Building	
20B	Livestock production systems management	5
213B2	Livestock Sector Analysis and Policy Development	
213B5	Livestock Development and Poverty Reduction	
213B6	Livestock - Environment Interactions	
213P1	Global Livestock Information	
213S1	Advice to Member Countries and Support to the Field Programme	
20C	Diseases and pests of animals and plants	7
212A5	"Mainstreaming IPM" by Enhancing Essential Ecological Processes	
212P1	Secretariat of the International Plant Protection Convention (IPPC)	
212P2*	Pesticide Management	
212P3	Migratory Pest Management	
212P6	EMPRES - Plant Pests Component	
213P2	EMPRES - Progressive Control of Transboundary Animal Diseases	
215A2	Sustainable Intensification of Livestock Production Systems through Technologies and Capacity-building	
20D	Nutrition and consumer protection	14
213B4*	Veterinary Public Health and Food Safety	
214A9*	Enhancing Food Quality and Safety by Strengthening Handling, Processing and Marketing in the Food Chain	
215P1	Strengthening Compliance with International Food Safety Standards through Good Agricultural Practices	
220A4	Managing Nutrition in a Transforming Food Economy	
221A2	Nutrition Improvement for Sustainable Development	
221A4	Community Action for Improved Household Food Security and Nutrition	
221A5	Food and Nutrition Education, Communications and Training	
221A6	Nutrition and Household Food Security in Emergencies	
221P1	Nutrient Requirements and Dietary Assessment for Food Safety and Quality	
221P2	Joint FAO/WHO Food Standards Programme (Codex Alimentarius)	
221P5	Food Quality Control and Consumer Protection	
221P6	Food Safety Assessment	
221P8	Food Quality and Safety throughout the Food Chain	
221S1	Technical Support Services to Member Nations and the Field Programme	
20E	Forestry information, statistics, economics, and policy	11
242A3	Forestry Sector Outlook Studies	
242A4	Economic Aspects of Forests	
242P1	Forest Products Information	
243A3	Strengthening National Institutional Capacities	
243A4	Forest Policies and Governance	
243A5	Forests, Poverty Alleviation and Food Security	
243P4	Participatory Forestry and Sustainable Livelihoods	

Programme / PE	Programme Entity Title	No. of PEs
243S1	Interaction with Field Programmes and Advisory Services	
244A1	International Forestry Processes	
244P1	Forestry Information	
244S1	Support to Statutory Bodies and Liaison with the Regional Offices	
20F	Forestry management, conservation and rehabilitation	7
241A1	Sustainable Management of Natural Forests and Woodlands	
241A4*	Conservation in Forests and Fragile Ecosystems	
241A5	Planted Forests and Trees Outside Forests	
241A7*	Forests and Water	
241A8*	Forests and Climate Change	
241P1	Assessment and Monitoring of Forests and Woodland Resources	
241S1	Technical Support and Advisory Services	
20G	Forest products and industry	2
242P2	Appropriate Utilisation of Forest Products	
242S1	Support to Field Projects and Advisory Services	
20H	Fisheries and aquaculture information, statistics, economics, and policy	9
231A2	Support to the Strategy for Improving Information on Status and Trends of Capture Fisheries (Strategy-STF) through FIRMS and other FIGIS Partnerships	
231P1	Provision of Fisheries Information and Statistics	
231S1	Advice and Technical Support to Member Nations and Regional Fisheries Bodies	
234A1	Coordination and Monitoring of the Implementation of the Code of Conduct for Responsible Fisheries	
234A5	Promotion of Appropriate National/Regional Policies for Sustainable Aquaculture Development	
234P2	Global Analysis of Economic and Social Trends in Fisheries and Aquaculture	
234P3	Economic and Social Analysis of Fishery and Aquaculture Policy and Management	
234S1	Promotion and Strengthening of Regional Fisheries Bodies and Arrangements	
234S2	Direct Support to Countries in Fisheries Policy and Management	
20I	Fisheries and aquaculture management and conservation	9
232A1	Promotion of Responsible Inland Fisheries and Aquaculture	
232A2	Increased Contribution of Aquaculture and Inland Fisheries to Food Security	
232A3	Marine Fisheries Resources Identification and Biodata	
232A4	Monitoring and Reporting on Global Marine Resources and Relevant Environmental and Ecological Changes	
232A5	Assessment and Management of Fisheries Resources	
232P1	Global Monitoring and Strategic Analysis of Inland Fisheries and Aquaculture	
232S1	Advice on Marine Resources and Environmental Issues	
232S2	Advice on Inland Fisheries and Aquaculture Development	
234A4	Promotion of Coastal Fisheries Management	

Programme / PE	Programme Entity Title	No. of PEs
20J	Fisheries and aquaculture products and industry	8
233A6	Impact of Fishing on the Environment	
233A7	Implementation of MCS	
233A8	Capacity Building for Small-scale Fisheries Development	
233A9	Improved Utilization of Fish for Human Consumption	
233P1	Consumption, Safety and Quality of Fish Products	
233P2	Promotion of International Fish Trade	
233S1	Provision of Technical Support and Guidance to Member Countries and FAO Field Programme in the area of Fishery Technology	
233S2	Provision of Technical support and Guidance to Member Countries and FAO Field Programme in the area of Fish Utilization and Trade	
20K	Sustainable natural resources management	14
210P1	Secretariat of the Commission on Genetic Resources for Food and Agriculture (CGRFA)	
211A1*	Agricultural Water Use Efficiency and Conservation	
211A5*	Land and Water Quality Improvement	
211P7*	Land and Water Information Systems, Databases and Statistics	
211P8*	Knowledge Management and Partnerships	
211S1	Direct Support to Member Nations and to the Field Programme	
211S2	International Programme for Technology and Research in Irrigation and Drainage (IPTRID)	
224P3	Economics of Natural Resources and Environmental Sustainability	
251A6	Support to Environmental Agreements and Promotion of Integrated Environmental Planning and Management	
251A8	Environmental Information and Decision Support Systems	
251P1	Environmental Geo-Information Infrastructure and Services	
251S1	Technical Support Services to Member Nations, the Field Programme, and Other Related Activities	
253A5*	Sustainable and affordable systems, including security of tenure, for access to land and other natural resources	
253S1	Technical Support Services on Participatory Approaches, Institutional Development and Access to Land Resources	
20L	Technology, research and extension	2
251A9	Strengthening research systems and biotechnology applications	
251P4	Secretariat of the CGIAR Science Council	
20M	Rural infrastructure and agro-industries	6
214A1*	Enhancing small farmer income and livelihoods by improving farmer strategies and skills for market-oriented farming	
214A4	Capacity building for small and medium post-production enterprises	
214B3	Enhancing farmer-market linkages	
214B4	Policy and institutional support for fostering competitive agro-industries	
214P2*	Agricultural Services - Data and Information Systems	
214S1	Field Programme Support and Advisory Services to Countries	
3	Knowledge Exchange, Policy and Advocacy	78
30A	Leveraging resources and investment	9
321S1	World Bank Cooperative Programme	
322S1	African Development Bank	
322S2	International Fund for Agricultural Development	
322S3	World Food Programme	

Programme / PE	Programme Entity Title	No. of PEs
322S4	Other International Financing Institutions	
322S5	Bilateral activities	
322S6	Support to FAO activities	
351P1	Organizational Support to Resources Mobilization	
351S1	Outreach to Partners for Resources Mobilization	
30B	Food and agriculture policy	21
220A1	Food Insecurity and Vulnerability Information for Better Policy Targeting (FIVIMS)	
220A3	Demographic Change and Urbanization: Impact on Consumption Patterns	
220A6	Analysis of the Impact of the Changing Structure of the Food Economy	
220P1	World Food Summit and Millennium Development Goals Monitoring and Action	
220S1	Servicing the Committee on World Food Security	
223A2	Global Food and Agricultural Perspective Studies	
223P2	The State of Food and Agriculture	
224P1	Policy Analysis for agriculture and the rural economy	
224P2	Agriculture, Rural Development and Poverty: Analysis of Linkages	
224P6	Food Security Policy Analysis and Impact Assessment	
224S1	Technical Support Services to Member Nations and the Field Programme	
311A1*	Development of FAO's Capacity to Provide On-line Training in Food, Agriculture and Rural Development Policy and Planning	
311P1*	Coordination and harmonization of policy assistance for decentralized outreach activities	
311P3*	Support to capacity building in food agriculture & rural development policy & planning	
311S2	Support to advisory services in food, agriculture and rural policy development planning and policy analysis	
312P2*	Field Programme Development	
312P3*	Capacity building in food agriculture & rural development policy & planning	
312S3	Provision of policy & strategic advice	
313A1	Support to the Development of a Regulatory Framework for Food and Agriculture	
313P1	Collection and Dissemination of Legal Information	
313S1	Provision of Technical Advice	
30C	Trade and marketing	8
220A5	Evolution of Commodity Value Chains and Impact on Markets, Trade and Food Security	
223P3	Market Assessments for Basic Food Commodities and Impact on Global Food Security	
223P4	Projections and Global Commodity Market Assessments	
223P5	Market Assessments of Tropical, Horticultural and Raw Material Commodities and Impact on Food Security	
223S1	Technical Support Services to Member Nations and the Field Programme	

Programme / PE	Programme Entity Title	No. of PEs
224A4	Support for Implementation of Multi-Lateral Trade Negotiation Outcomes	
224P4	Analysis and Consensus-Building on Emerging Commodity and Trade Issues	
224P5	Enhancing Diversification and Competitiveness of Agricultural Commodities	
30D	Agriculture information and statistics	6
222A6	Multi-Agency Programme for Capacity Building in Food and Agricultural Statistics in Africa	
222P1	Agricultural Resources, Income and Food Security Statistics	
222P2	Agricultural Production, Trade Statistics and Food Balance Sheets	
222P3	Agricultural Surveys and Statistics Development	
222Q1	Management of FAOSTAT/CountryStat and Coordination of Statistics at FAO	
222S1	Technical Support Services to Member Nations and the Field Programme	
30E	Alliances and advocacy initiatives against hunger and poverty	7
13230	Other Liaison Offices	
220A8	Implementing Guidelines on the Right to Food in the context of National Food Security	
352P1*	Corporate Framework for Effective Partnerships	
352S1*	Enhancing the collaboration of FAO with external partners	
352S2	Increased awareness of and support to FAO objectives through World Food Day, TeleFood and related activities	
352S3	The International Alliance Against Hunger	
353P1	Coordination of Partnership Programmes	
30F	Gender and equity in rural societies	4
252A3	Gender and Natural Resources Management	
252A4	Analysis and Mitigation of the Impact of HIV/AIDS on Food Security and Rural Development	
252P1	Promotion of Gender and Population issues, especially in Policies, Information and Agricultural Statistics	
252S1	Technical Support to Member Nations and the Field Programme	
30G	Rural livelihoods	4
252A5	Education for Rural People	
252P2	Information and Communication Technologies in Support of Agricultural Research, Extension and Education Systems	
253A6*	Enhanced Rural Institutions, Extension and Participatory Processes for Sustainable Agriculture and Rural Development (SARD)	
253P1	Management and Support to the UN System Network on Rural Development and Food Security	
30H	Knowledge exchange and capacity building	8
222A3	FAO Country Profiles and Mapping Information System	
222A5	World Agriculture Information Resource System (WAIR)	
222P6	WAICENT Corporate Information Management and Dissemination Systems	
222P7	Standards, Norms and Procedures for Improved Access to Agricultural Information	
222P8	Facilitation of WAICENT Outreach	

Programme / PE	Programme Entity Title	No. of PEs
222P9	Management and acquisition from FAO and other providers of information collections, including the Virtual Library	
222S2	Assistance to Countries in Capacity Building for Agriculture and Food Information through WAICENT	
223P6	Global Information and Early Warning System on Food and Agriculture	
30I	Information technology systems	7
522P1	IS & ICT Coordination	
902P1	Development and Support of IS & ICT Plans, Standards, Policies and Methodologies	
902P2	Monitoring of IS & ICT Services	
902P3	Provision of Information Technology Support Services	
902P4	Provision of Information and Voice Telecommunication Services	
902P6	Provision of Help Desk Services	
902P7	Provision of Information System Support Services	
30J	Communication and public information	4
222P5	Programme for the Improvement of Language Coverage	
511P1	Multilingual communication	
511P2	Publishing Policy and Support	
511S1	Public Information and Outreach	
4	Decentralization, UN Cooperation and Programme Delivery	32
40A	UN cooperation, integration and monitoring	4
111P3	Liaison with Intergovernmental Organizations	
131P1	External Relations and Coordination	
131P2	Strategic Policy Advice on the UN System	
13210	Liaison Office to the United Nations	
40B	Coordination of decentralized services	4
125P1	Decentralization Policy and Coordination	
13220	Liaison Office to North America	
340P2	Oversight, Operations and Management Support Services to the Country Offices	
340S3	Advocacy and Outreach of FAO Activities at Country Level	
40C	Food security, poverty reduction and other development cooperation programmes	20
256P1	Management and Coordination	
256P2	SPFS Formulation	
256P3	SPFS Implementation	
311P4	Support to country & regional sector information & analysis	
312P1	Country & regional sector information & analysis	
331P1	Coordination and monitoring of regional field programme activities in Africa	
331P2	Coordination and monitoring of regional field programme activities in Asia	
331P3	Coordination and monitoring of regional field programme activities in Europe	
331P4	Coordination and monitoring of regional field programme activities in Latin America and the Caribbean	
331P5	Coordination and monitoring of regional field programme activities in Near East	
331S1	Support to the field programme in Africa	

Programme / PE	Programme Entity Title	No. of PEs
331S2	Support to the field programme in Asia	
331S3	Support to the field programme in Europe	
331S4	Support to the field programme in Latin America and the Caribbean	
331S5	Support to the field programme in Near East	
332A2	Enhancement of database and tools for corporate and departmental field programme management and monitoring	
332P1	Coordination of field programme activities	
332P2	Monitoring of field programme activities	
332S1	External Services in Relation to the Field Programme	
340S2	Support to National Development Programmes and Humanitarian Activities by FAORs	
40D	Emergency and post crisis management	2
333P1	Development of FAO's capacity to formulate and implement policies and approaches for emergency, rehabilitation and humanitarian assistance	
333S1	Management of emergency and early rehabilitation operations and coordination of post-conflict programmes	
40E	Technical Cooperation Programme	2
41000	Technical Cooperation Programme	
420S1	Programme Management, Monitoring and Coordination of the TCP	
5	Management and Supervision Services	27
50A	Oversight	4
122P3	Evaluation	
122P4	Auto-evaluation	
12320	External Audit	
123P1	Internal Audit, Inspection and Monitoring of the Organization's System of Internal Control and Financial Management	
50B	Programme and budget services	6
122A1	Programme Planning, Implementation Reporting and Evaluation Support System (PIRES) Project	
122P1	Planning, Programming and Budgeting	
122P2	Programme Implementation Support and Monitoring	
122S2	External Liaison	
13130	Contributions to Inter-agency Coordination Mechanisms	
210S5	Central Support to PAIAs	
50C	Financial services	3
521P1	Central Accounting and Financial Reporting	
521P2	Financial Operations and Systems	
521P3	Treasury Operations	
50D	Human resources management and staff welfare	6
523P1	Health and Medical Services	
523P2	Policy and Legal Services	
523P3	Planning and Administration of Human Resources	
523P4	Organizational Development and Staffing	
523P5	Staff Development Services	
523P6	Provision of Social Security Services	

Programme / PE	Programme Entity Title	No. of PEs
50E	Procurement	1
600P3	Procurement	
50F	Management of premises	2
600P1	Provision of Documents, Central Records and Communications User Services	
600P2	Buildings Maintenance	
50G	Meetings and language services and protocol	4
111P2	Official Correspondence	
112P1	Programming of meetings at Headquarters and in the Field	
112P2	Provision and monitoring of FAO language services	
113P1	Liaison with FAO Members and with the Host Country	
50H	Shared services	1
901P1	Provision of Management Support Services	
8	Capital Expenditure	7
80A	Capital Expenditure	7
811P1	HQ and Regional Office PABX Systems	
812P1	Corporate Administrative Applications	
812P3	Server Software and Client Access Licenses for HQ and ROs	
813P1	IT Support to Meetings	
814P1	Human Resources Management System Project (HRMS)s	
814P2	Field Accounting System (FAS)s	
814P4	Electronic Document Management System	
9	Security Expenditure	6
90A	Headquarters security	2
600P4	Security and Transport	
911P1	Safeguarding of FAO personnel, assets and operations in Headquarters	
90B	Field security	4
921P1	Safeguarding of personnel, assets and operations in field locations and provision of security equipment to FAO Representations	
921P2	Provision of security equipment to FAO decentralized offices other than the FAORs	
922P1	FAO participation in joint UN system undertakings to strengthen field security	
922P2	FAO financial contribution to the UN unified security management system	

ANNEX 3: INDICATIVE POST COUNTS AND RESOURCE ALLOCATIONS

Table A: Evolution of Posts – post counts by location

Category	2004-05 PWB	% of total grade category	PWB 06-07 ZRG and RG (main doc)	% of total grade category	PWB 06-07 ZNG (main doc)	% of total grade category	2006-07 RG Reform Proposal - Supplement	% of total grade category	2006-07 RG Revised Reform Proposal	% of total grade category
Headquarters										
Professional	993	70%	1,011	69%	986	69%	952	67%	883	60%
General Service	959	54%	964	55%	902	53%	923	56%	859	54%
Total HQ	1,952	61%	1,975	61%	1,888	61%	1,875	61%	1,742	57%
Regional Offices (Non-HQ)										
International Professional	158	11%	157	11%	148	10%	42	3%	98	7%
National Professional	0	0%	0	0%	1	0%	8	1%	9	1%
General Service	222	13%	231	13%	225	13%	43	3%	69	4%
Total RO	380	12%	388	12%	374	12%	93	3%	176	6%
Sub-Regional Offices										
International Professional	56	4%	57	4%	52	4%	127	9%	147	10%
National Professional	0	0%	0	0%	0	0%	45	3%	58	4%
General Service	49	3%	49	3%	46	3%	200	12%	207	13%
Total SRO	105	3%	106	3%	98	3%	372	12%	412	13%

Category	2004-05 PWB	% of total grade category	PWB 06-07 ZRG and RG (main doc)	% of total grade category	PWB 06-07 ZNG (main doc)	% of total grade category	2006-07 RG Reform Proposal - Supplement	% of total grade category	2006-07 RG Revised Reform Proposal	% of total grade category
Liaison Offices										
International Professional	17	1%	17	1%	17	1%	23	2%	20	1%
National Professional	0	0%	0	0%	0	0%	0	0%	0	0%
General Service	22	1%	22	1%	22	1%	31	2%	28	2%
Total LO	39	1%	39	1%	39	1%	54	2%	48	2%
FAO										
Representations										
International Professional	92	6%	80	5%	80	6%	71	5%	83	6%
National Professional	106	7%	139	10%	139	10%	151	11%	170	12%
General Service	520	29%	501	28%	501	30%	441	27%	441	27%
Total FAORs	718	22%	720	22%	720	23%	663	22%	694	23%
Total										
Decentralized										
Professional (Intern/Nat)	429	30%	450	31%	437	31%	467	33%	585	40%
General Service	813	46%	803	45%	794	47%	715	44%	745	46%
Total Decentralized	1,242	39%	1,253	39%	1,231	39%	1,182	39%	1,330	43%

Category	2004-05 PWB	% of total grade category	PWB 06-07 ZRG and RG (main doc)	% of total grade category	PWB 06-07 ZNG (main doc)	% of total grade category	2006-07 RG Reform Proposal - Supplement	% of total grade category	2006-07 RG Revised Reform Proposal	% of total grade category
Total All Locations										
International Professional	1,316	93%	1,322	90%	1,283	90%	1,215	86%	1,231	84%
National Professional	106	7%	139	10%	140	10%	204	14%	237	16%
General Service	1,772	100%	1,767	100%	1,696	100%	1,638	100%	1,604	100%
TOTAL	3,194	100%	3,228	100%	3,119	100%	3,057	100%	3,072	100%

Notes:

Trust Fund posts are excluded.

REU posts are counted at headquarters until the revised Reform scenario.

Four Auditor posts are counted in the Regional Offices in all scenarios.

The PWB 2004-05 includes six outposted officers; the main PWB 2006-07 includes three outposted officers.

Table B: Evolution of Posts - post counts by Regional and Subregional Offices

Category	2004-05 PWB	PWB 06-07 ZRG and RG (main doc)	PWB 06-07 ZNG (main doc)	2006-07 RG Reform Proposal - Supplement	2006-07 RG Adjusted Reform Proposal
Regional Offices (Non-HQ)					
International Professional	158	157	148	42	98
National Professional	0	0	1	8	9
General Service	222	231	225	43	69
Total RO	380	388	374	93	176
Co-located Sub-Regional Offices					
International Professional	0	0	0	36	40
National Professional	0	0	0	9	10
General Service	0	0	0	47	48
Total Co-located SRO	0	0	0	92	98
Total Regional Locations					
International Professional	158	157	148	78	138
National Professional	0	0	1	17	19
General Service	222	231	225	90	117
Total Regional locations	380	388	374	185	274
Other Sub-Regional Offices					
International Professional	56	57	52	91	107
National Professional	0	0	0	36	48
General Service	49	49	46	153	159
Total Other SRO	105	106	98	280	314
Total Regional and Sub-regional Offices					
International Professional	214	214	200	169	245
National Professional	0	0	1	53	67
General Service	271	280	271	243	276
Total RO/SRO	485	494	472	465	588

Notes:

Trust Fund posts are excluded.

REU posts are counted at headquarters until the revised Reform scenario.

Four Auditor posts are counted in the Regional Offices in all scenarios.

The PWB 2004-05 includes six outposted officers; the main PWB 2006-07 includes three outposted officers.

Table C: Post counts by Organizational Unit (Regular Programme and Pool) (1)

Department/Di- vision		Director- level and above	Intern. Prof	Nat Prof Officers	Total Prof and Above	General Service	Grand Total
ODG - Office of Director General							
ODG	Office of the Director- General	4	9	-	13	18	31
AUD (3)	Office of the Inspector- General	2	14	-	16	5	21
LEG	Legal Office	2	11	-	13	8	21
PBE	Office of Programme, Budget and Evaluation	3	18	-	21	8	29
ODG Total		11	52	-	63	39	102
CD - Co-ordination and Decentralization Department							
CDD	ADG/PCU	1	1	-	2	7	9
CDDF	Corporate Coordination	-	5	-	5	3	8
CDDS	Security Services	1	4	-	5	59	64
CDU	UN Coordination, Integration and Monitoring Division	1	4	-	5	6	11
CDO	Oversight of the Decentralized Structure Division	1	4	-	5	4	9
CDC	Conference and Council Affairs Division	2	40	-	42	56	98
CD Total		6	58	-	64	135	199
AG - Agriculture, Biosecurity, Nutrition and Consumer Protection Department							
AGD	ADG/PCU	2	1	-	3	6	9
AGC	Crop Production, Management and Conservation Division	3	20	-	23	17	40
AGA	Livestock Production, Management and Conservation Division	2	14	-	16	12	28
AGH	Diseases and Pests of Plants and Animals Division	3	25	-	28	12	40
AGN	Nutrition and Consumer Protection Division	3	17	-	20	14	34
AGE	Joint FAO/IAEA Division	1	7	-	8	-	8
AG Total		14	84	-	98	61	159
FO - Forestry Department							
FOD	FOD - ADG/PCU	1	2	-	3	5	8
FOE	Forest Economics and Policy Division	2	17	-	19	8	27

Department/Division		Director-level and above	Intern. Prof	Nat Prof Officers	Total Prof and Above	General Service	Grand Total
FOES	Forestry Information and Statistics	1	5	-	6	5	11
FOM	Forest Management Division	1	9	-	10	3	13
FOMC	Forest Conservation and Rehabilitation	1	4	-	5	2	7
FOI	Forest Products and Industry Division	1	6	-	7	4	11
FO Total		7	43	-	50	27	77
FI - Fisheries and Aquaculture Department							
FID	ADG/PCU	1	2	-	3	6	9
FIE	Fisheries and Aquaculture Economics and Policy Division	2	15	-	17	8	25
FIES	Fisheries and Aquaculture Information and Statistics	1	12	-	13	17	30
FIM	Fisheries and Aquaculture Management Division	1	13	-	14	10	24
FIMC	Fisheries and Aquaculture Conservation	1	6	-	7	2	9
FII	Fish Products and Industry Division	3	17	-	20	10	30
FI Total		9	65	-	74	53	127
NS - Natural Resources, Technology and Sustainable Development Department							
NSD	ADG/PCU	1	2	-	3	8	11
NSDA	Agriculture and Climate Change	1	9	-	10	5	15
NSDS	Natural Resources Management and Sustainable Development	2	8	-	10	6	16
NSL	Land and Water Division	3	18	-	21	12	33
NSI	Rural Infrastructure and Agro-Industries Division	2	17	-	19	12	31
NSR	Technology Research and Extension Division	3	14	-	17	10	27
NS Total		12	68	-	80	53	133
ES - Economic and Social Development Department							
ESD	ADG/PCU	1	2	-	3	5	8
ESP	Policy Assistance Division	1	8	-	9	7	16
ESI	Investment Centre	8	56	-	64	30	94

Department/Division		Director-level and above	Intern. Prof	Nat Prof Officers	Total Prof and Above	General Service	Grand Total
EST	Division Trade and Marketing Division	3	23	-	26	22	48
ESA	Agricultural Development Economics Division	3	16	-	19	11	30
ESS	Statistics Division	2	18	-	20	24	44
ES Total		18	123	-	141	99	240
OP - Outreach Programmes Department							
OPD	ADG/PCU	1	1	-	2	6	8
OPDF	Outreach Programme Monitoring Support and Inspection	1	10	-	11	12	23
OPDP	Resource Mobilization and TCP	1	16	-	17	10	27
OPO	Operations Programme Division	3	18	-	21	10	31
OPE (2)	Emergency Programme Division	2	-	-	2	-	2
OP Total		8	45	-	53	38	91
AH - Department for Alliances and Rural Livelihoods							
AHD	ADG/PCU	1	1	-	2	6	8
AHDP	Partnership Programmes	-	4	-	4	4	8
AHN	National Alliances Against Hunger Division	1	7	-	8	4	12
AHW	Gender and Equity in Rural Societies Division	2	16	-	18	7	25
AHR	People's Participation and Rural Employment Division	1	9	-	10	4	14
AH Total		5	37	-	42	25	67
KC - Knowledge Exchange, Communication and Capacity Building Department							
KCD	ADG/PCU	1	1	-	2	4	6
KCDC	Capacity Building	1	3	-	4	3	7
KCDL	Library and Documentation	-	8	-	8	12	19.5
KCT	IT Systems, Concept, Development, Management and Maintenance Division	2	50	-	52	38	89.5

Department/Division		Director-level and above	Intern. Prof	Nat Prof Officers	Total Prof and Above	General Service	Grand Total
KCE	Knowledge Exchange Division	2	31	-	33	21	54
KCI	Communication Division	2	31	-	33	32	65
KC Total		8	124	-	132	109	241
AF - Department of Human, Financial and Physical Resources							
AFD	ADG	1	3	-	4	4	8
AFDS	Shared Services Centre	1	9	-	10	62	72
AFDM	Medical Service	1	2	-	3	7	10
AFDT	IT Application for Finance, Administration and Human Resources	-	4	-	4	1	5
AFF	Finance Division	2	31	-	33	35	68
AFH	Human Resources Management Division	2	18	-	20	33	53
AFA	Administrative Services Division	2	14	-	16	78	94
AF Total		9	81	-	90	220	310
HQ Total		107	780	-	887	859	1,746
FAOR - FAO Representations							
FRA	FAORs in Africa	15	23	86	124	218	342
FLA	FAORs in Latin America and the Caribbean	3	17	27	47	66	113
FAP	FAORs in Asia and the Pacific	5	6	30	41	84	125
FNE	FAORs in the Near East and North Africa	3	10	14	27	43	70
FEU	FAORs in Europe and Central Asia	1	-	13	14	30	44
FAOR Total		27	56	170	253	441	694
RO - Regional Offices							
RAF	Regional Office for Africa	1	19	2	22	15	37
RLC	Regional Office for Latin America and the Caribbean	1	17	3	21	14	35
RAP	Regional Office for Asia and the Pacific	1	20	2	23	16	39
RNE	Regional Office for the Near East and North Africa	1	20	2	23	15	38

Department/Di- vision		Director- level and above	Intern. Prof	Nat Prof Officers	Total Prof and Above	General Service	Grand Total
REU	Regional Office for Europe	2	12	-	14	9	23
RO Total		6	88	9	103	69	172
SO - Sub Regional Offices							
SCAF	Subregional Office for Central Africa	1	9	4	14	13	27
SEFF	Subregional Office for Eastern Africa	1	9	4	14	13	27
SAFF	Subregional Office for Southern Africa	1	10	4	15	14	29
SWAF	Subregional Office for West Africa	1	11	2	14	10	24
SAPA	Subregional Office for the Pacific Islands	1	7	4	12	13	25
SEAS	Subregional Office for Eastern Asia	1	11	2	14	11	25
SSAS	Subregional Office for Southern Asia	1	9	4	14	15	29
SECA	Subregional Office for Central Asia	1	7	4	12	14	26
SEUR	Subregional Office for Eastern Europe	1	7	4	12	13	25
SANC	Subregional Office for Andean Countries	1	7	4	12	14	26
SCLM	Subregional Office for Central America	1	7	4	12	13	25
SSLA	Subregional Office for Southern Latin America	1	7	4	12	14	26
SLAC	Subregional Office for the Caribbean	1	9	4	14	12	26
SGUL	Subregional Office for the Gulf Countries	1	7	4	12	13	25
SNEA	Subregional Office for North Africa	1	7	4	12	12	24
SONE	Subregional Office for Other Near East Countries	1	7	2	10	13	23
SO Total		16	131	58	205	207	412

Department/Di vision		Director- level and above	Intern. Prof	Nat Prof Officers	Total Prof and Above	General Service	Grand Total
LO - Liaison Offices							
LOWA	Liaison Office for North America, Washington, D.C.	1	3	-	4	11	15
LONY	Liaison Office with the United Nations, New York	1	3	-	4	5	9
LOGE	Liaison Office with the United Nations, Geneva	1	3	-	4	4	8
LOJA	Liaison Office with Japan	1	1	-	2	1	3
LFPA	Focal Points for Advocacy in Developed Countries		4		4	5	9
LCPR	Contact Points for REIOs	-	2	-	2	2	4
LO Total		4	16	-	20	28	48
Field Total		53	291	237	581	745	1,326
		160	1,071	237	1,468	1,604	3,072

Notes:

- 1) 55 Trust Fund and Other-funded posts are not included in the above table.
- 2) OPE posts include only those funded by the Regular Programme.
Total OPE staffing is 32 Professional and above, and 31 GS.
- 3) Four AUD posts are outposted to the Regional Offices.

Table D: Regular Programme Resource Allocations by Organizational Unit

Department / Division		Programme of Work
ODG	Office of the Director-General	33,555
ODG	Office of the Director-General	8,449
AUD	Office of the Inspector-General	5,600
LEG	Legal Office	6,243
PBE	Office of Programme, Budget and Evaluation	13,262
CD	Co-ordination and Decentralization Department	48,112
CDD	ADG/PCU	2,151
CDDF	Corporate Coordination	1,907
CDDS	Security Services	20,018
CDU	UN Coordination, Integration and Monitoring Division	3,286
CDO	Oversight of the Decentralized Structure Division	6,047
CDC	Conference and Council Affairs Division	14,704
AG	Agriculture, Biosecurity, Nutrition and Consumer Protection Department	64,598
AGD	ADG/PCU	3,930
AGC	Crop Production, Management and Conservation Division	16,049
AGA	Livestock Production, Management and Conservation Division	10,402
AGH	Diseases and Pests of Plants and Animals Division	13,848
AGN	Nutrition and Consumer Protection Division	13,404
AGE	Joint FAO/IAEA Division	6,966
FO	Forestry Department	26,391
FOD	ADG/PCU	2,449
FOE	Forest Economics and Policy Division	10,072
FOES	Forestry Information and Statistics	2,904
FOM	Forest Management Division	4,814
FOMC	Forest Conservation and Rehabilitation	2,481
FOI	Forest Products and Industry Division	3,671
FI	Fisheries and Aquaculture Department	39,402
FID	ADG/PCU	2,229
FIE	Fisheries and Aquaculture Economics and Policy Division	8,227
FIES	Fisheries and Aquaculture Information and Statistics	7,303
FIM	Fisheries and Aquaculture Management Division	8,023
FIMC	Fisheries and Aquaculture Conservation	3,598
FII	Fish Products and Industry Division	10,021
NS	Natural Resources, Technology and Sustainable Development Department	42,171
NSD	ADG/PCU	2,293
NSDA	Agriculture and Climate Change	4,446
NSDS	Natural Resources Management and Sustainable Development	6,838
NSL	Land and Water Division	9,513
NSI	Rural Infrastructure and Agro-Industries Division	9,597
NSR	Technology Research and Extension Division	9,485
ES	Economic and Social Development Department	78,258
ESD	ADG/PCU	2,673
ESP	Policy Assistance Division	4,278
ESI	Investment Centre Division	39,424
EST	Trade and Marketing Division	12,530

Department / Division		Programme of Work
ESA	Agricultural Development Economics Division	9,929
ESS	Statistics Division	9,423
OP	Outreach Programmes Department	148,570
OPD	ADG/PCU	2,205
OPDF	Outreach Programme Monitoring Support and Inspection	8,308
OPDP	Resource Mobilization and TCP	111,033
OPO	Operations Programme Division	12,480
OPE	Emergency Programme Division	14,544
AH	Department for Alliances and Rural Livelihoods	22,427
AHD	ADG/PCU	2,003
AHDP	Partnership Programmes	1,844
AHN	National Alliances Against Hunger Division	4,397
AHW	Gender and Equity in Rural Societies Division	8,654
AHR	People's Participation and Rural Employment Division	5,529
KC	Knowledge Exchange, Communication and Capacity Building Department	80,731
KCD	ADG/PCU	1,581
KCDC	Capacity Building	2,128
KCDL	Library and Documentation	4,287
KCT	IT Systems, Concept, Development, Management and Maintenance Division	42,250
KCE	Knowledge Exchange Division	14,605
KCI	Communication Division	15,881
AF	Department of Human, Financial and Physical Resources	90,827
AFD	ADG	3,544
AFDS	Shared Services Centre	14,158
AFDM	Medical Service	3,216
AFDT	IT Application for Finance, Administration and Human Resources	1,713
AFF	Finance Division	18,605
AFH	Human Resources Management Division	13,782
AFA	Administrative Services Division	35,808
FAOR	FAO Representations	80,997
FRA	FAORs in Africa	38,572
FLA	FAORs in Latin America and the Caribbean	16,105
FAP	FAORs in Asia and the Pacific	13,520
FNE	FAORs in the Near East and North Africa	9,863
FEU	FAORs in Europe and Central Asia	2,937
RO	Regional Offices	38,924
RAF	Regional Office for Africa	8,120
RLC	Regional Office for Latin America and the Caribbean	8,340
RAP	Regional Office for Asia and the Pacific	8,499
RNE	Regional Office for the Near East and North Africa	7,926
REU	Regional Office for Europe	6,039
SO	Sub Regional Offices	89,896
SCAF	Subregional Office for Central Africa	6,310
SEFF	Subregional Office for Eastern Africa	6,310
SAFF	Subregional Office for Southern Africa	6,856
SWAF	Subregional Office for West Africa	5,900

Department / Division		Programme of Work
SAPA	Subregional Office for the Pacific Islands	4,701
SEAS	Subregional Office for Eastern Asia	5,778
SSAS	Subregional Office for Southern Asia	6,097
SECA	Subregional Office for Central Asia	5,422
SEUR	Subregional Office for Eastern Europe	5,048
SANC	Subregional Office for Andean Countries	5,395
SCLM	Subregional Office for Central America	5,352
SSLA	Subregional Office for Southern Latin America	5,336
SLAC	Subregional Office for the Caribbean	6,025
SGUL	Subregional Office for the Gulf Countries	5,333
SNEA	Subregional Office for North Africa	4,955
SONE	Subregional Office for Other Near East Countries	5,079
LO	Liaison Offices	13,698
LOWA	Liaison Office for North America, Washington, D.C.	3,534
LONY	Liaison Office with the United Nations, New York	2,776
LOGE	Liaison Office with the United Nations, Geneva	2,707
LOJA	Liaison Office with Japan	1,298
LFPA	Focal Points for Advocacy in Developed Countries	2,289
LCPR	Contact Points for REIOs	1,094
AOS	Income	(4,058)
AOS	Income	(4,058)
CONT	Contingencies	600
CONT	Contingencies	600
Total		895,101

Table E: Regular Programme Allocations by Chapter and Programme (US\$ 000)

Chapter	RG 2006-07 Programme of Work
1 Corporate Governance	18,710
1A Governing bodies	7,207
1B General direction	11,503
2 Sustainable Food and Agricultural Systems	225,563
2A Crop production systems management	30,154
2B Livestock production systems management	18,202
2C Diseases and pests of animals and plants	17,594
2D Nutrition and consumer protection	22,255
2E Forestry information, statistics, economics, and policy	14,279
2F Forest management, conservation and rehabilitation	18,145
2G Forest products and industry	4,599
2H Fisheries and aquaculture information, statistics, economics, and policy	17,760
2I Fisheries and aquaculture management and conservation	21,659
2J Fisheries and aquaculture products and industry	10,021
2K Sustainable natural resources management	24,165
2L Technology, research and extension	9,485
2M Rural infrastructure and agro-industries	17,245
3 Knowledge Exchange, Policy and Advocacy	235,386
3A Leveraging resources and investment	56,012
3B Food and agriculture policy	36,302
3C Trade and marketing	14,323
3D Agriculture information and statistics	10,467
3E Alliances and advocacy initiatives against hunger and poverty	22,562
3F Gender and equity in rural societies	9,656
3G Rural livelihoods	5,529
3H Knowledge exchange and capacity building	25,129
3I Information technology systems	36,302
3J Communication and public information	19,104
4 Decentralization, UN Cooperation and Programme Delivery	244,245
4A UN cooperation, integration and monitoring	18,263
4B Coordination of decentralized services	18,495
4C Food security, poverty reduction and other development cooperation programmes	82,053
4D Emergency and post crisis management	18,251
4E Technical Cooperation Programme	107,184
5 Management and Supervision Services	137,406
5A Oversight	14,532
5B Programme and budget services	7,415
5C Financial services	18,481
5D Human resources management and staff welfare	18,198
5E Procurement	7,234
5F Management of premises	29,437
5G Meetings and language services and protocol	8,413
5H Shared services	33,696
6 Contingencies	600

Chapter	RG 2006-07 Programme of Work
6A Contingencies	600
8 Capital Expenditure	13,195
8A Capital Expenditure	13,195
9 Security Expenditure	19,996
9A Headquarters security	7,562
9B Field security	12,434
Total	895,101

LIST OF ACRONYMS

ADG	ASSISTANT DIRECTOR-GENERAL
CCA	COMMON COUNTRY ASSESSMENT
CCC	CORPORATE COMMUNICATION COMMITTEE
CGIAR	CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH
CSO	CIVIL SOCIETY ORGANIZATION
EMPRES	EMERGENCY PREVENTION SYSTEM FOR TRANSBOUNDARY ANIMAL AND PLANT PESTS AND DISEASES
FIVIMS	FOOD INSECURITY AND VULNERABILITY INFORMATION AND MAPPING SYSTEM
FMD	FOOT-AND-MOUTH DISEASE
FPC	FIELD PROGRAMME COMMITTEE
GIEWS	GLOBAL INFORMATION AND EARLY WARNING SYSTEM ON FOOD AND AGRICULTURE
HRMS	HUMAN RESOURCES MANAGEMENT SYSTEM
IAAH	INTERNATIONAL ALLIANCE AGAINST HUNGER
IDWG	INTERDEPARTMENTAL WORKING GROUP
ILO	INTERNATIONAL LABOUR ORGANIZATION
IPM	INTEGRATED PEST MANAGEMENT
IPPC	INTERNATIONAL PLANT PROTECTION CONVENTION
IPTRID	INTERNATIONAL PROGRAMME FOR TECHNOLOGY AND RESEARCH IN IRRIGATION AND DRAINAGE
LDC	LEAST DEVELOPED COUNTRIES
LIFDC	LOW-INCOME, FOOD-DEFICIT COUNTRY
LLDC	LAND-LOCKED DEVELOPING COUNTRIES
LSP	LIVELIHOOD SUPPORT PROGRAMME
MDG	MILLENNIUM DEVELOPMENT GOAL
MOSS	MINIMUM OPERATIONAL SECURITY STANDARDS
NARS	NATIONAL AGRICULTURAL RESEARCH SYSTEMS
NGO	NON-GOVERNMENTAL ORGANIZATION
NMTPF	NATIONAL MEDIUM TERM PRIORITY FRAMEWORKS
NMTPF	NATIONAL MEDIUM-TERM PRIORITY FRAMEWORK
NPO	NATIONAL PROFESSIONAL OFFICER

OCD	OFFICE FOR COORDINATION OF NORMATIVE, OPERATIONAL AND DECENTRALIZED ACTIVITIES
ODG	OFFICE OF THE DIRECTOR-GENERAL
PAIA	PRIORITY AREA FOR INTER-DISCIPLINARY ACTION
PGRFA	PLANT GENETIC RESOURCES FOR FOOD AND AGRICULTURE
PPRC	PROGRAMME AND PROJECT REVIEW COMMITTEE
PRSP	POVERTY REDUCTION STRATEGY PAPER
PWB	PROGRAMME OF WORK AND BUDGET
REIO	REGIONAL ECONOMIC INTEGRATION ORGANIZATION
RG	REAL GROWTH
RO	REGIONAL OFFICE
RR	REGIONAL REPRESENTATIVE
SIDS	SMALL ISLAND DEVELOPING STATES
SRC	SUBREGIONAL COORDINATOR
SRO	SUBREGIONAL OFFICE
TCP	TECHNICAL COOPERATION PROGRAMME
UNDAF	UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK
UNESCO	UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION
UNIDO	UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
WAICENT	WORLD AGRICULTURAL INFORMATION CENTRE

