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# FINANCE COMMITTEE

**Hundred and Ninety-first Session**

**Rome, 16-20 May 2022**

**Human Resources Annual Report 2021**

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### EXECUTIVE SUMMARY

- The Human Resources (HR) Annual Report for 2021, presented to the Committee, highlights progress made towards the outcomes and outputs detailed in the HR Strategic Action Plan (document FC 183/4), including workforce statistics and data as requested by the Finance Committee at its 185th Session and by the Council at its 166th Session.
- The Annual Report follows the reporting structure introduced in 2020 and consists of two sections. Section 1 highlights key achievements and workforce analytics. Section 2 covers recommendations and decisions of the International Civil Service Commission and the United Nations Joint Staff Pension Board.

### GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE

- Members of the Finance Committee are invited to take note of the HR Annual Report for 2021, presenting (Section 1) the progress and achievements in HR and the updated information on the Organization's workforce analytics, as well as (Section 2) the recommendations and decisions of the International Civil Service Commission (ICSC) and the United Nations Joint Staff Pension Board.

### Draft Advice

- **The Committee took note of the information provided in the 2021 HR Annual Report and welcomed the progress made towards the implementation of the HR Strategic Action Plan 2020-2021, its milestones and Key Performance Indicators (KPI), as well as on the Organization's workforce analytics. The Committee also acknowledged the reported recommendations and decisions of the International Civil Service Commission and the United Nations Joint Staff Pension Board to the General Assembly.**

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## SECTION 1: Reporting on outcomes, outputs and achievements for 2021, and workforce analytics

### A. INTRODUCTION

#### *HR Strategic Action Plan and HR Annual Report*

1. Achieving food security for all and ensuring people have regular access to sufficient levels of nutritious food to lead active, healthy lives is at the heart of FAO's efforts in pursuing its mandate. To meet the challenges of a rapidly evolving world, in 2021 FAO reinvigorated the way it operated by further embracing innovation, collaboration, strategic foresight and implementing new working methods.
2. [The HR Strategic Action Plan 2020-2021](#), approved by Members in 2020, aimed at putting in place the HR building blocks to allow for long-term reform in support of FAO's Strategic Framework 2022-31, and to make FAO a better place to work.



3. At the 185th Session of the Finance Committee, the new Annual HR Report was presented highlighting progress made towards the HR Strategic Action Plan, milestones and Key Performance Indicators (KPI), in addition to providing a baseline for relevant workforce analytics. The format of the report and transparency of information was welcomed by the Members.

#### *2021 Context and challenges in the implementation of the HR Strategic Action Plan*

4. Under the coordination of the Crisis Management Team (CMT), the priority in 2021 continued to be the response to the ongoing and ever evolving COVID-19 crisis. This focused on addressing challenges in the Organization's duty of care and the well-being of employees globally, while maintaining business continuity in different settings around the world, taking into consideration the local epidemiological situations (see also Output 1.4.).
5. In addition, a high number of FAO transformational activities, in which HR played a key role, were carried out in parallel with reform initiatives committed to in the HR Strategic Action Plan 2020-2021. Support for emergencies such as in Afghanistan and Ethiopia, and unplanned or externally initiated initiatives such as the Cost of Living survey for Rome, were all part of the challenges for HR management in 2021.
6. The Organizational reform and culture change put in place by the Director-General continued, with improved talent management practices and high levels of two-way engagement and communication, supported, participated and led at times by CSH in collaboration with other groups and headquarters divisions/streams. The timely delivery and reporting to employees of all the actions

on the E2S Corporate Action plan occurred throughout 2021, along with the setting up of a new Committee on Workplace Conduct and Protection from Sexual Exploitation and Abuse (PSEA), and the Employee Recognition initiative.

7. Building up the capacity of the CSH team continued throughout 2021 to redress the structural and capacity challenges that it had faced in the past (see also Outcome II and para. 102). Recruiting, onboarding, creating the CSH leadership team, and filling key gaps in technical expertise occurred throughout 2021. To further align capacity, CSH internally reviewed the key focus and deliverables of the division with the objective of enhancing client orientation and support, particularly in the area of talent management. Looking ahead the concept of HR business partners in headquarters will be explored and steps taken to clarify functions and roles between the HR teams at the Shared Service Centre in Budapest, the Regional HR Officers and CSH in headquarters, which will assist in the efficient delivery of HR services.

8. The level of automation of HR processes and transactions remained a challenge throughout 2021 as many of them are time consuming and or dependant on manual transfer of data from one system to another. Reviewing, streamlining and automation occurred throughout 2021 to improve or plan for improvements that enable HR to more efficiently deliver on its objectives (see also paras. 93, 106). Improvements, in particular, were made in the automation and digitalization of social security systems and processes, and recommendations made for automation and streamlining in the areas of talent management and workforce planning in particular, which still remain a significant challenge.

9. The FAO Oversight Advisory Committee (OAC), at its 59th session in October 2021, welcomed the progress made in implementing the 2020-2021 HR Strategic Action Plan and expressed appreciation for efforts undertaken in 2021 in making HR a more reliable business partner, recognizing the contextual and environmental challenges faced in establishing a renewed HR function.

10. Several activities scheduled in the HR Strategic Action Plan 2020-2021 had to be postponed and re-prioritized for 2022. As a result, the HR Plan was in practice extended for one year (2020-2022).<sup>1</sup> Activities carried over to 2022 include the finalization of Recruitment Guidelines, which will codify the new practices introduced over the past year, workforce planning guidance and diversity initiatives. The new Classification guidelines (including 'job growth') and the reinstated Manual Section on Delegations of Authority will be published in the first half of 2022, after wide consultation, including with the Staff Representative Bodies (SRBs).

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<sup>1</sup> In November 2020, the Finance Committee (CL 165/11) '*stressed the need for a flexible approach to the implementation of the HR Strategic Action Plan, in particular in the context of the COVID-19 crisis, and the need to build HR capacity*'.

## **B. REPORTING ON OUTCOMES, OUTPUTS AND ACHIEVEMENTS FOR 2021**

### **I. People-centred HR policies on staffing, learning and development, diversity, inclusion, and staff well-being that drive a culture of engagement where staff can perform to the best of their abilities (Outcome I)**

#### **I.1. Enhanced staffing and mobility framework and practices**

##### ***I.1.1. Key outputs***

11. ***Regional and Subregional Offices initiated their transformation*** as a follow-up to the implementation of the structural reforms at headquarters endorsed by the Council. The objective is to work as One FAO, and enhance the capacity of Regional Offices to contribute to the delivery of the FAO Strategic Framework 2022-31, providing impactful support at country level.

12. As part of this transformation Regional Offices developed a common functional structure in line with changes introduced at headquarters, but also adapted it to their specific regional needs. A taskforce of headquarters' Divisions and representatives from the Decentralized Offices was set up to support the implementation of the new regional organigrams and staffing structures. The rethinking and definition of goals, functions, and integration of the Subregional Offices within the regional restructuring process, is ongoing.

13. In addition, consultations are proceeding on the continued transformation of the business model of Decentralized Offices, as part of the 'Efficiency and Effectiveness Agenda'. The recommendations from the *Audit of Decentralized Offices' governance structure and capacity (AUD0721)* and the *Audit on recurring and systemic issues in FAO Country Offices' operations (AUD1021)* are guiding actions in this regard.

14. The ***management of staffing of the FAO Representative function*** has been integrated into the CSH<sup>2</sup> approach to senior-level staffing and succession planning. In filling the vacant posts, priority consideration was given to FAORs who were overdue for rotation. In 2021, nine long-term FAORs were rotated and 12 new FAORs were appointed, resulting in a decrease of the vacancy rate of 5 percent (to 16 percent) for FAO representatives. An FAOR Briefing Programme was developed by CSH and launched in December 2021 (see below under Output 1.2. para. 45).

15. ***Interagency mobility*** continued to see a rise in numbers, with 45 new agreements for staff exchanges concluded in 2021. These loans, secondments and transfers represented a 28 percent increase over 2020. Existing agreements have been extended, and there are 57 staff exchanges in place.

16. In 2021, FAO had three active ***UN Resident Coordinators (RC)*** and an additional four staff members in the RC talent pool. CSH was actively engaged in discussions at the interagency level, and with the UN Development Coordination Office, to revamp the RC talent management system, including a new assessment and selection process.

17. The ***COVID-19 Surge Roster*** continued in 2021 to support field offices needing temporary assistance in administrative areas. This pilot will be useful for the future in addressing modalities to upscale/downscale operations in terms of surge and emergency staffing needs, in collaboration with OER.

18. Attracting talent requires ensuring an attractive employment package. CSH undertook the lead of the quinquennial ***Cost of Living Survey*** during Q4 of 2021. This involved extensive coordination with the International Civil Service Commission (ICSC) on the preparation for and administration of the price collection exercise. A successful communication campaign among the Rome-based agencies (RBA), including strong collaboration with the SRBs, was also conducted to ensure the

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<sup>2</sup> Human Resources Division (Corporate Services Human Resources)

required level of participation by international Professional staff. The results will be used by the ICSC to establish the baseline post adjustment for duty stations in Italy for the next five years.

19. Extensive work took place during 2021 on the development of guidelines to create a clear and transparent policy regarding the classification of posts updating current rules and allowing for the provision of upgrading of encumbered posts ('Job growth'). The consultations with the SRBs is ongoing, with the aim of finalization, publication and the launch of a targeted corporate exercise in mid-2022.

### ***Young Talent Programmes***<sup>3</sup>

20. FAO offers various entry channels for young talent to join the Organization and contribute to its mission. In 2021, FAO strengthened its commitment to engage young people and bring their innovative ideas into the Organization through the Young Professionals Programme (YPP),<sup>4</sup> the Internship, Volunteers and Fellows (IVF) Programme, and the Junior Professional Officers Programme (UN-JPO).<sup>5</sup> All the young talent programmes align with the needs and best practices of the Organization, as well as to those of the UN common system.

21. In 2021, FAO participated in seven outreach events to attract young talent to consider a career at FAO. These were organized by FAO Members, academic institutions and foundations, or the UN network. They *inter alia* included a RBA career seminar organized by the Embassy of Japan, and an FAO designed and hosted virtual career fair targeting students and young professionals of diverse backgrounds. The event attracted nearly 1 000 participants from 120 countries, including 17 non- or underrepresented countries, while 5 550 stall visits and 616 job applications were recorded.

### **FAO Young Talent Programmes**

<b>Programme</b>	<b>Headcount at 31 Dec. 2020</b>	<b>Headcount at 31 Dec. 2021</b>	<b>HQ 2021</b>	<b>DO 2021</b>
Young Professionals Programme (YPP)	12	4		4
Junior Professional Officers (JPO)	35	29	22	7
Interns	92	145	48	97
Fellows	2	3		3
Volunteers (FAO)	7	15		15
UN Volunteers	36	29	1	28

### **Young Professionals Programme (YPP)**<sup>6</sup>

22. The Young Professionals Programme (YPP) is funded by the FAO Regular Programme (PWB) and offers 25 positions per biennium, it *aims to promote the attraction and recruitment of staff from target groups, i.e. professional women and nationals from non- and underrepresented developing countries, contributing to the rejuvenation of the Organization's workforce.*<sup>7</sup>

<sup>3</sup> During the 185th session of the Finance committee, Members requested information on the diversity of FAO Young talent programmes, in addition to the information already provided in the 2020 HR Annual Report.

<sup>4</sup> The previously named Junior Professional Programme (JPO) has been renamed and rebranded and is now called the Young Professionals Programme (YPP). This aligns with other UN organizations and facilitates candidates understanding of the programme and its intent.

<sup>5</sup> The previously named Associate Professional Officer (APO) programme has been renamed and rebranded and is now called the Junior Professional Officer (JPO) programme to align with UN practice and leverage visibility of the programme.

<sup>6</sup> Formerly called Junior Professional Programme.

<sup>7</sup> [CL 143/3 Adjustments to the Programme of Work and Budget 2012-13](#), para. 32; AC 2014/11 further indicates that the Programme is targeted for talented "young professionals who are mainly from non- and under- represented developing countries" and provides a career entry point as an international civil servant with the Organization.

23. In December 2021, after it had been deferred for several years, CSH re-launched the YPP programme for the current PWB cycle 2022/2023, with 12 Young Professionals (YPs) to be placed in headquarters and 13 in Decentralized Offices. Active outreach was done to attract applicants from specific countries. This included targeted communication to Permanent Representatives of Members and FAO Representatives, as well as a virtual career fair, along with the use of social media and FAO youth networks.

24. Retention of high performing participants is a key objective of the YPP. Over the past ten years, 84 Young Professionals from 58 nationalities have joined the Organization through the YPP, with 45 participants retained by the Organization on different contract modalities, resulting in an overall retention rate of 54 percent. Of note is that 47 percent of those retained have been women.

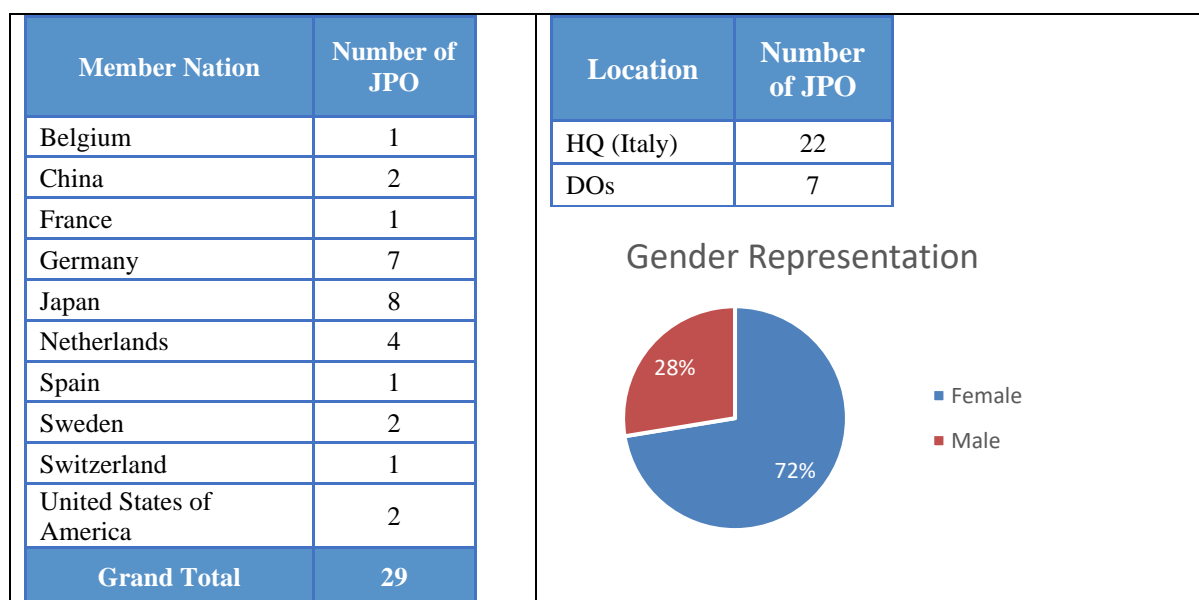
#### UN - Junior Professional Officer Programme (JPO)<sup>8</sup>

25. The UN system wide Junior professionals programme (JPO) is funded by resource partners (voluntary contributions), usually at the P-2 level. The Programme provides participants with structured, on-the-job learning and participants apply their technical specialization under the supervision of a senior FAO staff member. Participants are not counted for geographic representation.

26. At the end of 2021, FAO had a total of 24 signed JPO agreements with Members. The number of active resource partners has increased by two in 2021 making the total ten<sup>9</sup>, as at 31 December 2021. The decrease from 35 to 29 JPOs during 2021 is partly due to the transition time between the completion of two-year assignments and the on-boarding of the new cohort which will occur in the first half of 2022.

27. In 2021, ten new JPOs joined FAO, and fifteen completed their assignments. Out of the 15, six were retained either as staff members or as consultants within six months after the completion of the JPO assignment.

#### **Number of JPOs per Member Nation, December 2021**



<sup>8</sup> Formerly called the Associate Professional Officer programme (APO) in FAO, now aligned with UN Common system.

<sup>9</sup> Active resource partners are those Members that are currently funding a JPO, not all 24 Members with whom FAO has a signed agreement fund JPOs every year.

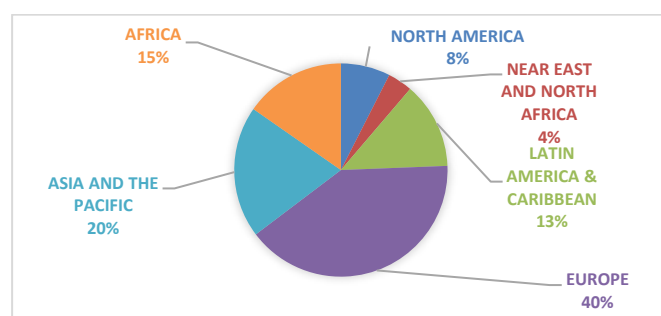


### Internship, Volunteers and Fellows (IVF) Programme<sup>10</sup>

28. One of the strategic objectives of the IVF Programme is to identify young talent with diverse backgrounds from across the globe. In 2021, despite continuous challenges posed by the COVID-19 pandemic, 320 IVF participants from 85 Member Nations joined FAO. 19 percent of the participants were from non- or underrepresented countries and 68 percent of participants in the Programme were female. The largest number of IVF participants came from Europe. 2021 saw a significant increase in applicants to the IVF programme, with a 17 percent increase from the number of applicants in 2020.

29. As a result of targeted outreach and in collaboration with the Regional Offices, CSH financially supported the participation of 25 indigenous youth in the FAO Internship Programme. They represented 12 countries, and these young people from Indigenous Peoples communities worked on diverse projects in their own countries/local communities.

#### **Newly appointed IVF Programme, participant nationalities by region**



30. IVF partner institutions financially sponsored 16 percent of the IVF participants in 2021. There are currently 48 active IVF agreements with institutions worldwide as of 4 February 2022. Ten IVF agreements were signed in 2021, of which eight were with institutions from Asia and two from Europe. As part of the effort to strengthen internships and the internship experience across the UN, FAO participated in the UN wide Internship Task Team for Youth 2030, in the Office of the UN Secretary General's Envoy on Youth.

#### ***1.1.2. Workforce Composition***

31. The total number of FAO employees has grown by 11 percent since 31 December 2020. This is largely due to increases in the Affiliate Workforce category. As seen below, while the number of staff<sup>11</sup> increased by 2 percent, that of the affiliate workforce increased by 14 percent. About 85 percent of the increase comes from Decentralized Offices.

#### **FAO workforce, all employees (data 31 December 2021)**

	2021	2020	% increase	% of total workforce in 2021	% of total workforce in 2020
Total Staff	3 255	3 178	2%	22%	24%
Total Affiliate Workforce (NSHR)	11 555	10 165	14%	78%	76%
<b>Total Employees</b>	<b>14 810</b>	<b>13 343</b>	<b>11%</b>		

<sup>10</sup> A summary of each programme is provided at the end of this report.

<sup>11</sup> Employees with contracts that are covered by the FAO staff regulations and rules

32. The distribution of the workforce (staff and affiliate workforce) between headquarters and Decentralized Offices remains unchanged from 31 December 2020:

- 19 percent of the total workforce is located in Italy/headquarters;
- 81 percent of the total workforce is located in Decentralized Offices;
- 90 percent of the affiliate workforce is located in Decentralized Offices;
- Staff remain evenly distributed between headquarters (51 percent) and Decentralized Offices (49 percent).

**FAO workforce, all employees, by category and by duty station (headquarters/regions)**

Category	Headquarters	DOs (outside Italy)	Grand Total
Staff	1 656 (51%)	1 599 (49%)	3 255
Affiliate Workforce (NSHR)	1 175 (10%)	10 380 (90%)	11 555
<b>Total Employees</b>	<b>2 831 (19%)</b>	<b>11 979 (81%)</b>	<b>14 810</b>

	HQ	RAF	RAP	REU	RLC	RNE	TOTAL
<b>Category</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>
D and above	81	14	16	10	11	9	141
Professional	984	241	117	80	88	94	1 604
National Professional Officers	-	102	48	26	46	31	253
General Service	591	235	126	113	111	81	1 257
<b>Total Staff</b>	<b>1 656</b>	<b>592</b>	<b>307</b>	<b>229</b>	<b>256</b>	<b>215</b>	<b>3 255</b>
<b>Category</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>
Consultants	661	322	219	494	230	86	2 012
Contractors (PSA.SBS)	170	99	106	137	109	32	653
National Project Personnel	-	2 016	1 383	219	992	458	5 068
National Contractors	95	837	491	695	628	325	3 071
Other *	249	147	47	88	123	97	751
<b>Total Affiliate Workforce</b>	<b>1 175</b>	<b>3 421</b>	<b>2 246</b>	<b>1 633</b>	<b>2 082</b>	<b>998</b>	<b>11 555</b>
<b>Total Workforce</b>	<b>2 831</b>	<b>4 013</b>	<b>2 553</b>	<b>1 862</b>	<b>2 338</b>	<b>1 213</b>	<b>14 810</b>

(\* Full description of abbreviations of Affiliate Workforce (NSHR) available in Glossary section

See Annex, Table 1A, 1B, 1C, 1D, and 1E for further breakdowns of the FAO Workforce, all employees, by category, by headquarters/Decentralized Offices, by funding type (Programme of work and budget (PWB)/non-PWB funding), at 31 December 2021.

### ***1.1.3 KPI: Time to recruit and Vacancy rate***

33. The ***time taken to recruit staff***, measured by taking the number of days from the time of advertisement to the initial offer, remained similar to 2020. There was a small decrease from 159 to 156 days.<sup>12</sup>

34. In 2021 new steps were introduced to improve the quality and transparency of the selection process. Although this resulted in well documented, and customized selection processes for each position, with the objective to select the best candidate, it also increased the time and capacity required per recruitment.

35. The use of rosters,<sup>13</sup> allowing for multiple placements through a single selection process, was discontinued by the Organization back in 2019. At this point in time, each post is advertised and a tailor made selection process is held with a specialized panel. Candidates are also no longer only assessed during a panel interview. Other tools have been introduced which may include a written test, a second interview or presentation, and review of work samples. These are adjusted to the requirements of each position and ensure a more holistic review. Improved background and reference checking of candidates has also increased the time taken to recruit.<sup>14</sup>

36. On a number of occasions, positions have been re-advertised to target a more diverse pool of qualified candidates. For senior level or technically specialized positions, more dedicated and active outreach was pursued through different channels, communicating through FAO Members, using specialized sourcing tools, and working with external outreach providers.

37. In view of the impacts of the above practices CSH has explored ***new ways to increase efficiencies***, to be piloted in 2022. They include external sourcing to support candidate screening and collaboration with 'One HR', the United Nations Global Centre for Human Resources Services in Bonn.<sup>15</sup> The new staff recruitment policies and procedures to be finalized in 2022, will reflect these new practices and innovative approaches, taking into consideration lessons learned, with the objective to reduce time to recruit while ensuring merit based selections, promoting mobility, diversity and career growth.

38. The ***vacancy rate*** overall has remained similar to 2020, with around 20 percent for professional PWB positions (19 percent in 2020). See annex Part IV Table 4: *Vacancy statistics of professional PWB posts* for more details.

39. This is despite an unprecedented number of selection processes occurring in 2021. Around 300 selection panels were managed in 2021, almost equally divided between Professional staff positions (globally), funded through the Regular Programme budget, Professional project positions (globally), and HQ General Service staff (GS) positions (all funding), all of which stretched the capacity of the HR recruitment team.

40. These recruitment efforts resulted in a high number of ***internal selections***, i.e. 46 percent for PWB professional positions, which in turn created new vacancies. For GS staff, 90 percent of the selections made were for internal staff, resulting in 11 percent of GS staff at headquarters receiving promotions. This was in line with the Director-General's guidance to recognize the importance of internal career development with special attention to be given to the lowest grades. In addition, the

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<sup>12</sup> The KPI for the time required to recruit staff during the 2020-2021 biennium was an average of 156.5 days. CSH used the same methodology to calculate the KPI in each respective year, with time to recruit calculated based on the time from which the vacancy announcement (VA) was opened in the respective year to the point in time the approving authority made an appointment selection in the same year. The KPI reflects the average time to fill for VAs opened/closed in 2020 and opened/closed in 2021 respectively, and is the average for both years (159 days average for 2020 and 154 days average for 2021).

<sup>13</sup> As per *AUD2018, Recruitment and Onboarding of Professional Staff*, 68 percent of all appointments in the reference period were roster appointments, with several selections resulting from one vacancy.

<sup>14</sup> Three new checks have been added. Firstly, the UN Common System SEA/SH Clear Check database, secondly, any individuals listed in the INTERPOL Red Notice database, and thirdly the Security Council Sanctions list.

<sup>15</sup> <https://onehr.un.org/>

resignation or expiry of contract for 48 Professional staff on PWB positions, including three mandatory retirements, further impacted the vacancy rate figures upwards. This was slightly higher than in 2020 (45 Professional staff), and 37 percent of the staff that left were female.

41. It should also be noted that in a number of areas of the Organization the vacancy rate is particularly high for *targeted purposes*, e.g. the FAO Investment Centre is carrying a vacancy rate of 32 percent (25 vacancies), with selection processes currently on hold due to a review to realign skills and expertise. In addition, in the Decentralized Office environment, while the vacancy rate of FAO Representatives decreased by 5 percent in 2021 (to 16 percent), the Regional Office restructuring is ongoing, and Regional Representatives will review their staffing needs and career growth opportunities in 2022, ensuring the right people in the right place to deliver on the strategic plan.

42. The Young Professionals Programme (YPP), after having been deferred for several years, shows an exceptional increase in vacancy rate (34 percent), compared with the 2020 situation, influencing the overall rate despite reductions in the vacancy rate in both headquarters and Decentralized Offices. With the relaunching in December 2021 of the YPP, which currently has a vacancy rate of 84 percent (25 professional PWB positions), it is foreseen that all these positions will be filled in 2022.

<b>KPI data</b>	
	Baseline Mar 2019: 19%
	Actual Dec 2020 - 20%
<b><i>Vacancy rate Professional PWB positions</i></b>	<b><i>Actual Dec 2021 - 20%</i></b>
<b><i>Time to recruit</i></b> = # of days from opening of the vacancy announcement to initial offer	Baseline Dec 2019: 145 days / Target: 120 days
	Actual Dec 2020 - 159 days
	<b><i>Actual Dec 2021 - 156 days</i></b>

## **I.2. Strengthened and enabled capability through development and learning opportunities, and improved performance**

### ***I.2.1. Key outputs***

43. In 2021, FAO continued to focus on the *delivery of high quality, needs-based learning and training programmes* as per the planned outputs from the HR Strategic Action Plan 2020-2021. As a result of the ongoing COVID-19 crisis, FAO transformed its entire suite of face-to-face corporate training into virtual delivery. This included language classes, communication and leadership/management skills workshops, as well as the Retirement Seminar. In addition, current online learning opportunities were further expanded. As a result, more training on a wider variety of topics and to a wider audience was provided and Decentralized Offices in particular were reached more effectively.

44. To align with the ‘new normal’ approach which meant managing the COVID-19 crisis in an ongoing manner, while quickly assimilating lessons learned and supporting a workforce to be agile, the Organization continued providing tools and resources that supported and embraced hybrid working such as:

- ‘Zoom in on Learning’, a virtual forum that promotes learning and knowledge sharing through interactive webinars covering a wide array of topics from global experts. In 2021, 17 one-hour sessions were delivered with a total of 5 500 attendees from across the globe;<sup>16</sup>
- targeted eWorkshops to 113 supervisors worldwide on how to manage teams and performance remotely;

<sup>16</sup> Some examples of session topics were ‘Unconscious bias in the workplace’, ‘Psychological safety in remote teams’, ‘From tension to teamwork’, ‘Building the emotional bank account in a virtual world’.

- dedicated workspaces through you@fao that provide resources to support well-being, the management of virtual teams, and the use of virtual collaboration tools;
- a mobile version of you@fao (LearnApp) to facilitate continuous learning.

45. A digital library of new eLearning courses was made available to all employees through you@fao as of January 2020. It includes over 17 500 online training courses offered by LinkedIn Learning covering a wide range of topics. In 2021, users from across the Organization completed 5 119 courses (3 298 by colleagues in Decentralized Offices, and the remainder at headquarters).

46. Efforts heightened over 2021 to support **personal, targeted career development**, and in response to recommendations as part of the Employee Satisfaction Survey (E2S) Corporate action plan. FAO rolled out new virtual workshops to 554 General Service staff with modules on self-awareness, goal setting, writing job applications and interviewing skills. The Organization also launched a new career support workspace in you@fao with practical tools and guidance on career planning and preparing for interviews.

47. To strengthen **leadership and management** skills in 2021:

- FAO's 'Executive Leadership Programme' was delivered to 30 senior managers (P-5 and above), evenly spread between headquarters and Decentralized Offices and across both genders. This online blended learning programme includes a 360-degree assessment aligned to the UN Leadership Framework, plus individual coaching sessions. A further 66 senior managers from prior Executive Leadership Programmes participated in follow-up training on action learning and team coaching skills;
- an online blended learning programme 'Achieving Results through People' was delivered to 40 mid-level managers (P-3/P-4) across the globe;
- a virtual four-week leadership development initiative 'Building Capacity for Change: Steering towards the Future of Work', was attended by 56 National Professional Officers (NPOs);
- a self-paced modular online pilot programme 'Extended E-Certificate on Leadership and Management' offered through the UN System Staff College's (UNSSC) Blue Line Global Hub to 30 participants (P-1/P-2);
- the FAOR Briefing Programme developed by CSH was launched in December 2021, initially targeting new FAORs, but open to all, and attended by most FAORs. The Programme provides a holistic overview of FAO, with a curriculum built around the FAOR's strategic role and key functions;
- FAO also supported the participation of five FAO Representatives (P-5/D-1) to the 'UN Country Team Leadership Course: Maximizing Synergies for Greater Impact' offered by the UNSSC and delivered face to face;
- workshops were held for over 500 staff aimed at strengthening communication skills including writing skills, report writing, speaking concisely and strategic media training for senior managers. FAO also supported the participation of targeted staff to the UNDP 'Transforming Systems in the Decade of Action', four-month learning lab aimed at boosting capabilities of UN practitioners to make decisions, manage partners, and lead in complex systems.

48. FAO also rolled out its virtual **Retirement seminar** to 373 participants from across the globe.

49. To support **Results-Based Management**, training on FAO's country programming and planning instrument – the Country Programming Framework (CPF) – was delivered in collaboration with UNSSC. This virtual workshop on '*Developing a sound theory of change in the context of the UN Sustainable Development Cooperation Framework and derived FAO CPF*', was delivered to 52 employees who play a key role in country programming.

50. In addition, initiatives were taken to ***improve and manage performance***:
- in 2021, 41 customized briefings were delivered to 314 managers and staff across the Organization and rolled out to performance management focal points worldwide. To further build skills and competencies, performance management skills, resources and tools are now emphasized and integrated in a range of courses;
  - multisource assessment was implemented as a mandatory process as part of the Performance Management and Evaluation System (PEMS) Year-End Appraisal, for Directors/Deputy Directors/Heads of Offices. This also allows for feedback from Resident coordinators into FAOR evaluations about objectives related to Country Office delivery. The number of direct reports who can provide feedback has also been increased;
  - to streamline the performance evaluation process, appraisal forms have been modified to help simplify the documentation process for multiraters and managers, and to align with good UN practices.

51. The Organization also delivered new learning courseware and reporting tools to assist the implementation of policies, processes and practices for ***improved performance in fraud prevention, risk management and internal controls, ethics and protecting staff***. This includes the launch of the online courses on ‘Sexual Harassment: The Role of Managers’ and ‘UN Cares: HIV in the Workplace’ and a series of video tutorials on IMIS/GRMS Risk Reports to strengthen internal controls.

52. To further ***reinforce internal controls and reduce risk factors*** for administrative and operational functions, access to information related to undertaken mandatory and functional related trainings (that are part of the Internal Control Questionnaire), has been provided to Country/Regional Offices and headquarters units/divisions.

53. ***Leveraging from and collaborating within the UN system*** for efficiencies included coordination, design and delivery of training initiatives with the UN System Staff College (UNSSC) for many of the aforementioned management and leadership development initiatives. Furthermore, a Memorandum of Understanding (MoU) was signed by FAO for the sharing and use of online learning resources (UNDP, WFP, IFAD, ITC, FAO, UNAIDS, IOM, UNFPA, UNDSS, UNICEF). Knowledge sharing provided efficiencies because of membership of the UN working group on Performance and Engagement, as did being able to leverage UN Long-Term Agreements, e.g. UN Secretariat for LinkedIn Learning licenses, UNOPS for eLearning services, and potentially WFP (in progress) for Training Services in disability inclusion.

54. In 2021 the Office of the Inspector General (OIG) conducted an ***audit of staff learning and training***. The objective of the audit was to assess the effectiveness and efficiency of staff learning and training activities in achieving the corporate goal of building, maintaining, and strengthening the capacity of staff to contribute to achieving FAO’s mandate. CSH agreed to undertake, in coordination with other stakeholders as necessary, the key actions contained in the audit report to address the issues identified. This includes the establishment of a consolidated learning framework, the review of current procedures related to staff development budget allocations and the processing of external training requests.

### ***1.2.2 KPI: Mandatory training compliance***

55. FAO has eight mandatory training courses all of which support the Organizational goal of Output 1.3 of the HR Strategic Action Plan; a work environment that is diverse, inclusive and where employees feel valued.

56. Continuous efforts are made to monitor and increase completion rates for mandatory training. This includes the decentralization of mandatory training monitoring through the creation of customized dashboards and reports, a dedicated page in you@fao with Frequently Asked Questions (FAQs), targeted communications and information sessions, a performance indicator in PEMS

assigned to all supervisors, and collaboration with internal focal point networks in headquarters and Decentralized Offices to enforce compliance.

### Breakdown for staff and affiliate workforce, by course

Training Title	Staff Compliance	NSHR Compliance	Overall Course Compliance
Achieving Gender Equality in FAO's Work	90%	70%	74.2%
Ethics and Integrity at the United Nations	89%	53%	60.8%
FAO's Whistleblower Protection Policy	92%	70%	74.3%
Prevention of Fraud and other Corrupt Practices	94%	72%	76.5%
Prevention of Harassment, Sexual Harassment and Abuse of Authority	98%	75%	79.8%
Protection from Sexual Exploitation and Abuse (PSEA)	95%	73%	77.4%
United Nations Course on Working Together Harmoniously	92%	71%	75.3%
<b>Overall</b>			<b>74.1%</b>

<b>KPI data</b>	
<i>Overall compliance with mandatory training for all employees</i>	Target - 60 percent December 2020 - 64.9 percent <b>December 2021 - 74.1 percent</b>
<i>BSAFE training, on-boarding requirement</i>	<b>94.6 percent compliance rate<sup>17</sup></b>

57. The above table shows an increase of 9 percent in overall compliance for all employees, surpassing the target by 14 percent. The compliance of the affiliate workforce is naturally lower than staff, given the short-term nature of their contracts, mandatory breaks in service and high turnover.

58. An additional KPI will be measured and reported on in the HR Annual Report for 2022: Employee Satisfaction Survey 2022 result for agreement to statement: "I have opportunities to learn new skills that help me carry out my job" (target 2021/22 – 62 percent, from baseline 2019/20 57 percent).

### I.3. A work environment that is diverse and inclusive where employees feel engaged, valued and have a sense of belonging

#### I.3.1. A diverse workforce

59. FAO strives to ensure a workforce that is diverse from a variety of perspectives, including equitable geographical distribution and gender balance, as well as cultural, generational, multilingual and persons with disabilities.<sup>18</sup> FAO is committed to embracing this diversity in decision-making and practices to strengthen the performance of the Organization overall.

60. *With regards to gender equality*, FAO maintains its overall robust performance on the 'UN System-wide Action Plan (UN SWAP 2.0) on Gender Equality and the Empowerment of Women'. In

<sup>17</sup>As an on-boarding requirement, which in theory should be 100 percent, this figure fluctuates given that the data feed from one system to another is done manually, requiring time for all training completions to be sent (from SSC to CSH) and uploaded into the employee's records.

<sup>18</sup>Based on the ICSC Framework definition for diversity.



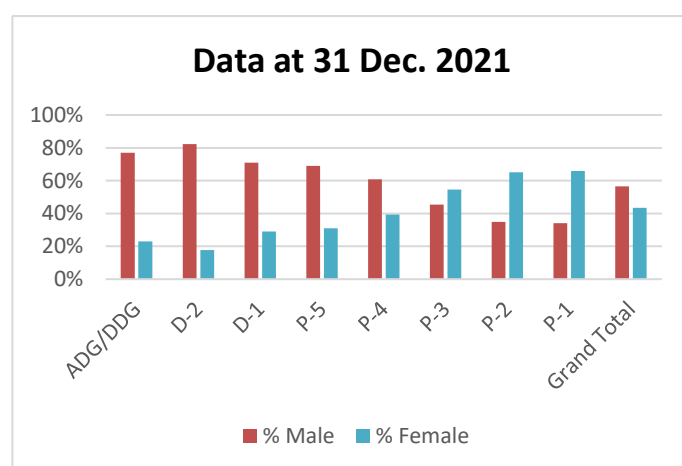
2021, FAO successfully met or exceeded the requirements for 15 out of the 16 performance indicators on the plan. In particular, the rating for Indicator 8 ‘Gender-responsive Performance Management’ was improved from ‘meeting’ to ‘exceeding’ requirements as accountability mechanisms were enforced through the PEMS for all senior managers<sup>19</sup> as well as a corporate incentive mechanism for gender related results being established through the Employee Recognition Awards. The only indicator marked as ‘approaching requirements’ was ‘Equal representation of women’.

61. As at 31 December 2021, the overall percentage of female staff across all levels in the organization is 52 percent, unchanged since 2020. Females in the affiliate workforce are 39 percent, an increase of 2 percent from 2020. Parity was achieved in headquarters (53 percent) but there are less women represented in the Decentralized Offices (31 percent) (For more details see Annex, Table 3 on Gender Representation). The percentage of all female employees (staff and affiliate workforce) in the Organization is 42 percent, up from 41 percent in 2020.

62. **FAO aims to achieve gender parity** at the professional level (P-1 to P-5) by 2022, and for the most senior positions (D-1 and above) by 2024. In the professional staff category (P-1 to P-5), FAO has reached 45 percent, heading in the right direction to achieve parity by 2022. At the D-1 and above level, even though some progress was made at the P-5 and D-1 levels, the overall representation remains unchanged from 2020, at 26 percent.

63. The overall representation of female staff in the combined professional and above categories has greatly increased over the last ten years from 32 percent to 43 percent, showing a steady increase at all levels except DDG/ADG.

	DDG/ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Grand Total
<b>2010</b>	25%	14%	16%	22%	30%	45%	62%	33%	32%
<b>2020</b>	29%	25%	26%	28%	39%	54%	65%	71%	43%
<b>2021</b>	23%	18%	29%	31%	39%	55%	65%	66%	43%



64. As highlighted in UN SWAP, gender parity is the one area FAO is still struggling to achieve. There continues to be a negative correlation between the representation of women and seniority – as grade levels increase, the proportion of women decreases, with a sharp decline from the P-4 level onwards.

65. To address this, CSH continues to work in close collaboration with the Women’s Committee, senior leadership and management, and other FAO teams to promote gender parity, gender equality

<sup>19</sup> The mandatory supervisory objective in the (PEMS) was updated to ensure that gender equality issues are addressed in all programme/project planning, implementation, and relevant reporting activities. Specific gender related indicators have also been integrated into the PEMS objectives for FAORs.



and diversity within the Organization through concrete and practical initiatives, including the following:

- ‘21 Women Leaders for 2021’ an internal campaign which featured video testimonies from 21 female colleagues in different roles and duty stations, focussing on their careers and stories as women in the workplace;
- the Mentorship programme, which puts a spotlight on women and young talent as a driving force for the Organization;
- an extension of the entitlement for paternity leave for staff was granted by the Director-General;
- new medical insurance coverage for the affiliate workforce which also includes coverage of salary during absence for maternity;
- in 2021 a virtual course, ‘Women Leading in Times of Crisis’ offered by the African Women in Agricultural Research and Development (AWARD) was piloted and attended by 11 female staff members (P-4/P-5) to further the development of FAO women in leadership roles;
- in terms of recruitment CSH continues to implement different measures to eliminate unconscious bias in different steps of the selection process through awareness and webinars, learning events and training materials are made available for all employees in you@fao.

66. FAO’s corporate **geographic representation targets** have been met for several years and the percentage of countries that are equitably represented in the FAO workforce is at 80 percent. This represents 155 Members and is 5 percent higher than the target that has been set by the FAO Conference. (See Annex, Table 2 for more detailed information).

67. As part of the UN system wide **Disability inclusion strategy (UNDIS)** a new Disability Inclusion workspace in you@fao was provided. This new space provides managers and employees with guidelines and resources for talent acquisition and the management of persons with disabilities. The ‘Policy on persons with disabilities in the FAO workplace’ is currently under revision by CSH.

68. The development of a **multilingual workforce** is an important objective for FAO. FAO’s human resources policies contain measures to promote multilingualism, starting from the recruitment stage, by selecting staff that display knowledge of FAO languages, and supporting staff members language training throughout their service.

69. In 2021, the Language training guidelines for headquarters and Decentralized Offices were updated to highlight the importance of multilingualism and strongly encourage staff to further develop their linguistic and cultural skills through language training offered internally. As part of the launch of the 2022 PEMS Planning phase on 1 December 2021, staff and managers were encouraged to consider language training as a developmental activity, and as part of their development plan for 2022.

70. In addition, a language allowance was reintroduced in 2021 for eligible staff in the GS staff category, in line with other organizations in the UN Common system.

71. FAO provides language training in the Organization’s six languages funded through corporate staff development funds. Despite the challenges presented by COVID-19, FAO successfully converted all its language classes to virtual delivery.

72. In 2021, CSH supported Multilingualism by:

- delivery of language training (individual and group classes) on the six FAO languages<sup>20</sup> to over 900 staff members based in headquarters;<sup>21</sup>
- online language courses launched to 75 staff based in duty stations with limited access to language training;

<sup>20</sup> Arabic, Chinese, English, French, Russian, Spanish

<sup>21</sup> Decentralized Offices coordinate their own language training directly using the staff development budget allocations.

- administering of language examinations to over 1 000 candidates (FAO, WFP, IFAD) in headquarters and Decentralized Offices.

**Breakdown at headquarters, Language Courses by number and type of courses and total training hours**

Course type	Number of courses 2021	Total training hours 2021
Individual	231	5 759
Group	115	29 105
<b>Total</b>	<b>346</b>	<b>34 864</b>

**Breakdown at headquarters, Class Registrations by language level and class type**

Level	Individual Class Registrations 2021	Group Class Registrations 2021
Minimum Knowledge (A)	70	142
Limited Knowledge (B)	129	293
Working Knowledge (C)	32	262
<b>Total</b>	<b>231</b>	<b>697</b>

73. This is the first HR Annual Report to include data on Staff Language skills,<sup>22</sup> and reporting capability will continue to improve over 2022.<sup>23</sup> FAO staff have a high level of proficiency in UN languages across all locations. Language requirements for Professional staff and above categories include one FAO language at Working Knowledge level (C), and a second language at the Limited Knowledge level (B). For locally hired staff, National officers and General Service staff, the requirement is typically for one FAO language at Working Knowledge level (C), in line with the requirements of the post.

74. The table below shows language proficiency by the numbers and percentage of staff and the FAO language held. The table includes all staff members (3 255 on 31 December 2021).

- 81 percent of staff hold at least two FAO languages, with 34 percent having at least three FAO languages and 42 percent of staff have three or more FAO languages at a minimum level (A) or higher;
- at the International Professional level, less than 5 percent hold only one FAO language. Mandatory language classes to obtain a second language, offered by FAO, are required by the Organization for these staff;
- over 40 percent of Professional staff hold three FAO languages or more.

<sup>22</sup> The 130th Session of the Joint Meeting stressed the central importance of Human Resources (HR) policies 'which boost the multilingual capacity of FAO's workforce, including in the areas of recruitment, promotion and training, and enhanced use of FAO languages by its employees', and requested Management to include in the HR Annual Report data concerning the linguistic profile of the staff globally, disaggregated by grade, region and department.

<sup>23</sup> In the findings of the JIU Report on Multilingualism (JIU/REP/2020/6, para. 133), FAO was among only 4, of the 28, organizations reviewed, to record staff language skills in a structured way. Language records are currently available for 94 percent of FAO staff across all locations. Quality of data and reporting capability will continue to improve over 2022.

Number of FAO languages held by staff (all funding sources), by category and grade<sup>24</sup>

Number of FAO Languages held by Staff								Grand Total
Category	Total Staff at level	Grade	1 Language	2 Languages	3 Languages	4 Languages	5 Languages	
<b>Subtotal Directors (D, ADG, DDG)</b>	<b>141</b>	<b>D &amp; above</b>	<b>3%</b>	<b>42%</b>	<b>37%</b>	<b>7%</b>	<b>1%</b>	<b>90%</b>
Professionals	359	P-5	6%	44%	37%	9%	1%	96%
	606	P-4	5%	39%	41%	7%	0%	92%
	411	P-3	3%	43%	37%	10%	1%	94%
	181	P-2	7%	44%	40%	8%	1%	99%
	47	P-1	4%	21%	60%	4%	0%	89%
<b>Subtotal Professionals</b>	<b>1 604</b>		<b>5%</b>	<b>41%</b>	<b>40%</b>	<b>8%</b>	<b>1%</b>	<b>95%</b>
National Officers	11	N-4	0%	82%	9%	0%	0%	91%
	51	N-3	20%	51%	18%	2%	0%	90%
	108	N-2	19%	39%	21%	3%	0%	81%
	83	N-1	30%	39%	11%	5%	0%	84%
<b>Subtotal National Officers</b>	<b>253</b>		<b>22%</b>	<b>43%</b>	<b>17%</b>	<b>3%</b>	<b>0%</b>	<b>85%</b>
General Service	12	G-7	8%	25%	50%	17%	0%	100%
	145	G-6	18%	39%	31%	6%	0%	93%
	333	G-5	21%	38%	29%	8%	1%	97%
	369	G-4	22%	33%	31%	5%	1%	92%
	258	G-3	27%	27%	33%	6%	0%	93%
	139	G-2	31%	37%	24%	5%	0%	97%
	1	G-1	0%	100%	0%	0%	0%	100%
<b>Subtotal General Service</b>	<b>1 257</b>		<b>23%</b>	<b>34%</b>	<b>30%</b>	<b>6%</b>	<b>1%</b>	<b>95%</b>
<b>% of Total Staff</b>	<b>100</b>		<b>13%</b>	<b>39%</b>	<b>34%</b>	<b>7%</b>	<b>1%</b>	<b>94%</b>

<sup>24</sup> Percentages are calculated based on the total active staff at the level.

75. The below table provides information on the level of languages held by staff aggregated by office/stream and region. The levels are slightly lower in regions than in headquarters and the lowest levels overall can be seen in FAO Country Offices, where typically there is a higher proportion of local staff to international staff.

#### FAO languages held by staff by office/stream and region<sup>25</sup>

Office/Region	1 Language	2 Languages	3 Languages	4 Languages	5 Languages	Grand Total
<b>Units reporting to</b>						
<b>Director-General and Independent Units</b>	<b>4%</b>	<b>37%</b>	<b>45%</b>	<b>8%</b>	<b>1%</b>	<b>96%</b>
Office of the DDG-Thomas	13%	36%	37%	10%	1%	97%
Office of the DDG-Semedo	5%	37%	43%	9%	0%	96%
Office of the DDG-Bechdol	3%	36%	44%	10%	1%	95%
Office of the Chief Economist	6%	40%	42%	9%	0%	97%
Office of Chief-Scientist	0%	46%	46%	8%	0%	100%
<b>Regional, Subregional and Liaison Offices</b>	<b>14%</b>	<b>43%</b>	<b>29%</b>	<b>4%</b>	<b>1%</b>	<b>91%</b>
Africa	13%	51%	23%	3%	0%	90%
Asia and the Pacific	27%	50%	16%	2%	0%	95%
Europe and Central Asia	19%	38%	25%	0%	5%	87%
Latin America and the Caribbean	7%	44%	37%	4%	0%	92%
Near East and North Africa	8%	32%	42%	9%	1%	92%
Liaison Offices	10%	23%	37%	13%	0%	83%
<b>FAOR Representations</b>	<b>26%</b>	<b>38%</b>	<b>20%</b>	<b>3%</b>	<b>0%</b>	<b>87%</b>
Africa	26%	40%	18%	2%	1%	86%
Asia and the Pacific	44%	23%	16%	2%	0%	85%
Europe and Central Asia	15%	56%	11%	4%	0%	85%
Latin America and the Caribbean	18%	46%	22%	2%	0%	89%
Near East and North Africa	6%	36%	37%	11%	0%	89%
<b>Grand Total</b>	<b>13%</b>	<b>39%</b>	<b>34%</b>	<b>7%</b>	<b>1%</b>	<b>94%</b>

#### *1.3.2. Strengthened employee morale, satisfaction, engagement and recognition*

76. The *FAO Employee Satisfaction Survey (E2S)*<sup>26</sup> Action Plan was formulated with the help of the E2S Task Force, a diverse representation of nominees, as well as by relevant business owners, and communicated to all employees in 2021. It addresses four key areas of concern - *Professional Development, New Ways of Working, Communication and Ethical Workplace*, with gender as a cross-cutting focus area. Most of the identified actions have already been completed or are underway, and are reflected either in the HR Strategic Action Plan, or in the work plans of headquarters divisions, offices and Regional offices. Progress on actions has been communicated to employees worldwide,

<sup>25</sup> Percentages are calculated based on the total active staff at the level.

<sup>26</sup> CL 166/10, paras. 27-28

including through FAO news (intranet) and via email (weekly summary of FAO news), and most recently through the All FAO Town hall held in December 2021.

77. After consultation with the SRBs, the new FAO Employee Satisfaction Survey was launched on 21 March 2022, providing a benchmark for progress.

78. The *Employee Recognition Awards 2021*, with a newly introduced Team award, successfully provided another opportunity for employees to voice their opinions as they nominated and recognized each other's talent and contributions. Bringing colleagues together virtually in one space, regardless of role, grade, nationality, or geographic location and giving everyone the chance to share views and thoughts, epitomized the changes in the spirit, culture and direction of the Organization and the open and inclusive, One FAO being created.

### ***1.3.3. A respectful inclusive workplace (and the prevention of harassment, sexual harassment, discrimination, and abuse of authority)***

79. Following the recommendation of the Oversight Advisory Committee (OAC), a new *Committee on Workplace Conduct and Protection from Sexual Exploitation and Abuse (PSEA)* was established, chaired at Deputy Director-General level. This committee formalizes, within the Organization's structure, the former internal Task Force, strengthening its work in the areas under its mandate. The Committee is made up of the following members - Director CSH (Human Resources Division), Legal Counsel (Legal Office), Director OER (Office of Emergencies and Resilience), Director PSS (Project Support Division).

80. The Ethics Officer and Ombudsman act as advisers, the Inspector General has observer status, and CSH provides the Secretariat of the Committee. The Director, CSH also serves as the organizational focal point on matters related to workplace conduct (harassment, sexual harassment, discrimination and abuse of authority), and the Director, OER serves as the focal point on PSEA matters.

81. The Annual Report on Corporate Policy, Processes and Measures on the prevention of Harassment, Sexual Harassment and Sexual Exploitation and Abuse summarizes progress in this area and was presented to the Council at its 168th session (29 November - 3 December 2021).<sup>27</sup> The report reconfirmed FAO's commitment to an enabling and supportive environment, where such matters can be raised with confidence that timely and proper action will be taken, and without fear of retaliation or reprisal. The FAO Council appreciated FAO's efforts in the *prevention of and protection against harassment, sexual harassment and sexual exploitation and abuse*, highlighting the importance of the victim-centred approach.

82. The Organization continues to share experiences and good practices through participation in several networks, such as the meetings on PSEA of the Inter-Agency Standing Committee (IASC), and the UN PSEA working group meetings. In addition, FAO participates in the work of the United Nations Chief Executives Board for Coordination (CEB) Task Force on Addressing Sexual Harassment within the Organizations of the UN System and of the United Nations Representatives of Investigative Services (UNRIS).

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<sup>27</sup> [CL 168/INF/6 - Annual Report on Corporate Policy, Processes and Measures on the Prevention of Harassment, Sexual Harassment and Sexual Exploitation and Abuse](#)

### ***I.3.4. KPI on diverse and inclusive work environment***

<b>KPI data</b>	
<b><i>Gender parity</i></b>	Baseline Dec 2019, P-1 to P-5: 44 percent Target 2022: Parity <b><i>Result Dec 2021 - 45 percent</i></b> Baseline Dec 2019, D-1 and above: 25 percent Target 2024: Parity <b><i>Result Dec 2021 - 26 percent</i></b>
<b><i>Geographic representation</i></b>	Target: Maintain the percentage of equitably represented countries at 75 percent or above (as set by FAO Conference) <b><i>Result Dec 2021 - 80 percent</i></b>
<b><i>FAO has effective policies, processes and procedures to address harassment and other unacceptable behaviour</i></b>	Baseline 2019/20 E2S: 64 percent employees in agreement Target 2021/2: 70 percent <b><i>Result to be measured through the results of the Employee Satisfaction Survey (E2S) launched in March 2022</i></b>

### **I.4. A safe and healthy work environment**

83. In addition to the ongoing response to the COVID-19 pandemic, including the launching of a global vaccination programme, efforts were made to further improve process efficiency and effectiveness in 2021.

#### ***I.4.1. Promotion of employee health and well-being during COVID-19 pandemic***

84. ***Special measures were sustained in 2021 to address the COVID-19 pandemic*** as CSH continued to work with the Crisis Management Team (CMT) (which included representation of relevant headquarters divisions and Regional ADGs), in responding strategically to the threat and navigating the changes in the workplace.

85. In 2021, the CMT continued to focus on employee engagement and communication, ensuring managers and employees were informed of the new modalities of work, precautionary health measures and quarantine regulations. Throughout 2021 most FAO employees worldwide worked remotely at one point or another while plans were put together for their eventual return to the office.

86. CSH continued to issue updated versions of ***HR administrative guidelines*** (eight updates issued between March 2020 and December 2021) introducing special measures that ensured business continuity, as well as the health and safety of employees across the globe. They include essential guidance on issues such as appointments, leave, salary advances in field duty stations, and remote working. This was necessary to address emerging issues and ensure there was a common approach to administratively managing employees across the Organization, and within the United Nations Common System (UNCS) to the extent possible.

87. The CEB HR Network (HRN) and RBA policy sessions on best practices and innovative ways to develop ***Flexible Working Arrangements*** contributed to the development and implementation of the FAO pilot for Flexible Work Arrangements launched in 2022. To support the ‘new normal’ the Organization continued providing tools and resources that embrace hybrid working, including the ‘Managing hybrid teams’ digital workspace in you@fao.

88. ***The UN System-Wide COVID-19 Vaccination Programme*** began in 2021 to ensure the maximum coverage of employees and eligible dependents globally. Guidance, tools, and data on

strategic, operational, and policy issues were provided to support colleagues and eligible dependents being vaccinated as soon as possible in headquarters and more than 100 Decentralized Offices.

89. As part of the support to the UN Country teams and Decentralized Offices, relevant administrative guidelines were also developed to facilitate access to the UN local clinics for FAO employees, and support the *MEDEVAC framework* chaired by the UN Secretariat.

90. In 2021, the Organization continued providing tools and resources to support *employee health and well-being overall*. *Mental health* services aligned with the UN Mental Health Strategy were widely expanded in 2021 to include emergency individual sessions, peer-support training, awareness campaigns, seminars for employees and their families in all parts of the Organization, and ‘drop-in’ sessions and with counsellors, in multiple languages. A dedicated workspace was established in you@fao with training and tools to support well-being, including links to UN resources and promotion of external events on relevant health topics.

91. In collaboration with the UN Secretariat and UNDP, *staff preparedness and financial readiness* sessions were conducted to enhance employees understanding of entitlements/benefits and how to better cope with the COVID-19 pandemic and other emergencies. With the other RBAs, CSH coordinated two meetings of the joint FAO/WFP Advisory Committee on *Compensation Claims* (ACCC) in 2021. All cases received in the past year and related pending issues were resolved.

#### **1.4.2. Enhanced medical insurance coverage and access for employees**

92. In 2021, the *upgrade and transition of medical and life insurance plans* (MCS/MCNS, MICS and GLADI) to new contracts/providers was successfully implemented, and ultimately improved benefits available to insured members. Twelve virtual town hall meetings were organized for headquarters and Decentralized Offices, to communicate the implementation of the new benefits of this contract negotiation, which include:

- MCS/MCNS maternity benefit for the affiliate workforce/NSHR (78 percent of the FAO global workforce);
- compensation for death due to an illness;
- free-of-charge telehealth services (including remote consultations in over 30 languages);
- 100 percent coverage of vaccinations;
- optional after contract coverage and optional family member enrolments.

93. The corresponding *updates to FAO Manual Sections*, guidelines and booklets have been completed and outreach continues to ensure awareness globally. CSH also continued *strengthening the contract management function* for the BMIP/MMBP plan by conducting quarterly periodic performance reviews, monitoring KPIs, and regular meetings with the Internal FAO Advisory Committee on Medical Coverage (FAC/MC).

94. *Improved claim procedures* for compensation of medical leave for the affiliate workforce (78 percent) of the FAO global workforce, resulting in mitigation of FAO’s liabilities, were implemented.

95. *Enhanced procedures and internal controls* were put in place to monitor the After Service Medical Coverage (ASMC) policy, including:

- premium cost sharing between the retiree deduction and the Organization;
- additional control checks within ASMC premium deduction system interfacing with UNJSPF;
- updated FAO Manual Sections 343 and 346 ready for final clearance and publication.

96. Medical insurance coverage was also greatly enhanced thanks to *collaboration with RBAs*, e.g. through the RBAs social security offices. The RBAs shared experience and knowledge on ongoing contractual issues and resolved operational issues.

### ***1.4.3. Digital, automated and efficient social security processes***

97. In the past year, ***automation and digitization of social security systems and processes*** were major priorities for CSH and the following were successfully implemented:

- automation of the annuity compensation calculation;
- digitization of annuity data with the protection of personal data and confidentiality;
- enhancement of the online safety-reporting tool;
- launch of incident self-reporting;
- related guidelines and booklets published in FAO languages.

98. The implementation of new ***paperless and digital streamlined Pension Fund processes*** was also completed in 2021. Management of the UNJSPF interface on a monthly schedule of data submission was successful, and issues in transmission arising from the GRMS upgrading in 2021 were resolved.

99. ***Members ‘Self Service’ (MSS) was introduced*** to 500+ participants and retirees; 98 percent of staff under separation are now using MSS for submission of digital certificates and forms required at separation.

## **II: Change management - Stakeholder-centred communications, reporting and tools that enable timely, comprehensive adoption and implementation of HR strategic actions, products and services (Outcome 2)**

### ***Key outputs***

100. The delivery of the new HR Annual Report in 2021, along with many of the actions in the E2S Corporate Action plan and the HR Strategic Action Plan 2020-2021, demonstrated CSH’s continuing commitment to responding to stakeholders needs, as a ***pro-active and people-centred manager of change***.

101. In 2021 ***the new HR Annual Report (covering the year 2020)***, with new format and workforce analytics, was delivered to report on progress, activities and results of the HR Strategic Action Plan. The new report provides not only a ***baseline for workforce analytics***, but offers a transparent view for Members, senior management and employees alike into the Organizations’ results in the areas of staffing, learning and performance, and creating a diverse and inclusive, ethical and engaging, healthy and safe workplace environment. In addition, the ***‘Human resources communications booklet 2021’*** was published, the first of its kind for FAO, transparently highlighting to all FAO managers and employees the guiding principles and priorities for HR at FAO.

102. In line with the E2S Action plan, ***communications and two-way engagement with employees*** have been prolific throughout 2021, specifically where employees needed to be prepared and ready to take up changes or actions, e.g. the Vaccination programme, the return to the office procedures, new processes for medical insurance, managing hybrid teams. More than 20 intranet news articles on HR-related matters were published in 2021, along with 15 new Administrative Circulars, two global surveys, monthly newsletters, briefings with senior management and their teams, updates on the CSH internal website, and webinars on specific topics. Another first was the publication of the ***2021 Learning Highlights*** interactive booklet. Awareness raising on learning opportunities was also conducted through FAO’s Training focal point network, via dedicated intranet articles and a quarterly newsletter.

103. Interactive all-employee global Town halls took place in May and December 2021. These Town halls enabled the Director-General, Director CSH, and other senior leaders to engage with employees directly, answer questions from the ‘floor’ and share views transparently. The Director-General also took the opportunity to communicate with colleagues as part of the 25 Year Medal ceremony and Employee recognition awards in 2021.



104. Consultations and engagement with the Staff Representative Bodies occurred through the regular Staff-Management Consultative Committees (SMCC) (every four to six weeks in 2021), the re-established Advisory committee on Occupational Health and Safety (OHS), FAO Advisory Committee on Medical Coverage, and the Staff Pension Committee (SPC). The Director- General provided remarks at the Union of General Service Staff (UGSS) and the Association of Professionals in FAO (AP in FAO) Annual assemblies, while the Director CSH was interviewed for the UGSS December newsletter, and Staff Representative Bodies were invited to speak at the FAO Conference and Council<sup>28</sup>, and at the global all-employee Town halls.

105. **Regular updates and support to HR** Officers in the Regional Offices and the SSC continued, including through interactive workshops such as the HR Awareness week, in RNE.

106. The **CSH structure** was augmented with the onboarding of a Deputy Director along with specialized HR technical experts in the areas of learning and social security. New positions have been approved in performance management and engagement for the biennium. A series of facilitated management planning meetings were conducted in 2021 to address more long-term and strategic HR capacity and planning issues. **Whole-of-CSH team meetings** were conducted on a regular basis to encourage cross-silo operations and keep employees informed of strategies and developments. The volunteer 'HR4All' group, established to create a sense of belonging despite remote working, set up new monthly informal virtual meetings for employees in HR to share knowledge and provide an introduction for newcomers.

107. Participation in several **internal audits** occurred in 2021 and reports with recommendations for HR received. These included the *Audit of Decentralized Offices governance structure and capacity*, *Audit of reoccurring and systemic issues in FAO Country Office operations*, *Audit of the Occupational Health and Safety Management* and the *Audit of staff learning and training*. In addition, CSH participated in and reported on the *FAO Risk log for efficiencies and effectiveness*, as well as to the Oversight Advisory Committee (OAC) on progress on all its activities in the HR Strategic Action Plan.

108. Most outstanding **audit recommendations** for CSH will be addressed through the new Recruitment guidelines and Affiliate workforce (NSHR) guidelines.<sup>29</sup> Delays with the development of the policies are due to several factors including the ongoing COVID-19 response, the substantial number of reforms and priorities, and current shortage of available dedicated policy capacity in the HR team.

109. Five outstanding audit recommendations relate to the *Audit of the Staff Mobility Programme*, its procedures, financial implications and application. The mobility programme has been discontinued and, as per the HR Strategic Action plan, is being replaced by a Mobility framework with a range of types of staff mobility<sup>30</sup> reported on in Section 1.1.

110. Proposals on **delegations of authority** across a range of HR matters have now been finalized, in consultation with the SRBs. Regarding **HR data systems and reporting**, a review was carried out to identify key areas for improvement in the current solution (Taleo), and to automate and streamline the recruitment and on/off-boarding processes, and improve reporting functions. A major corporate wide

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<sup>28</sup> See also Joint statement of the union of the General Service staff of FAO and WFP and the association of professionals in FAO (AP-in-FAO) to the 42nd Session of the FAO Conference, Rome, 14-18 June 2021. In their address to the 168th session of the Council, the SRBs reconfirmed the positive trend in relations and the desire by Management to improve staff well-being, as well as highlighted the need to accelerate progress in key areas such as recruitment and career progression.

<sup>29</sup> Of the 35 outstanding internal audit recommendations, 17 relate to the affiliate workforce (NSHR), 14 of these coming from *AUD0620 Audit of Non-Staff Human Resources*, and 2 from *AUD2018 Recruitment and Onboarding of Professional Staff*.

<sup>30</sup> Approached as a framework rather than one mandatory programme and taking into consideration the audit recommendations from the review of the previous Mobility policy, this framework is foreseen to include a range of types of staff mobility that would meet the specific needs of FAO as a knowledge-based Organization, include the possibility of interagency mobility, and strengthen partnership and interaction between all FAO offices.

upgrade also took place on the Organizational administrative data and reporting system (Oracle, GRMS).

111. Finally, *collaboration with the UN System*, including the Rome Based Agencies, has been a major focus in the management of HR in 2021. This has ensured the leveraging of resources, for example in learning and development (see Output 1.2. including para. 49), and sharing expertise in medical insurance (see paras. 87 and 92). The HR team is an active participant in the CEB/HR Directors Network, sharing knowledge and expertise, and aligning practices, including on the COVID-19 response, Vaccination and MEDEVAC campaigns, and in exchanges with the International Civil Service Commission. The HR policy team also participated in the pilot on the *Joint repository on UN system HR policies* and actively engages in the HR Field Group, coordinating conditions of service for employees, especially in emergency situations such as in Afghanistan, and most recently in Ukraine. FAO is engaged in the *UN High Level Committee on Management (HLCM) Taskforce on Sexual harassment* and the *Taskforce on the Future of Work in the UN* and has incorporated the provisions of the HLCM principles and model policies into the FAO policies and practices for teleworking and sexual harassment.

**C. ANNEX: ANALYTICS AND WORKFORCE REPORTING, 31 December 2021****PART I: Workforce profile by employment type and location**

Table 1 is presented in five subtables. The subtables are:

A - Staff members on PWB posts (Regular Budget)

B - Staff members on non-PWB posts

C - Affiliate Workforce (NSHR) on Regular Programme

D - Affiliate Workforce (NSHR) on Trust Fund (TF)

E - Total Workforce

**PART II: Geographic representation of staff, by representation status**

Table 2 presents a summary of the statistics of FAO Member Nations by representation status

**PART III: Gender representation in the global FAO workforce**

Table 3 consists of two (2) subtables (a) and (b):

Table 3 (a) – Staff workforce by category – Percentage of female staff

Table 3 (b) – Affiliate workforce (NSHR) by category – Percentage of females

**PART IV: Vacancy statistics of professional PWB posts**

Table 4 presents a summary of statistics of the number of professional PWB posts encumbered, vacant posts, and vacancy rates

**PART V: GLOSSARY**

**PART I****TABLE 1: WORKFORCE PROFILE BY EMPLOYMENT TYPE AND LOCATION**  
(AS AT 31 DECEMBER 2021)

In Part 1, Table 1 is presented in five subtables. The subtables are:

- A - Staff members on PWB posts (Regular Budget)
- B - Staff members on non-PWB posts
- C - Affiliate Workforce (NSHR) on Regular Programme
- D - Affiliate Workforce (NSHR) on Trust Fund (TF)
- E - Total Workforce

**A - STAFF MEMBERS ON PWB POSTS (REGULAR BUDGET) \***

<b>All locations</b>	<b>Headcount</b>	<b>%</b>
D and above	122	5
Professional	977	42
National Professional Officers	195	8
General Service	1 023	44
<b>Total</b>	<b>2 317</b>	<b>100</b>

<b>Headquarters</b>	<b>Headcount</b>	<b>%</b>
D and above	71	6
Professional	639	56
National Professional Officers	0	0
General Service	439	38
<b>Subtotal</b>	<b>1 149</b>	<b>100</b>
<b>Decentralized Offices</b>		
D and above	51	4
Professional	338	29
National Professional Officers	195	17
General Service	584	50
<b>Subtotal</b>	<b>1 168</b>	<b>100</b>

(\*) Any discrepancy in total of percentages is the result of rounding

**B - STAFF MEMBERS ON NON-PWB POSTS \***

<b>All locations</b>	<b>Headcount</b>	<b>%</b>
D and above	19	2
Professional	598	64
Junior Professional Officers	29	3
National Professional Officers	58	6
General Service	234	25
<b>Total</b>	<b>938</b>	<b>100</b>

<b>Headquarters</b>	<b>Headcount</b>	<b>%</b>
D and above	10	2
Professional	323	64
Junior Professional Officers	22	4
National Professional Officers	0	0
General Service	152	30
<b>Subtotal</b>	<b>507</b>	<b>100</b>
<b>Decentralized offices</b>		
D and above	9	2
Professional	275	64
Junior Professional Officers	7	2
National Professional Officers	58	13
General Service	82	19
<b>Subtotal</b>	<b>431</b>	<b>100</b>

(\*) Any discrepancy in total of percentages is the result of rounding

**C - AFFILIATE WORKFORCE ON REGULAR BUDGET \***

<b>All locations</b>	<b>Headcount</b>	<b>%</b>
Consultants	1 024	24
Contractors (PSA.SBS)	466	11
National Project Personnel	449	11
National Contractors	1 746	41
Other **	540	13
<b>Subtotal</b>	<b>4 225</b>	<b>100</b>
<b>Headquarters</b>	<b>Headcount</b>	<b>%</b>
Consultants	391	47
Contractors (PSA.SBS)	128	15
National Project Personnel	0	0
National Contractors	86	10
Other **	230	28
<b>Subtotal</b>	<b>835</b>	<b>100</b>
<b>Decentralized Offices</b>	<b>Headcount</b>	<b>%</b>
Consultants	633	19
Contractors (PSA.SBS)	338	10
National Project Personnel	449	13
National Contractors	1 660	49
Other **	310	9
<b>Subtotal</b>	<b>3 390</b>	<b>100</b>

(\*) Any discrepancy in total of percentages is the result of rounding

(\*\*) Full description of abbreviations of Affiliate Workforce (NSHR) available in Glossary section

**D - AFFILIATE WORKFORCE ON TRUST FUNDS \***

<b>All locations</b>	<b>Headcount</b>	<b>%</b>
Consultants	988	13
Contractors (PSA.SBS)	187	3
National Project Personnel	4 619	63
National Contractors	1 325	18
Other **	211	3
<b>Subtotal</b>	<b>7 330</b>	<b>100</b>
<b>Headquarters</b>	<b>Headcount</b>	<b>%</b>
Consultants	270	79
Contractors (PSA.SBS)	42	12
National Project Personnel	0	0
National Contractors	9	3
Other **	19	6
<b>Subtotal</b>	<b>340</b>	<b>100</b>
<b>Decentralized Offices</b>	<b>Headcount</b>	<b>%</b>
Consultants	718	10
Contractors (PSA.SBS)	145	2
National Project Personnel	4 619	66
National Contractors	1 316	19
Other **	192	3
<b>Subtotal</b>	<b>6 990</b>	<b>100</b>

(\*) Any discrepancy in total of percentages is the result of rounding

(\*\*) Full description of abbreviations of Affiliate Workforce (NSHR) available in Glossary section

**E - TOTAL WORKFORCE**

	Headquarters			Decentralized Offices			Grand Total
	PWB	non-PWB	Total	PWB	non-PWB	Total	
<b>Staff members</b>							
D and above	71	10	81	51	9	60	141
Professional	639	323	962	338	275	613	1 575
Junior Professional Officers	0	22	22	0	7	7	29
National Professional Officers	0	0	0	195	58	253	253
General Service	439	152	591	584	82	666	1 257
<b>Total Staff</b>	<b>1 149</b>	<b>507</b>	<b>1 656</b>	<b>1 168</b>	<b>431</b>	<b>1 599</b>	<b>3 255</b>
<b>Affiliate Workforce (NSHR) *</b>	<b>RP</b>	<b>TF</b>	<b>Total</b>	<b>RP</b>	<b>TF</b>	<b>Total</b>	<b>Grand Total</b>
Consultants	391	270	661	633	718	1 351	2 012
Contractors (PSA.SBS)	128	42	170	338	145	483	653
National Project Personnel	0	0	0	449	4 619	5 068	5 068
National Contractors	86	9	95	1 660	1 316	2 976	3 071
Other	230	19	249	310	192	502	751
<b>Total Affiliate Workforce</b>	<b>835</b>	<b>340</b>	<b>1 175</b>	<b>3 390</b>	<b>6 990</b>	<b>10 380</b>	<b>11 555</b>
<b>TOTAL</b>	<b>1 984</b>	<b>847</b>	<b>2 831</b>	<b>4 558</b>	<b>7 421</b>	<b>11 979</b>	<b>14 810</b>

(\*) Full description of abbreviations of Affiliate Workforce (NSHR) available in Glossary section



**PART II**

Table 2 presents a summary of the statistics of FAO Member Nations by representation status

**TABLE 2: GEOGRAPHIC REPRESENTATION OF STAFF,  
BY REPRESENTATION STATUS \***

As at	Non-Represented		Under-Represented		Equitably Represented		Over-Represented		Member Nations Total
	No. of Member Nations	%	No. of Member Nations	%	No. of Member Nations	%	No. of Member Nations	%	
31-12-2011	31	16%	12	6%	139	73%	9	5%	191
31-12-2013	40	21%	17	9%	130	68%	4	2%	191
31-12-2015	43	22%	22	11%	123	64%	6	3%	194
31-12-2017	24	12%	17	9%	149	77%	4	2%	194
31-12-2018	20	10%	8	4%	163	84%	3	2%	194
31-12-2019	7	4%	8	4%	177	91%	2	1%	194
12-31-2020	11	6%	12	6%	165	85%	6	3%	194
<b>31-12-2021</b>	<b>17</b>	<b>9%</b>	<b>12</b>	<b>6%</b>	<b>155</b>	<b>80%</b>	<b>10</b>	<b>5%</b>	<b>194</b>

(\* Any discrepancy in total of percentages is the result of rounding

### Methodology

FAO methodology for calculating geographic representation of PWB posts was adopted by the Conference at its 32nd session in November 2003.

The figure used for calculating geographic representation is based on all Regular Programme-funded posts established in the Programme of Work and Budget, with the exception of posts not subject to geographic distribution, i.e. the post of the Director-General and the posts in language services.

- The weight of the **membership factor** is 40 percent of the base figure and is distributed equally among all Member Nations;
- the **population factor** is allotted a weight of 5 percent and is directly related to the total population of all Member Nations and distributed among Member Nations in proportion to their population;
- the **contribution factor**, accounting for 55 percent of posts, is distributed among Member Nations in proportion to the Scale of Assessments, adopted by the FAO Conference;
- the mid-point of the equitable range for each Member Nation is calculated by adding the three factors;
- the upper and lower limits of the equitable range is based on a flexibility of 15 percent upwards and downwards from the mid-point, but not less than 2.03 posts up and down, the upper limit being not less than 7.53 posts.

### PART III

Table 3, Gender Representation in the Global FAO Workforce consists of two (2) subtables (a) and (b):

- Table 3 (a) – Staff workforce by category – Percentage of female staff
- Table 3 (b) – Affiliate workforce (NSHR) by category – Percentage of females

**TABLE 3: STATUS OF GENDER REPRESENTATION** (as at 31 December 2021)

**Table 3 (a) - Staff workforce by category – Percentage of female staff**

Category	Headquarters			Decentralized Offices			% Female (any location any fund)
	% Female PWB	% Female Non-PWB	% Female (any fund)	% Female PWB	% Female Non-PWB	% Female (any fund)	
D and above	31%	30%	31%	20%	11%	18%	26%
Professional	51%	56%	53%	40%	20%	31%	45%
JPO		77%	77%		57%	57%	72%
NPO				43%	29%	40%	40%
General Service	70%	76%	71%	62%	73%	63%	67%
<b>Total Staff</b>	<b>57%</b>	<b>63%</b>	<b>59%</b>	<b>51%</b>	<b>32%</b>	<b>46%</b>	<b>52%</b>

**Table 3 (b) – Affiliate Workforce (NSHR) by category – Percentage of females**

Category	Headquarters			Decentralized Offices			% Female (any location, any fund)
	% Female RP	% Female TF	% Female (any fund)	% Female RP	% Female TF	% Female (any fund)	
Consultants	58%	61%	59%	40%	35%	37%	44%
Contractors (PSA.SBS)	48%	50%	48%	38%	43%	39%	42%
National Project Personnel				38%	33%	34%	34%
National Contractors	73%	78%	74%	41%	34%	38%	39%
Other **	72%	74%	72%	56%	39%	50%	57%
<b>Total Affiliate Workforce</b>	<b>62%</b>	<b>61%</b>	<b>62%</b>	<b>41%</b>	<b>34%</b>	<b>36%</b>	<b>39%</b>

(\*) Any discrepancy in total of percentages is the result of rounding

(\*\*) Full description of abbreviations of Affiliate Workforce (NSHR) available in Glossary section

**PART IV**

Table 4 presents a summary of statistics of the number of professional PWB posts encumbered, vacant posts, and vacancy rates

**TABLE 4: VACANCY STATISTICS OF PROFESSIONAL PWB POSTS**  
(as at 31 December 2021)

<b>Headquarters</b>					
<b>Group</b>	<b>Division/Unit</b>	<b>Total PWB Posts (GRMS)</b>	<b>Posts Occupied</b>	<b>Posts Vacant</b>	<b>Vacancy Statistics %</b>
<b>Units reporting to Director-General and Independent Offices</b>	<b>Office of the Director-General</b>	<b>10</b>	<b>9</b>	<b>1</b>	<b>10%</b>
	<b>CSG</b>	<b>29</b>	<b>20</b>	<b>9</b>	<b>31%</b>
	<b>ETH</b>	<b>1</b>	<b>1</b>		<b>0%</b>
	<b>LEG</b>	<b>19</b>	<b>16</b>	<b>3</b>	<b>16%</b>
	<b>OED</b>	<b>8</b>	<b>8</b>		<b>0%</b>
	<b>OIG</b>	<b>21</b>	<b>20</b>	<b>1</b>	<b>5%</b>
	<b>OMB</b>	<b>1</b>	<b>1</b>		<b>0%</b>
	<b>OSG</b>	<b>3</b>		<b>3</b>	<b>100%</b>
	<b>OSP</b>	<b>24</b>	<b>19</b>	<b>5</b>	<b>21%</b>
<b>Units reporting to Director-General and Independent Offices Total</b>		<b>116</b>	<b>94</b>	<b>22</b>	<b>19%</b>
<b>Office of the DDG-Thomas</b>	<b>Office of the DDG</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>20%</b>
	<b>CSF</b>	<b>27</b>	<b>23</b>	<b>4</b>	<b>15%</b>
	<b>CSH</b>	<b>25</b>	<b>22</b>	<b>3</b>	<b>12%</b>
	<b>CSL</b>	<b>41</b>	<b>30</b>	<b>11</b>	<b>27%</b>
	<b>OCC</b>	<b>44</b>	<b>35</b>	<b>9</b>	<b>20%</b>
	<b>OER</b>	<b>2</b>		<b>2</b>	<b>100%</b>
<b>Office of the DDG-Thomas Total</b>		<b>144</b>	<b>114</b>	<b>30</b>	<b>21%</b>
<b>Office of the DDG-Semedo</b>	<b>Office of the DDG</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>33%</b>
	<b>CJN</b>	<b>7</b>	<b>7</b>		<b>0%</b>
	<b>CJW</b>	<b>12</b>	<b>11</b>	<b>1</b>	<b>8%</b>
	<b>NFI</b>	<b>73</b>	<b>53</b>	<b>20</b>	<b>27%</b>
	<b>NFO</b>	<b>43</b>	<b>35</b>	<b>8</b>	<b>19%</b>
	<b>NSA</b>	<b>25</b>	<b>22</b>	<b>3</b>	<b>12%</b>
	<b>NSL</b>	<b>19</b>	<b>16</b>	<b>3</b>	<b>16%</b>
	<b>OCB</b>	<b>23</b>	<b>19</b>	<b>4</b>	<b>17%</b>
<b>Office of the DDG-Semedo Total</b>		<b>205</b>	<b>165</b>	<b>40</b>	<b>20%</b>

Office of the DDG-Bechdol	Office of the DDG	3	1	2	67%
	NSP	40	38	2	5%
	PSR	17	14	3	18%
	PSS	9	6	3	33%
	PST	6	5	1	17%
	PSU	22	19	3	14%
<b>Office of the DDG-Bechdol Total</b>		<b>97</b>	<b>83</b>	<b>14</b>	<b>14%</b>
Office of the Chief-Economist	Office of the Chief-Economist	8	6	2	25%
	CFI	77	52	25	32%
	CSI	43	35	8	19%
	ESA	26	22	4	15%
	ESF	16	15	1	6%
	ESN	30	26	4	13%
	ESP	32	29	3	9%
	ESS	28	23	5	18%
	EST	40	32	8	20%
	OCS	2	2		0%
	OSL	2	2		0%
<b>Office of the Chief-Economist Total</b>		<b>304</b>	<b>244</b>	<b>60</b>	<b>20%</b>
Office of the Chief-Scientist	Office of the Chief-Scientist	1	1		0%
	OIN	8	6	2	25%
<b>Office of the Chief-Scientist Total</b>		<b>9</b>	<b>7</b>	<b>2</b>	<b>22%</b>
<b>Headquarters Total</b>		<b>875</b>	<b>707</b>	<b>168</b>	<b>19%</b>

Decentralized Offices					
Group	Division/Unit	Total PWB Posts (GRMS)	Posts Occupied	Posts Vacant	Vacancy Statistics %
Regional, Subregional and Liaison Offices	Africa	74	61	13	18%
	Asia and the Pacific	61	49	12	20%
	Europe and Central Asia	31	25	6	19%
	Latin America and the Caribbean	48	39	9	19%
	Near East and North Africa	38	30	8	21%
	Liaison Offices	11	9	2	18%
<b>Regional, Subregional and Liaison Offices Total</b>		<b>263</b>	<b>213</b>	<b>50</b>	<b>19%</b>

<b>FAO Representations (FAOR)</b>	<b>Africa</b>	<b>24</b>	<b>20</b>	<b>4</b>	<b>17%</b>
	<b>Asia and the Pacific</b>	<b>12</b>	<b>11</b>	<b>1</b>	<b>8%</b>
	<b>Europe and Central Asia</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>40%</b>
	<b>Latin America and the Caribbean</b>	<b>19</b>	<b>17</b>	<b>2</b>	<b>11%</b>
	<b>Near East and North Africa</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>29%</b>
<b>FAO Representations (FAOR) Total</b>		<b>67</b>	<b>56</b>	<b>11</b>	<b>16%</b>
<b>DO Total</b>		<b>330</b>	<b>269</b>	<b>61</b>	<b>18%</b>

<b>Young Professionals Programme Total<sup>31</sup></b>	<b>25</b>	<b>4</b>	<b>21</b>	<b>84%</b>
<b>Grand Total Headquarters + Decentralized Offices + YPP</b>	<b>1 230</b>	<b>980</b>	<b>250</b>	<b>20%</b>

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<sup>31</sup> Includes positions both at headquarters and Decentralized Offices.

**PART V****GLOSSARY****FAOR** – FAO Representative**GF** – General Fund**NSHR** – Non-Staff Human Resources (Affiliate Workforce)**PWB** – Programme of Work and Budget**RP** – Regular Programme**TF** – Trust Funds

<b>Contract types under Affiliate Workforce (NSHR) include the following contracts:</b>		
<b>Consultants</b>	All COF – COF.REG and COF.WOC	<i>COF.REG</i> - Consultant on RP and TF <i>COF.WOC</i> - Consultant Without Compensation
<b>Contractors (PSA.SBS)</b>	PSA.SBS	<i>PSA.SBS</i> - Personal Services Agreements Subscriber
<b>National Project Personnel (NPP)</b>	All <i>NPP</i>	
<b>National Contractors</b>	PSAs who are not SBS – i.e. SSC, NAT, EDI, TC, TRN	<i>SSC</i> - South-South Cooperation <i>NAT</i> - National <i>EDI</i> - Editorial <i>TC</i> - Technical Cooperation <i>TRN</i> - Translation and Revision
<b>Other</b>	All OTH	Intern, National Correspondent, Government-Provided Staff, Casual Labour, Conference Interpreter, Fellow, UN Volunteer, Volunteer

Interns, Volunteers, and Fellows (IVF) Programme	
Type of Programme	Programme Overview
<b>Interns</b>	<ul style="list-style-type: none"> <li>• <b>Target group:</b> Undergraduates, Master's/PhD students or recent graduates.</li> <li>• <b>Age:</b> 21 to 30 years old.</li> <li>• <b>Type of assignment:</b> Entry-level professional work, which may involve analytical and research activities.</li> </ul>
<b>FAO Regular Volunteers</b>	<ul style="list-style-type: none"> <li>• <b>Target group:</b> Any individual who wishes to contribute to FAO's priorities and SDGs by contributing their volunteer actions.</li> <li>• <b>Age:</b> 18+.</li> <li>• <b>Type of assignment:</b> Any task relevant to FAO and suitable for volunteer actions.</li> </ul>
<b>UN Volunteers</b>	<ul style="list-style-type: none"> <li>• <b>Target group:</b> Skilled individuals with professional experience and academic qualifications or training, who are willing to contribute their time and expertise as UN Volunteers.</li> <li>• <b>Age:</b> Depending on the UN Volunteer modality. The minimum age for UN Volunteers varies from 18 (for UN Youth and University Volunteers) to 35 (for UN Expert Volunteers). There is no upper age limit.</li> <li>• <b>Type of assignment:</b> The UN Volunteers Programme offers various modalities, national or international, including UN Expert and Specialist Volunteers, UN Youth and University Volunteers, UN Community Volunteers and UN Online Volunteers. The characteristics of each modality are summarized <a href="#">here</a>. UN Volunteers are mainly deployed in FAO Decentralized Offices.</li> </ul>
<b>Fellows</b>	<ul style="list-style-type: none"> <li>• <b>Target group:</b> PhD students, researchers and professors who have technical/research expertise and advanced knowledge relevant to FAO.</li> <li>• <b>Age:</b> No age limit.</li> <li>• <b>Type of assignment:</b> Advanced level of technical/research work.</li> </ul>

<b>Organization Entities</b>	
<b>ETH</b>	Ethics Office
<b>LEG</b>	Legal Office
<b>ODG</b>	Office of the Director-General
<b>OED</b>	Office of Evaluation
<b>OIG</b>	Office of the Inspector General
<b>OMB</b>	Ombudsman Office
<b>OSG</b>	Office of SDGs
<b>OSP</b>	Office of Strategy, Programme and Budget
<b>CJN</b>	Joint FAO/IAEA Centre (Nuclear Techniques in Food and Agriculture)
<b>CJW</b>	Joint FAO/WHO Centre (Codex Food Standards and Zoonotic Diseases)
<b>NFI</b>	Fisheries and Aquaculture
<b>NFO</b>	Forestry
<b>NSA</b>	Animal Production and Health
<b>NSL</b>	Land and Water
<b>OCB</b>	Office of Climate Change, Biodiversity and Environment
<b>NSP</b>	Plant Production and Protection
<b>PSR</b>	Resource Mobilization and Private Sector Partnership
<b>PSS</b>	Project Support
<b>PST</b>	South-South and Triangular Cooperation
<b>PSU</b>	Partnerships and UN Collaboration
<b>CSF</b>	Finance
<b>CSG</b>	Governing Bodies Servicing
<b>CSH</b>	Human Resources
<b>YPP</b>	Young Professional Programme (Corporate Prog. administered by CSH)
<b>CSI</b>	Information Technology Services
<b>CSL</b>	Logistics Services
<b>OCC</b>	Office of Communications



<b>OER</b>	Office of Emergencies and Resilience
<b>CFI</b>	FAO Investment Centre (Solutions for Sustainable Food and Agriculture)
<b>ESA</b>	Agrifood Economics
<b>ESF</b>	Food Systems and Food Safety
<b>ESN</b>	Food and Nutrition
<b>ESP</b>	Inclusive Rural Transformation and Gender Equity
<b>ESS</b>	Statistics
<b>EST</b>	Markets and Trade
<b>OCS</b>	Office of the Chief Statistician
<b>OSL</b>	Office for Small Island Developing States (SIDS), Least Developed Countries (LDCs) and Land-locked Developing Countries (LLDCs)
<b>OIN</b>	Office of Innovation

## **SECTION II: Recommendations and decisions of the International Civil Service Commission and United Nations Joint Staff Pension Board to the General Assembly (including Changes in Salary Scales and Allowances)**

1. This section of the annual report is to inform the Members of the FAO Finance Committee about recent developments in the activities of the International Civil Service Commission (ICSC), as well as changes in the conditions of service of staff in the professional, higher and general service staff categories.
2. At its seventy-sixth session in December 2021, the United Nations General Assembly (UNGA) adopted draft resolution A/C.5/76/L.14 – subsequently designated as resolution 76/240 – regarding the United Nations Common System. The General Assembly reaffirmed the authority of the International Civil Service Commission in continuing to establish post adjustment multipliers for all duty stations, under Article 11 (c) of the Commission’s statute. It also underlined the importance of the effective and efficient implementation of the new cost of living surveys to re-establish a unified common system, stressing the need for regular surveys with changes based firmly on reliable data, including verified external data and requested that the Commission complete the current round of surveys as scheduled.
3. The Assembly also expressed its concern at the continued application of two concurrent post adjustment multipliers at the Geneva duty station. It urged the member organizations of the United Nations common system to cooperate fully with the Commission in line with its statute, and to apply a single multiplier per duty station after the baseline cost-of-living surveys at headquarters are implemented in 2022.
4. The Assembly further requested that the Commission conduct a study on the feasibility and impact of establishing a separate post adjustment as well as a General Service salary scale for Bern. It also requested to analyse the possibility of using external data for staff expenditure surveys and other pertinent items in the next round of cost-of-living surveys.
5. The General Assembly underlined the importance for the Assembly to maintain a comprehensive oversight of the common system compensation package and consider its components in a holistic manner. It invited the Commission to undertake a comprehensive assessment and review of the compensation package for the United Nations common system on a five-year cycle. It recommended taking into due consideration the previously agreed objectives of the exercise as well as the context both in Member States and the United Nations common system. In this respect, the General Assembly requested the Commission to present at the Assembly’s eighty-first session (i.e. in 2026), a comprehensive assessment and review of the compensation system, including a detailed analysis on its cost effectiveness, attractiveness and impact on the workforce, and proposals for updating parameters and comparators.
6. The Assembly requested the Secretary-General, in his capacity as Chair of the United Nations Chief Executive Board for Coordination, to provide annually, starting from the seventy-eight session (in 2023) comprehensive data on system-wide compensation costs for all staff categories. This is to include all compensation package components, and, in this regard, it was acknowledged that timely submissions by the organizations to the Commission of necessary information was important, to ensure that the decisions and recommendation of ICSC are based on updated and reliable data. It further requested the Secretary-General to intensify his efforts in this regard.
7. In the context of the General Service salary survey methodology review, the Assembly requested ICSC to conduct a pilot application of external data, considering the opinions of all the parties concerned.

**Conditions of service applicable to both categories of staff (Professional and higher and General Service)**

8. On monitoring of the geographical diversity and age distribution, the General Assembly noted the lack of formal guidance for geographical distribution in 19 member organizations and the high average age of staff members in the United Nations common system. In this respect, it encouraged the Commission to identify good practice and provide advice to common system organization on ways to promote geographical diversity and rejuvenation, including by measures such as programmes to support internship candidates from developing countries. The Assembly also noted the Commission's request to the organization to establish clear indicators to track progress in this regard. In addition, the General Assembly invited the Commission to include the issue of multilingualism of the workforce in its programme of work for 2022-2023.

**Conditions of service of the Professional and higher categories***Base/floor salary scale*

9. The General Assembly approved a 0.92 percent adjustment of the unified base/floor salary scale as recommended by the Commission. The updated salary scale is effective as of 1 January 2022, together with the revised pay protection points for previously existing steps.

10. The General Assembly also requested the Commission to report in 2022 the impact of the adjustment to the base/floor scale on expenditures on post resources, including separation payment, post adjustment and pension contributions from the organizations.

*Evolution of the margin*

11. The General Assembly reaffirmed its understanding that the net remuneration margin would be maintained at a level around the desirable midpoint of 115. It recalled its decision that the Commission should take appropriate action through the operation of the post adjustment system if the margin trigger levels of 113 or 117 were breached.

*Education Grant*

12. The General Assembly decided to adjust the education grant declining reimbursement scale upward by 14 percent and to increase the boarding lump sum to USD 5 300 for implementation as from the academic year in progress on 1 January 2022. The Assembly also requested the Commission to consider providing a review of the education grant scheme, including detailed analysis of the methodology of the sliding reimbursement scale and the level of boarding lump sum.

**Conditions of service in the field**

13. The General Assembly recalled section III of its resolution 73/273 concerning conditions of service in the field at duty stations with extreme hardship conditions and decided to continue the pilot project of granting USD 15 000 annually for staff members who opt not to install eligible dependents in Category E duty stations not designated as non-family. It also decided to undertake a pilot of granting USD 14 000 annually for eligible staff members in Category D duty stations not designated as non-family through to 31 December 2024. The payment will be granted only to the eligible staff members when they physically report to their normal duty stations. The General Assembly requested the Commission to submit to the General Assembly at its seventy-ninth session (i.e. in 2024) a recommendation on this payment, based on a thorough review of the impact thereof, including workforce planning, in different categories of duty stations, including non-family duty stations, and the actual cost to the organizations.

14. The Assembly requested that the Commission review the scope and parameters of the non-family service allowance, in particular the eligibility of staff without dependents, and report thereon at the General Assembly's seventy-eighth session (i.e. in 2023).

## United Nations Joint Staff Pension Fund (UNJSPF)

15. In February 2021 and from 22 to 30 July 2021, the United Nations Joint Staff Pension Board held its sixty-eighth special session and its annual regular sixty-ninth session respectively. The Board considered a wide range of issues related to the functioning, management, governance and oversight of the UNJSPF. The Report of the Board was submitted for consideration of the UN General Assembly, the decisions of which were contained in GA resolution 76/246.

16. The General Assembly approved the Fund's 2022 administrative budget, which includes the purchase of a new Customer Relationship Management System for pension administration, and new posts to handle the increased level of activities related to the growth of the Fund's number of participants, retirees, and beneficiaries.

17. On the investment side, the Fund consistently outperformed the 4 percent annual real rate of return benchmark for the 10-year and 15-year periods. The value of the assets grew by more than 10 percent in 2021 after an increase of 13 percent in 2020, reaching approximately USD 90 billion as of the end of December 2021. At present, the UNJSPF is fully funded and in a position to assume pension liabilities for decades to come. The General Assembly requested continued diversification of the Fund's investment portfolio among developing and emerging markets, including impact criteria for a part of the portfolio.

18. On the governance and the functioning of the UNJSPF, important changes were initiated at the request of the General Assembly to assist the Board in effectively administering the Fund in the coming years. The General Assembly approved the reforms proposed to make the Board more efficient and effective.

19. While the composition of the Board of 33 members, representing the 25 member organizations on a tripartite basis, remains unchanged, the General Assembly decided to limit further physical attendance at Board meetings, determining that the 18 representatives from member organizations that already have one or two Board members will not attend Board sessions in person. Other elements of governance reform include updated and strengthened Terms of Reference for Board members, the Chair, the Bureau, and committees. The Board will also meet more frequently during the year, making use of virtual meetings with the annual in-person Board meeting shortened from seven to five working days or less.

20. The General Assembly also approved amendments to articles 4(c), 6 and 7 of the Regulations, as well as to paragraph 19 of the Pension Adjustment System, and a new Article 33(g) of the Regulations and amendments to Section H of the Administrative Rules related to disability benefits. These Amendments to the Regulations, Rules and Pension Adjustment System took effect on 1 January 2022.

21. The FAO/WFP Staff Pension Committee (SPC) nominated six members, representing the three constituencies, to participate in the Pension Board sessions. The role of FAO/WFP SPC members was active and effective both at the Board level, as well as in the Governance working group. The role of FAO/WFP SPC members was particularly significant in bringing proposals to the Board for discussion on various governance issues such as attendance of Board members, with or without voting rights, frequency of meetings, and efficiency measures aimed at improving the effectiveness of the decision-making process. While the FAO/WFP SPC supported maintaining a Board of 33 voting members total, it also favoured improving efficiency and effectiveness. The FAO/WFP SPC agreed for the Board to continue operating virtually for global meetings that require participation of all Board Members (including alternates), while for in-person meetings, only members, unless unable to attend, are required to participate physically.