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**Adjustments in the structure under the
Deputy Director-General (Programmes)**

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CL 160

Introduction

1. In December 2016 the 155th Session of the Council approved the creation of the Deputy Director-General (Programmes) (DDP) to strengthen programme management and support programme delivery on a budget neutral basis.¹ A few adjustments to DDP were approved by the Conference in July 2017 and the Council in December 2017 as part of the PWB 2018-19.²
2. Taking account of recent experience and to further strengthen programme management and delivery, some additional budget neutral adjustments to the structure of DDP are proposed, relating to unit names and reporting lines, for approval by Council.

I. Rationale

3. DDP oversees and coordinates the programmatic work of the five Strategic Programme Management Teams and the Chief Statistician, and it ensures synergy with the supporting functions of the Technical Cooperation Department, the Partnerships and South-South Cooperation Division, and five Liaison Offices. The present structure of DDP is shown in *Annex 1*.
4. This structural arrangement helps the Organization in supporting countries to achieve their Sustainable Development Goals (SDGs). In this regard, the recent evaluations of the five Strategic Objectives³ found that the SPs have achieved greater alignment of the work of the Organization with the SDGs, although there is more work to be done, particularly at the country level. The Organization has moved from mapping its work to the SPs to having the SPs guide, with the collaboration of Technical Departments, the design of its work in regions and countries.
5. The SO evaluations also highlighted the work of the SP management teams in developing increased multi-disciplinary and cross-SP work. These changes are also evident in the new generation of Country Programming Frameworks (CPFs), which use FAO's Strategic Framework as the practical guidance for its country-level contributions to Agenda 2030.
6. Through DDP, the Strategic Programme Management Teams work in tandem with the Technical Cooperation (TC) Department, which deals with all aspects of project support and oversight at corporate level, in order to ensure closer coordination and more direct linkages between Regular Programme resources and voluntarily-funded projects.
7. There are now clear synergies between the SP Management Teams and the TC Divisions of Resource Mobilization (TCR), the Investment Centre (TCI) and Emergency and Rehabilitation (TCE). The proactive project proposal development function of TCR has expanded, working closely with the SP teams and Technical Departments on the development of new project proposals for implementation of country and regional-level work. To this end, the new "Business Development Task Force," coordinated by TCR, has been built around the SPs with the direct involvement of the SP management teams, as well as input from technical units and regional offices. Furthermore, the interaction between TCI and the SP3 team on rural poverty reduction and with the SP4 team on food systems and innovative investment has been especially strong. From the beginning, TCE has been the main, but not the only, implementation support arm of SP5 on resilience, with the TCE Director also serving as leader of the SP5 Programme Management Team.
8. Similarly, interaction has grown between the SP teams and the Division for Partnerships and South-South Cooperation (DPS), which presently reports directly to DDG-P.
9. The Office of Chief Statistician, which also reports to the DDG-P, functions in many respects like a Strategic Programme with an analogous role in orchestrating FAO's role in statistics in support of the SDGs. Finally, the small Liaison Offices located in Brussels, Geneva, Moscow, Washington and Yokohama directly support the SP teams and the work of DDP.

¹ JM 2016.2/2, CL 155/7, CL 155/7 Inf.1, CL 155/REP paragraph 18

² C 2017/3 paragraphs 92-94, C 2017/REP paragraph 74c, CL 158/3 paragraphs 37-43, 48; CL 158/REP paragraphs 6e-f

³ PC 120/4, PC 121/5, PC 122/3, PC 124/3, PC 125/3

10. In summary, the current DDP structure has facilitated desired synergies between various parts of the Organization, supporting Members and facilitating achievements within FAO's results framework contributing to the SDGs. Some adjustments are needed, however, to bring DDP's structure in line with its functions as they have evolved, and to improve synergies and coherence among its parts, in particular the programme management and programme support functions.

11. Furthermore, the post of ADG-TC has not been filled since December 2016, awaiting lessons of implementation experience, among other factors. Experience confirms the need to fill this ADG post with a more focused programme support role, while keeping the number of direct reports to the DDG-P at a reasonable level.

12. Therefore, it is proposed to update and sharpen the reporting structure within DDP, separating more clearly the roles of: i) the *programme management arm* that develops and manages the Strategic Programmes; and ii) the *programme support arm* that directly supports the Strategic Programmes, not by undertaking programmatic functions but rather providing corporate-level project-related support, including the mobilization of various types of resources. The adjustments to the structure of DDP are shown in *Annex 2* and described below.

II. Adjustments – DDP Programme Management arm

13. The Programme Management arm will continue to comprise the five SP Management Teams (SP1, SP2, SP3, SP4, SP5), the Office of Chief Statistician (OCS), and the five Liaison Offices, all unchanged. Two adjustments are proposed to move the Investment Centre (TCI) to the Programme Management arm and move DPS to the Programme Support arm.

14. In line with its more programmatic focus, the Investment Centre Division now in TC will report directly to the DDG-P as DPI, retaining the same name, function and resources. The work of this Division, like the work done by the SP management teams reporting to DDG-P, helps Members achieve the Strategic Objectives and the relevant SDGs – in the form of long-term external investment by international financial institutions – calling on the technical expertise of the Organization. As mentioned above, there is natural synergy between the role and function of the Investment Centre and the SP teams, evidenced by their existing close collaboration. The implementation of the resulting investment projects and programmes is the responsibility of the governments, sometimes with FAO's technical expertise. The nature of these investment projects is unlike that of the projects that FAO develops, approves, implements and monitors through its own Project Cycle policies and procedures.

15. Following the same logic, the current DPS Division will move to the Programme Support arm (see below). Its work on partnerships with the private sector, civil society and academia provides resources in the form of technical skills, knowledge and joint activities with FAO. The Division also manages a number of projects related to capacity development and carries out other project-level activities in support of FAO's Strategic Programmes. These responsibilities relate more to programme support than programme management.

III. Adjustments – DDP Programme Support arm

16. It is proposed to update and rename the current Technical Cooperation Department in line with its programme support role as the Programme Support Department (PS), to be headed by an Assistant Director-General (ADG-PS, formerly ADG-TC) reporting to the Deputy Director-General (Programmes). Besides the move of the Investment Centre to the Programme Management arm as DPI (see above), it is proposed to adjust other units within PS as follows.

17. The TCR Division has evolved to focus on business development, that is engaging with resource partners, SP teams and divisions to develop proposals and secure voluntary funding for the work of the Organization. Currently, the TCR Division combines resource mobilization with support for project clearance and closure processes, while other project-related functions report directly to the ADG-TC (e.g. corporate project performance monitoring, global oversight of the TCP Programme, management of the Project Cycle). The renamed Business Development and Resource Mobilization Division (TSR) will focus only on business development with resource partners for voluntary funding in support of FAO's results framework.

18. To provide greater coherence in corporate-level monitoring of the project portfolio and coordinate other project-related support functions, all corporate project cycle functions will be consolidated directly in the office of the ADG-PS by transferring the related TC staff to that office.

19. To reflect its close link and important support to SP5 on resilience, the name of the Emergency and Rehabilitation Division (TCE) will be changed to the Emergency and Resilience Division (PSE).

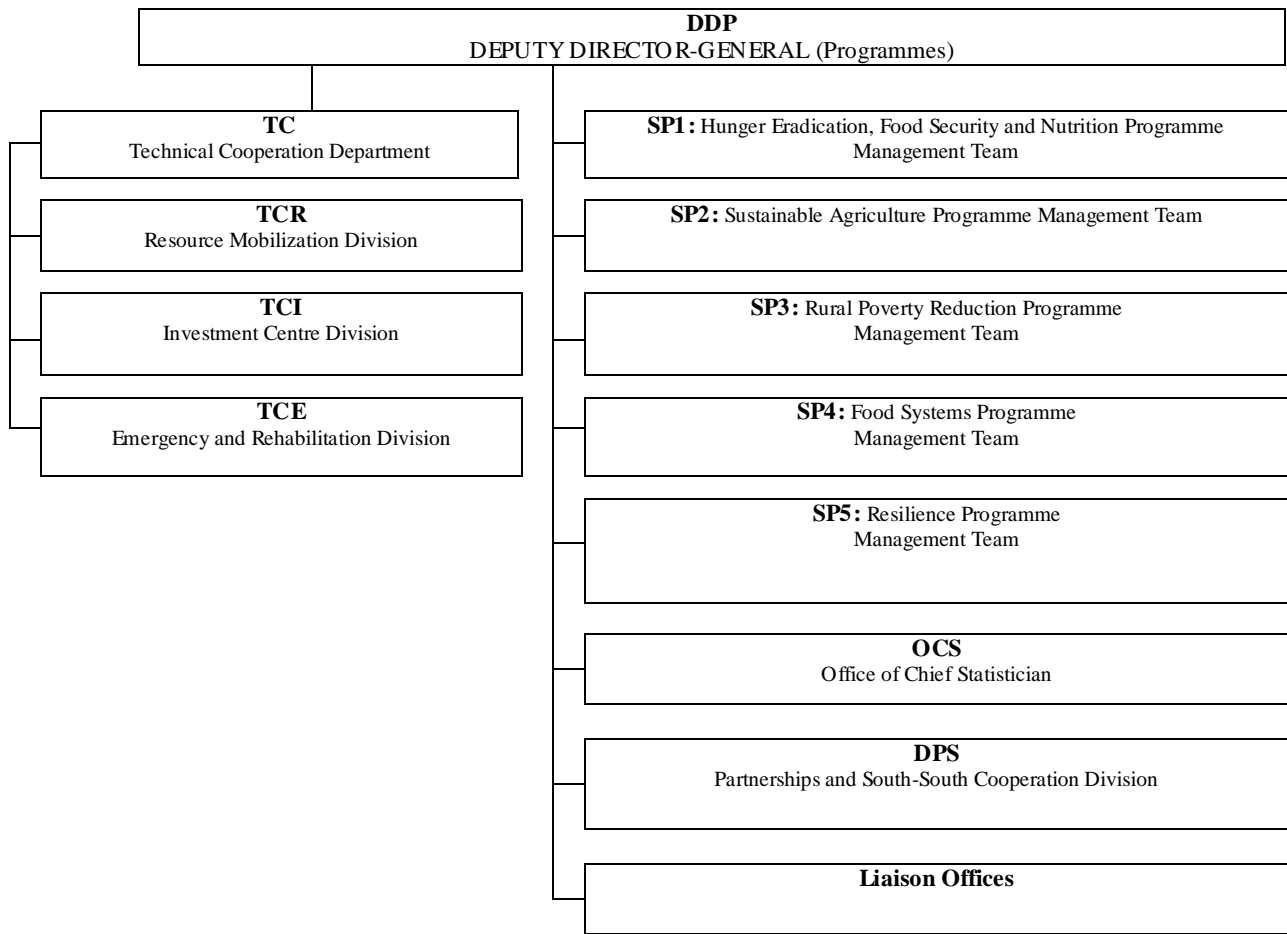
20. In moving the DPS division under PS, reflecting its programme support orientation, the division's work will be separated into the Partnerships Division (PSP) and the Office for South-South and Triangular Cooperation (OSS), both reporting to the ADG-PS. South-South Cooperation has been a priority of the Organization for some time and it has a long history of successful implementation of this type of technical collaboration. The South-South Cooperation team had been moved from TCR to DPS at the end of 2016. While this move has been productive and led to synergies with the partnerships-related activities of DPS, both TCR and DPS have evolved in ways that do not lend them to adequately handle the expansion of South-South and Triangular Cooperation work. OSS will comprise all of the staff and resources currently part of the DPS South-South Cooperation unit, headed by the D-1 post of that unit.

IV. Suggested Action by the Joint Meeting

21. The Joint Meeting is invited to recommend that Council, within its authority, approve the proposed changes in the DDP organizational structure (*Annex 2*) on a budget and post neutral basis, as follows:

- a) adjust the reporting line of the Investment Centre Division from ADG-TC to DDG-P (DPI);
- b) rename the Technical Cooperation Department as the Programme Support Department (PS);
- c) rename the Resource Mobilization Division as the Business Development and Resource Mobilization Division (PSR);
- d) rename the Emergency and Rehabilitation Division as the Emergency and Resilience Division (PSE);
- e) separate the Partnerships and South-South Cooperation Division into the Partnerships Division (PSP) and the Office of South-South and Triangular Cooperation (OSS), and adjust the reporting lines from DDG-P to ADG-PS.

Annex 1: Current Structure of DDP



Annex 2: Adjusted Structure of DDP

