How do development agencies organise their in-house technical expertise?

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Question

How do bilateral and multilateral development organisations organise their use and deployment of in-house expertise?

Contents

1. Overview

In order to find out how their in-house technical expertise are organised, the organisational structures of eleven international development organisations and multinational agencies have been explored. Issues which cut across countries and sectors (thematic approaches) are also listed for each organisation, as this may affect the level/type of expertise available.

- Some organisations have re-organised their in-house structures or set up new programmes to account for low staff numbers (**World Bank, USAID, DFAT**) including re-assigning administration to technical positions or hiring external expertise/volunteers (**UNDP, GIZ, FAO**) when needed. However, this was not possible for other organisations (**Sida, Danida**).

- Thematic or cross-cutting approaches have resulted in reduced (**Word Bank, UNDP, Global Affairs Canada**) or increased (**USAID**) numbers of staff available for technical expertise.

- A number of organisations rely on technical staff working in multiple positions (**UNDP, Sida, DFAT, Danida**) because of low numbers in-house technical staff available. Due to the sensitive nature of this query, as well as other work-related issues, it is difficult to confirm the numbers and variety of staff expertise available for developmental work for some organisations using available online data.

This report is based primarily on summarising information from public documents published by the agencies themselves. The amount of information available varies widely from agency to agency, and is not necessarily comparable across agencies. Some information included in this report was also obtained through informal personal communication with staff members of the agencies mentioned, who spoke with us on condition of anonymity.

2. World Bank

The World Bank is a multilateral agency that offers support to developing countries through policy advice, research and analysis, and technical assistance.

In-house technical expertise

Analytical work by technical experts supports World Bank financing and helps inform developing countries' own investments. Currently, 333 technical professionals, such as research economists, country managers, executive directors, and health specialists, are listed as experts at The World Bank. One new position introduced under a recent change process is the Programme Leader – a Global Practice (GP) staff member that is seconded to a country management unit (CMU). The programme leader reports directly to the country director, but retains a technical affiliation with the 'home' GP. The programme leaders assist CMUs and regional Vice Presidency Units (RVPUs) with their technical expertise, and provide technical support on the programme (Netherlands for the World Bank 2014a).

Organisational structure

Since 2014, the World Bank has organised itself in a global matrix structure consisting of: six client-facing regional units with country offices in most borrowing countries; 14 Global Practices (GPs), and five cross-cutting solution areas (CCSAs) (The Bretton Wood Project 2015). Two joint units include all CCSAs and two integrated GPs: trade and competitiveness, and finance and markets (The Bretton Wood Project 2015).

Regional World Bank offices are headed by the Regional Vice President (RVP) at the WB Headquarters in Washington, DC. The RVP is responsible for the different country offices and their country management unit (CMUs). The country offices are most closely tied to the borrowing countries, and the country office staff is most directly involved in project management and implementation.
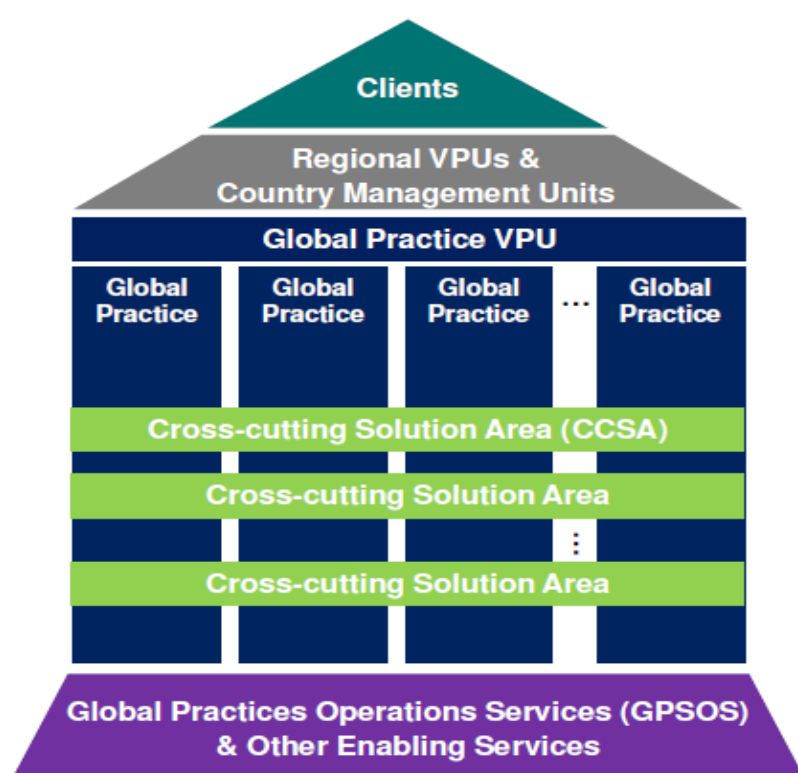
Source: Netherlands for the World Bank 2014a

Collaboration with the client (borrowing country) is led by the CMU. These teams are grouped by region. The CMU is led by a **country director** who is the main interlocutor with the client government. The country director and his/her team brings together staff from the **GPs** and **CCSAs** to support projects and other activities in the country (The Bretton Wood Project 2015). The CCSAs and GPs channel their expertise, knowledge and strategy through the **Global Practice Vice Presidency Unit** (VPU) to the **Regional VPU**'s and **CMUs**. The latter are responsible for supporting the clients (borrowing countries) and providing them with the necessary knowledge (Netherlands for the World Bank 2014a).

The World Bank's technical expertise is organised in 14 **Global Practices** (GPs) that bring together technical staff working across all six regions:

- Agriculture
- Education
- Energy and Extractives
- Environment and Natural Resources
- Finance and Markets
- Governance
- Health, Nutrition, and Population
- Macroeconomics and Fiscal Management
- Poverty
- Social Protection and Labor
- Social, Urban, Rural, and Resilience
- Trade and Competitiveness
- Transport and Information and Communication Technologies
- Water

Global Practices are envisioned to be vertical pillars of technical expertise on their respective subjects (Netherlands for the World Bank 2014a, 2014b). As experts are no longer assigned to one geographical region, but to the vertical pillar of knowledge, lessons learned from a project in Africa can be transferred towards a project in Asia, for example (Netherlands for the World Bank 2014a). The GPs intend to provide global leadership in areas as diverse as Ebola, road safety, urban development, health data and public financial management. The 14 GPs bring together the Bank's technical staff on different themes by moving technical staff from a geographical area focus to a subject expertise focus. The GP groups are headed by a vice-president, supported by directors and chief economists. Each GP is led by a senior director, supported by one or more practice directors. Below them are multiple practice managers (PMs) with geographical, technical or functional remits. Lastly, technical leads drive the knowledge strategy in key areas within the GP.

Five small Cross-Cutting Solution Area teams focus more on World Bank Group-wide strategic goals and directions which require integration and collaboration across the GPs. They concentrate on global advocacy, develop targets, monitor results and build global leadership in the World Bank selected development areas (Netherlands for the World Bank 2014b; The Bretton Woods Project 2015). In the organogram they are presented as horizontal pillars that provide strategic input through the Bank (Netherlands for the World Bank 2014a, 2014b; The Bretton Woods Project 2015). Global issues include: gender; fragility, conflict, and violence; and climate change, which cut across countries and sectors. The Bank Group is more visible globally in areas spearheaded by the CCSAs.

Source: Netherlands for the World Bank 2014b

CCSAs are led by a Vice President (VP) or Senior Director, which has the technical skills within the area and implements the strategy and work programme. This way, the expert is more integrated in a specific global team, while also being able to give more independent advice on the project to the Country Director (Netherlands for the World Bank 2014b).

CCSAs have advisors (internal and/or external) to provide guidance on areas of strategic priority. The Core Team is supported by 'leads' who are technical staff members from other units across the World Bank Group, including the GPs, as well as the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA) – both private sector affiliates[1] - with deep knowledge and expertise in an area. The aim is for the leads, advisors, experts and other staff to share knowledge and capability, while ensuring integration with the rest of the Bank Group (The Bretton Woods Project 2015)

3. USAID (United States Agency for International Development)

The United States Agency for International Development (USAID) is the United States government agency that works to end extreme global poverty. It is a bilateral donor providing technical expertise to developing countries.

In-house technical expertise

USAID's three main areas of technical expertise are: civil service, the Foreign Service, and senior executive service (SES). In 2016, the Agency's mission was supported by 3,893 direct

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[1] Affiliates' are staff members of GPs and other units who are interested in the topic.

hire employees, of which 1,896 are FSOs and 253 are Foreign Service Limited appointments, and 1,744 are in the Civil Service (USAID Agency Financial Report 2016 p.3). Members of the SES serve in the key positions just below the top Presidential appointees. They operate and oversee nearly every government activity in approximately 75 Federal agencies.

Organisational structure

USAID is organised around country development programmes managed by resident USAID offices in developing countries (missions), supported by USAID's global headquarters in Washington, DC. In Washington, USAID's major organisational units (bureaus) each house staff responsible for major subdivisions of the Agency's activities. Five geographic bureaus are responsible for the overall activities in countries, and five functional bureaus conduct Agency programmes worldwide in-nature or cross geographic boundaries, which include: global health and family planning; education, environment, and economic growth, and democracy. It has been noted that as USAID is delivered through 15 different departments and agencies, it is "the most extreme example of fragmentation US aid" (Ingram and Bhushan 2013).

The US Government Accountability Office (GAO) reports that USAID's workforce declined 2.7% from 2004 to 2009, while programme funding almost doubled to $17.9 billion in the same period (GAO 2010). USAID faced critical staffing shortages, especially in high-priority countries like Afghanistan and Iraq, and a high percentage of FSOs nearing retirement. All of these factors affected USAID's ability to work directly with foreign governments and local partners, and increased its reliance on contractors and outside organisations to carry out its mandate for development (Office of Inspector General 2015). To address diminished staff levels, USAID launched a recruitment and training programme called the Development Leadership Initiative (DLI) in 2008 with the goal of doubling the number of FSOs by 2012 (Office of Inspector General 2015). DLI staff went through 4 to 12 months of training in headquarters, followed by additional training during their first overseas assignments gaining hands-on experience in their area of expertise (Office of Inspector General 2015). The programme achieved 68% of the recruitment target due to funding limitations (USAID Inspector General 2015 p.1) and many programme participants reported that they were unable to obtain assignments in the technical areas they trained in.

4. UNDP (United Nations Development Programme)

The United Nations Development Programme (UNDP) is a multilateral agency which works in approximately 170 countries and territories. Its core goal is to help countries tackle social issues and eradicate poverty. It aims to do so by creating partnerships between developing countries and experts with knowledge and experience.

In-house technical expertise

There are two categories of personnel at UNDP:

- Professional (P) and Director (D) staff require strong analytical and communication skills, substantial experience and, often, solid leadership ability. These positions are normally internationally recruited.

- General Service (G) staff include administrative, secretarial and clerical support as well as specialised positions. They are normally recruited locally from the area where an office/duty station is located.

UNDP also administers UN Volunteers (www.unv.org) which fields over 6000 volunteers from 160 countries in support of peace and development through volunteerism worldwide

Organisational structure

In 2013, UNDP's Executive Board (EB) approved a new Strategic Plan to give the organisation a sharper focus. Significant restructuring from October 2014 focused approximately 1700 staff working at on the HQ and regional levels. The new structure reflected a staff reduction of 12% at headquarters and regional levels. These changes eliminated areas of duplication, and relocated more staff to the regional level to provide greater support to UNDP Country Offices (UNDP 2015).

A further 20% of staff from New York has been moved to regional hubs to strengthen support to country offices. Therefore, UNDP is now a "leaner and more efficient organisation" operating even closer to the field (UNDP 2015). Starting from a ratio of 60% of staff in HQ and 40% in the region, the distribution has improved to a ratio of 44% in HQ and 56% in the regions: the objective being 40% to 60% (UNDP 2015). This new configuration promotes an improved management-staff ratio with a decrease in the proportion of senior positions, at the director level, and an increase of lower-level professional staff positions. As a result, 46 positions have been filled by staff promoted from the administrative (GS) to the lower P level (UNDP 2015).

The UNDP Strategic Plan 2014-2017 explained how budgetary constraints have caused staff shortages and time constraints. In a recent assessment some senior managers pointed out that having insufficient resources led being unable to hire the necessary experts, as well as difficulties in conducting data collection, verification and proper stakeholder engagement (UNDP 2017).

Staff shortages in regional hubs contribute to inadequate adherence to quality assurance procedures because small country offices, with limited numbers of staff, cannot easily segregate roles and responsibilities. It is also increasingly challenging to invest in building the skills of the existing staff in the hubs, who need cutting-edge knowledge to remain competitive and add value. Some hubs are preparing to manage multiple consultant rosters in order to respond to the demands from countries. However, all hubs mentioned that in order for UNDP to promote itself as a knowledge-based organisation, cutting-edge policy advisory capacity is needed in-house to consistently push for innovations in the integrated multidimensional approach, which is necessary for countries to achieve Sustainable Development Goals (UNDP 2017).

Cross-cutting capacity development (CCCD) projects often involve the creation of working groups and technical committees. One example is the Poverty-Environment Initiative (PEI) - a joint initiative between UNDP and UN Environment (UNEP) launched in 2005 to support country-led mainstreaming of poverty and environmental linkages within national development and planning (Hill, Rife & Twining-Ward - UNDP/GEF 2015).

According to internal research on cross-cutting issues, there is a need for "further elaboration" in terms of assigning technical advisory roles (UNDP Cross-Cutting issues 2011 p.42). At sub-sector, programme and project levels, technical advisory functions are more directed towards national matters (UNDP Cross-Cutting issues 2011 p.43). Although a cadre of well trained staff exists, they are "spread too thinly within the overall administrative system, and are thus exploited both by the partner country's system and by donors' demands" (UNDP Cross-Cutting issues 2011 p.44).

5. The Netherlands Development Agency, Ministry of Foreign Affairs

The Ministry of Foreign Affairs has its headquarters in The Hague and a network of missions around the world. The Netherlands focuses on issues where it has special expertise, such as reform of the security sector and rule of law development. It also focuses on peace negotiations and cooperation between Dutch and local business communities.

In-house technical expertise

As staff work in various different ministry departments, it is difficult to find information on the number of staff with specific technical expertise available for missions. In a letter to the House of Representatives regarding the spearheads of development policy (2011) it was recommended that "quality will have to be upgraded in order to be more effective and more efficient". Core notions also included "further professionalisation of human resources policy, and knowledge building" for now and in the future. This will mean more targeted recruitment, more secondments to and exchanges with the private sector and knowledge institutions, and more flexible employment contracts. The aim is not only better results, but also stronger ties between the parties involved in (development) cooperation (Netherlands Ministry of Foreign Affairs 2011).

Organisational structure

The Directorate-General for International Cooperation (DGIS) is responsible for development cooperation. Ministry staff are employed at:

- 114 embassies;
- 24 consulates-general;
- 345 consulates
- 12 permanent representations to international organisations, including the UN, the EU, NATO, the OECD, the OPCW, and the OSCE;

- 2 Embassy Offices (Almaty and Pristina);
- 1 Representative Office (Palestinian Authority, Ramallah)
- 22 Netherlands Business Support Offices (NBSO)
- 2 Netherlands Agri-Business Support Offices (NABSO)

The MFA's principal areas of policy work ('spearheads') are: security and the rule of law, food security, water, and sexual and reproductive health and rights (Netherlands Ministry of Foreign Affairs 2011).The Netherlands focuses on issues where it has special expertise, such security sector reform, rule of law development, peace negotiations and cooperation between Dutch and local business communities. Multilateral cooperation is the preferred option for international peacekeeping missions, decommissioning of arms, demobilisation services and the dialogue between the government and various population groups. The business community plays a role in creating jobs, acting as a partner on the spearheads of water and food security (Netherlands Ministry of Foreign Affairs 2011).

The three cross-cutting objectives are: environment; good governance, and gender equality – which will receive special attention out of the three. Synergy between the spearheads will be strengthened, for example between water and conflict prevention in Yemen, and employment and food security in the Palestinian Territories (Netherlands Ministry of Foreign Affairs 2011).

6. Sida (Swedish International Development Cooperation Agency)

Sida is a bilateral agency working on behalf of the Swedish parliament and government. Principal thematic areas of focus are: gender equality; environment and climate; democracy and human rights with focus on freedom of expression and information and communication technologies (ICT), and health with focus on sexual and reproductive health and rights (SRHR).

In-house technical expertise

As of January 2014, the total number of employees is 678 people, of which approximately 140 work outside Sweden. It was not possible to find updated figures on in-house expertise.

An example of Sida's technical expertise is providing consultancy support when needed for project or programme documents. Sida makes a risk analysis of the project proposal, based on the project document and in dialogue with the cooperation partner. Although the head office in Stockholm takes the decision to support the project, a Programme Officer continuously follows up the project in accordance with the intervention agreement. Sida often evaluates the work carried out, both during and after the project, to determine the long-term effects (SIDA 2014).

Organisational structure

Sida's head office consists of ten departments, an internal audit unit and the Director-General's office. Five departments work with implementing the development assistance and five with

support, steering and control. A large proportion of the contribution management is delegated to foreign missions in partner countries.

A recent internal audit found that the structure consists of a "supportive HQ and a strong field". It is also "flatly decentralised and specialised" (Eriksson, Forsberg & Holmgren 2004 p.9). However, this audit occurred as the organisation was in a period of transition- although it is noted that Sida constantly reviews its partner organisations in order to find the most effective and efficient channels for humanitarian assistance.

7. Global Affairs Canada

In 2013, the former Conservative government merged the Canadian International Development Agency (CIDA) with the larger Department of Foreign Affairs and International Trade (DFAIT), as it was then known. The current Liberal government renamed the foreign ministry Global Affairs Canada. Canada's international assistance is guided by five thematic priorities: food security; securing the future of children and youth; stimulating sustainable economic growth; advancing democracy, and ensuring security and stability. Three cross-cutting themes are: gender equality; environmental sustainability, and governance. In 2014 the Government of Canada increased the number of countries to focus on, from 20 to 25. Haiti and Afghanistan are the largest Canadian aid recipients today; historically the bulk of Canadian (as well as global) aid has gone to countries such as India, China, Indonesia, Vietnam and Bangladesh (Ingram and Bhushan 2013).

In-house technical expertise

Global Affairs Canada maintains a (small) cadre of technical specialists in key programming areas. Thematic and sector specialists refer to a specific group of people whose main function is to provide technical advice and guidance to support development programming design and implementation. Thematic and sectoral specialists have a high level of technical knowledge, acquired through a combination of education and professional experience with knowledge of country contexts in which development programmes are funded. As a general rule, specialists usually possess a postgraduate degree as well as a minimum of 3-5 years of work experience in their field of expertise.

Canadian, international and local civil society organisations (CSOs) are essential partners for Canadian international assistance. They often have specialized knowledge and skills, creativity, agility and community connections, as well as capable, committed staff (Government of Canada 2016). Experts available to assist with developmental programming projects include Senior Programme Officers, who report to Programme Leaders. An evaluation of development programming by Global Affairs Canada (2016) showed that reductions in staffing in former countries of modest presence, combined with the closure of Programme Support Units, impacted efficiency as the remaining programme staff were required to also complete administrative and logistical tasks. With the exception of the Philippines, staff in eight former countries of modest presence had difficulty responding to all programming requirements and corporate requests. When time constraints occurred, project monitoring and policy dialogue were often sacrificed. Programme staff mitigated these challenges by hiring local consultants from private sector firms,

universities or colleges, Canadian non-government organisations or institutions, and provincial or territorial government departments, commonly known as executing agencies. These projects comprise a variety of professional or technical activities in all development sectors (GAC 2016).

A recent evaluation report found that even though budgets were small for these former countries of modest presence, they were still required to develop and implement a range of projects, engage in policy dialogue and monitor and evaluate on-going initiatives. The smaller budgets did not lead to a reduced workload for development staff in the former countries of modest presence. As such, they require a minimum number of staff with an adequate mix of skills (professional, specialist and administrative) in order to manage development programming effectively and efficiently (GAC 2016).

Knowledge management systems are necessary to ensure continuity and to off-set frequent staff turnover. Supporting national capacities for monitoring and evaluation strengthens the evidence base and guides decision-making for future development initiatives (GAC 2016). However, only three staff members were recruited to fill existing vacancies for its RBM Centre of Excellence in 2016.

The department has nearly 10,000 employees but less than 10% work directly for the development stream. Currently, 50 technical specialists are based in Ottawa HQ in the following development programming areas: sustainable economic growth (including PSD), food security/agriculture, education, health, governance, environment, gender equality, natural resource management, public financial management, and child rights and protection. This HQ-based cadre is supplemented by locally engaged advisors in the field and access to sector-specific consultants. There are no recent figures for locally-engaged advisors but a 2012 stocktaking recorded approximately 180 local advisors. This number is likely lower now as the department is transitioning to a new model of field support services for our development programs, according to a department staff member.

8. GIZ (Deutsche Gessellschaft für Internationale Zusammenarbeit)

The German Society for International Cooperation (Deutsche Gessellschaft für Internationale Zusammenarbeit, GIZ) assists the German Government in achieving its objectives in the field of international cooperation.

In-house technical expertise

As of December 2015, there are 17,319 staff based in over 130 countries. Approximately 70% are national personnel working in the field; there are also 730 development workers in action in partner countries (experts who make their specific professional and sectoral skills, experience and expertise available to organisations in partner countries for a limited period). They are assigned on the basis of the German Development Workers Act (Entwicklungshelfer-Gesetz, EhfG) and receive a service contract rather than an employment contract. In-house technical experts have capacities in a wide variety of areas, including: health; legal affairs; public finance; communications; organisational development; and education and training. They advise on

economic policy and work with partners to develop solutions for private sector promotion, as well as local, poverty-oriented financial systems. GIZ hires experts 'as and when' for each project, so there are no current numbers of these staff available.
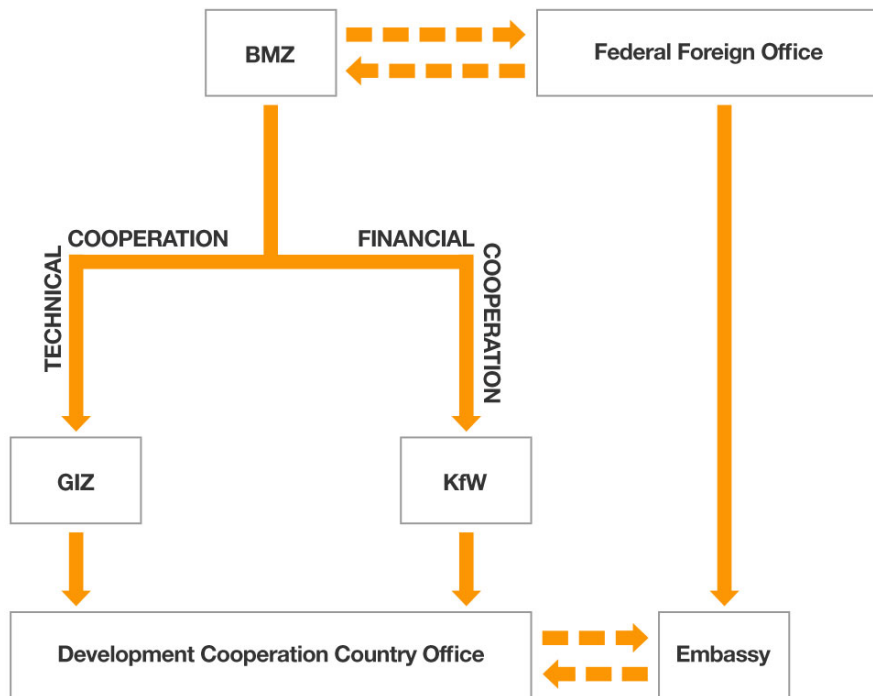
Development workers bring their professional expertise to non-governmental and state organisations in partner countries. They provide training and advisory services, and work with partners to help design projects. Through the Civil Peace Service (ZFD) programme, peace experts provide strategic and systematic advice and capacity development services for local stakeholders. After completing their assignments, development workers bring their experience to European society. ZFD occurs in 18 countries, with approximately 100 international experts and another 100 local experts. The peace experts support local non-governmental organisations and initiatives, state agencies and municipal authorities as well as national programmes and institutions under the provisions of the German development workers act. CPS/ZFD experts have many different areas of specialism including: sociology, psychology, political and social sciences, ethnology, journalism, law and social education (2014).

The Centre for International Migration and Development (CIM), a joint operation of GIZ and the Federal Employment Agency (BA), places German and European experts (integrated experts) as well as professionals from developing countries and emerging economies who have trained or are employed in Germany and are looking to return to their country of origin (returning experts). Preparation for new experts includes an in-house induction course that familiarises them with GIZ and their future responsibilities and gives them the opportunity to clarify organisational issues. Preparation in Germany also covers technical and language training. The duration of the preparation period depends on the specific profile of participants. The final phase of preparation takes place in the partner country itself with an introduction to GIZ's activities in the country and the development worker's role in the project.

Organisational structure

In 2011, Germany's three former main aid agencies for technical cooperation –the German Technical Cooperation (GTZ), German Development Service (DED), and Capacity Building International, Germany (InWEnt) – were merged together to form Gesellschaft für Internationale Zusammenarbeit or GIZ. The creation of GIZ means that there is a single source of all German technical assistance services. Before the merger, the three agencies often competed over the same projects and had different development philosophies which were evident in programme design and implementation. Most analysts agree that the creation of GIZ has helped unify the German aid programme, resulting in better coordination between Germany's technical and financial cooperation arms (Troilo 2011).

German Aid Program Structure

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  │   BMZ    │           │ Federal Foreign Office│
  └──────────┘   ◄╍╍╍╍   └──────────────────────┘
       │                              │
  TECHNICAL COOPERATION   FINANCIAL COOPERATION
       │                  │           │
       ▼                  ▼           │
  ┌──────────┐      ┌──────────┐      │
  │   GIZ    │      │   KfW    │      │
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  │ Development Cooperation       │   │ Embassy  │
  │ Country Office                │◄╍╍└──────────┘
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Source: Troilo 2011

GIZ focuses on areas such as economic development and employment; energy and the environment, and peace and security. The German Federal Ministry for Economic Cooperation and Development (BMZ) is its main commissioning party, but they also work with the private sector (including KfW Bank).

CIM placed almost 1,000 integrated and returning experts with local employers abroad in 2015 while providing them with financial support and advisory services. CIM works on behalf of the German Government to promote global labour mobility for sustainable development. Its core service involves placing managers and technical experts in positions locally (e.g. integrated experts) and worldwide (e.g. returning experts); it complements this work with comprehensive advice and support on migration issues.

Advising on migration in
international cooperation

**INTERNATIONAL HR RECRUITMENT
AND PLACEMENT**

Supporting
networks

Advising on
migration policy

**With employers in partner and
cooperation countries:**
German and European experts (integrated experts)

Experts from developing countries and emerging
economies who have studied or worked in Germany
(returning experts)

Mobilising
diasporas for
development

Supporting
business
start-ups

With employers in Germany:
Experts from developing countries
and emerging economies

Advising on
mobility

Source: CIM

9. FAO (Food and Agricultural Organisation)

The Food and Agricultural Organisation of the United Nations (FAO) is a multilateral agency with three main goals: the eradication of hunger, food insecurity and malnutrition; the elimination of poverty and the driving forward of economic and social progress for all; and, the sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources. Nutrition is a cross-cutting theme for 2016-17.

In-house technical expertise

FAO classifies its staff into two categories of technical functional capacity: core technical capacity and enabling technical capacity.

Since 2012 there has been an overall increase in core technical staff. In 2016, the Director-General accelerated the recruitment of technical staff, resulting in the appointment of 141 professional staff on budgeted posts (112 at headquarters and 29 in decentralized offices), so that the vacancy rate of professional posts has reached the target level of not greater than 15% (FAO 2016 p.5).

Growth in Core Technical Staff by Speciality (GF and TF) 2012 and 2016:

Specialty	2012		2016		Change	
	Posts	Headcount	Posts	Headcount	Posts	Headcount
Advocacy & Capacity Dev.	1	1	18	15	17 (1700.0%)	14 (1400.0%)
Agriculture	145	133	121	101	-24 (-16.6%)	-32 (-24.1%)
Development Law	14	11	12	10	-2 (-14.3%)	-1 (-9.1%)
Economic & Social Development	31	28	41	35	10 (32.3%)	7 (25.0%)
Economics	177	145	201	159	24 (13.6%)	14 (9.7%)
Environment, Natural Resources, and Climate Change	69	62	87	75	18 (36.1%)	13 (21.0%)
Fishery and Aquaculture	105	91	118	93	13 (12.4%)	2 (2.2%)
Forestry	103	96	116	109	13 (12.6%)	13 (13.5%)
Info and Knowledge Management	32	27	53	38	21 (65.6%)	11 (40.7%)
Land and Water Management	44	35	45	37	1 (2.3%)	2 (5.7%)
Land Tenure	14	14	10	10	-4 (-28.6%)	-4 (-28.6%)
Livestock	77	71	58	46	-19 (-24.7%)	-25 (-35.2%)
Nutrition and Food Safety	48	39	91	82	43 (89.6%)	43 (110.3%)
Statistics	47	41	53	44	6 (12.8%)	3 (7.3%)
Technical Cooperation	183	166	145	109	-38 (-20.8%)	-57 (-34.3%)
Technical Management	161	134	198	177	37 (23.0%)	43 (32.1%)
Total	*1251*	*1094*	*1367*	*1140*	*116 (9.3%)*	*46 (4.2%)*

Source: Cleaver et al. 2017 p.12

FAO currently operates within the context of a decentralized statistical system, where technical departments carry out their own statistical programme of work, and maintain ownership of data. Since the end of 2012, the FAO statistical system has functioned under the broad oversight of the Chief Statistician, who is currently also the Director of FAO's Statistics Division. The Chief Statistician works in close consultation with the Interdepartmental Working Group (IDWG) on Statistics to ensure effective coordination of all FAO statistical programmes, and corporate consistency and alignment of statistical practices at headquarters and in the field. In November 2015, Administrative Circular 2015/22 was issued to give the Chief Statistician responsibility for ensuring consistency, reducing duplication of efforts and guaranteeing the quality of FAO statistical data (FAO 2016b p.7). This system of governance has promoted greater coherence and accountability, however additional changes are needed to further enhance the quality of contributions from the technical divisions and decentralized offices so as to result in maximum efficiency and quality gains for the FAO statistical outputs.

Technical Departments, D+P Staff:

		PWB 2012-13 (Conference June 2011, C2011/3)	PWB 2012-13 (Adjustments and Transformational Changes CL 143/3, CL 144/3, CL 145/3)	PWB 2014-15 (CL 148/3)	PWB 2016-17 (CL 153/3)	Change #	Change %
Agriculture	1. Core Technical	139	123	124	118	-21	-15%
	2. Enabling Technical	3	3	2	2	-1	-33%
	3. Administrative Support	1				-1	-100%
	Total	143	126	126	120	-23	-16%
Natural Resources	1. Core Technical	47	58		16	-31	-66%
	2. Enabling Technical	1	1			-1	-100%
	3. Administrative Support					0	n/a
	Total	48	59	0	16	-32	-67%
Agriculture & Natural Resources	1. Core Technical	186	181	124	134	-52	-28%
	2. Enabling Technical	4	4	2	2	-2	-50%
	3. Administrative Support	1	0	0	0	-1	-100%
	Total	191	185	126	136	-55	-29%
Economic and Social	1. Core Technical	106	131	128	156	50	47%
	2. Enabling Technical	2	1	1	1	-1	-50%
	3. Administrative Support					0	n/a
	Total	108	132	129	157	49	45%
Fisheries	1. Core Technical	73	72	72	72	-1	-1%
	2. Enabling Technical	2	2	1	1	-1	-50%
	3. Administrative Support					0	n/a
	Total	75	74	73	73	-2	-3%
Forestry	1. Core Technical	48	46	47	45	-3	-6%
	2. Enabling Technical	1	2	1	1	0	0%
	3. Administrative Support					0	n/a
	Total	49	48	48	46	-3	-6%
Grand Total	1. Core Technical	413	430	371	407	-6	-1%
	2. Enabling Technical	9	9	5	5	-4	-44%
	3. Administrative Support	1	0	0	0	-1	-100%
	Total	423	439	376	412	-11	-3%

Source: Cleaver et al. 2017 p.41

The table above shows departments that are mainly technical in nature, taking into account P+ level staff and breaking them down by role – core technical, enabling technical, and administrative support. Apart from the Economic and Social department, staff numbers have generally decreased over time.

One option to supplement in-house expertise is the Technical Cooperation between Developing Countries/ Technical Cooperation among Countries in Transition (TCDC/TCCT) Experts Programme, which provides a framework for mobilising specialists from one country for assignments in another (FAO Partnership Programmes 2005a). Under this programme, costs are shared by the country benefiting from the technical assistance, the institution providing the expert, and FAO. This provides a cost-effective mechanism for fostering international cooperation. The programme also allows FAO to engage experts directly for its technical cooperation projects and work involving the establishment of international standards. In these cases, costs are shared between the institution providing the expert and FAO. A total of 130 countries have signed the framework agreement to participate in the programme. These technical experts may be employees of governments, the private sector, parastatal institutions or non-governmental organisation.

Organisational structure

FAO serves as a knowledge network, as expertise of their staff - agronomists, foresters, fisheries and livestock specialists, nutritionists, social scientists, economists, statisticians and other professionals – is used to collect, analyse and disseminate data that aid development.

The Director General proposed three changes to consolidate the Headquarters' Organisational structure. This took effect from December 2016:

a) a new Department of Climate, Land and Water (CL) headed by a new Assistant Director-General, to raise the profile and strengthen FAO's work on climate change adaptation and mitigation, encompassing the existing Climate and Environment Division and the Land and Water Division;

b) a new Deputy Director-General for Programmes (DDP), encompassing the existing SP teams, Technical Cooperation Department, Partnerships, Advocacy and Capacity Development Division, Liaison Offices, and the new Office of Chief Statistician, to elevate and strengthen the Programme Management function and better link it with technical knowledge and operations;

c) a new Office of Chief Statistician (OCS) to allow the Chief Statistician to focus on the Sustainable Development Goal indicators and coordination of statistical functions that cut across technical and operational work and contribute to the Strategic Programmes (FAO 2016b p.3). To consolidate the headquarters' structure to elevate and strengthen FAO's work on climate change, SDGs and statistics require the creation of three new senior technical management positions: Deputy Director-General (Programmes), Assistant Director-General (Climate, Land and Water), and Chief Statistician (FAO 2016b p.3).

One of the most significant aspects of the transformational change process was the creation of five new Strategic Programme Management Teams (SP teams), located in the Technical Cooperation (TC) Department. The teams are headed by Strategic Objective Programme Leaders (SPLs), each supported by a Deputy and a small team of four to six technical officers (FAO 2016b p.4; Cleaver et al. 2017). The SP teams consist of D, P, and GS-level staff, with all the P+ team members belonging to the core technical category. The teams have drawn staff from a variety of departments or divisions in FAO. The staffing levels of the SP teams on a broader level can be found in the table below (Cleaver et al. 2017):

Staffing of SP Teams:

Strategic Programme Management Team	D	P	GS	Total
SP1: Hunger Eradication, Food Security, and Nutrition	1	8	2	11
SP2: Sustainable Agriculture	2	7	2	11
SP3: Rural Poverty Reduction	1	6	2	9
SP4: Food Systems	2	5	2	9
SP5: Resilience	1	7	2	10
Total	*7*	*33*	*10*	*50*

Source: Cleaver et al. 2017 p.5

The designation of Regional Strategic Programme Coordinators, while ensuring the technical capacity of the Organisation, strengthened programme management arrangements – which were consolidated at the end of 2016 to further strengthen the delivery of the Strategic Programmes (FAO 2017 p.3).

Since the Director-General's transformational change for FAO started in 2012, 235 administrative posts have been abolished in order to strengthen the technical departments, which is similar to UNDP. Technical posts have increased by 3.5% (Clever et al. 2017). Core technical capacity has increased by 146 posts (17.1%), though a reduction has occurred in the enabling technical category. Headcount also shows growth of 76 core technical staff (10.9%). There has been a significant increase (33%) in the use of GF-funded Non-Staff Human Resources (NSHR[2]), reflecting (in part) the flexible use of resources released through vacancies. This has contributed to an increase in total general fund (GF)-funded technical capacity by 275 posts (15.3%) between 2014 and 2016 (Cleaver et al. 2017).

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[2] Consultants (COF), holders of Personal Service Agreements, and National Project Personnel falling under "core technical" and "enabling technical" services (Cleaver et al. 2017).

Location – HQ and Dos – of Technical staff (2012 to 2016):

Category and Location	2012		2016		Change (%)	
	Posts	Headcount	Posts	Headcount	Posts	Headcount
Headquarters						
Core Technical	790	699	833	685	43 (5.4%)	-14 (-2.0%)
Enabling Technical	369	317	250	208	-119 (-32.2%)	-109 (-34.4%)
Total Technical Staff	*1159*	*1016*	*1083*	*893*	*-76 (-6.6%)*	*-123 (-12.1%)*
Decentralized Offices						
Core Technical	461	395	534	455	73 (15.8%)	60 (15.2%)
Enabling Technical	81	72	112	109	31 (38.3%)	37 (51.4%)
Total Technical Staff	*542*	*467*	*646*	*564*	*104 (19.2%)*	*97 (20.8%)*
Total	**1701**	**1483**	**1729**	**1457**	**28 (1.6%)**	**-26 (-1.8%)**

Source: Cleaver et al. 2017 p.14

10. DFAT (Australian Department of Foreign Affairs and Trade)

The Australian Department of Foreign Affairs and Trade (DFAT) is the lead agency managing Australia's international presence. The department provides foreign, trade and development policy advice to the government. The Australian aid programme promotes Australia's national interests by contributing to sustainable economic growth and poverty reduction, and has an emphasis on the Indo-Pacific region. It focuses on supporting private sector development and strengthening human development. Gender parity, disability, child protection, anti-corruption, strengthening Civil Society Organisations, and environment are key cross-cutting issues (DFAT 2011).

In-house technical expertise

DFAT manages a network of 100 overseas posts in five continents and has 6,264 staff located in Canberra, state and territory offices and overseas posts. An additional 2,428 are employed overseas as locally engaged staff (DFAT Full Annual Report 2015-2016).

The Departmental Executive and four other departmental committees oversee the strategic direction and quality of Australia's aid programme. They involve senior managers from across DFAT. A small team of three to five people usually produces the investment design document. The investment manager identifies and contracts the right combination of expertise and oversees the design process. DFAT officers can also be part of the team (DFAT Aid Programming Guide 2016 p.54). Evaluation teams may include consultants or DFAT officers drawn from outside the immediate programme area (DFAT Aid Programming Guide 2016 p.35).

Ongoing and non-ongoing employees, full-time and part-time (excluding locally engaged employees overseas):

Ongoing employee		Non-ongoing		Total	Total
Full Time	Part Time	Full Time	Part Time	30 June 2016	30 June 2015
3,309	402	110	15	3,836	3,758

Employees by categories of employment:

	Female	Female %	Male	Male %	30 June 2016	30 June 2015
Ongoing employees	2,131	57.4	1,580	42.6	3,711	3,671
Non-ongoing employees	76	60.8	49	39.2	125	87
Overseas employees (locally engaged employees)	1,327	54.7	1,101	45.3	2,428	2,344
Total	**3,534**	**56.4**	**2,730**	**43.6**	**6,264**	**6,102**

SES by level and location:

				Total	Total
	Canberra	State Offices	Overseas	30 June 2016	30 June 2015
SES Band 1	108	2	28	138	129
SES Band 2	31	0	4	35	38
SES Band 3	5	0	0	5	5
SES Specialist Band 1	2	0	0	2	1
SES Specialist Band 2	0	0	0	0	0
Director of Safeguards*	1	0	0	1	1
Head of Mission Band 1	0	0	42	42	43
Head of Mission Band 2	0	0	20	20	23
Head of Mission Band 3	0	0	7	7	7
Secretary	1	0	0	1	1
SES Unattached**	22	0	0	22	26
Total	**170**	**2**	**101**	**273**	**274**

* Director of Safeguards, a statutory officer responsible to the Minister for Foreign Affairs, occupies the position of Director General of the Australian Safeguards and Non-Proliferation Office.

** Includes staff on leave without pay, long service leave, seconded to other agencies and staff covered by the *Members of Parliament (Staff) Act 1984.*

Source: DFAT Full Annual Report 2015-2016 Appendix 2: Staffing overview, p.211

DFAT periodically requires staff with particular expertise, professional knowledge, skills or experience. Specialist vacancies are advertised throughout the year as needs arise. Examples include accountants; nuclear safeguards officers; historians; economic/trade specialists;

information technology staff, and lawyers. Staff recruited to specialist positions are required to remain in their area of specialisation for the duration of their employment, unless they are successful in a subsequent merit-based selection process. Some positions are designated as professional specialists. These positions require highly specialised skill sets that are not readily transferable to other roles in the department. Professional specialists are required to remain in the position to which they are recruited for the duration of their employment with the department. Examples of professional specialist positions include medical doctors; staff counsellors (social workers or psychologists); chief finance officers; chief information officers, and investigators.

DFAT's priority areas for expertise are: infrastructure, trade facilitation and international competitiveness; agriculture, fisheries and water; effective governance: policies, institutions and functioning economies; education and health: building resilience: humanitarian assistance, disaster risk reduction and social protection, and gender equality and empowering women and girls.

Organisational structure

The management level below the Agency Head represents the senior leadership group and directly supports agency heads in achieving the goals of the agency. In Australian Public Service (APS) agencies, most of the senior leadership group are SES employees. Employees regularly move to different organisations to develop skills, progress career opportunities, gain promotion and responsibility. While this is often initiated by employees, organisations are increasingly using the planned movement of staff within and across organisations as a talent optimisation strategy to skill up, reward and retain high performing employees.

DFAT thematic, sectoral and aid management responsibility and expertise:

MULTILATERAL DEVELOPMENT AND FINANCE DIVISION (MDD)	PUBLIC DIPLOMACY AND COMMUNICATIONS DIVISION (PCD)	CONTRACTING AND AID MANAGEMENT DIVISION (ACD)
2030 agenda for sustainable development	Direct Aid Program (DAP)	Aid management training
Agriculture	Public diplomacy	AidWorks
Climate and environment funds	Scholarships and alumni	Anti-corruption
Development effectiveness & Development Assistance Committee (DAC)		Child protection
	DEVELOPMENT POLICY DIVISION (DPD)	Due diligence
Development finance	Development economics	Environmental safeguards
Extractives	Disability	Fraud control
Health and education funds	Education	Investment design
Infrastructure	Fragility and conflict	Performance management
Major donor partnerships	Governance	Procurement
Multilateral development banks	Health	Program logic
Philanthropic bodies	Law and justice	Program planning
Private sector development	Poverty	Public financial management
Private sector engagement	Social protection	Results reporting
Resettlement safeguards	Water and sanitation	Risk management

INVESTMENT AND ECONOMIC DIVISION (IVD)	OFFICE OF TRADE NEGOTIATIONS (OTN)	OFFICE OF DEVELOPMENT EFFECTIVENESS (ODE)
	Aid for trade	Evaluation policy
Climate change	Food security	Strategic evaluation

HUMANITARIAN, NGOS AND PARTNERSHIPS DIVISION (HPD)	MULTILATERAL POLICY DIVISION (MPD)	BUDGET BRANCH
Disaster risk reduction		Aid budget allocation
	Gender equality	ODA statistics
Humanitarian policy and response	Human rights	
NGOs and volunteers	UN development agencies	INNOVATION XCHANGE (iXC)
Stabilisation and recovery		Innovation

Source: DFAT

11. Danida (Danish International Development Agency)

Danida is Denmark's aid agency for development cooperation, which is an area of activity under the Danish Ministry of Foreign Affairs (MFA). Denmark's development policy aims to combat poverty through promotion of human rights and economic growth.

In-house technical expertise

There are approximately 2,500 employees at the MFA (as of February 2014). Of these, approximately 1,300 are locally employed at the missions, 800 work at the Ministry in Copenhagen, and 400 are posted from Copenhagen to the missions. The trend is that more employees are being hired locally and that the number of posted staff is decreasing. In 2003, there were 920 locally employed specialists with an academic background, and in 2012 this number had increased to 1,279.

Although it is one of the largest ministries in Denmark, there is a high rate of staff rotation between MFA departments in Copenhagen and missions abroad, and specialists may also perform other duties. In August, staff who are usually posted to different missions move on to another mission or back to a department at the MFA, and staff from MFA departments move on to a posting at one of the missions. A number of development specialists are placed at Danish Embassies and as seconded staff to other organisations. At some missions there may be 30 members of staff (either locally employed or posted from Denmark), whereas there may be only 2 or 3 at other missions.

Experts include junior advisers; advisers (levels 1-8), and senior advisers (N2 - special consultant and N1- chief consultant) (2011). There are currently around 25 staff posted at MFA headquarters with the title of (senior and chief) Development Specialists, who are partly or fully available for supporting the area of development cooperation. Currently there are no plans for changing the number of Development Specialists.

Organisational structure

MFA is present in many different places around the world. In the 1990s Denmark undertook a major administrative reorganisation where Danida went from being an independent unit to being part of a single-string service in the MFA. Although Danida was folded into the foreign affairs ministry, it had the effect of raising the profile of development assistance in Danish foreign policy (Ingram and Bhushan 2013). The MFA is characterised by a relatively flat structure, compared to many other foreign ministries.

12.   AFD (Agence Française de Développement)

The French Development Agency (Agence Française de Développement, AFD) is the main implementing body for France's bilateral development assistance. AFD projects operate globally, but with an emphasis on sub-Saharan Africa.

In-house technical expertise

AFD has a dual financing and knowledge production directive. The knowledge aspect of its mandate aims to provide a response to practical questions from the field and bring new ideas to the international debate. Experts conduct evaluations of the programmes it finances for accountability and learning purposes.

Among AFD's 1,742 employees, 711 work in field offices. Both generalists and subject-matter specialists are represented within AFD and its subsidiaries; these professionals work in six executive divisions at headquarters and throughout the office network. According to the AFD webpages, there are 33 AFD development experts, consisting of researchers and project managers, economists, sociologists, humanities specialists and communication specialists. Project leaders responsible for the implementation of intervention strategies in countries include financial analysts, specialists in risks and monetary policy, market operators and business managers.

Organisational structure

The AFD is jointly administered by the Ministry of Foreign Affairs (MAEDI), together with the Ministry of Economic Affairs, Finance, and Industry. AFD finances development projects in more than 90 countries on four continents. The Group has a network of 70 in-country field offices and bureaus, including nine offices in France's overseas provinces and one in Brussels. AFD implements a range of social and economic projects. Among several programme areas: water and sanitation; agriculture and rural development; and environment (i.e. energy and climate change, biodiversity conservation, and others) feature predominantly (Terra Viva Grants Agency 2016). French aid is delivered through six different ministries and departments (Ingram and Bhushan 2013). The diagram below shows the current organisational structure:
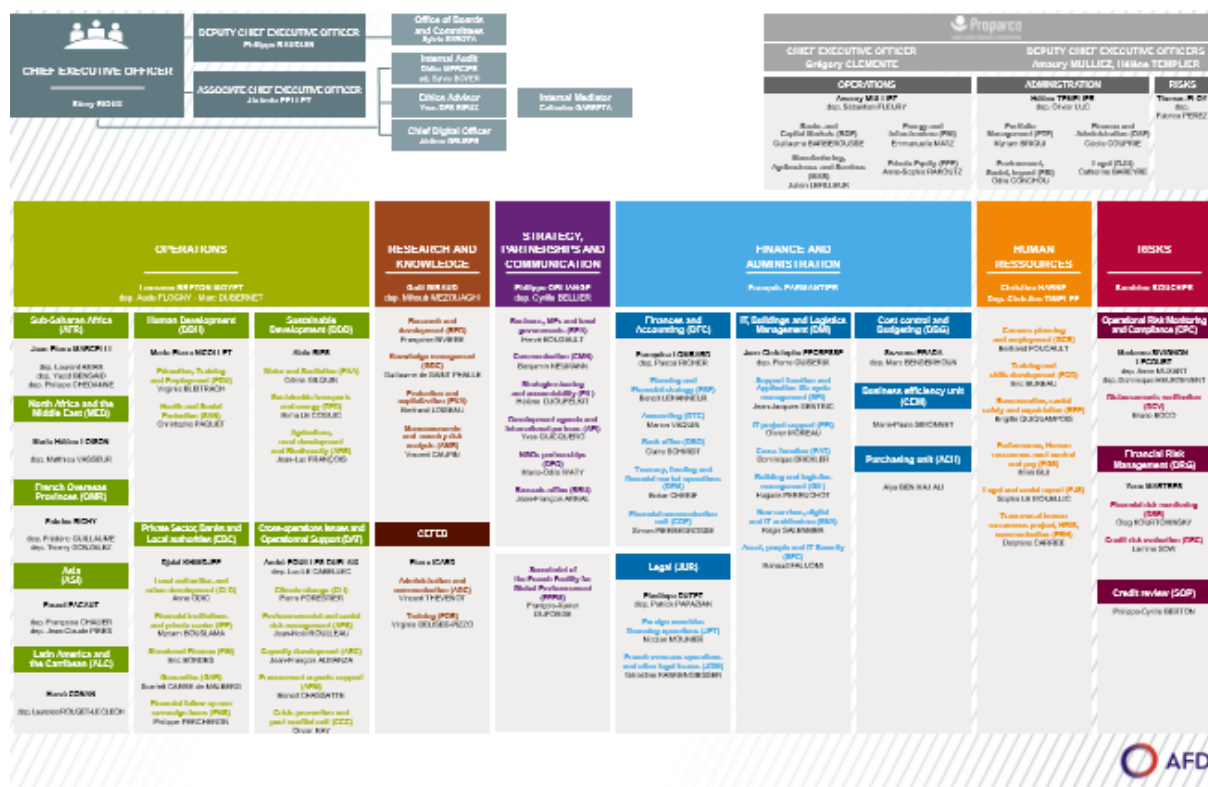
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About this report

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