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Programme
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World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
First Regular Session**

Rome, 13 - 16 February 2001

FINANCIAL AND BUDGETARY MATTERS

Agenda item 5

For approval

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STRENGTHENING THE MANAGEMENT CAPACITY OF THE WORLD FOOD PROGRAMME

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Note to the Executive Board



This document is submitted for approval by the Executive Board.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document, to contact the WFP staff focal point indicated below, preferably well in advance of the Board's meeting.

Director, Office of Budget (OEDB): Mr M. Usnick tel.066513-2704

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).



Executive Summary

The Third Regular Session of the Executive Board of 2000 considered the document entitled “Strengthening the Management Capacity of the World Food Programme” (WFP/EB.3/2000/4-D/1). While the Board took note of the Executive Director’s proposal to establish several posts in support of the Programme’s further decentralization efforts, it decided to defer the decision on the creation of a new Assistant Secretary-General (ASG) post until the First Regular Session of 2001, at which time the Secretariat would present additional information regarding the duties and responsibilities of this post.

The Board also requested the Secretariat to submit to the First Regular Session of 2001 an information paper addressing the questions raised by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) in its report on this subject.

This document provides the response of the Secretariat to both of the Board’s requests for additional information. Part I provides the required information to enable the Board to decide on whether to approve the proposed new Assistant Secretary-General (ASG) level post. Part II of the document provides additional information in response to other specific questions raised by the ACABQ in its report.

Draft Decision

The Executive Board:

Having considered the Executive Director’s proposal for strengthening the management capacity of WFP as contained in document WFP/EB.3/2000/4-D/1, the related comments of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the FAO Finance Committee as contained in documents WFP/EB.3/2000/4(A,B,D)/2 and WFP/EB.3/2000/4(A,B,D)/3, and the additional information provided by the Programme contained in document WFP/EB.1/2001/5-A:

- Authorizes the establishment of one additional post at the Assistant Secretary-General (ASG) level.



BACKGROUND

1. At its Third Regular Session, in October 2000, the Executive Board considered the document entitled “Strengthening the Management Capacity of the World Food Programme”, (WFP/EB.3/2000/4-D/1). In this document, the Executive Director asked the Board to: (1) authorize the establishment of one additional post at the Assistant Secretary-General (ASG) level; (2) authorize the establishment of four posts at the D-2 level and four posts at the D-1 level in support of the Programme’s further decentralization efforts; and (3) endorse the principle that all WFP staff should have grade levels commensurate with their authorities and responsibilities.
2. The Board’s decision on this issue took note of the Executive Director’s proposal to establish four additional posts at the D-2 level and four additional posts at the D-1 level, recognizing that the Executive Director has the delegated authority to establish such posts up to and including the D-2 level. The Board also endorsed the principle that all WFP staff should have grade levels commensurate with their authorities and responsibilities.
3. However, the Board deferred the decision on the proposed ASG-level post until the First Regular Session of 2001, at which time additional information regarding the duties and responsibilities of this post would be presented by the Secretariat. The Board also requested the Secretariat to present to the First Regular Session of 2001 an information paper addressing all the questions raised by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) in its report on this subject (WFP/EB.3/2000/4(A,B,D)/2).
4. This document addresses both of the actions requested by the Board. Part I provides additional information regarding the rationale, duties and responsibilities of the proposed ASG-level post. Part II provides responses to other questions raised by the ACABQ.
5. The Executive Director, like the Member States, takes the recommendations of the ACABQ very seriously. Since the ACABQ supported five of the eight non-ASG posts proposed in the original document, she has commenced to fill these posts. Likewise, because the ACABQ questioned the timing of establishing the two new Africa Bureau Deputy Regional Director posts, the Executive Director will not proceed with these new posts until they are required. However, given the pressing need to begin the decentralization of the remaining Bureaux to the field, the Executive Director has taken action to establish the Deputy Director for Operations post. The reasons for establishing this post are discussed further in Part II of this document.
6. Part II also discusses the actions taken since the Third Regular Session in upgrading selected Country Director and other posts, and explains the process through which these decisions were made.

PART I. REQUEST FOR NEW ASG-LEVEL POST

7. The document presented to the Third Regular Session of 2000 emphasized the significantly broader responsibilities now faced by senior management at WFP, and identified three major areas of responsibility for top management in addition to the functions performed by the Executive Director and Deputy Executive Director. Those responsibilities are: (1) Operations (currently performed by an ASG-level post); (2) Resource Mobilization, External Relations and Policy Development; and



- (3) Administration. While two additional ASG-level posts would be ideal, the Executive Director believes that it is appropriate to request only one post. This additional ASG-level post will enable her and the Deputy Executive Director to devote more time to their executive and strategic functions. She asked that the Executive Director be given the discretion to decide which of the functions would fall under the new ASG post, depending upon how she or her successors organize the management of the Programme. WFP provided job descriptions for the two posts to the ACABQ, but the Committee felt that the Programme did not specify the functions that the new ASG would perform at this time.
8. Attached as annexes to this document are the post descriptions and organigrams for the two posts. With respect to the Resources and Policy post, it is clear that there is a growing need for the organization to be represented at the most senior (and decision-making) level in United Nations reform fora that are addressing corporate United Nations policy issues where WFP has a large stake, e.g. the debate on internally displaced persons (IDPs), and policy discussions within the Office for the Coordination of Humanitarian Affairs (OCHA), the Executive Committee for Humanitarian Affairs (ECHA) and the United Nations Development Group (UNDG). In addition, there is a need for ensuring that resources for development programmes do not further erode; that funding levels for protracted relief and recovery operations (PRROs) and emergency operations (EMOPs) are maintained; and that more non-traditional donors are asked to contribute to the Programme. WFP could benefit also from more senior-level advocacy work.
 9. The Administration post would be responsible for overseeing the entire range of administrative and support functions of the Programme. This person would be responsible for advising the Executive Director on matters of policy and strategy relating to, *inter alia*, Human Resources, Finance, Management Information Systems, Procurement and Contracts, Administrative and Building Management, and Security. This senior-level post would strengthen the business practices of the Programme as a whole. In particular, it would direct the many critical support functions whose smooth operations are required for the successful implementation of WFP's work and for reporting to management, donors, and the Executive Board.
 10. If the Board approves an additional ASG-level post, the current Executive Director would assign to it the administrative functions discussed above. Her reasons are as follows:
 - WFP has just made a major investment in the Financial Management Improvement Programme (FMIP). It is crucial that programme-wide implementation of FMIP is successful during the next two years.
 - WFP is changing and improving its cash management policies.
 - Human Resources management requires strengthening and oversight.
 - New indefinite contracts are to be implemented in 2001, requiring different hiring practices both at headquarters and in the field.
 - Procurement, travel and other management services will be under review.
 - Decentralization of operations, the last major step of which will take place in 2001, will not work without efficient and effective systems; many of these are coming into place in 2001.
 - United Nations-wide coordination requirements are increasing, including those related to common services and consolidated field offices, and continued improvements/changes in the Resident Coordinator/Humanitarian Coordinator systems.



- Security of staff is, correctly, developing into a United Nations system issue that requires the active involvement of senior management as policies are established and programmes put in place.
11. For these reasons, the Executive Director sees a critical need for an additional ASG post, and would assign that person to Administration. However, it is easy to see that as more of the issues above are successfully resolved, a future Executive Director might decide that the third ASG should be assigned to Resources/Policy and Public Affairs duties.
 12. Therefore, the Executive Director requests that the Executive Board authorize the creation of this additional ASG-level post.

PART II. RESPONSES TO OTHER QUESTIONS RAISED BY THE ACABQ

13. At the Third Regular Session of 2000, the Executive Board requested the Secretariat “to present to the First Regular Session of 2001 an information paper addressing all the questions raised by the ACABQ in its report on Strengthening the Management Capacity of the World Food Programme” (decision 2000/EB.3/8). Part I of this document addresses the ACABQ concerns with respect to the proposed ASG-level post. This part of the report addresses the issues raised by the ACABQ regarding the Deputy Director for Operations post, the two Deputy Regional Director posts, and the upgrades of Country Directors and other managers. No action is requested of the Board on these items.

A. DEPUTY DIRECTOR FOR OPERATIONS (D-2)

14. As mentioned in the Background section, the Executive Director proceeded with the establishment of the Deputy Director for Operations post in order to have a structure in place prior to the effective transfer of the Africa and Asia Bureaux to the field by mid-2001. The post was established effective 1 December 2000. The primary rationale for this post is to expand the leadership, policy guidance and coordination functions of the Operations Department. Owing to the frequent duty travel of the Assistant Executive Director and to the fact that the Regional Directors will no longer be posted in Rome, the Deputy Director for Operations will be required, in the absence of the Assistant Executive Director, to manage programme operations, including the processing and clearance of emergency and development project documentation.
15. The Deputy Director for Operations will also play a key role in overseeing the decentralization process, including chairing the interdivisional working group established for this purpose. In addition to assisting the Assistant Executive Director in supervising the expanded network of the six field-based Regional Bureaux, the programme and technical support functions in the Operations Department will need to be reinforced to provide improved normative and operational policy guidance.

B. DEPUTY REGIONAL DIRECTOR POSTS

16. Under the structure existing prior to October 2000, the two Regional Bureaux at headquarters—Africa and Asia and Eastern Europe—had D-1 Deputy Regional Directors. The two out-posted Bureaux (Latin America and the Caribbean and the Middle East and North Africa) did not have Deputies.



17. The original proposal presented at the Third Regular Session of 2000 requested four additional D-1 Deputy Regional Director posts: one for Latin America and the Caribbean, one for the Middle East and North Africa, and two for the new Africa Bureaux. The ACABQ report supported the new Deputy Director posts for Latin America and the Caribbean and for the Middle East and North Africa, citing that the need for a Deputy in those Bureaux has been justified on the basis of experience. As of 15 December 2000, deputies for these posts have been named. However, the Committee recommended that, since the two new Africa Bureau Deputy Regional Director posts are to be placed in the regions in 2001, they should be requested in the 2002–2003 budget following a review of the workload and responsibilities in the Regions.
18. The Secretariat believes that it would complicate the decentralization of the Africa Bureau into three field-based Bureaux if these positions are not established by the time the actual decentralization takes place in July 2001. At that time, the existing post of Deputy Regional Director for Africa will be moved to the field as the Deputy post to one of the three Africa Bureaux. Based upon the experiences of the other Bureaux, it has been demonstrated that these posts are required to effectively manage and coordinate 12 to 15 country offices, plus act as the officer-in-charge when the Regional Director is away.
19. Therefore, the Executive Director will proceed to establishing these two posts at the appropriate time to coincide with the decentralization of the Africa Bureau in mid-2001.

C. UPGRADING OF COUNTRY DIRECTOR AND OTHER MANAGER POSTS

20. The Executive Director has begun the process of upgrading selected Country Director and other posts (both managerial and support) within her authority by using a combination of the 40 post upgrades approved by the Board as part of the 2000–2001 budget process, and counter-balancing points. As the decentralization of the Regional Bureaux moves forward into 2001, other upgrades will be considered within the total number of points available. Details on the use of the upgrade points during the biennium will be provided, as always, in the Budgetary Performance Report for 2000–2001. If further upgrades are desired beyond the ones achieved during this biennium, the Executive Director will seek additional points to accomplish these upgrades within the context of the 2002–2003 budget.
21. The Secretariat provided the ACABQ with supplementary information on how the Programme determines the appropriate grade levels of its Country Directors. Based on those generic criteria, eight factors are used to analyse proposed grade levels:
 - Number of operations;
 - Existence of a complex EMOP;
 - Average annual resource outlay;
 - Number of internationally and locally recruited staff;
 - Number of sub-offices;
 - Other offices supported by each country office;
 - Status of the country (least developed (LDC), low-income, food-deficit (LIFDC), or other); and
 - Security phase according to the Office of the United Nations Security Coordinator (UNSECOORD) rating.



22. A rating system is then used to determine the appropriate grade level. It is important to note that as circumstances in a country office change, so too will the grading of the Country Director post.
23. Finally, the Secretariat agrees that the forthcoming 2002–2003 budget process is the appropriate avenue for presenting additional grading and reclassification proposals above and beyond the ones put in place during this biennium.





POST DESCRIPTION

For Professional and General Service Staff

POST DESCRIPTION: Please provide information as requested. Hard copy should not exceed 2 pages

Action Required:

Establish post

State if other:

Post Number

Location (Div/Serv/Br/Unit)

Please attach organizational chart detailing titles, grades and post numbers.

Immediate supervisor:

Title & grade

Executive Director

PRESENT

PROPOSED

Title:

AED for Administration

Grade:

ASG

Incumbent:

Vacant

Purpose of the post (briefly describe in one or two sentences, the primary purpose of the post)

Advise the Executive Director on policy & strategy regarding Human Resources, Financial Services, Information and Systems Management, Procurement & Contracts, Administrative & Building Management and staff Security and its management.

I. Duties and Responsibilities

Summarize the main duties of the job—what, why, how and indicate in the margin on the left the percentage of time spent on each.

Calculate the percentage on an annual basis.

% of Time	Duties
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	Advise the Executive Director on matters of policy and strategy relating to Human Resources, Finance , Management Information Systems, Procurement & Contracts, Administrative & Building Management and Security which consists of 7 Directors and 270 staff at HQ and Country Offices (excluding GS staff in CO) for an all inclusive biennial budget of US\$ 51.4 million. These functions provide services to some 5,000 employees located in over 80 countries with a biennial operational budget of US\$ 2.7 billion;
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	Exercise overall management responsibility over all the activities of the four Divisions, including representing the ED at the Executive Board;
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	Manage and coordinate the work and priorities of the Divisions under the responsibility of the Department. Responsible for all support services including management & implementation of the decentralization of these technical functions and the world-wide implementation of a new integrated information system (SAP) and its maintenance; central planning of budgetary and administrative services and recruitment and human resources management for the Department as a whole (HQ and CO);
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	Maintain liaison with the administrative, human resources and security units of the UN and other sister agencies and represent WFP at the International Civil Service Commission (ICSC), the High Level Committee on Management (HLCM), the UN Advisory Committee on Administrative and Budgetary Questions (ACABQ), and the FAO Finance Committee;
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	Plan and recommend the investment of funds (US\$650 million average/year) and reports to the Executive Director on the financial situation of WFP;
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	Manage and monitor the implementation of the Programme's policies on employment, gender and under-represented members, world-wide provision of Training and Career Development initiative (particularly on Security), the development of new HR policies adapting these to the humanitarian and emergency mandate of WFP (Indefinite Appointment, Rotation of staff and special incentives for difficult duty stations), establishment of staff counseling initiatives and staff relations;
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Manage, in collaboration with the Operations Department, the provision of support services to the regional and country offices and evaluate & update services provided;

Ensure consideration by Executive staff members of issues and consequences of actions carried out by other Departments/Divisions to areas under the Department's field of competence and liaison with UN and other sister agencies on UN Common System issues , as required;

Manage the development of policies, strategies and guidelines in the Department's area of competence and the development of a coordinated and balanced on-going and future strategic/decentralized programmes and submit the Department's Programme of Work and Budget proposals;

Ensure the collection, analysis, dissemination of information on the Department's area of competence;

Oversee, manage and ensure the effective functional relations among the various services functions, at HQ and in the decentralized field offices, by providing supervision of respective service programme development and their implementation;

Provide guidance and supervision in the preparation of working papers and documentation, reports on the Departments specialized subjects for WFP, the Executive Board and other organizations within and outside of the UN system;

Represent the Executive Director at conferences, meetings and other external forum as requested.

II. Qualification Requirements

Essential

Education and skills: Advanced University degree or University degree with experience and advanced training/courses in one or more of the following disciplines: public or business administration, management, economics, political science, social sciences, agriculture, food aid or development related field.

Languages:	x English	x French OR	x Spanish
Level:	Level C (Proficiency)	Level B(Intermediate)	Level B (Intermediate)

Type of experience and total number of years: At least 20 years of progressively responsible professional experience in formulating, planning, implementation and assessment and the administration of technical operations such as finance, budget, human resources, information technology services.

Other: Extensive managerial experience within a multinational/multicultural environment. Ability to communicate clearly, concisely and persuasively both orally and in writing, excellent negotiation skills including the ability to communicate effectively in a public/conference environment. Demonstrated ability to direct and control human and financial resources. Resourcefulness, initiative and maturity of judgment.

Desirable: Familiarity with the UN in general and WFP and proficiency in a second WFP language, including Arabic and Portuguese, is an asset.

III. Signatures

	NAME	DATE & SIGNATURE
Incumbent (if occupied):	_____	_____
Immediate Supervisor:	_____	_____
Service or Branch Chief:	_____	_____
Division Director:	_____	_____
Certifying Officer (if applicable) :	_____	_____
Budget / code line:	_____	_____

IV. Decision / HR Action Only

Approved Title and Grade: Assistant Executive Director for Administration, ADG

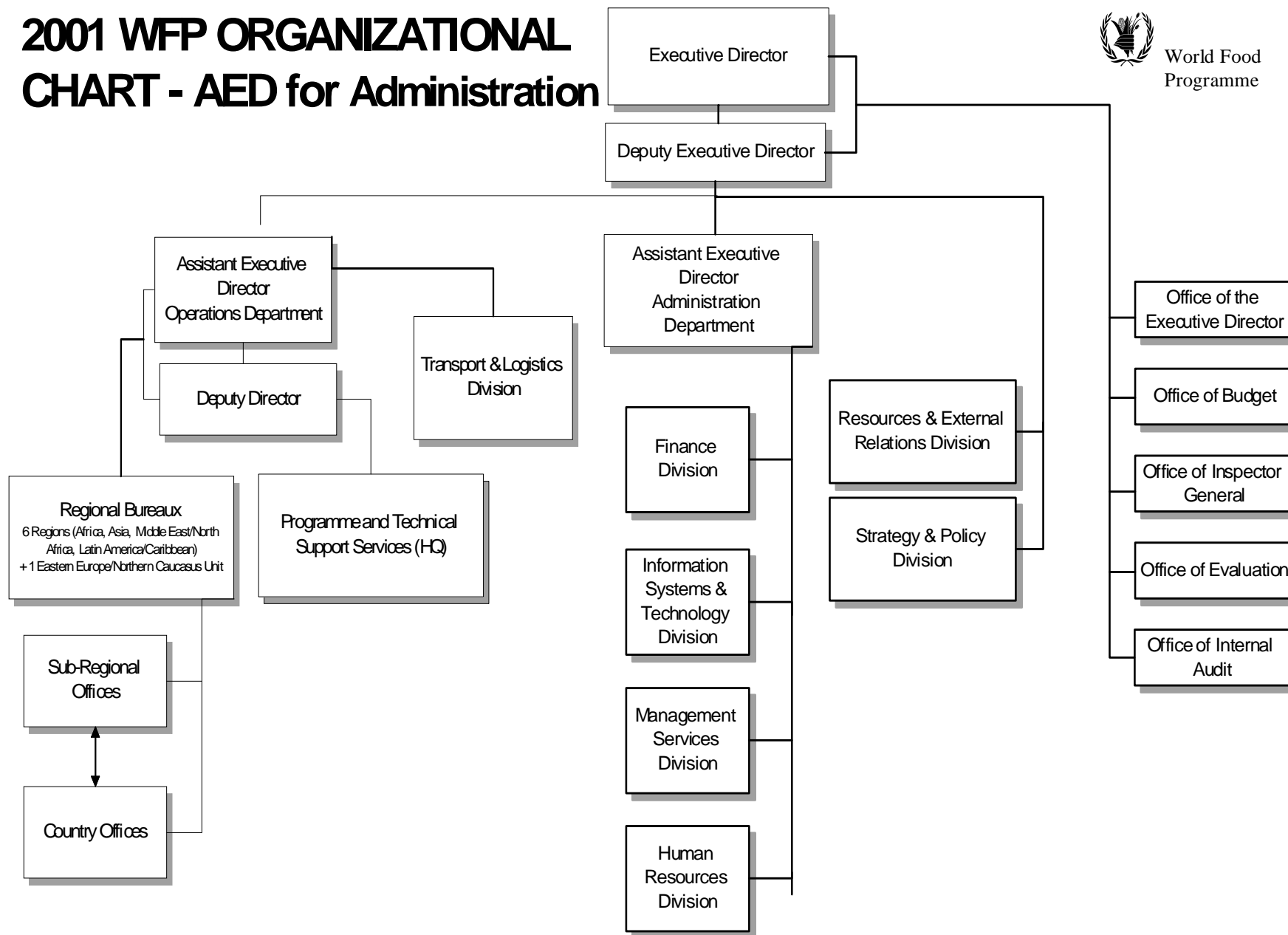
	NAME	DATE & SIGNATURE
Director, HR	D. Dufresne-Klaus	_____



2001 WFP ORGANIZATIONAL CHART - AED for Administration



World Food Programme





POST DESCRIPTION

For Professional and General Service Staff

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Action Required:

Establish post

State if other:

Post Number

Location (Div/Serv/Br/Unit)

Please attach organizational chart detailing titles, grades and post numbers.

Immediate supervisor:

Title & grade

Executive Director

PRESENT

PROPOSED

Title:

AED for Resources, Ext. Relations & Policy

Grade:

ASG

Incumbent:

Vacant

Purpose of the post (briefly describe in one or two sentences, the primary purpose of the post)

Advise the Executive Director on food-aid policies and the development of resources mobilization, public affairs and UN coordination activities and its management.

I. Duties and Responsibilities

Summarize the main duties of the job—what, why, how and indicate in the margin on the left the percentage of time spent on each.

Calculate the percentage on an annual basis.

% of
Time

Duties

Exercise overall management responsibility for strategic policy development, financial resources mobilization, public affairs, inter-agency affairs and Executive Board Secretariat and represent the Executive Director on related issues at the Executive Board;

Manage and coordinate the work, priorities, the central planning of budgetary and administrative services and human resource management for the Department which consists of 2 Divisions and 7 Liaison Offices presently staffed by 10 Directors, 110 staff at HQ, Liaison Offices and Country Offices (excluding GS national staff) for an all inclusive biennial budget \$ 25.8 million;

Advise the Executive Director on strategic policy issues on food-aid for WFP and ensure the preparation of the strategic policy framework for the humanitarian and development mandate of WFP including its presentation to the Executive Board and other UN bodies;

Provide guidance and supervision in the preparation of working papers and documentation, reports on the Department's functions, the Executive Board and other organizations within and outside of the UN system and the production and distribution of public information material;

Manage the development and coordination of strategic policies and strategies for WFP as the lead UN agency on food-aid;

Ensure the development and implementation of an innovative and integrated focus on the use of food-aid for development projects, emergency operations and protracted beneficiaries and displaced people situations in cooperation with other WFP units, both at HQ, regional and country offices;

Provide guidance on the development of conceptual framework and methodology in the form of guidelines for programme and project analysis to incorporate economic, social, environmental, nutrition, food security and sustainability objectives into projects and programmes for food-aid;

Monitor in collaboration with the Operations Department the application of policies to specific operational activities such as gender development, school-feeding programmes and others;

Advise the Executive Director on resources mobilization through voluntary donations and private fund raising activities and other external relations matters;

Assess medium and long-term potentials and constraints of resources mobilization and ensure the development of a pro-active strategy to maintain and increase WFP resources through close liaison with the donors and potential donors, high level government contacts, inter-national forum representation



(Liaison Offices) and international media information/promotion campaigns;



Manage the overall coordination of the Executive Board activities, inter-agency meetings and other consultative fora;

Maintain close liaison with donor countries keeping them updated on operational performance and immediate requirements, ensure timely reporting on donations and organize periodical Donor Conferences to obtain pledges;

Ensure consideration by Executive staff members of issues and consequences of actions carried out by other Departments/Divisions to areas under the Department's field of competence and liaison with UN and other sister agencies, as required;

Oversee effective functional relations among the various Directors, providing supervision of respective programme activities and their implementation;

Represent the Executive Director at conferences, meetings and other external fora as requested.

II. Qualification Requirements

Essential

Education and skills: Advanced University degree or University degree with experience and advanced training/courses in one or more of the following disciplines: public or business administration, management, economics, political science, social sciences, agriculture, food aid or development related field.

Languages: x English x French OR x Spanish

Level: Level C Level B Level B
 (Proficiency) (Intermediate) (Intermediate)

Type of experience and total number of years: At least 20 years of progressively responsible professional experience in formulating, planning, implementation, assessment of development projects and the active financial resourcing of these.

Other: Extensive managerial experience within a multinational/multicultural environment. Ability to communicate clearly, concisely and persuasively both orally and in writing, excellent negotiation skills including the ability to communicate effectively in a public/conference environment. Demonstrated ability to direct and control human and financial resources. Resourcefulness, initiative and maturity of judgment.

Desirable: Familiarity with the UN in general and WFP and proficiency in a second WFP language is an asset, including Arabic and Portuguese.

III. Signatures

	NAME	DATE & SIGNATURE
Incumbent (if occupied):	_____	_____
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Service or Branch Chief:	_____	_____
Division Director:	_____	_____
Certifying Officer (if applicable) :	_____	_____
Budget / code line:	_____	_____

IV. Decision / HR Action Only

Approved Title and Grade: Assistant Executive Director for Resources, External Relations and Policy, ADG

	NAME	DATE & SIGNATURE
Director, HR	D. Dufresne-Klaus	_____



2001 WFP ORGANIZATIONAL CHART - AED for Resources/Policy



World Food Programme

