

**C 2011/3 – Medium Term Plan 2010-13 (Reviewed) and  
Programme of Work and Budget 2012-13**

**Information Note no. 5 – May 2011**

*Additional Information on Post Changes*

1. This information note follows on discussion of the proposed Medium Term Plan 2010-13 (Reviewed) and Programme of Work and Budget 2012-13 (PWB 2012-13) at the 141<sup>st</sup> Session of the Council (11-15 April 2011)<sup>1</sup>. It elaborates on PWB 2012-13 section II.F *Post Changes* (paragraphs 179-185), particularly concerning the net increase of 48 posts compared with the 2010-11 biennium as shown in table 13 (extracted below).

**PWB 2012-13, Table 13: Evolution of posts (post counts by grade category and location)**

Grade Category	PWB 2010-11	Change			PWB 2012-13	% change from PWB 2010-11
		Shared Services Centre	IPA Implementation	Further Implementation		
<b>Headquarters</b>						
Professional and above	906	0	11	10	927	2.32%
General Service	769	-5	3	9	776	0.91%
<b>Total Headquarters</b>	<b>1,675</b>	<b>-5</b>	<b>14</b>	<b>19</b>	<b>1,703</b>	<b>1.67%</b>
<b>Decentralized</b>						
Professional and above	528	-1	4	-2	529	0.19%
General Service	866	-2	0	21	885	2.14%
<b>Total Decentralized</b>	<b>1,394</b>	<b>-3</b>	<b>4</b>	<b>19</b>	<b>1,414</b>	<b>1.40%</b>
<b>All locations</b>						
Professional and above	1,434	-1	15	8	1,450	1.53%
General Service	1,635	-7	3	30	1,661	1.56%
<b>TOTAL</b>	<b>3,069</b>	<b>-8</b>	<b>18</b>	<b>38</b>	<b>3,117</b>	<b>1.55%</b>

Note: The PWB 2010-11 included 30 outposted headquarters officers in the decentralized post counts. The PWB 2012-13 includes 36 outposted headquarters posts in the decentralized post counts.

2. The biennial budget of the Organization comprises staff costs, quantified through established posts, and non-staff costs. Each biennium, the Organization proposes a post establishment by division/office to ensure achievement of the Organizational Results and delivery of services, bearing in mind the need to maintain institutional knowledge and experience. The 2012-13 post counts by grade group and division/office are shown in Annex XI of the PWB 2012-13. Annex 1 of this note compares the approved 2010-11 post counts by grade group and division/office with those proposed for 2012-13.

3. For 2012-13, there are three main sources of change to the number of established posts: the proposal to move toward one global Shared Services Centre; the implementation of the Immediate Plan of Action for FAO Renewal (IPA); and implementation of other programmatic changes. The impact of these changes is summarized in PWB Table 13 above and explained below.

*Impact of proposal to move toward one global Shared Services Centre*

4. The move toward one global Shared Services Centre would consolidate and transfer a number of administrative back-office transactions previously handled by the two hubs in Bangkok and Santiago to Budapest. The proposed staffing configuration, based on an analysis of the staffing levels and transaction volumes in the hubs and in Budapest, would establish 13 additional General Service

<sup>1</sup> CL 141/REP paragraphs 5-8

posts and one additional Professional post in Budapest. The SSC hubs in Santiago and Bangkok would be reduced by 20 General Service posts and 2 Professional posts. In addition, 5 General Service posts for vendor management and recruitment work will be off-shored from the Administrative Services Division to the SSC, resulting in efficiency savings<sup>2</sup>. Table 1 provides a breakdown of these changes by grade group and division/office, resulting in a net reduction of 8 posts (1 Professional, 7 General Service).

**Table 1 – Shared Services Centre**

Division/Office	P	GS	Total	Explanation
<b>Headquarters</b>				
CSA		-5	-5	Move of vendor management and recruitment work to SSC
<b>Decentralized</b>				
RAP	-1	-11	-12	Reduction in Bangkok due to one global SSC
RLC	-1	-9	-10	Reduction in Santiago due to one global SSC
SSC	1	13	14	Increase due to one global SSC
SSC		5	5	Vendor management and recruitment work from CSA
<b>Sub-total Decentralized</b>	-1	-2	-3	
<b>Total</b>	<b>-1</b>	<b>-7</b>	<b>-8</b>	

*Impact of IPA implementation*

5. Under the IPA implementation, 18 new posts (15 Professional, 3 General Service) are to be established as shown in Table 2 by grade group and division. The new Professional and General Service posts will support: strengthening of the human resource functions in the areas of recruitment, mobility, policy and staff development in the Human Resource Management Division (CSH); implementation of the resource mobilization and management strategy in the Policy and Programme Development Support Division (TCS); and international procurement functions in high-volume, high-risk countries.

**Table 2 – IPA Implementation**

Division/Office	P	GS	Total	Explanation
<b>Headquarters</b>				
CSH	10	2	12	Strengthening of HR functions (recruitment, mobility, policy, and staff development)
TCS	1		1	Resource Mobilization and Management Strategy
CSC		1	1	To maintain and control mailing lists using new mailing system (as per Root and Branch Review)
<b>Sub-total Headquarters</b>	<b>11</b>	<b>3</b>	<b>14</b>	
<b>Decentralized</b>				
CSA	4		4	International procurement officers out-posted in high-volume/high-risk countries
<b>Total</b>	<b>15</b>	<b>3</b>	<b>18</b>	

<sup>2</sup> C 2011/3 PWB 2012-13 paragraph 204

*Impact of programmatic changes and implementation*

6. There is a total net increase of 38 posts (8 Professional and 30 General Service) due to programmatic changes and implementation, as shown in Table 3.

**Table 3 – Further Implementation**

Division/Office	P	GS	Total	Explanation
<b>Headquarters</b>				
LEG	2	1	3	Legal Services and Secretariat of Appeals Committee (reinstatement of one-time savings)
NR	1		1	Water Platform (reinstatement of one-time savings)
CSDU (Security)	2	5	7	Augment security personnel in line with Security Plan of Action (PWB 2012-13 paragraph 296)
CSC	1	1	2	Strengthened language services (PWB 2012-13 paragraphs 186-188)
CSC	1	2	3	Strengthened Russian language coverage (PWB 2012-13 paragraphs 189-192)
CSC	1	1	2	Improved support services to Permanent Representatives through expanded use of Perm Reps Web-site, and scheduling and servicing of Regional Group meetings.
AGA and AGP		7	7	Conversion of short-term posts to established budgeted posts covered in part by income
TC	4	-1	3	Ongoing support to South-South Cooperation Programme
Others	-2	-7	-9	Restructuring and efficiency savings initiatives such as reduction in Registry posts
<b>Sub-Total HQ</b>	<b>10</b>	<b>9</b>	<b>19</b>	
<b>Decentralized</b>				
Regional/Sub-regional Offices	10	8	18	Four HR officers and two TCP Project Analysts in Regional Offices, and other programmatic and support posts
FAORs	-12	13	1	General Service support function strengthened
<b>Sub-Total Decentralized</b>	<b>-2</b>	<b>21</b>	<b>19</b>	
<b>TOTAL</b>	<b>8</b>	<b>30</b>	<b>38</b>	

7. The main post changes at headquarters include:

- a) two new Professional posts in LEG (legal services and secretariat of Appeals Committee) and one new Professional post in NR Department (water platform) as part of the re-allocation of the USD 10.4 million of one-time savings to high priority areas;
- b) two new Professional and five new General Service posts in CSDU to augment security personnel in line with the Security Plan of Action prepared to improve security, safety and crisis management activities in FAO and exercise better the responsibilities entrusted to the Director-General as Designated Official for Italy. The Security Plan of Action includes 52 actions aimed at improving security in the field and in headquarters. The plan has guided the preparation of the programme of work for the Security Expenditure chapter in the 2012-13 biennium<sup>3</sup>;

<sup>3</sup> C 2011/3 PWB 2012-13 paragraphs 295-299

- c) three new Professional and four new General Service posts in CSC to strengthen language services as requested by the Council, to support the creation of the Russian translation group and to improve support services to Permanent Representatives<sup>4</sup>;
  - d) seven new General Service posts in AGA and AGP in order to regularize long-term support functions currently provided by short-term posts funded from existing non-staff resources and income earned from operating global and inter-regional projects;
  - e) four new Professional positions in the Technical Cooperation Department to handle on an ongoing basis the increased activity under the South-South Cooperation programme. The posts are funded by shifting non-staff resources to staff costs;
  - f) further net reduction of two Professional and seven General Service positions, including for the restructuring of the Registries and other re-alignment actions.
8. The main post changes in the decentralized offices include:
- a) the proposed establishment of four human resources officer posts and two TCP project analyst posts in Regional Offices, as well as the establishment of some other programmatic and support posts in line with recently decentralized functions;
  - b) in the FAORs, a net reduction of three international Professional/Director level posts and nine National Professional Officer posts, together with the strengthening of support functions through 13 additional General Service posts.

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<sup>4</sup> C 2011/3 PWB 2012-13 paragraphs 186-192

*Annex 1: Comparison of approved 2010-11 and proposed 2012-13 established post counts by grade group and division/office*

Organizational Unit	PWB 2010-11 Annex X					Change					PWB2012-13 Annex XI				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
ODG - Office of the Director-General	3	7	-	14	24	-	1	-	(2)	(1)	3	8	-	12	23
DDO - Deputy Director-General (Operations)	1	2	-	2	5	-	-	-	-	-	1	2	-	2	5
DDK - Deputy Director-General (Knowledge)	1	2	-	2	5	-	-	-	-	-	1	2	-	2	5
OSD - Office of Support to Decentralization	2	7	-	9	18	-	-	-	1	1	2	7	-	10	19
OED - Office of Evaluation	1	7	-	3	11	-	1	-	-	1	1	8	-	3	12
AUD - Office of the Inspector-General	2	14	-	5	21	-	-	-	1	1	2	14	-	6	22
LEG - Legal and Ethics Office	2	11	-	9	22	-	2	-	1	3	2	13	-	10	25
OEK - Office of Knowledge Exchange, Research and Extension	1	60	-	33	94	-	-	-	2	2	1	60	-	35	96
OCE - Office of Corporate Communications and External Relations	2	31	-	24	57	-	(1)	-	1	-	2	30	-	25	57
OSP - Office of Strategy, Planning and Resources Management	2	12	-	5	19	-	-	-	(1)	(1)	2	12	-	5	19
CIO - Chief Information Officer Division	2	65	12	40	119	-	1	-	1	2	2	66	12	41	121
<b>Total</b>	<b>19</b>	<b>218</b>	<b>12</b>	<b>146</b>	<b>395</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>5</b>	<b>9</b>	<b>19</b>	<b>222</b>	<b>12</b>	<b>150</b>	<b>403</b>
AGD - Office of Assistant Director-General	1	3	-	7	11	-	-	-	2	2	1	3	-	9	13
AGA - Animal Production and Health Division	2	26	-	11	39	-	2	-	4	6	2	28	-	15	45
AGE - Joint FAO/IAEA Division	1	8	-	-	9	-	-	-	-	-	1	8	-	-	9
AGN - Nutrition and Consumer Protection Division	3	29	-	19	51	-	(1)	-	(1)	(2)	3	28	-	18	49
AGP - Plant Production and Protection Division	3	41	-	28	72	-	(1)	-	3	3	3	40	-	31	74
AGS - Rural Infrastructure and Agro-Industries Division	1	26	-	11	38	-	(1)	-	(1)	(2)	1	25	-	10	36
<b>Agriculture and Consumer Protection Department (AG) Total</b>	<b>11</b>	<b>133</b>	<b>-</b>	<b>76</b>	<b>220</b>	<b>-</b>	<b>(1)</b>	<b>-</b>	<b>7</b>	<b>7</b>	<b>11</b>	<b>132</b>	<b>-</b>	<b>83</b>	<b>226</b>
ESD - Office of Assistant Director-General	1	1	-	5	7	-	-	-	(1)	(1)	1	1	-	4	6
ESA - Agricultural Development Economics Division	2	22	-	12	36	-	1	-	-	1	2	23	-	12	37
ESS - Statistics Division	2	25	-	26	53	-	-	-	-	-	2	25	-	26	53
EST - Trade and Markets Division	2	35	-	27	64	-	-	-	-	-	2	35	-	27	64
ESW - Gender, Equity and Rural Employment Division	2	15	-	7	24	-	-	-	-	-	2	15	-	7	24
<b>Economic and Social Development Department (ES) Total</b>	<b>9</b>	<b>98</b>	<b>-</b>	<b>77</b>	<b>184</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>(1)</b>	<b>-</b>	<b>9</b>	<b>99</b>	<b>-</b>	<b>76</b>	<b>184</b>
FID - Office of Assistant Director-General	1	1	-	6	8	-	-	-	(1)	(1)	1	1	-	5	7
FIE - Fisheries and Aquaculture Policy and Economics Division	3	34	-	29	66	(3)	(34)	-	(29)	(66)					

Organizational Unit	PWB 2010-11 Annex X					Change					PWB2012-13 Annex XI				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
FIM - Fisheries and Aquaculture Resources Use and Conservation Division	2	33	-	20	55	(2)	(33)	-	(20)	(55)					
FIP - Fisheries and Aquaculture Policy and Economic Division	-	-	-	-	-	3	34	-	30	67	3	34	-	30	67
FIR - Fisheries and Aquaculture Resources Use and Conservation Division	-	-	-	-	-	2	34	-	20	56	2	34	-	20	56
<b>Fisheries and Aquaculture Department (FI) Total</b>	<b>6</b>	<b>68</b>	<b>-</b>	<b>55</b>	<b>129</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>(1)</b>	<b>-</b>	<b>6</b>	<b>69</b>	<b>-</b>	<b>54</b>	<b>129</b>
FOD - Office of Assistant Director-General	1	1	-	5	7	-	8	-	3	11	1	9	-	8	18
FOE - Forest Economics, Policy and Products Division	2	23	-	10	35	-	(6)	-	(1)	(7)	2	17	-	9	28
FOM - Forest Assessment, Management and Conservation Division	2	20	-	11	33	-	(2)	-	(3)	(5)	2	18	-	8	28
<b>Forestry Department (FO) Total</b>	<b>5</b>	<b>44</b>	<b>-</b>	<b>26</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1)</b>	<b>(1)</b>	<b>5</b>	<b>44</b>	<b>-</b>	<b>25</b>	<b>74</b>
NRD - Office of Assistant Director-General	2	6	-	12	20	-	-	-	(2)	(2)	2	6	-	10	18
NRC - Climate, Energy and Tenure Division	2	17	-	9	28	-	-	-	1	1	2	17	-	10	29
NRL - Land and Water Division	2	18	-	9	29	-	1	-	1	2	2	19	-	10	31
<b>Natural Resources Management and Environment Department (NR) Total</b>	<b>6</b>	<b>41</b>	<b>-</b>	<b>30</b>	<b>77</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>6</b>	<b>42</b>	<b>-</b>	<b>30</b>	<b>78</b>
TCD - Office of Assistant Director-General	2	12	-	21	35	-	(3)	-	(6)	(9)	2	9	-	15	26
TCE - Emergency Operations and Rehabilitation Division	1	1	-	-	2	-	1	-	-	1	1	2	-	-	3
TCI - Investment Centre Division	5	63	-	32	100	-	(1)	-	-	(1)	5	62	-	32	99
TCS - Policy and Programme Development Support Division	4	35	-	23	62	-	7	-	5	12	4	42	-	28	74
<b>Technical Cooperation Department (TC) Total</b>	<b>12</b>	<b>111</b>	<b>-</b>	<b>76</b>	<b>199</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>(1)</b>	<b>3</b>	<b>12</b>	<b>115</b>	<b>-</b>	<b>75</b>	<b>202</b>
CSD - Office of Assistant Director-General	2	13	-	65	80	1	8	-	13	22	3	21	-	78	102
CSF - Finance Division	2	28	-	26	56	-	1	-	-	1	2	29	-	26	57
CSH - Human Resources Management Division	3	27	-	45	75	(1)	7	-	(8)	(2)	2	34	-	37	73
CSC - Conference, Council, and Protocol Affairs Division	2	42	-	71	115	-	3	-	4	7	2	45	-	75	122
CSA - Administrative Services Division	2	15	-	73	90	-	4	-	(5)	(1)	2	19	-	68	89
CSS - Shared Services Centre	1	16	-	88	105	-	(5)	1	18	14	1	11	1	106	119
<b>Corporate Services, Human Resources, and Finance Department (CS) Total</b>	<b>12</b>	<b>141</b>	<b>-</b>	<b>368</b>	<b>521</b>	<b>-</b>	<b>18</b>	<b>1</b>	<b>23</b>	<b>42</b>	<b>12</b>	<b>159</b>	<b>1</b>	<b>390</b>	<b>562</b>

Organizational Unit	PWB 2010-11 Annex X					Change					PWB2012-13 Annex XI				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
FAO Representations Total	37	39	159	480	715	(5)	2	(9)	13	1	32	41	150	493	716
LOB - Liaison Office with European Union and Belgium	2	1	-	1	4	(1)	(1)	-	-	(2)	1	-	-	1	2
LOG - Liaison Office with the United Nations, Geneva	1	4	-	4	9	-	-	-	1	1	1	4	-	4	9
LON - Liaison Office with the United Nations, New York	1	3	-	5	9	-	-	-	-	-	1	3	-	5	9
LOJ - Liaison Office with Japan, Yokohama	1	1	-	1	3	-	-	-	-	-	1	1	-	1	3
LOW - Liaison Office for North America, Washington, D.C.	1	3	-	11	15	-	-	-	-	-	1	3	-	11	15
LOR - Liaison Office with the Russian Federation	1	1	-	1	3	-	-	-	-	-	1	1	-	1	3
Liaison Offices Total	7	13	-	23	43	(1)	(1)	-	1	(2)	6	12	-	23	41
RAF - Regional Office for Africa (Accra)	1	22	1	39	63	-	2	(1)	-	1	1	23	-	39	63
SFC - Subregional Office for Central Africa	1	7	2	3	13	-	-	-	2	2	1	7	2	5	15
SFE - Subregional Office for Eastern Africa	1	8	2	6	17	-	-	-	-	-	1	8	2	6	17
SFS - Subregional Office for Southern Africa	1	9	2	9	21	-	-	-	1	1	1	9	2	10	22
SFW - Subregional Office for West Africa	1	7	1	5	14	-	-	-	-	-	1	7	1	5	14
Africa Region Total	5	53	8	62	128	-	2	(1)	3	4	5	54	7	65	131
RAP - Regional Office for Asia and the Pacific (Bangkok)	2	40	-	75	117	-	1	-	(11)	(11)	2	40	-	64	106
SAP - Subregional Office for the Pacific Islands	1	6	-	7	14	-	-	-	-	-	1	6	-	7	14
Asia and the Pacific Total	3	46	-	82	131	-	1	-	(11)	(11)	3	46	-	71	120
REU - Regional Office for Europe and Central Asia (Budapest)	1	11	1	15	28	-	-	-	1	1	1	11	1	16	29
SEC - Subregional Office for Central Asia	1	7	2	6	16	-	-	-	2	2	1	7	2	8	18
SEU - Subregional Office for Central and Eastern Europe	1	6	1	5	13	-	1	-	-	1	1	7	1	5	14
Europe and Central Asia Total	3	24	4	26	57	-	1	-	3	4	3	25	4	29	61
RLC - Regional Office for Latin America and the Caribbean (Santiago)	1	21	-	48	70	-	-	2	(13)	(11)	1	21	2	35	59
SLC - Subregional Office for the Caribbean	1	6	2	9	18	-	-	-	1	1	1	6	2	10	19
SLM - Subregional Office for Central America	1	7	2	5	15	-	-	-	-	-	1	7	2	5	15
SLS - Multidisciplinary Team for South America	1	8	1	2	12	-	-	-	-	-	1	8	1	2	12
Latin America and the Caribbean Region Total	4	42	5	64	115	-	-	2	(12)	(10)	4	42	7	52	105
RNE - Regional Office for the Near East and North Africa (Cairo)	1	17	1	29	48	-	1	1	1	3	1	18	2	30	51

Organizational Unit	PWB 2010-11 Annex X					Change					PWB2012-13 Annex XI				
	D	P	N	G	Total	D	P	N	G	Total	D	P	N	G	Total
SNO - Multidisciplinary Team for Oriental Near East	1	5	1	5	12	-	-	-	(2)	(2)	1	5	1	3	10
SNE - Subregional Office for North Africa	1	8	2	12	23	-	1	-	-	1	1	9	2	12	24
Near East and North Africa Region Total	3	30	4	46	83	-	2	1	(1)	2	3	32	5	45	85
<b>Grand Total</b>	<b>142</b>	<b>1,100</b>	<b>192</b>	<b>1,635</b>	<b>3,069</b>	<b>(6)</b>	<b>35</b>	<b>(6)</b>	<b>26</b>	<b>48</b>	<b>136</b>	<b>1,134</b>	<b>186</b>	<b>1,661</b>	<b>3,117</b>

Notes:

1. D = Director and above, P = Professional, N = National Professional Officer, G = General Service.
2. Half-time posts are rounded up
3. Structure and functions of several departments and offices are subject to further adjustments.
4. Subregional Office for the Gulf Cooperation Council States and Yemen (SNG) posts are funded by Trust Funds and therefore not shown in the post counts above.
5. Compared to PWB 2010-11 Table 4, and PWB 2012-13 Table 13, which show the evolution of posts by location and grade category, the above table provides post category counts by Organizational Unit. Consequently:
  - the 30 professional staff outposted in the PWB 2010-11 (4 auditors, 3 information officers, 3 technical officers and 20 Programmers/IT Specialists under the CIO planning authority) are included in their headquarters department totals;
  - The 36 staff outposted in the PWB 2012-13 (4 technical officers, 4 auditors, 21 Programmers/IT posts under CIO Planning authority, 3 information officers, and 4 procurement officers) are included in their headquarters department totals; and
  - Shared Services Centre posts in Budapest are included in headquarters counts under CS, while the remaining SSC posts in Santiago and Bangkok are shown in their decentralized offices.