
Sixth Session of the Assembly of the International Solar Alliance
31 October 2023
New Delhi, Republic of India

1 October 2023

Agenda Item 14

Revised organisational structure and proposal for new positions at the ISA Secretariat

Summary

This working document contains the revised organisational structure of the ISA Secretariat. It contains a proposal to include project-based secondment positions in the ISA Secretariat organisational structure updates on the ISA Secretariat Staff recruitment and a proposal for new positions.

Revised organisational structure and proposal for new positions at the ISA Secretariat

A. Background

1. The Fifth Session of the ISA Assembly held in October 2022 approved 50 Staff positions (Fixed Term Appointments) in the ISA Secretariat, excluding the DG. These positions are to be recruited/appointed to make the ISA Secretariat fully functional by a combination of general, national, and international Staff. The organisation structure or organogram, as presented and approved in the Fifth Session of the ISA Assembly, is provided in **Annexure I**.
2. The Fifth Session of the ISA Assembly held on 18 October 2022 approved the revised Secondment Policy of the ISA Secretariat. The revised policy approves different procedures for appointment, service conditions, tenure, etc., for Secondees against sanctioned posts and project-based secondment. The organisational structure of the ISA Secretariat as approved in the Fifth Session of the ISA Assembly only contains the positions that are regular, fulltime ISA Staff and excludes Secondees and Consultants on the main chart. The French Republic requested to include the project-based secondment positions in the ISA organisational structure (chart).
3. According to Article 10 (Internal Oversight) of the Manual of Regulations of the ISA Secretariat, “the Director General shall establish an internal oversight mechanism which covers internal audit, evaluation, investigation and other management support to strengthen the functioning of the ISA. The internal oversight mechanism shall exercise operational independence in the conduct of its duties under the authority of the Director General and will be responsible for the following:
 - a) Provide program assurance: Programs are delivered in an effective manner; reliable and timely strategic management information is readily available; ongoing improvements are fostered through global best practice standard mechanisms reflecting on the quality of the ISA’s operations; and
 - b) Establish and roll out the ISA Risk Management Framework. The Director General may remove the internal auditor only for cause, the prior approval of the Assembly.

B. Proposal for including project-based secondment positions in the ISA Secretariat organisational structure and rationale

1. The ISA Secretariat proposes that the project secondment positions may be mentioned in its organisational structure as a note akin to a footnote as indicated in the revised ISA Secretariat organisational structure in **Annexure II**.
2. The ISA Secretariat organisational structure represents a more permanence in the structure of the ISA Secretariat. The project-based secondment positions may be created to meet a specific need (related to a project) of the organisation at a given time (for a specific purpose-fit reason). As a result, including the secondment-based positions in the ISA Secretariat organisational structure itself may not be ideal and may give rise to a lack of clarity between the two, leading to potential confusion.

3. An organisational structure is intended to give clarity and simplify the structure of the organisation. Including the project-based secondment may make it more complex and difficult to understand, potentially defeating the purpose of an organisational structure.
4. Besides, the project-based secondment positions may change frequently, depending on the type and needs of the project. This would require the organisational structure to be updated frequently, posing an administrative challenge.

C. Proposal for new Staff positions and justification

1. The ISA Secretariat proposes creating new Staff positions, as shown in Table 1 below.

Table 1: Proposed new positions and alterations in the ISA Secretariat organisational structure.

Sl No	Proposed new positions	Justification
1	Chief of Unit, P4	<p>Internal Oversight unit (proposed new Unit).</p> <p>1. The internal oversight unit will satisfy the requirements outlined in the regulations under Article 10 of the ISA Manual of Regulations.</p> <p>2. Internal audit is crucial in ensuring the effectiveness, efficiency, and integrity of the operations of an organisation across various key areas.</p> <p>a) Risk management: Internal audits can identify and evaluate risks inherent in organisational processes and address potential areas of vulnerabilities.</p> <p>b) Internal controls: Internal audits are effective guardrails for processes and ensure compliance with the ISA rules and regulations.</p> <p>c) Financial integrity and operational efficiency: Internal audits can create opportunities to enhance operational efficiency by streamlining workflows and optimising the resources of the ISA Secretariat.</p> <p>d) Good governance and ethics: Internal audit can provide oversight to ensure good governance within the ISA Secretariat and adherence to the ethical values of the ISA.</p> <p>e) Confidence of the ISA Member Countries: Internal audit will foster and enhance transparency and accountability in the ISA Secretariat, instilling confidence in the ISA Member Countries.</p>
2	Audit Specialist, P2	
3	Evaluation Specialist, P2	
4	Programme Analyst, NOA	<p>Monitoring and Evaluation</p> <p>With the increase in the ISA programmes and activities, the scope of monitoring and evaluation has expanded. At present, there is only one Staff for Monitoring and Evaluation.</p>
5	Programme Analyst, NOB	<p>Governance and Partnerships Unit</p> <p>The Unit coordinates all ISA annual governance meetings (the ISA</p>

		<p>Assembly, Four Regional Committee Meetings, and two Standing Committee meetings), ISA partnerships, and strategic engagements like ACEF, UNFCC Climate Summit, UNGA, Intersolar, COP, etc. Most of the governance meetings and strategic engagements are now organised as in-person meetings across various ISA regions. With the expansion of the ISA membership, there has been a noticeable rise in governance work requiring higher levels of Staff deployment. The delegate participation during each meeting has seen a substantial increase in Staff responsibilities and operational tasks of the Unit. In addition, the Unit also manages new ISA membership service delivery, Host Country coordination, and new country and organisation partnerships, which require coordination of multiple meetings (the paperwork accompaniment) with the countries, prospective member engagement, partner organisations, and other strategic organisations.</p>
<p>Proposed Exchange or Change in Staff position and justification</p>		
6	<p>Change in the position without changing the sanctioned strength and budget of the ISA Secretariat.</p>	<p>Governance and Partnerships Unit and Operations Unit</p> <p>Exchange of the approved NOB position in the Governance and Partnership Unit with the approved NOC IT position in the Operations Unit: Given that the ISA Assembly has approved both positions, there shall be no changes to the sanctioned strength and budget of the ISA Secretariat. It is the purview of the Governance and Partnerships Unit to oversee high-level strategic communications with both ISA Member Countries and Partner Organisations, in conjunction with the administration of all activities delineated within clause 6 of this table. It was recognised that an experienced, qualified official of sufficient seniority would be required. A NOB-level Staff can manage the IT responsibilities within the ISA Secretariat competently.</p>

2. The revised organisational structure of the ISA Secretariat is placed in **Annexure II**.

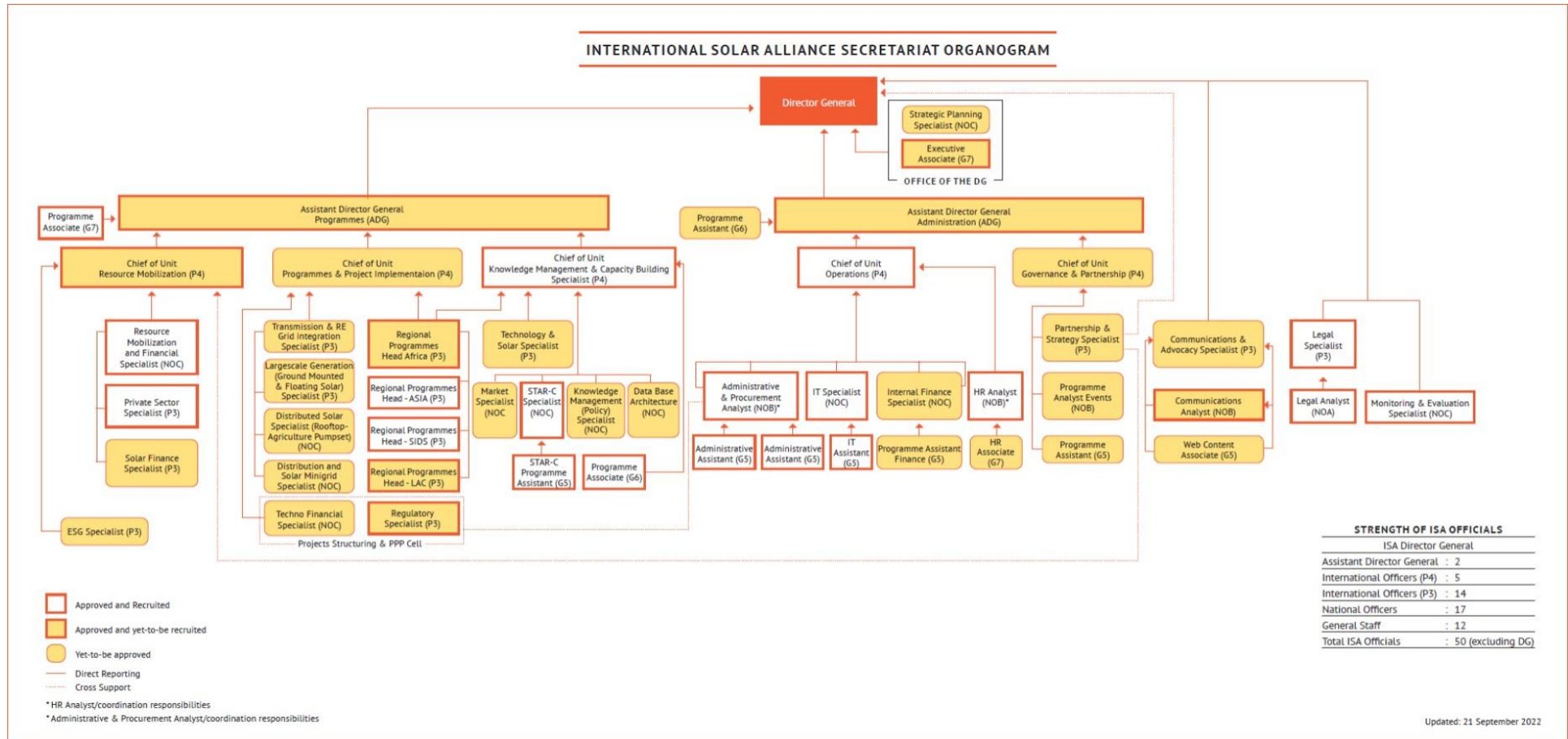
D. Update on the ISA Secretariat Staff and recruitment for the approved positions

1. No amendments to the approved organisational structure of the ISA Secretariat have been made since the Fifth Session of the ISA Assembly held in October 2022.
2. The current strength of the ISA Secretariat comprises 27 (twenty-seven) Staff, as provided in **Annexure III**.
3. The ISA Secretariat has recruited 16 (sixteen) Staff to fill the approved positions. The remaining positions are at various stages of recruitment and are envisaged to be completed by December 2023.
4. The ISA Secretariat has hired a third-party recruitment partner, Talent Tribe HR Consulting (India), following the ISA procurement policies to support the recruitment process.

E. Next steps

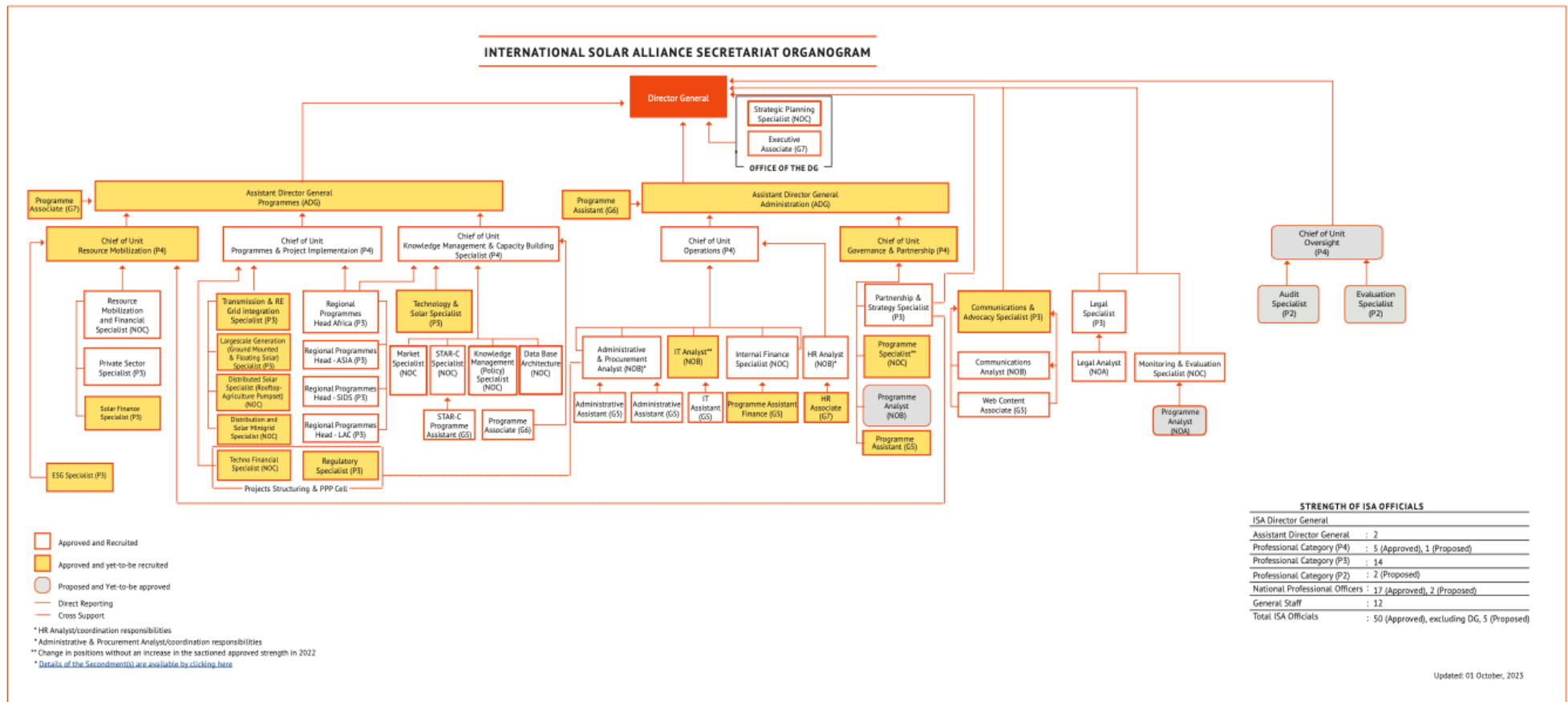
1. The Assembly is invited to;
 - 1.1. Consider the updates on the status of the ISA Secretariat Staff.
 - 1.2. Approve the proposal to include the project-based secondment positions in the ISA organisational structure.
 - 1.3. Approve the proposed new positions at the ISA Secretariat and the revised ISA Secretariat organisational structure.

Organisational structure of the International Solar Alliance Secretariat
(as approved in the Fifth Session of the ISA Assembly 2022)



ANNEXURE II

Revised organisational structure of the International Solar Alliance Secretariat with proposed new positions and inclusion of project-based secondment positions



ANNEXURE III
Current Staff Strength of the ISA Secretariat

S. No.	Title	Level
Professional Category (P)		
1.	Chief of Unit: Operations	P4
2.	Chief of Unit: Programme and Project Implementation Cluster	P4
3.	Legal Specialist	P3
4.	Partnerships and Strategy Specialist	P3
5.	Private Sector Specialist	P3
6.	Regional Programmes Head, Africa	P3
7.	Regional Programmes Head, ASIA	P3
8.	Regional Programmes Head, SIDS	P3
9.	Regional Programmes Head, LAC	P3
National Professional Officers (NO)		
10.	Internal Finance Specialist	NOC
11.	Knowledge Management (Policy Specialist)	NOC
12.	Market Specialist	NOC
13.	Monitoring & Evaluation Specialist	NOC
14.	Programme Specialist: STAR C	NOC
15.	RM & Financial Specialist	NOC
16.	Strategic Planning Specialist	NOC
17.	Administrative and Procurement Analyst	NOB
18.	Communications Analyst	NOB
19.	HR Analyst	NOB
20.	Legal Analyst	NOA
General Service Category (G)		
21.	Executive Assistant	G7
22.	Programme Associate	G6
23.	Admin Assistant	G5
24.	Admin Assistant	G5
25.	IT Assistant	G5
26.	Programme Assistant	G5
27.	Web Content Associate	G5