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Programme
Implementation
Report



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Report

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Director-General's Foreword

The Programme Implementation Report (PIR) is the prime accountability document submitted to the Governing Bodies of FAO. It focuses on the effective use of resources entrusted to the Organization under both the Regular Programme appropriation and extra-budgetary funding, and on the major achievements during the biennium. Due to the zero-real growth budget approved by the Conference in November 2001, the 2002-03 biennium brought some respite to the regime of cuts and associated staff retrenchment which characterized the previous biennia.

Unlike its predecessors, this PIR builds on the benefits from the major changes in programming and budgeting practices introduced at the behest of both Governing Bodies and management in the recent past. The Strategic Framework for FAO 2000-15, approved by the FAO Conference in November 1999, provided the foundation for proposals in the Medium Term Plan (MTP) 2002-07 and the Programme of Work and Budget (PWB) 2002-03. The new programme model, which is also one of the major methodological improvements endorsed by the Conference in the Strategic Framework, was applied rigorously to the technical programmes in Chapter 2 and Major Programme 3.1. To match these developments, the supportive information system (PIRES) now incorporates more elaborate coding functionality to facilitate analysis across many dimensions. Therefore, it is now possible to report for the first time achievements against plans which have been designed to respond to the corporate strategies contained in the Strategic Framework.

Given the expectations for a revamped PIR, the advice of the Programme and Finance Committees was sought at their sessions of May 2004 on desirable changes to its format. The Committees endorsed the proposed results-based orientation for the PIR and concurred with new features such as reporting on Strategic Objectives, regional dimensions and interdisciplinary actions.

Hence, preceding the usual coverage of the overall "Organizational Performance" and the "Summary of Programme Implementation" based on the PWB programme structure which appeared in previous versions, a new section reports on "Progress towards Implementation of the Strategic Framework", which includes reporting on the Priority Areas for Interdisciplinary Action (PAIAs). Heeding the advice of the Committees, another innovation is the section on "Regional Dimensions" which aims at meeting the legitimate expectations of those Members who want to have a feel of the activities carried out in the biennium of direct interest to respective regions. Following established

practice, it may be noted that the list and status of outputs planned in the PWB 2002-03 are available on the FAO Internet Web site.

What marked the years 2002 and 2003 in terms of major achievements? As recalled above, largely free from the straightjacket of budgetary constraints, FAO's units could work towards full implementation of the programme of work specified in the PWB.

Among the most important international events with which FAO was associated was of course the World Food Summit: five years later (WFS:fyf) which it organized and which reiterated the importance of renewed concerted action to reach the WFS target. But FAO also played a very active role in the preparations for and outcome of the World Summit for Sustainable Development in Johannesburg, and successfully exercised its lead agency responsibility in organizing the International Year of Mountains.

The Special Programme for Food Security (SPFS) continued to spearhead direct action in countries. The Programme expanded its coverage, being operational in 75 low-income food-deficit countries and other developing countries by the end of 2003, while 28 South-South Cooperation agreements were concluded during the biennium. Equally important was the move to the upscaling phase in 30 countries. Another telling measure of the catalytic role of the SPFS is undoubtedly the mobilization of commitments from multilateral, bilateral and unilateral donors and international financial institutions which reached over US\$ 382 million at the end of 2003, a 59 % increase over the same figure two years before.

The trilogy of World Food Day, TeleFood and the Ambassadors programme continued to underwrite FAO's essential awareness building role, also assisting with collecting funds for small scale but particularly concrete field work. What indicator can provide a better proxy of this awareness building role and the complementary information dissemination role of FAO than the over 40 million monthly "bits" to its Internet Web site achieved in 2003, in the most part to access the World Agricultural Information Centre (WAICENT)? A guarantee of even more impressive future success was the initiation of the FAOSTAT2 project to modernize FAO's corporate data bases.

Beyond its well recognized focus on fighting hunger, the Organization has continued to demonstrate its lead role in food and agriculture through key normative activities. The ratification process of the landmark International

Treaty on Plant Genetic Resources for Food and Agriculture adopted by the FAO Conference in November 2001 proceeded unabated, resulting in the entry into force of this Treaty at the time of writing. Similar good progress was achieved in relation to the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Pesticides and Chemicals which reached the necessary fiftieth ratification in November 2003. In the realm of normative work, one can also mention the first FAO/WHO Global Forum of Food Safety Regulators held in Marrakech in January 2002 and the adoption of a Strategy for Improving Information on Status and Trends of Capture Fisheries by the Committee on Fisheries (COFI) in 2003.

At the same time, FAO's regular publications such as the State of Food and Agriculture (SOFA), the State of Food Insecurity in the World (SOFI), the State of World Fisheries and Aquaculture (SOFIA) and the State of the World's Forests (SOFO), have continued to serve policy makers and other users throughout the world with their contents.

In the 2002-03 biennium, the decentralization process reached a mature phase, whereby all three layers: Headquarters, Regional and Sub-regional offices and FAO country offices were able to overcome the transition problems experienced in past periods. They are working now in a complementary fashion on the design and implementation of projects. The delivery of policy advisory

services to Members as well as to their regional associations also required complementary inputs from these three layers. This collaborative process was no doubt greatly facilitated by more effective and rapid communication through the wide area network.

In closing these brief introductory remarks, I am confident that the information in this document will be found of particular interest by the concerned Bodies. The Membership needs to be satisfied that the Organization is working well in implementing its approved longer-term corporate strategies and attendant objectives, while meeting the varied expectations of its stakeholders within the limits of the resources placed at its disposal.



Jacques Diouf
Director-General

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EXECUTIVE SUMMARY

1. As recalled in the Director-General's introduction, the format of the Programme Implementation Report (PIR) 2002-03 has been revised according to proposals endorsed by the 91st Session of the Programme Committee and the 107th Session of the Finance Committee in May 2004 (FC 107/24a). The revised PIR examines the outputs and outcomes of the Organization's work from three perspectives – strategic, regional and programme – and provides the usual background information on resource use, as it relates to and has an impact on programme implementation.
2. The *Strategic Framework for FAO 2000-2015* provides the broad context for results-based planning and reporting through five corporate Strategies to Address Members' Needs, which are further facilitated by six Strategies to Address Cross-organizational Issues (SACOIs). *Progress Towards Implementation of the Strategic Framework*, which is also the title of the first part of the report, is demonstrated by the delivery of sectoral and interdisciplinary outputs directly linked to the twelve Strategic Objectives under the five Strategies to Address Members' Needs.
3. **Strategy A:** Contributions to the eradication of food insecurity and poverty involved multiple means of action, including direct advice, methodologies and guidelines, and information exchange. Sustainable rural livelihoods and more equitable access to resources were addressed by outputs aimed at improving access to land, mitigating gender inequality, enhancing small farmer livelihoods, and promoting nutrition education, small-scale fisheries and participatory forestry. Access to sufficient, safe and nutritionally adequate food was supported by development of assessment tools, participatory community-based programmes, food insecurity and vulnerability mapping systems, and advice on extension and training policies and programmes for disadvantaged groups. Work on planning for emergencies and response focused on strengthening disaster preparedness and mitigating the impact of emergencies that affect food security and the productive capacities of rural populations. Activities also concentrated on forecasting and providing early warning of adverse conditions and of impending food emergencies, strengthening programmes for agricultural relief and rehabilitation, and facilitating the transition from emergency relief to reconstruction and development as well as on the plant pests components and livestock component of EMPRES.
4. **Strategy B:** Promoting, developing and reinforcing policy and regulatory frameworks was carried out mainly through support to many international undertakings, information exchange and direct advice. International agreements, conventions and standards supported include the following:
 - Commission on Genetic Resources for Food and Agriculture (CGRFA);
 - International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA);
 - Interim Commission on Phytosanitary Measures (ICPM);
 - Prior Informed Consent (PIC) Procedure for Certain Hazardous Pesticides and Chemicals;
 - Code of Conduct for Responsible Fisheries (CCRF);
 - Codex Alimentarius;
 - Global Marine Assessment (GMA);
 - Collaborative Partnership on Forests (CPF); and
 - trade negotiations.
5. The focus of support to these elements of the international regulatory framework was the facilitation and informed participation of all FAO Members, with due consideration to the special concerns of developing countries and countries with economies in transition, and their national policies, legal instruments and supporting mechanisms.
6. **Strategy C:** Sustainable increases in the supply and availability of food and other products were facilitated through information exchange, direct advice, studies and analyses, and methodologies and guidelines. Policy options and institutional measures to improve efficiency and adaptability in production, processing and marketing systems were provided through country processes such as common country assessment (CCA), United Nations Development Assistance Framework

(UNDAF) and Poverty Reduction Strategy Papers (PRSPs). These covered areas such as land use options, sustainable crop and grassland production systems, organic agriculture and horticulture, integrated production systems including Good Agricultural Practices, fertilizer use policies, agricultural marketing, rural finance, mechanization, post-harvest, and small-scale fisheries. The adoption of appropriate technology to sustainably intensify production systems and to ensure sufficient supplies of food and agricultural goods and services was promoted by all the major technical disciplines as well as by several inter-disciplinary activities (e.g. PROD PAIA) as well as through the expansion of the Special Programme for Food Security (SPFS). Specific achievements were in conservation agriculture, alternative crops and cultivars, integrated plant nutrition management, alternative animal feeds and animal food safety, the use of mutation induction and biotechnology contributing to higher yielding varieties of basic food crops, support to National Agricultural Research Systems (NARS), aquaculture production intensification and integration with farming systems, and best practices for forest harvesting and engineering.

7. **Strategy D:** The conservation, improvement and sustainable use of natural resources for food and agriculture were supported through coordination and information exchange, and studies and analyses. Work on integrated management of natural resources included enhanced national capacity to protect and sustainably manage natural forests and woodlands, and support to the Code of Conduct for Responsible Fisheries (CCRF) on sustainable aquaculture practices and inland fisheries management, mitigation of environmental damage, and biodiversity concerns. The conservation, rehabilitation and development of environments at greatest risk received modest attention, but achievements were registered in monitoring and assessing the state of fragile ecosystems, and building capacity to sustainably develop and conserve these environments within the framework of international conventions.

8. **Strategy E:** Contributions to improved decision making through provision of information and assessments and promotion of knowledge management were provided through information products, systems and databases. Significant contributions were made by nearly all programmes to an integrated and accessible information resource base, with current, relevant and reliable statistics, information and knowledge. The main corporate information systems - the World Agricultural Information Centre (WAICENT) and Corporate Database for Substantive Statistical Data (FAOSTAT) - were further enhanced, along with more specialized tools such as Food Insecurity and Vulnerability Information and Mapping Systems (FIVIMS), the Fisheries Global Information System (FIGIS), the Rural Water Statistical System (AQUASTAT) and databases on basic food commodities. Member countries and intergovernmental bodies were assisted in making effective use of these resources. Regular assessments, analyses and outlook studies were produced including the flagship publications on *World Agriculture Towards 2015/30*, *The State of Food and Agriculture (SOFA)*, *The State of World Fisheries and Aquaculture (SOFLA)* and *The State of the World's Forests (SOFO)*, as well as food insecurity assessments through the Global Information and Early Warning System on Food and Agriculture (GIEWS). The World Food Summit: *five years later* (WFS:*five*) reinforced the central place of food security on the international agenda and aimed to expedite action on implementing the WFS Plan of Action.

9. Implementation began on five of the six Strategies to Address Cross-Organizational Issues. Progress on **Enhancing inter-disciplinarity** was made principally through establishment of 16 PAIAs. The **Broadening of partnerships and alliances** included active participation in the UN Development Group mechanisms and inter-agency UN/World Bank Emergency Needs Assessment Missions for reconstruction in post-conflict situations, a letter of agreement with the UN High Commissioner for Refugees (UNHCR), a Memorandum of Understanding with the Global Environment Facility (GEF) and collaboration in common areas of work, intensified interaction with the international financing institutions, assistance to the New Partnership for Africa's Development (NEPAD), and enhanced cooperation with Non-governmental Organizations (NGOs), civil society and the private sector. Efforts in **Continuing to improve the management process** centred on the implementation of Results-Based Budgeting for all technical programmes, systems enhancements to Oracle Financials and related systems, and human resources planning and management. **Leveraging resources for FAO and its Members** was facilitated by the development of new modalities of multi-bilateral cooperation including for strategic partnership and national execution, along with

streamlining of procedures and further expansion of the Field Programme Management Information System (FPMIS). **Communicating FAO's messages** was enhanced through an expanded communication process, development of a new intranet and extranet accessible to all staff including many FAO Representations, and the strengthening of multi-lingual media relations.

10. A section on **Regional Dimensions** in this PIR meets the need to report implementation results of regional significance. This summary-level analysis is based broadly on the presentation of regional dimensions in the Programme of Work and Budget (PWB) 2002-03 and provides cross-sectoral views of activities implemented in the 2002-03 biennium of particular interest to individual regions.

11. The section on **Organizational Performance**, summarized below, reports on the evolution of available resources, the cost of field programme support, the FAO language policy and geographical and gender balance of professional staff.

12. Total expenditure in 2002-03 was US\$ 1,400 million, US\$ 96 million (7.3%) more than in 2000-01. Expenditure under General and Related Funds, which increased by US\$ 110 million (16.4%) over the previous biennium, showed significant changes in the mix of items between 2002-03 and 2000-01. In particular, the Regular Programme appropriation was constant in real terms but expenditure against it was 2% higher in 2002-03. This was partly possible because of significant increases in income firstly through jointly funded investment activities, which showed significant gains of 22%, and secondly from support cost reimbursements which rose by 12%. There was a higher level of expenditure against the 2000-01 biennium Technical Cooperation Programme (TCP) appropriation (US\$ 13.1 million) as well as higher expenditure against the 2002-03 appropriation resulting in a lower level of deferred TCP income (US\$ 15.7 million). The currency variance on staff cost, which was a favourable US\$ 24 million in 2000-01 became an adverse US\$ 34.8 million in 2002-03 (although, in practice, this loss was offset by gains on the forward purchase of euro requirements credited to the Special Reserve Account).

13. Expenditures to implement the programme of work totalled US\$ 723.4 million against a corresponding final budget of US\$ 724.0 million. Income earned was US\$ 72.2 million. Overall net expenditure against the Regular Programme appropriation of US\$ 651.8 million was US\$ 651.1 million. Adjustments were necessary because the implementation of the programme of work inevitably diverged from that planned as the result of factors such as unforeseen and unbudgeted inflation and other costs as well as shifts in priorities reflecting the changing external environment and the Organization's efforts to respond to Members' most pressing needs. The technical work of the Organization accounted for 79% of expenditure in 2002-03, with 41% spent under Chapter 2, 25% under Chapter 3 and 13% under Chapter 4. General Policy and Direction, including the cost of governance and public information, amounted to a further 10%, leaving a balance of 11% spent for Administration and Common Services.

14. In late 2002 the Organization received from the major contributor a payment of arrears in the amount of US\$ 100 million. The use of these funds was stipulated in Conference Resolution 6/2001 as was the authority to carry forward any unspent balance for use in 2004-05. A balance of US\$ 41.4 million was brought forward under this provision.

15. Under Trust Funds and UNDP, where overall expenditure declined by US\$ 14 million (2.3%), there were also significant variations between the two biennia where expenditure on non-emergency Trust Funds increased by US\$ 10.6 million (3.9%) but emergency operations implementation declined by US\$ 16.3 million (5%), mainly as the result of lower delivery in the Iraq Oil-for-Food Programme. Expenditure under UNDP dropped by US\$ 8.6 million (25%).

16. Total Field Programme delivery in 2002-03, including TCP and Special Programme for Food Security (SPFS), increased by just over 3% from 2000-01, while the cost of technical support services increased by US\$ 1 million to US\$ 57.6 million. As a result, Technical Support Services (TSS) as a percentage of total delivery was virtually unchanged at 8.1% in 2002-03. The funding for this technical assistance was provided by extra-budgetary funded projects (US\$ 3.9 million), TCP and

SPFS projects (US\$ 10.5 million) and provisions for TSS under the Regular Programme budget for technical divisions.

17. Total Administrative and Operational Support (AOS) rose by US\$ 6.8 million, or as a percentage of total project delivery from 9.3% to 10.1% in 2002-03, while reimbursements increased by US\$ 2 million to US\$ 47.3 million. The net decline in the percentage of cost recovered from 70.4% to 66.1% is entirely attributable to a one-time reduction of income on TCP projects arising from the change in accounting methodology.

18. Considerable improvements in the overall system of language management were effected to cope with increased work resulting from the implementation of the various operational procedures for simultaneous production of documents and publications in all five official languages. Improvements in the system of language management included new technologies for terminology and translation outputs to facilitate the work of the translation teams, and new technologies to reduce the time taken to produce official meeting documents in both original and translated language versions. One consequence was to enable more rapid simultaneous placement of documents in all languages on the FAO Web site. The Interdepartmental Working Group on Terminology was strengthened to enable timely updating and ensure accuracy of the terminology database. A Special Allotment for Implementation of the Language Policy encouraged additional language versions of publications and contributed to improvements in language management systems.

19. The principles of geographic representation of Member Nations followed by the Organization were established by the 27th session of the FAO Council in 1957. The norm for a country's representation was based on the percentage of its contribution to the Regular Programme as compared to the proportion of staff of that nationality funded from the Regular Programme with continuing or fixed-term appointments¹. At the end of 2003, there were 77 countries that exceeded the top of their range, compared to 73 at the end of 2001; 16 under-represented countries, compared to 11 at the end of 2001; and 30 non-represented countries, compared to 26 at the end of 2001. High priority is given to placement of professional staff from non-represented countries and 5 of the 26 countries not represented in at the end of 2001 were represented at the end of 2003. The FAO Conference, at its 32nd Session held in November/December 2003, adopted a revised formula for the calculation of geographic distribution which is based on the formula implemented in the UN Secretariat and several organizations of the UN common system. The implementation of the new methodology is effective from 1 January 2004.

20. Efforts to increase the proportion of female staff in the professional category during the last four biennia have resulted in the increase of women in professional posts at headquarters from 21% at the beginning of 1996 to 30% at the end 2003 and an increase in all locations from 18 to 27%. While the percentage of women in professional posts in the FAO offices outside of Rome is significantly below headquarters, the rate of increase has been relative high, growing from 8% in 1996 to 18% in 2003.

21. The **Summary of Programme Implementation** is based on the PWB programme structure and describes the main achievements as well as any significant work that has not been completed, for management and accountability purposes. It includes information on budgetary performance and biennial output completion status at Programme level, as well as achievements from a programmatic perspective. It is noted that the results and achievements reported are not generally at the same level or order of magnitude as the major outputs and outcomes in the MTP. However, it is anticipated that the six-year auto-evaluation cycle will fully address outcomes and achievement of the objectives of entities in the MTP.

22. Finally, the usual report on unscheduled and cancelled sessions for the period 1 January 2002 to 31 December 2003 is provided in Annex II, while the geographical representation of staff is detailed in Annex III.

¹ Excludes field project staff, language staff, and staff on posts financed by Support Costs, Trust Funds and Other Funds.

PROGRESS TOWARDS IMPLEMENTATION OF THE STRATEGIC FRAMEWORK

23. The outputs and outcomes of the Organization's activities can be examined from more than one perspective. This new section groups selected outputs by Strategic Objective and Strategy to Address Cross-Organizational Issues (SACOI), the next new section examines the Regional Dimensions, while the traditional longer section "Summary of Programme Implementation" deals with the same subject matter more comprehensively and by Programme (i.e. along sectoral lines). In providing more than one perspective, it is inevitable that one will duplicate the other two in content, and it may not be necessary for the reader to study all three sections in detail, but rather choose among them.

Strategies to Address Members' Needs

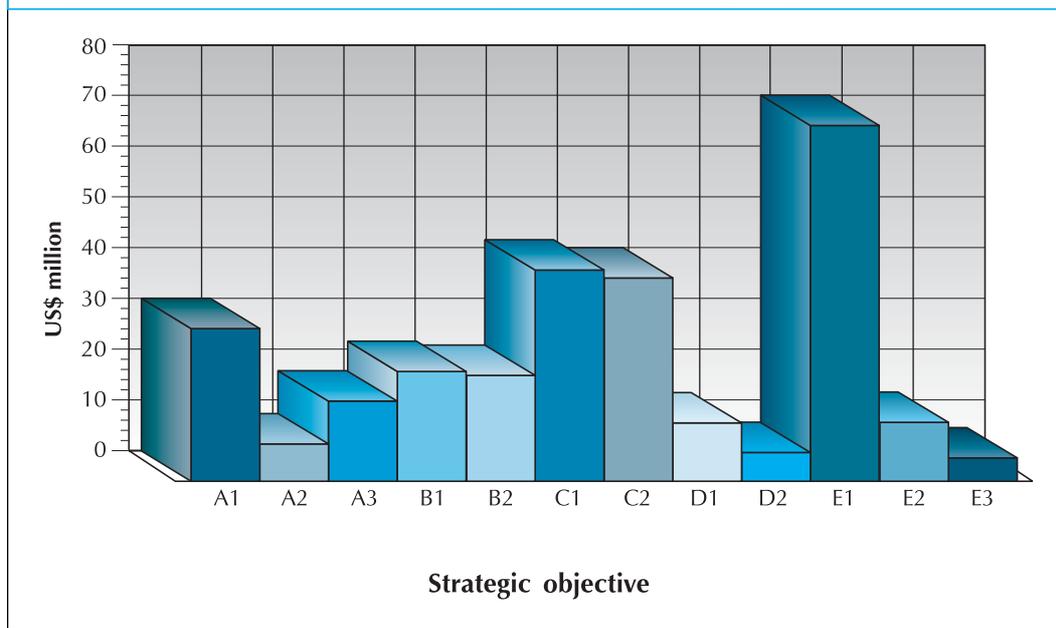
24. A new feature in the FAO Programme Implementation Report for 2002-03 is a discussion of achievements towards the Strategies to Address Members' Needs described in the Strategic Framework for FAO 2000-2015. The Strategies to Address Members' Needs comprise five Corporate Strategies which are further broken down into 12 Strategic Objectives. All biennial outputs in the Programme of Work and Budget of the technical programmes (Chapter 2 and Major Programme 3.1) are formulated to address a specific Strategic Objective; the overall distribution of biennial outputs implemented during the 2002-03 Biennium is shown in the table below.

NUMBER OF BIENNIAL OUTPUTS IMPLEMENTED BY STRATEGIC OBJECTIVE

Strategic Objective	Outputs
A1 Sustainable Rural Livelihoods and More Equitable Access to Resources	209
A2 Access of Vulnerable and Disadvantaged Groups to Sufficient, Safe and Nutritionally Adequate Food	40
A3 Preparedness for, and Effective and Sustainable Response to, Food and Agricultural Emergencies	82
B1 International Instruments concerning Food, Agriculture, Fisheries and Forestry and the Production, Safe Use and Fair Exchange of Agricultural, Fishery and Forestry Goods	156
B2 National Policies, legal instruments and supporting mechanisms that respond to domestic requirements and are consistent with the international policy and regulatory framework	129
C1 Policy Options and Institutional Measures to Improve Efficiency and Adaptability in Production, Processing and Marketing Systems, and Meet the Changing Needs of Producers and Consumers	243
C2 Adoption of appropriate technology to sustainably intensify production systems and to ensure sufficient supplies of food and agricultural, fisheries and forestry goods and services	212
D1 Integrated Management of Land, Water, Fisheries, Forestry and Genetic Resources	88
D2 Conservation, Rehabilitation and Development of Environments at Greatest Risk	41
E1 An Integrated Information Resource Base, with Current, Relevant and Reliable Statistics, Information and Knowledge made Accessible to All FAO Clients	423
E2 Regular Assessments, Analyses and Outlook Studies for Food and Agriculture	82
E3 A Central Place for Food Security on the International Agenda	19
Total 2002-03 Outputs Fully or Partially Implemented	1724

25. An indicative distribution of expenditure, based on the percentage of outputs implemented within each technical programme associated with each strategic objective, is shown below. It reflects the relative contributions planned in MTP 2002-07 and sharpened in the PWB 2002-03 and will be useful to compare with future shifts in resources.

Figure 1.1. Indicative distribution of expenditure by strategic objective



26. The sections that follow provide analyses of the outputs associated with each Strategic Objective. Significant achievements by the programmes and programme entities most directly involved in the strategic objectives are summarized, along with Boxes describing the main achievements of Priority Areas for Inter-disciplinary Action (PAIAs) located along with the strategies to which they most closely relate.

Corporate Strategy A: Contributing to the eradication of food insecurity and rural poverty

27. This corporate strategy addresses the main factors that contribute to the persistence of poverty, the widening gap between the affluent and the poor, inequality in access to the benefits of technological and economic progress and the continued exposure to disaster related and complex emergencies.

Strategic Objective A1: Sustainable rural livelihoods and more equitable access to resources

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)							Total	Indicative Expenditure (US\$ million)
	CO	DA	IN	IU	ME	ST	TR		
253 Rural Development	8	13	6		18	6	6	57	8.1
252 Gender and Population	12	11	2	2	6	1	10	44	4.0
214 Agricultural Support Systems		1	1		4	7	6	19	3.4
213 Livestock	3	1			3	3		10	2.7
224 Agriculture, Food Security and Trade Policy	2	1			1	8		12	2.1
311 Coordination of Policy Assistance and Field Programme Development	2	2			2		2	8	1.8
251 Research, Natural Resources Management and Technology Transfer	1	5					1	7	1.8
221 Nutrition	1	2			3		3	9	1.7
233 Fisheries Exploitation and Utilisation		5	2		8	2		17	1.5
243 Forestry Policy and Planning	2	4			1	2	3	12	1.5
Other Programmes	3	3	2	0	1	5	0	14	1.5
Total	34	48	13	2	47	34	31	209	30.2

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

ME - Methodologies and Guidelines

ST - Studies and Analyses

TR - Training (including training courses and materials)

28. Strategic Objective A1 concerns poverty as a major cause of food insecurity. FAO's response in the 2002-03 biennium was a focus of Major Programme 2.5, especially through the programmes addressing Rural Development and Gender and Population. The response was balanced and inter-disciplinary, with significant additional contributions coming from other programmes including direct advice, methodologies and guidelines, and training.

29. All activities of the Rural Development Programme are directed towards this strategic objective, with particular focus on improving secure access to land based on the growing recognition of the importance of land tenure and land policy to food security, poverty alleviation and sustainable development. Training, direct advice and other forms of support were provided to rural institutions in 12 countries. Also, through both direct and normative assistance, participatory methods and tools were promoted in field projects operated by many technical divisions. The programme also coordinated activities on rural development and food security throughout the UN system.

30. Technical assistance was provided to member countries to improve their planning and decision-making capacity to address gender inequality by using gender analysis methodologies and tools. Attention continues to focus on the Socio-Economic and Gender Analysis (SEAGA) training programme as the main instrument for capacity-building and gender mainstreaming. SEAGA training of trainers and technical workshops were held in 25 countries.

31. There has been considerable demand from development organizations for material and advisory information related to enhancing small farmer livelihoods. The coverage has been comprehensive: adjustments by smallholder farmers to new export opportunities, diversification opportunities and strategies, market information and market extension, farm management training, guidance on sustainable and efficient mechanisation options and, in particular, labour-saving

practices as a response to the impact of HIV/AIDS pandemic on the agricultural labour force, rural finance information and rural business services.

Local Institution Building to Improve Capacity for Achieving Sustainable Rural Livelihoods (LHOO)

Given the potentially wide coverage of this PAIA in support of Strategic Objective A1, it was particularly important that it established adequate coordination arrangements, and identified which entities and attendant outputs contributed more specifically to its objectives. Among other achievements, the PAIA gave particular prominence to the impact of the HIV/AIDS pandemic on agriculture, especially in Africa. A study was commissioned on opportunities and options for strengthening adaptive capacity of local institutions in response to HIV/AIDS in Southern Africa. A draft proposal was also formulated for joint action under both the LHOO and REHA PAIAs to address the HIV/AIDS emergency in Southern Africa.

32. The contribution of agriculture and livestock to poverty alleviation was actively studied and promoted through production and use of manuals, guidelines and dissemination of information over the Internet. The role of nutrition was also addressed, primarily through capacity building in nutrition education and communication.

33. In Fisheries, work on small-scale fisheries has focused on diversification of fishing efforts, safety at sea, increased efficiency in post-harvest systems, improvement of market opportunities and disaster preparedness, research and training on demographic characteristics and credit for artisanal fishing communities, with attention to gender issues and participatory methodologies.

34. The theme of participatory forestry was supported by the Forestry Department's Trees and People Programme which, by mobilizing a vast array of partners, prepared seminal publications on participatory methodologies and tools: more than 80 publications on community forestry are in great demand.

Strategic Objective A2: Access of vulnerable and disadvantaged groups to sufficient, safe and nutritionally adequate food

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)								Indicative Expenditure (US\$ million)
	CO	DA	IN	IU	ME	ST	TR	Total	
221 Nutrition	11	4	4		6	3	3	31	6.0
222 Food and Agricultural Information		3	2		1			6	1.0
224 Agriculture, Food Security and Trade Policy			1		1	1		3	0.5
Total	11	7	7	0	8	4	3	40	7.6

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

ME - Methodologies and Guidelines

ST - Studies and Analyses

TR - Training (including training courses and materials)

35. FAO is an acknowledged international leader in addressing nutrition and food safety issues. The contribution of nutrition to sustainable development was actively studied and promoted by identifying best practices and developing an assessment tool for increasing the impact and the sustainability of community-based food and nutrition security programmes. FAO assistance in the implementation of National Plans of Action for Nutrition (NPAN), and direct advocacy for food

security and nutrition policy in general, has been based on the analysis of successful policies, effective targeting and pilot testing. The needs of urban poor were also given priority.

36. To improve household food security and nutrition, guidance and direct assistance have been provided to promote effective participatory community-based programmes that lead to increased year-round access to, and consumption of, nutritionally-adequate and safe diets. FAO was also one of the co-organizers in 2003 of the 2nd International Workshop on Food-based Approaches for a Healthy Nutrition in West Africa.

37. Food insecurity and vulnerability mapping systems have also been improved. Based on the results of an external assessment of progress to date, the FIVIMS initiative has improved internal coordination and facilitated more integrated support to member countries. Impact at country-level has become more evident, particularly in pilot FIVIMS countries, the experience of which will benefit the programme in general.

38. The extension and training needs of special groups of farmers – the physically disabled, those in HIV/AIDS affected areas, and those in mountain areas or small island states – were addressed through direct advice on national policy on extension and mechanisms for public-private partnership and grassroots planning in extension.

Strategic Objective A3: Preparedness for, and effective and sustainable response to, food and agricultural emergencies

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)							Total	Indicative Expenditure (US\$ million)
	CO	DA	IN	IU	ME	ST	TR		
212 Crops	6	10	3	1	3		1	24	5.6
213 Livestock	4	3	2		2			11	2.9
312 Policy Assistance to Various Regions		20					1	21	2.3
221 Nutrition	3				3		1	7	1.4
223 Food and Agricultural Monitoring, Assessments and Outlooks	3	1	2					6	1.0
241 Forest Resources	3	4			1			8	0.9
Other Programmes	2	1	0	0	1	1	0	5	0.7
Total	21	39	7	1	10	2	2	82	14.8

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

ME - Methodologies and Guidelines

ST - Studies and Analyses

TR - Training (including training courses and materials)

39. FAO's highly interdisciplinary approach to Strategic Objective A3 was primarily implemented through direct advice and coordination and information exchange mechanisms focused on: strengthening disaster preparedness and mitigating the impact of emergencies that affect food security and the productive capacities of rural populations; forecasting and providing early warning of adverse conditions in the food and agricultural sectors, and of impending food emergencies; strengthening programmes for agricultural relief and rehabilitation; and facilitating the transition from emergency relief to reconstruction and development in food and agriculture.

Disaster Prevention, Mitigation and Preparedness and Post Emergency Relief and Rehabilitation (REHA)

Strengthening and coordinating FAO's response has been the focus of the PAIA Disaster Prevention, Mitigation and Preparedness and Post Emergency Relief and Rehabilitation (REHA). A thorough review of previous work in this area and extensive consultations with all concerned units led to an initial focus on the development and delivery of three concrete multi-disciplinary outputs: an Emergency Database, a guide on Needs Assessment and a note on Drought Mitigation Strategies. Activities related to the FAO Emergency Database included a review of the data management systems currently in use in FAO and their potential for supporting planning of emergency operations and facilitating assessment of impacts of disasters. The Emergency Needs Assessment Guide was aimed at improving the quality of assessments and resulting project documents, and ensuring a greater level of consistency across a variety of different assessment missions. The guidance note on Drought Mitigation Strategies facilitated the sharing of much useful information amongst FAO units dealing with various aspects of drought mitigation. It was first used in a Regional Workshop on Capacity Building in Drought Mitigation, Preparedness and Planning for Countries in the Near East Region.

40. The migratory pest management component of EMPRES has upgraded the communications systems in three affected countries (Saudi Arabia, Pakistan and India). Improved reporting procedures are now in place in the Central Region, and are under development in the Western and South-west Asia Regions. The desert locust control capacity of the Central Region countries has been reinforced through Training of Trainers workshops through which each country now has Master Trainers who can continue locust survey and control training in their own countries. A contingency planning seminar was held as a first step towards developing appropriate national plans.

41. Special alerts and updates of the monthly bulletin were issued for desert locust outbreaks which occurred since October 2003 in Mauritania, Mali, Niger, Chad, Sudan and Saudi Arabia as a result of good rainfall and breeding during the summer. Swarms moved into Morocco, Algeria and Egypt. Technical advice was provided on the Migratory Pest Emergencies of Desert Locust in Afghanistan, Niger, Mali, Morocco, Mauritania, and on the development of projects on Desert Locust Pest Management.

42. The Global Rinderpest Eradication Programme, working closely with member countries and international organizations, has made important inroads in identifying regions free of the disease, evaluating country submissions for international recognition of status, and encouraging countries to work in unison. Generally, disease surveillance has improved globally and EMPRES has been instrumental in using prediction models and trend monitoring to provide early warning messages.

43. Strengthening sustainable seed production has been another priority related to disaster preparedness. Seed Security Consultative Groups (SSCG) and Seed Security Networks have been established to address seed systems rehabilitation during and after emergency responses.

44. Support to the FAO Global System on Plant Genetic Resources for Food and Agriculture (PGRFA) assisted the extension of the World Information and Early Warning System (WIEWS) to include an integrated information system to facilitate monitoring the Global Plan of Action of the PGRFA.

45. Considerable progress was made in eliminating stocks of obsolete pesticides. FAO continued the pesticides management programme, including the mobilization of multiple donor resources, with the aim of enabling countries to dispose of obsolete pesticide stocks and to prevent further accumulation.

46. The Global Information and Early Warning System (GIEWS) continued to provide valued special reports and alerts on food shortages, as well as advisory services on the status of foodcrop productions in at-risk areas.

47. The Food Safety Assessment and Rapid Alert System examined risks associated with food hazards derived from biotechnology and nuclear emergencies. Direct advice was provided on acrylamide and Severe Acute Respiratory Syndrome (SARS).

48. Regarding relief and rehabilitation, assessment and technical support services missions have been fielded to several countries dealing with complex emergencies and/or natural disasters (including Afghanistan, Iraq, Somalia, Sri Lanka, and the West Bank and Gaza Strip).

Corporate Strategy B: Promoting, developing and reinforcing policy and regulatory frameworks for food, agriculture, fisheries and forestry

49. Policy and regulatory frameworks for food, agriculture, fisheries and forestry, at the international and national levels, are assuming greater importance in an increasing interdependent and globalized world economy. FAO provides secretariat assistance as the depositary for a number of international instruments, technical advice, analyses and support for negotiations, background studies, guidelines and publications and capacity building for participants.

Strategic Objective B1: International instruments concerning food, agriculture, fisheries and forestry, and the production, safe use and fair exchange of agricultural, fishery and forestry goods

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)								Indicative Expenditure (US\$ million)
	CO	DA	IN	IU	ME	ST	TR	Total	
224 Agriculture, Food Security and Trade Policy	17	1		1		7		26	4.5
234 Fisheries Policy	10	8		10	1	1		30	4.0
221 Nutrition	2	3	1	13	1			20	3.9
212 Crops	3	2	1	5				11	2.6
232 Fisheries Resources and Aquaculture	2	6		3	6	2		19	1.8
244 Forest Programmes Coordination and Information	12		1					13	1.7
233 Fisheries Exploitation and Utilisation	6	1	1	1	1	1	1	12	1.1
223 Food and Agricultural Monitoring, Assessments and Outlooks	1	1			1	2	1	6	1.0
Other Programmes	11	0	2	6	0	0	0	19	2.4
Total	64	22	6	39	10	13	2	156	23.0

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

ME - Methodologies and Guidelines

ST - Studies and Analyses

TR - Training (including training courses and materials)

50. Among the challenges to be addressed in further developing the international policy and regulatory framework is to facilitate the full and informed participation of all FAO Members, with due regard to the special concerns of developing countries and countries with economies in transition. Outputs were focused largely on international undertakings and related coordination and

information exchange. The following are examples of the support provided by the Organization to international instruments during the biennium:

- FAO provides secretariat support to the Commission on Genetic Resources for Food and Agriculture (CGRFA). Following the adoption of the International Treaty on Plant Genetic Resources in 2001, the process of ratification proceeded rapidly during the biennium. This is a major, binding international instrument that provides a framework for the conservation and sustainable utilization of plant genetic resources for food and agriculture, and for the sharing of the benefits arising from its use.

Biosecurity for Agriculture and Food Production (BIOS)

The PAIA was instrumental in fostering the concepts inherent in, and the effective implementation of, a biosecurity approach in order to analyse and manage risks related to food safety issues, animal life and health issues, and plant life and health issues, including the associated environmental risks. Assistance was provided to a Technical Consultation on Biological Risk Management in Food and Agriculture (including Fisheries and Forestry) held in Bangkok, with the participation of government experts and resource persons and representatives of international and regional organizations. An Inter-Departmental Working Group led an interagency initiative involving the Convention on Biological Diversity (CBD), the World Trade Organization (WTO), the World Health Organization (WHO) and the International Office of Epizootics (OIE) (and within FAO the Codex and International Plant Protection Convention [IPPC] programmes) to establish an Internet-based portal to facilitate the exchange of biosecurity related information. A Standards and Trade Development Facility (STDF) was developed in cooperation with other partners and facilitated increased coordination of biosecurity related technical assistance at the national level by FAO and these partners.

- The Interim Commission on Phytosanitary Measures (ICPM) held its 4th and 5th sessions and adopted six International Standards for Phytosanitary Measures, three supplements to existing standards and two amendments to the Glossary.
- The revised Code of Conduct on the Distribution and Use of Pesticides was adopted at the 123th session of the FAO Council in November 2003 and publicized through regional meetings and press releases.
- The 50th ratification of the Rotterdam Convention on the Prior Informed Consent (PIC) Procedure for Certain Hazardous Chemicals and Pesticides in International Trade was received in November 2003 resulting in the entry into force of the Convention.
- The Codex Alimentarius completed 59 new or revised standards or related texts during 2002-03, including Principles and Guidelines for the Food Safety Assessment of Foods derived from Biotechnology; amendments to the Rules of Procedure concerning the Membership of Regional Economic Integration Organizations; and Principles for Food Safety Risk Analysis to be used in the Codex framework.
- FAO's coordination and monitoring of the implementation of the Code of Conduct for Responsible Fisheries (CCRF) has contributed to a significant increase in the number of national fisheries management plans. In 2001, a total of 51 member countries, and the European Commission, reported having developed fishery management plans for marine fisheries and 38 member countries reported management plans for inland fisheries. In 2003, Members reported a total of 472 marine fishery management plans (74% currently implemented) and 228 inland fishery management plans (72% currently implemented).
- The WSSD/UNGA process towards the Global Marine Assessment (GMA) was promoted through GESAMP. Conclusions and recommendations from the FAO/MRC International Symposium on Large Rivers were presented to the 3rd World Water Forum.
- FAO provided leadership for the Collaborative Partnership on Forests (CPF), which expanded from 8 to 14 members during the biennium. The CPF developed into an innovative and effective mechanism for coordinating the forest-related activities of the major international organizations and the secretariats of the major global conventions relating to forests.

51. Regarding international trade, FAO provided support to developing countries for trade negotiations through the Geneva Round Tables, regional seminars under the Umbrella framework, the Cancun Symposium, a Ministerial Roundtable in Rome, and publications on the implications of negotiating proposals. FAO contributed actively to consensus building on commodity and trade issues, with Intergovernmental Groups and other sessions on a wide range of commodities.

WTO Multi-lateral Trade Negotiations on Agriculture, Fisheries and Forestry (AWTO)

The PAIA ensured in particular a coordinated FAO interface with important developments in the WTO and related Multi-lateral Negotiations. Specific achievements in the biennium included: preparation of and support to FAO participation in the WTO Conferences in Doha and Cancun; joint formulation of a new FAO capacity building programme, the so-called Umbrella II programme; the completion of FAO's Trade Website; contributions to the organization of five Round Tables covering a range of issues on agricultural negotiations; and active briefings of Permanent Representatives to FAO, especially before and after the WTO Conferences.

52. International fish trade was promoted by providing timely marketing and trade information, capacity building in developing countries and guidance on the main fish trade issues. The 9th session of the Sub-Committee on Fish Trade provided a useful forum for discussing sensitive issues (safety and quality, traceability, market access, eco-labelling, the Convention on International Trade in Endangered Species of Wild Fauna and Flora [CITES], technical barriers to trade [TBT]) that affect international fish trade.

Climate Change Issues in Agriculture (CLIM)

The PAIA contributed to the further consideration of agricultural issues in fora such as the International Panel on Climate Change and the Bodies established for implementation of the Framework Convention on Climate Change. Through the PAIA, further mainstreaming of climate change issues in FAO programmes was pursued, including support to discussions at the Committee on Agriculture (COAG) and the Committee on Forestry (COFO), leading to clarifications of FAO's role in relation to climate change. The PAIA supported development of innovative approaches and facilitated the formulation of technical materials and the provision of assistance to member countries on a variety of climate change issues, such as: legal matters; mitigation and adaptation policies and programmes; conservation agriculture; sustainable and renewable sources of energy; forestry, water and land management; national capacity building in land cover monitoring and desertification control, links of forestry with climate change and carbon sink negotiations.

Strategic Objective B2: National policies, legal instruments and supporting mechanisms that respond to domestic requirements and are consistent with the international policy and regulatory framework

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)							Total	Indicative Expenditure (US\$ million)
	CO	DA	IN	IU	ME	ST	TR		
212 Crops	3	2	1	5	2	1		14	3.3
313 Legal Assistance to Member Nations		1	1	1		1		4	3.1
243 Forestry Policy and Planning	7	3			2	8	4	24	3.0
224 Agriculture, Food Security and Trade Policy	1	10		1		5		17	2.9
234 Fisheries Policy	3	7				3		13	1.7
215 Agricultural Applications of Isotopes and Biotechnology		1	2		1	1	2	7	1.3
251 Research, Natural Resources Management and Technology Transfer	3					1	1	5	1.3
211 Natural Resources		1			4	1		6	1.2
232 Fisheries Resources and Aquaculture	6	4				2	1	13	1.2
312 Policy Assistance to Various Regions		10						10	1.1
Other Programmes	5	1	1	2	2	2	3	16	1.9
Total	28	40	5	9	11	25	11	129	22.2

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

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ST - Studies and Analyses

TR - Training (including training courses and materials)

53. FAO advises its Members on the implications of the international policy and regulatory framework for food, agriculture, fisheries and forestry. The Organization provides essential assistance to developing countries, and those with economies in transition, in assessing, adapting to and implementing the international policy and regulatory mechanisms. All major programmes were active in providing direct support in developing sound national legislation and relevant supporting mechanisms and building national capacities to respond to, and benefit from, changes in the regulatory and trade environment.

54. The ICPM, with FAO's support through the Secretariat of the IPPC, adopted a voluntary Trust Fund mechanism which allows increased participation by developing countries in standard setting, the implementation of standards and support to technical assistance and information exchange. Standards were used by governments as a basis for national phytosanitary regulations; this is reflected by the importance that the standards are given in the WTO SPS Committee and in WTO dispute settlement.

55. Significant assistance was provided to improve the legal framework for food and agriculture at the national level both through direct assistance and normative work in emerging areas such as genetic resources, biotechnology, trade and mountains.

56. A major achievement was the establishment and syndication of funding for the National Forest Programme Facility (NFPF) a multi-donor and multi-partner funding mechanism hosted by

FAO. National forest programmes at the country level have been reinforced, leveraging the impact of FAO technical assistance in this field.

57. Technical assistance was provided to several regional economic groupings in developing regional food security strategies, notably to the West African Economic and Monetary Union (UEMOA), the Black Sea Economic Cooperation (BSEC), the Economic Cooperation Organization (ECO), the Caribbean Forum (CARIFORUM), the Economic Community of West African States (ECOWAS) and the Council of Arab Economic Unity (CAEU).

58. The Fisheries Department provided considerable direct support to Members in the implementation of policies that promote equitable and sustainable use of aquatic resources, generally through promulgation of the CCRF.

59. Following recommendations of the 24th COFI, FAO convened the first two sessions of the COFI Aquaculture Sub-Committee. Progress was made on development of the FAO Aquaculture Glossary, Aquaculture Species Fact sheet and National Aquaculture Sector Overview (NASO). A preliminary study on national aquaculture legislation was initiated.

Corporate Strategy C: Creating sustainable increases in the supply and availability of food and other products from the crop, livestock, fisheries and forestry sectors

60. The primary thrusts of this corporate strategy have been on improving the policy environment and institutional frameworks addressing systems management constraints and supporting the transfer and use of appropriate technology aimed at the sustainable intensification of production systems. FAO developed and disseminated normative instruments (guidelines, compendia of “best practices”, etc.) delivered policy and technical advice and assistance, and promoted capacity building. It acted as a synthesizer and disseminator of information on technology, approaches and decision support tools, and as the proponent of successful solutions.

61. Coordination and monitoring of the SPFS was a major activity related to this corporate strategy. During 2002-03, the programme was implemented in 75 countries and the South-South Cooperation (SSC) arrangements implemented in 28 countries.

Strategic Objective C1: Policy options and institutional measures to improve efficiency and adaptability in production, processing and marketing systems, and meet the changing needs of producers and consumers

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)								Indicative Expenditure (US\$ million)
	CO	DA	IN	IU	ME	ST	TR	Total	
312 Policy Assistance to Various Regions	17	51	15			15	9	107	11.6
256 Food Production in Support of Food Security in LIFDCs	6							6	8.4
214 Agricultural Support Systems	8	8	5		4	10	7	42	7.5
311 Coordination of Policy Assistance and Field Programme Development	10				2		2	14	3.2
212 Crops	4	1	1			4		10	2.3
211 Natural Resources	2	3	2		3	1		11	2.3
233 Fisheries Exploitation and Utilisation	4	10	2		4			20	1.8
251 Research, Natural Resources Management and Technology Transfer		4				2		6	1.6
234 Fisheries Policy	6	1			1	2		10	1.3
Other Programmes	5	1	1	0	3	4	3	17	2.5
Total	62	79	26	0	17	38	21	243	42.4

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

ME - Methodologies and Guidelines

ST - Studies and Analyses

TR - Training (including training courses and materials)

62. Strategic Objective C1 focuses on improving production and market support services, including input supply and rural finance. FAO's response includes the identification and study of and advice on international and national trends, helping strengthen agriculture and rural development support institutions, and promoting structural adaptations in production processing and marketing systems to enable them to be more responsive to consumer patterns.

63. Major Programme 3.1 was particularly active, providing direct advice through decentralized policy assistance units, as well as information and targeted studies. Issue papers and country profiles were prepared for member countries and FAO participated fully in country processes such as the UN system Network on Rural Development and Food Security, the common country assessment (CCA), the United Nations Development Assistance Framework (UNDAF) and Poverty Reduction Strategy Papers (PRSPs). A Country Information System was developed and systematically updated by the decentralized units. Assistance was provided in identifying and formulating field programme opportunities and needs.

64. Major Programmes 2.1 and 2.5 had a focus on this strategic objective, although contributions have been provided by other sectors as well. Programme 2.1.4, *Agricultural Support Systems*, was active in several areas. Studies in agricultural marketing, rural finance, and mechanization strategies were completed and published. Awareness has been raised of the importance of the post-harvest sector as a source of income and employment and as a means of reducing food insecurity. Extensive support of the field programme and advisory assistance were provided to member states in these areas.

Food for the Cities (FCIT)

The achievements under this PAIA included: sensitisation and training activities for the benefit of national authorities facing urgent problems in supplying adequate food to rapidly expanding urban populations; the issuance of technical guidelines to foster environmentally sustainable urban and peri-urban agricultural systems; a briefing guide for practitioners on urban and peri-urban agriculture; and the study and development of sustainable irrigation practices adapted to peri-urban areas, including the safe use of waste water, as a pre-condition to the production of safe food and animal produce. In addition, a “Food for the Cities” section of FAO’s website was established. The PAIA ensured FAO’s participation in a variety of international meetings of relevance to its theme, and facilitated case studies for a number of regional and national seminars.

65. The Natural Resources Programme provided assistance in examining optimal land use options, taking into account growing needs for agricultural diversification, and fertilizer use policies, especially in Africa.

66. Strategies and technologies for sustainable crop and grassland production systems were developed as a contribution to this strategic objective. Many areas were advanced, such as for forage production and conservation; the consolidation of the Global Cassava Development Strategy, organic agriculture and horticulture in general for income generation; and integrated production systems development including Good Agricultural Practices.

Organic Agriculture (ORGA)

The PAIA led to the implementation of several important inter-disciplinary outputs, including: the development and constant updating of a section of FAO’s website on organic agriculture, with a new service - the organic agriculture information system; the establishment of an International Task Force on harmonization and equivalency in organic agriculture; the production of an awareness folder on organic agriculture issues; and the elaboration of a methodology for assessing the impact of organic agriculture on the economies of developing countries. As work progressed and FAO became more active in the area of organic agriculture, donors have been increasingly interested in providing support to organic agriculture projects.

67. Work on sustainable development of small-scale fisheries has focused on diversification of fishing efforts, safety at sea, increased efficiency in post-harvest systems and improvement of market opportunities. Research and training on demographic characteristics and credit for artisanal fishing communities, with attention to gender issues and participatory methodologies were also undertaken.

Strategic Objective C2: Adoption of appropriate technology to sustainably intensify production systems and to ensure sufficient supplies of food and agricultural, fisheries and forestry goods and services

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)							Total	Indicative Expenditure (US\$ million)
	CO	DA	IN	IU	ME	ST	TR		
212 Crops	6	4	4		7	2	6	29	6.7
211 Natural Resources	4		2		6	7	4	23	4.7
251 Research, Natural Resources Management and Technology Transfer	5	2	7		2	2		18	4.7
213 Livestock	5	3	2		6			16	4.3
256 Food Production in Support of Food Security in LIFDCs	3							3	4.2
215 Agricultural Applications of Isotopes and Biotechnology	2	5	2		5	3	4	21	4.0
214 Agricultural Support Systems	1	1	4		2	2	2	12	2.1
210 Intra-departmental Programme Entities for Agricultural Production and Support Systems	11		4		2	3	1	21	2.0
242 Forest Products	4	2	3		3	2	1	15	1.9
232 Fisheries Resources and Aquaculture	6	1	2		8	1	2	20	1.8
233 Fisheries Exploitation and Utilisation		3	4	1	2	4	1	15	1.4
243 Forestry Policy and Planning	2		1		1	4		8	1.0
241 Forest Resources	2	3	1		1	1		8	0.9
Other Programmes	0	0	2	0	0	1	0	3	0.5
Total	51	24	38	1	45	32	21	212	40.3

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

ME - Methodologies and Guidelines

ST - Studies and Analyses

TR - Training (including training courses and materials)

68. FAO addresses this strategic objective through the monitoring of advances in technology, including biotechnology, promoting research and testing of promising technologies, and in general enhancing sustainable production of crop, livestock, fishery, wood and non-wood forest products. The response includes outputs involving studies and the development of new methodologies which are then promulgated through information exchange and information products.

69. All of the major technical disciplines have participated, both in interdisciplinary entities and in sector-specific support.

Integrated Production Systems (SARD/SPFS) (PROD)

Work under the PROD PAIA is catalyzed by an intra-departmental entity (210A1) which fostered work on Good Agricultural Practices (GAP), the economics of Integrated Production Systems, and supported regional pilot projects. Attention was given to establishing four benchmark pilot sites for field work linked to the SPFS. Work in South-western Burkina Faso and in Western Kenya gave very promising initial results, in cooperation with diverse development partners, encompassing activities that will likely lead to increased productivity and incomes at the farm and rural community levels. Efforts to launch similar cooperative work in Honduras and in Indonesia were somewhat less successful. Work on GAP specifically included the development of a concept paper discussed at COAG, the hosting of electronic conferences, the launching of a pilot project in Burkina Faso, a national workshop leading to the development of a range of commodity guidelines in collaboration with the Brazilian Agricultural Research Corporation EMBRAPA and an expert consultation. Concerning the economics of Integrated Production Systems, case studies, analyses and reports were commissioned in Africa (Burkina Faso and Kenya), Asia (Indonesia and Nepal) and Latin America (Brazil and Chile).

70. An inter-disciplinary approach has also been central to the support of conservation agriculture. Mechanization technologies for sustainable land husbandry were promoted in a series of international and regional workshops. Significant uptake of the approach during 2002-03 was noted (see paragraph on Programme 2.1.0 in the Summary of Programme Implementation below).

71. Alternative crops and cultivars were promoted through information/decision support tools such as EcoCrop and EcoPort. Promising crops and cultivars, such as cold-tolerant oil palm, sweet sorghum, and cactus pear, were demonstrated and promoted. A wide range of strategies and technologies for sustainable crop and grassland production were promoted, including horticulture, field crops, pastures, range and industrial crops. IPM approaches to integrated weed management, and policy solutions and support for national integrated IPM programmes were also provided.

72. Land and water aspects of this strategic objective were also addressed during the biennium. Soil fertility/productivity decline is better understood and the concept of integrated plant nutrition management was promoted at the national level. Both normative and direct assistance outputs related to irrigation and crop water management were produced.

73. The role of livestock in integrated production systems was addressed. Contributions were made on alternative animal feeds, animal food safety, integrated parasite control and the understanding of parasite resistance. There were also outputs relating to milk production and processing, including guides to milk producer groups and milk payment systems.

74. Within the inter-disciplinary and inter-agency framework for this strategic objective, Programme 2.1.5 was also active in contributing to the development of higher yielding varieties of basic food crops in Africa and Asia through the combined use of mutation induction and biotechnology. Appropriate applications of biotechnology were promoted with particular emphasis on national capacity building accompanied by several activities devoted to identification of needs, priority setting and development of appropriate tools.

Biotechnology Applications in Agriculture, Fisheries and Forestry (BTEC)

Major achievements under this PAIA included: the further expansion of the Biotechnology section of FAO's website in terms of content, language coverage and outreach; multi-disciplinary policy assistance at national level; and responses to developments in other inter-governmental fora in relation to biotechnology. Further work is planned to strengthen the policy and institutional dimensions of FAO's work in this area, particularly in relation to Biosafety. Additional effort will also be needed to provide more comprehensive information on biotechnology applications in livestock, agro-industry, fisheries and forestry.

75. The strategic objective was advanced through support provided to National Agricultural Research Systems (NARS) and their regional and subregional fora through the Global Forum on

Agricultural Research (GFAR) and through FAO's support of the Technical Advisory Group (TAC), now renamed Science Council, of the Consultative Group on International Agricultural Research (CGIAR) under Programme 2.5.1.

76. Sustainable intensification of aquaculture and inland fisheries was supported through technical reviews and guidelines to increase aquaculture production and efficiency for food security and poverty alleviation. Aspects covered included aquaculture production intensification, farming systems which integrate aquaculture with irrigation, rice and livestock, river and lake fisheries, rural aquaculture and aquatic resources management for improved livelihood.

77. Best practices in forest harvesting and engineering, as well as the development of sustainable wood energy systems, were promoted. The impact of cultivation and gathering of medicinal plants on biodiversity was analysed in the context of FAO meeting on Biodiversity and Ecosystem Approach.

Corporate Strategy D: Supporting the conservation, improvement and sustainable use of natural resources for food and agriculture

78. FAO has assisted the global community in addressing natural resource management and conservation issues through implementation of Agenda 21 of the United Nations Conference on Environment and Development (UNCED). It focused on assisting in the practical application of the measures needed, provided assessments of natural resources, policy and technical advice, and the exchange of information and knowledge.

Strategic Objective D1: Integrated management of land, water, fisheries, forestry and genetic resources

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)							Total	Indicative Expenditure (US\$ million)
	CO	DA	IN	IU	ME	ST	TR		
241 Forest Resources	5	6	2	1	5	4	1	24	2.7
212 Crops	4		1	1	1	2		9	2.1
232 Fisheries Resources and Aquaculture	7		1		7	5		20	1.8
211 Natural Resources	1	1	1		1	4		8	1.6
252 Gender and Population	2	2	2		3	5		14	1.3
Other Programmes	5	1	0	0	1	5	1	13	2.1
Total	24	10	7	2	18	25	2	88	11.6

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

ME - Methodologies and Guidelines

ST - Studies and Analyses

TR - Training (including training courses and materials)

79. The challenge of this strategic objective is to identify and promote integrated resource management systems that are economically viable, environmentally sustainable and appropriate both socially and culturally. As an emerging area, FAO's outputs have focused on carrying out studies, defining methodologies and sharing the results through information products and exchange.

Integrated Management of Biological Diversity for Food and Agriculture (BIOD)

This PAIA's achievements included: the promotion of mixed agricultural systems such as rice-fish farming and agroforestry; participatory training for integrated pest management; advice on soil and water conservation in relation to biodiversity; and technologies for use and maintenance of natural and low-input grasslands. Work under this PAIA also addressed legal and economic aspects of agricultural biodiversity, and sought to capitalize on FAO's multidisciplinary expertise by promoting an integrated approach to biodiversity conservation and sustainable use. The IDWG coordinating the PAIA also ensured the necessary synergies among, and the sharing of lessons learned by, staff active in the many technical units responsible for biological diversity in agriculture, fisheries, and forestry.

80. A substantial number of guidelines and information products, related to sustainable management of natural forests and woodlands, were developed and disseminated, accompanied by workshops, seminars and training courses. The goal of these outputs was to enhance capacity to protect and sustainably manage natural forests and woodlands while still producing a variety of goods and services. Best practices and success stories in forest management are being assembled in the Asia Pacific region and in Central Africa.

81. The roles of forest plantations and trees outside forests were also addressed through technical publications (working papers, formal papers, manuals, guidelines, country reports, case studies, global and regional analyses, status reports) on issues highlighted by member countries.

82. Aspects of the CCRF that contribute to this strategic objective were supported, including sustainable aquaculture practices and inland fisheries management, mitigation of environmental damage, reducing the risk of transfer of aquatic pathogens, addressing biodiversity concerns, documentation and management of genetic resources and introduction of alien and exotic species.

83. The role of gender in the management of natural resources was the subject of studies presented, *inter alia*, in the context of the Local Indigenous Knowledge, Gender and Biodiversity (Links) Project. Outputs were produced addressing gender-responsive methods in a wide range of resource management contexts including biodiversity, food security, and land tenure.

Strategic Objective D2: Conservation, rehabilitation and development of environments at greatest risk

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)								Indicative Expenditure (US\$ million)
	CO	DA	IN	IU	ME	ST	TR	Total	
241 Forest Resources	9	4	2	1	3	1	1	21	2.3
211 Natural Resources						3	2	5	1.0
251 Research, Natural Resources Management and Technology Transfer	1			1	1			3	0.8
233 Fisheries Exploitation and Utilisation				1	4	2		7	0.6
Other Programmes	2	0	0	0	1	2	0	5	0.6
Total	12	4	2	3	9	8	3	41	5.4

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

ME - Methodologies and Guidelines

ST - Studies and Analyses

TR - Training (including training courses and materials)

84. Although activities related to this strategic objective were of a relatively modest scale, important progress was achieved in monitoring and assessing the state of fragile ecosystems, assisting in the practical implementation of those chapters of Agenda 21 and of international conventions relating to such systems. Further relevant activities involved building capacity to sustainably develop and conserve those environments within that framework. Land and water issues in fragile wetland areas in SADC countries were addressed, including a regional strategy and field guidelines for planning and development.

Strengthening Capacity for Integrated Ecosystem Management (ECOM)

The ECOM PAIA operates through three interdepartmental working groups working in parallel with different objectives and memberships: a Working Group on the Integrated Ecosystem Management Approach (IEMA); a Working Group on Desertification to support the UN Convention to Combat Desertification (UNCCD); and a Working Group on Mountains to support FAO's inter-disciplinary mountain programmes and the implementation of Chapter 13 of Agenda 21. The IEMA IDWG organized three in-house meetings and seminars, prepared two technical reports, and supported the implementation of a dedicated website. The IDWG on desertification was involved in supporting field activities in response to the UNCCD process. It facilitated FAO's participation in main UNCCD fora (e.g. COPs), established a formal collaboration framework with these UNCCD bodies and launched programmes on land degradation assessment of drylands (LADA) and on the sustainable management of Fouta Djallon Highlands in West Africa. The IDWG on mountains was very active in supporting the International Year of Mountains for which FAO was the lead agency, and in ensuring a very successful outcome of this initiative.

85. In Fisheries, progress was achieved in measures to reduce bycatch, including seabirds. In particular, a study to estimate discards in marine fisheries on a global level was conducted.

Corporate Strategy E: Improving decision-making through the provision of information and assessments and fostering of knowledge management for food and agriculture

86. This corporate strategy deals with the development of norms, definitions, methodologies and tools for the improved collection and use of data; assessments of clients' current and new information requirements; maintenance and augmentation of FAO's basic data series on food and agriculture; building capacity at the national level; promoting the exchange of information among clients; and continuing the development of WAICENT as the key international information service providing the framework for the harmonization and dissemination of data falling within FAO's mandate.

Strategic Objective E1: An integrated information resource base, with current, relevant and reliable statistics, information and knowledge made accessible to all FAO clients

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)							Indicative Expenditure (US\$ million)	
	CO	DA	IN	IU	ME	ST	TR		Total
222 Food and Agricultural Information	23	47	77	8	17	3	5	180	31.2
231 Fisheries Information	14	7	27	3	3	2	3	59	6.2
251 Research, Natural Resources Management and Technology Transfer	4	1	7		4	4	3	23	6.0
223 Food and Agricultural Monitoring, Assessments and Outlooks	8		17		3	4		32	5.5
221 Nutrition	5		7		4	1	5	22	4.3
213 Livestock	2		4		3	3	2	14	3.8
211 Natural Resources	4		9	1	1	1	1	17	3.5
242 Forest Products	11		3	1	2	5		22	2.8
232 Fisheries Resources and Aquaculture	4	2	12		1			19	1.8
214 Agricultural Support Systems			4	1	3		1	9	1.6
244 Forest Programmes Coordination and Information	6		4		1			11	1.5
212 Crops	2		2					4	0.9
Other Programmes	5	0	5	0	1	0	0	11	1.1
Total	88	57	178	14	43	23	20	423	70.1

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

ME - Methodologies and Guidelines

ST - Studies and Analyses

TR - Training (including training courses and materials)

87. Consistent with the mandate and priority provided in Article 1 of the Constitution to “collect, analyse, interpret and disseminate information related to nutrition, food and agriculture,” this strategic objective continued to be the focus of a large portion of the FAO programme both in terms of the number of outputs and utilization of resources. Virtually all programmes produce information outputs and therefore contribute to the strategic objective.

88. Almost half of the indicative expenditure is in Programme 2.2.2 *Food and Agriculture Information*, which is shared by ES and GI and includes work related to the Food Insecurity and Vulnerability Information and Mapping System (FIVIMS), statistics on agriculture, trade and commodities, the World Agricultural Information Centre (WAICENT) and related information management and dissemination initiatives. Key contributions were the launching of the FAOSTAT2 project to modernize FAO’s corporate database, and substantial improvements in the coverage and quality of trade statistics. WAICENT recorded a 60% increase in visits to FAO Web sites over the biennium. A new programmatic framework for WAICENT has been developed, entitled “Bridging the Rural Digital Divide,” to foster dissemination of information to member countries. As 95% of the outputs of Programme 2.2.2 support this strategic objective, the reader is directed to the more detailed discussion of this programme in the Summary of Programme Implementation.

Definitions, Norms, Methodologies and Quality of Information (QINF)

In addition to statistical data, the PAIA gave attention to improving procedures for publishing documents and Web sites, thus broadening the scope of quality and consistency issues to include different types of information resources. Work continued on establishing appropriate linkages across various glossaries, categorisation schemes, thesauri and other vocabularies used in FAO and in its sector of activity. Standardization of country-specific information was also pursued and networks and partnerships sought as these have proved increasingly important in the wide adoption of standards for information sharing. In the future, the scope of work of QINF should be broadened to take into account the activities of other standard-setting groups in FAO (e.g. the SPAT PAIA described below, the FAOSTAT2 Project Executive Board, the WAICENT Web Guide initiative) and in the UN System (e.g. UN Geographic Information Working Group), while links with the WAICENT Advisory Group should be clarified.

89. All of the outputs produced by Programme 2.3.1 *Fisheries Information* were in support of this strategic objective. This programme includes the Fisheries Global Information System (FIGIS) and support for the Aquatic Sciences and Fisheries Abstracts (ASFA). FIGIS has been largely completed, comprising 25 integrated modules. Through various query tools, users can access database records or fact sheets in a systematic and consistent way. Regarding ASFA, the bibliographic database reached 900,000 references and, through various initiatives, access to ASFA resources has been improved.

90. In Programme 2.5.1, member countries and intergovernmental bodies were assisted in making effective use of databases, information systems and related tools for sustainable development. The role of information and communication technology in agricultural research, extension and education was also actively promoted.

Spatial Information Management and Decision Support Tools (SPAT)

Achievements of the SPAT PAIA included: the establishment of an operational coordination mechanism; the preparation of a draft report on GIS standards and norms to be used in-house; the further development of GeoNetwork and its acceptance both in-house and by external users as an international hub for retrieval of FAO spatial data; the preparation of a sub national database on land use (Agro-MAPS); the establishment of a web site to cover FAO's spatial information; the preparation of a sub-national boundary database and a global hydrological map; and the formulation and acceptance of a copyright clause for published spatial material.

91. The Commodities and Trade Division, in Programme 2.2.3, developed new databases for all basic food commodities at the country level designed to analyse current global market developments and assess their impact on developing countries, especially their status of food security. Other databases and information products were developed or expanded relating to tropical, horticultural and raw materials commodities. Particular highlights were the successful completion of the fibre consumption survey, the study of non-traditional agricultural exports which provided unique analytical information on diversification possibilities, and responses to increasing demands for information concerning organic and fair trade products.

92. Regarding land and water databases, standards and norms in Agro-ecological Zone (AEZ) were developed, and land resources and land use inventories were increasingly accepted as global standards, with increased involvement of developing countries and international institutions to follow these approaches. The AQUASTAT database and information system was expanded and improved, including a total review of the Web site. High demand for the data was shown in particular through the steady increase in web access to land and water information systems and use of data by the World Resource Institute, UNEP, UN-Water and other UN agencies.

Strategic Objective E2: Regular assessments, analyses and outlook studies for food and agriculture

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)							Indicative Expenditure (US\$ million)	
	CO	DA	IN	IU	ME	ST	TR		Total
223 Food and Agricultural Monitoring, Assessments and Outlooks	8		11		1	9		29	5.0
213 Livestock	2		2		2	2		8	2.1
232 Fisheries Resources and Aquaculture	3		1	1	1	6		12	1.1
243 Forestry Policy and Planning	2	1			1	4		8	1.0
241 Forest Resources	2					6	1	9	1.0
234 Fisheries Policy	1		1			5		7	0.9
Other Programmes	0	0	5	0	1	3	0	9	1.2
Total	18	1	20	1	6	35	1	82	12.4

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

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TR - Training (including training courses and materials)

93. The challenge facing the Organization is to respond to the increasing and more diversified demand for global assessments and analyses and to adapt to the changing needs of Members. Longstanding flagship publications such as *World Agriculture Towards 2015/30*, the *State of Food and Agriculture*, the *State of World Fisheries and Aquaculture*, the *State of the World's Forests and Food Outlook* were produced together with supporting sectoral and cross-sectoral studies on topics of special interest such as biodiversity, climate change and environment degradation.

Global Perspective Studies (GLOP)

The GLOP PAIA is aimed at increasing the multi-disciplinary content of the various perspective studies carried out in various sectors (i.e. agriculture, food and nutrition, crop and livestock, fisheries, forestry, natural resources), facilitating co-operation in preparing such studies, and ensuring consistency between the assumptions used and across the views and statements of the Organization on the long-term developments. The PAIA covered in particular the "World Agriculture: Towards 2015/2030" study (both full and summary report), the regional perspective studies for the livestock sector in Latin America and Asia, for the forestry sector in Africa, and the preparatory work for similar forestry studies for Latin America, Europe and West and Central Asia. Improvements were made in the estimates for undernourishment, the water and irrigation data bases, and the assessment of the efficiency of water and fertilizer use which feed into global studies. In parallel, preparatory work has started on the development of an analytical tool for undertaking scenario analysis.

94. Comprehensive market assessments with respect to global food security were performed and disseminated through the Global Information and Early Warning System (GIEWS). These assessments provided policy and impact analysis of emerging developments such as animal diseases, global weather events, and significant policy changes using the most recent information. Focused assessments and food security reports for tropical, horticultural and raw material commodities were also produced, with greater emphasis on analytical studies and use of quantitative/modelling tools to provide for rigorous policy analysis and forecasting.

95. In the livestock sector, particular attention is given to the rapid structural change in the context of burgeoning demand for animal products in many developing countries and to the options available to public policy makers.

96. In fisheries, The State of World Fisheries and Aquaculture 2002 and the World Fisheries and Aquaculture Atlas were published and about 70 Fishery Country Profiles were prepared or revised. Regular monitoring and reporting continued on global and regional status and trends of aquaculture and inland fisheries, and four studies projecting future fish consumption were prepared.

97. The Global Forest Resources Assessment (FRA 2000) was published in four languages and the findings reviewed. With support from expert consultations, a newly established FRA advisory group and a network of national correspondents, the scope, approach, contents and methodology of FRA 2005 were developed and endorsed by COFO 2003. The State of the World's Forests 2003 and a Forestry Outlook Study for Africa was completed. Most work on Latin America Forestry Sector Outlook study and the European Forestry Sector Outlook studies has also been completed and the final reports are in preparation.

Strategic Objective E3: A central place for food security on the international agenda

Programme	Biennial Outputs Contributing to Strategic Objective (by Type)								Indicative Expenditure (US\$ million)
	CO	DA	IN	IU	ME	ST	TR	Total	
224 Agriculture, Food Security and Trade Policy	7					5		12	2.1
222 Food and Agricultural Information	2	1	1					4	0.7
211 Natural Resources			1			2		3	0.6
Total	9	1	2	0	0	7	0	19	3.4

LEGEND:

CO - Coordination and Information Exchange

DA - Direct Advice to Members and Field Programme Support

IN - Information (Products, Systems, Databases)

IU - International Undertakings, Agreements/Conventions, Standards

ME - Methodologies and Guidelines

ST - Studies and Analyses

TR - Training (including training courses and materials)

98. The World Food Summit: *five years later* (WFS:fyf) was held in conjunction with the 28th session of the Committee on World Food Security (CFS) to expedite action on implementing the WFS Plan of Action. 180 delegations participated. Work is now underway towards a mid-term review in 2006 of progress towards the WFS target.

Corporate level PAIAs

99. Two PAIAs are of a corporate nature in that they not only cut cross sectors but also are relevant to all strategic objectives. These are Gender and Development (GEND) and Ethics in Food and Agriculture (ETHI).

100. Progress on gender concerns was reported directly to the FAO Conference at its 32nd session in 2003 in document C 2003/6 Progress Report on Implementation of the FAO Gender Plan of Action 2002-06.

Ethics in Food and Agriculture (ETHI)

Under the auspices of the PAIA and its internal coordinating mechanism, the Panel of Experts on Ethics in Food and Agriculture met and considered a range of ethical issues surrounding the global emergence of hunger, globalization, biotechnology and genetically modified organisms (GMOs), and rights and benefit sharing. The second report with its conclusions on these issues was published in all languages. The PAIA also oversaw the preparation of various studies carried out by technical departments, e.g. "The Ethics of Sustainable Agricultural Intensification" and "Ethics and the Globalization of Food and Agriculture". The PAIA also coordinated the Organization's response to growing requests from outside institutions to take part in activities and coordination mechanisms on ethics, in particular the new UN Interagency Committee on Bioethics and meetings convened by UNESCO.

Strategies to Address Cross-Organizational Issues (SACOIs)

101. The Strategic Framework for FAO 2000-2015 identified six Strategies to address Cross-organizational Issues:

- Ensuring excellence
- Enhancing inter-disciplinarity
- Broadening partnerships and alliances
- Continuing to improve the management process
- Leveraging resources for FAO and its Members
- Communicating FAO's messages

102. The Medium Term Plan 2002-07 identified the main thrust for the last five strategies over the medium term. Progress in their implementation during 2002-03 is summarized below.

Ensuring excellence

103. In the MTP 2002-07 it was noted that elaboration of the strategy for ensuring excellence was deferred to the MTP 2004-09 and progress in the implementation of this strategy would be addressed beginning with the PIR 2004-05.

104. In the formulation of the MTP 2004-09, carried out in 2003, four practical dimensions for ensuring excellence in FAO were identified:

- staff (complemented by other external human resources) at all levels and locations;
- active partnerships with external institutions and team work within the Organization;
- internal institutional processes; and
- learning and innovation, particularly the ability to learn from colleagues and external partners and to bring improvements in programme achievement and working processes.

105. Initial focus was envisaged on two aspects: staff and other human resources and organizational learning and innovation. Work on these aspects was scheduled to commence in 2004.

Enhancing interdisciplinarity

106. The thrust of this strategy was to:

- strengthen the capacity for interdisciplinary planning;
- extend the new programme model to encompass formulation of interdisciplinary programmes; and
- enhance interdepartmental and intradepartmental mechanisms for facilitating cooperation and partnerships.

107. The main means for achieving interdisciplinarity was through the 16 Priority Areas for Inter-disciplinary Action (PAIAs). The achievements of the PAIA groups are reported in the boxes which have been included for each PAIA under the relevant Strategic Objective in the first part of this section on "Progress Towards Implementation of the Strategic Framework". There was also a programme entity 210S5 *Central Support to PAIAs* which provided catalytic support to the PAIA groups to initiate and carry out selected interdisciplinary activities. The achievements of this entity are described under Summary of Programme Implementation.

108. From a system perspective, planning and monitoring of divisional outputs which contribute to PAIAs are recorded in PIREs so that the PAIA coordinating mechanism can easily see the current status of all proposed or planned contributions.

109. In general, PAIAs have produced a number of very valuable inter-disciplinary outputs as can be seen from the boxes earlier in this section. For a full account of the work being undertaken by PAIAs, reference can be made to www.fao.org/paia which is the index page for all PAIA Web sites.

Broadening partnerships and alliances

110. The focus of the strategy was on:

- ensuring fruitful cooperation with UN system partners and intergovernmental organizations;
- expanding links with Civil Society Organizations and Non-governmental Organization; and
- exploring with the private sector potential areas of interest for cooperation.

111. During the biennium, FAO actively participated in the UN Development Group (UNDG) decision-making and advisory bodies including the UNDG Support, Management and Programme Group and several issue-specific working groups. Major outcomes of the work of UNDG that were achieved during the biennium with contributions from FAO include the revised Common Country Assessment/United Nations Development Assistance Framework guidelines for UN Country Teams, the revised UNDG Guidance Note on Joint Programming and the revised UNDG guidance note on Millennium Development Goal Reporting also for use by UN Country Teams. The Organization also continued to participate in the Inter-Agency Standing Committee and its working groups, contributing to coordination, fundraising, and policy discussions on consolidated appeals, gender and HIV/AIDS, contingency planning, human rights and humanitarian action, internally displaced persons, etc.

112. Through participation in inter-agency UN/World Bank Emergency Needs Assessment Missions for reconstruction in post-conflict situations in Sri Lanka, Sudan, Liberia and the Philippines, FAO was able to mobilize over US\$ 154 million for emergency assistance. Collaboration was undertaken with WFP in emergency and humanitarian issues in 44 countries, in formulating the agriculture component of WFP's 2002 Protracted Relief and Rehabilitation Operations for Southern Africa and in technical assistance in the formulation, appraisal and evaluation of WFP country strategies.

113. A letter of agreement between FAO and UNHCR strengthening the existing partnership was finalized and new areas of cooperation were identified. FAO and UNHCR undertook discussions at technical and policy levels on innovative ways for agricultural-based livelihood programmes to promote self-reliance for refugees and returnees.

114. A Memorandum of Understanding was also signed between FAO and the Global Environment Facility (GEF). In its capacity as a GEF Executing Agency, FAO is collaborating with the GEF Implementing Agencies (World Bank, UNDP and UNEP) in activities on integrated ecosystem management, sustainable forestry and fisheries management, agrobiodiversity, renewable energies in agricultural production, and integrated pest management.

115. The Organization, particularly through the Investment Centre, continued to strengthen its partnership with international financial institutions including the World Bank (which almost doubled

its investment support to member countries compared to the previous biennium), the International Fund for Agricultural Development (IFAD), the European Bank for Reconstruction and Development (EBRD), the African (AfDB), Asian (AsDB), Inter-American (IDB) and Islamic (IsDB) Development Banks and subregional development banks. Support was also provided to the New Partnership for Africa's Development (NEPAD), with assistance provided to African countries to prepare pan-African, regional and national programmes and profiles of bankable projects. Additional information on investment related cooperation is reported as part of the "Summary of Programme Implementation" under Programme 3.2 *Support to Investment*.

116. Within the Organization, the NGO/CSO Working Group undertook policy and strategy formulation, information exchange and promotion of action for implementation of FAO's *Policy and Strategy for cooperation with NGOs and other CSOs*. The working group included focal points within both headquarters technical divisions and decentralized offices. A review of FAO's rules and procedures for establishing formal relations with civil society organizations and their participation in intergovernmental meetings was initiated and guidelines developed to apply the Programme and Project Review Committee (PPRC) criterion regarding participation, partnerships and alliances. A Web site targeted specifically at NGOs/CSOs and a corporate NGO/CSO database was also developed. Further information is reported as part of the "Summary of Programme Implementation" under Programme 3.5 *Cooperation with External Partners*.

117. Enhanced cooperation in field activities included the launching of a FAO-civil society programme on *Mainstreaming small-scale family-based agro-ecological methods of food production* with over a dozen governments having submitted requests to FAO for technical assistance in this area. Civil society capacity building was funded under TCP upon the request of countries, and efforts were made to ensure participation of farmer's organizations in the formulation of the agriculture component of NEPAD.

118. Efforts were undertaken to promote collaboration with the private sector. Meetings were held with several existing or potential partners to further collaboration and identify themes conducive to private sector partnerships. The exchange of information was identified as particularly important and preparatory work was initiated on a private sector database linked to the Field Programme Management Information System. Regular discussions were held with the International Agri-Food Network (IAFN), which groups a number of private industry associations and other organizations involved in the agriculture sector. The Government of Italy provided FAO with trust fund support for joint identification, formulation and co-financing of projects with local administrations. The first project under this programme concerned peri-urban agriculture development in Kigali (Rwanda), jointly formulated by the municipalities of Kigali and Rome.

Continuing to improve the management process

119. As indicated in the MTP 2002-07, the focus of the strategy was to:

- Ensure that management is based on firm accountability principles and advance information systems; and
- Take a holistic approach to human resource development, aligning it with the Organizations strategic directions.

120. Strengthening the culture of accountability was taken a step forward with the successful implementation of Results Based Budgeting² (RBB) for all technical programmes. This involved the clear definition of the rationale and objective of each programme entity as well as identifying the major outputs, their expected outcomes and indicators to measure their achievement. The use of the RBB model was fully supported by PIREs where the module for medium-term planning was built and released for use in develop the MTP 2004-09. This was followed by an auto-evaluation of the system which pointed to a number of possible improvements that were taken on board in the

² Or "New Programme Model" as originally described in the Strategic Framework and repeated in the MTP 2002-07

context of the module for PWB preparation. The PWB module was released for use in the preparation of the PWB 2004-05.

121. Several system enhancements were implemented in Oracle Financials and related systems during the biennium 2002-03, including the introduction of the new Web-based Budget Maintenance Module (eBMM) which provides improved budget management functionality, and the development of eTravel which simplifies the processing and certification of lump sum entitlement payments. Oracle Applications was successfully upgraded to the Web-based release 11i which provides opportunities for further streamlining of the business processes in the Organization. In this regard, the new Finance Division intranet site was used to communicate policy and procedural documentation to user groups both in headquarters and decentralized offices. In recognition that information systems and technology are fundamental to improvements in the management process, the Information Systems and Technology Division (AFI) expanded its role as a major partner in delivery of all the information systems.

122. Human Resource (HR) developments have taken place in a number of areas. Human resources planning workshops were held with the managers in all departments and regional offices to identify their HR concerns and information needs, as well as to develop their role as managers of people. The review of the general service category resulted in the development of new job profiles that recognize the new mix of skills required in the continually changing technological environment of the Organization. A competency development and assessment project for managerial level staff was initiated by the three Rome-based agencies with extra-budgetary support. Contractual arrangements for non-staff human resources were streamlined and simplified to provide greater flexibility, in particular for project-type assignments of longer duration. At the same time the core staffing of the Organization remained at essentially the same level as the previous biennium.

123. Progress continued on the development of a performance management system that links the organizational planning process and programme outcomes to the work plans of and results achieved by individual staff members. In this context the Organization continued to participate in and monitor the work of the ICSC review of pay and benefits, in particular, as pay-for-performance within a broad-banded salary structure is a key component of the pilot studies to be undertaken in the review.

124. The FAO Conference approved changes in the geographic distribution methodology to permit greater flexibility in the appointment of staff to improve gender and geographic balance. Efforts were also made to identify specific posts to be filled by young professionals.

Leveraging resources for FAO and its Members

125. The thrust of the strategy as set out in the MTP 2002-07 was to

- create the conditions and enabling mechanisms for a substantial flow of extra-budgetary resources to support Members' goals and FAO's own programmes; and
- ensure multiplier effects of the programmes of FAO by leveraging resources from technical assistance and Regular Programme activities in the areas of FAO's concerns, but not necessarily managed by the Organization.

126. During the 2002-03 biennium, more than US\$ 300 million was mobilized for supporting FAO's non-emergency technical assistance, in response to requests from Members. This was about the same as the previous biennia (i.e. US\$ 309 million in 2000-01 and US\$ 310 million in 2002-03). However, total approvals in 2003 (i.e. US\$ 209 million) were approximately 10% higher than the average yearly amount mobilized between 1998 and 2003.

127. External resource mobilization for FAO's emergency interventions over the 2002-03 biennium resulted in an actual delivery of approximately US\$ 310 million. Most of the funds provided represent voluntary contributions and the major recipient was Iraq through the Oil-for-Food Programme with over US\$ 198 million in 2002-03, followed by Afghanistan, Angola, Congo (DRC), Sudan and Zambia.

128. In addition to the field programme, financial support was made available by multilateral and bilateral funding sources for projects with a relatively high normative content in direct support of the Regular Programme of Work. While there continues to be strong donor support for FAO's activities at country and inter-regional/regional level, donors are increasingly interested in the Organization's normative work and in the added value of their financial support to such activities in the context of broader development initiatives at country level.

129. To improve conditions and enabling mechanisms for an increasing the flow of extra-budgetary resources, an assessment was carried out of the effective demand for FAO services as reflected in country needs for technical assistance and taking into account the Organization's comparative advantages in the various fields. As a result, new modalities of multi-bilateral cooperation have been developed, procedures streamlined and new sources of funding explored. One of the new modalities of multi-bilateral cooperation is the "Strategic Partnership Agreement". During the biennium, agreements of this nature were concluded with the United Kingdom, the Netherlands and Norway, while negotiations were started with Sweden and Denmark. Important aspects of these agreements include: strategic focus on FAO's Strategic Framework and medium-term objectives, inter-sectoral and inter-departmental cooperation, inter-agency collaboration and a high degree of flexibility with regard to fund allocation to specific partnership activities. In addition, a National Execution Modality (NEX) was elaborated and became operational in several countries. The NEX modality is particularly applicable for nationally-funded UTF projects, especially in the framework of the SPFS programme, in which the Organization's involvement is mainly in project formulation and the provision of technical advice.

130. With regard to contributions to FAO's normative work, processes for small amounts in support of Regular Programme activities were streamlined in order to facilitate direct involvement of the technical units concerned in the negotiation and rapid conclusion of agreements. A more systematic preparation and utilization of donor "profiles" was also developed. The profiles provide the technical units concerned with information about thematic and geographic policies and priorities of potential funding sources. The quality of project proposals was improved through systematic analysis of lessons learned during project implementation. Important initiatives have included the new annotated format for Trust Fund project formulation and the Project Cycle Overview Course.

131. The Field Programme Management Information System (FPMIS) was expanded to include (i) access to statistical and analytical information on pipeline, ongoing and closed projects; (ii) Oracle Data Warehouse reports on financial performance; (iii) information on project inventories; (iv) key documents relating to the project cycle (project documents, mission reports, revisions, progress reports, etc.); (v) tools to identify poorly performing projects; (vi) e-mail alerts based upon agreed criteria; and (vii) facilities to produce rapidly consolidated country briefs. FPMIS was also expanded to include other field project databases such as those concerning TCP projects, SPFS projects and TeleFood funded small scale projects.

132. The multiplier effect of FAO's programmes is illustrated by the work of the Investment Centre (reported under Major Programme 3.2) which, in collaboration with the World Bank, led to investments in agriculture totalling over US\$ 3.7 billion. In addition, the Global Trust Fund for Food Security and Food Safety attracted contributions from donors, including Italy, the Netherlands, Libya and Saudi Arabia. The resource mobilization effort has been supported by communication of the outcomes of FAO's development services to Members and other stakeholders, including public and private sector recipients and donors at all levels.

Communicating FAO's messages

133. The strategy concentrates on
- identifying and targeting strategic external audiences for FAO information and utilization a variety of channels to reach the defined target groups;
 - raising awareness and understanding of issues related to FAO's mandate within civil society and the general public; and

- reviewing, coordinating and monitoring implementation of the communication policy, strategies and programmes of the Organization.

134. During 2002-03 guidance in the implementation of this strategy was primarily provided through the Corporate Communication Committee (CCC), under the Chairmanship of the Deputy Director-General.

135. Internal communication was facilitated by the development, launching and support of the new FAO Intranet and Extranet which, by the end of 2003, was accessible to staff in headquarters, all Regional and Subregional Offices, as well as 63 FAO Representations and three Liaison Offices. In addition, a suite of communication skills training workshops (including presentation skills, facilitation skills, media skills and meeting skills) were developed. These workshops allowed for improved communication delivery, participatory planning and decision making and a decentralized implementation of FAO's Corporate Communication Policy and Strategy. More than 500 staff members participated in these workshops.

136. Significant attention was focused on the communication planning process. A Guidance Note, approved by the CCC, was used as the basis for expanding communication planning processes. Departmental communication plans, considering key target audiences, appropriate vehicles and external opportunities were developed, consolidated into a corporate plan and calendar and formally adopted by the CCC. Special strategic communication efforts were mounted for programmes funded through extra-budgetary contributions, particularly the FAO/ Netherlands Partnership Programme. The successful series of bimonthly presentations to Permanent Representatives continued to provide information on priority programmes and activities to this key target audience.

137. A dynamic Newsroom page on the FAO Web site was launched to disseminate news about the Organization more widely in all official languages. The overall impact of FAO's media relations was significant, as evidenced by the increasing volume of media coverage in local and international print media. World Food Day celebrations and WFD Special Events/TeleFood activities were increased significantly during the biennium through inter-departmental task forces, cross-organizational involvement in, and support to, public outreach activities. A Round Table of FAO Ambassadors, convened in Rome on 15 October 2003, facilitated renewed individual and joint commitments by the Ambassadors.

REGIONAL DIMENSIONS

138. It is recalled that FAO's Programme of Work is presented in a "unified" manner in the MTP and PWB documents. The constituent entities under the established programme structure are designed to address the problems and issues faced by Members and hence contributing to the corporate objectives reflected in the Strategic Framework as evidenced in the preceding section. Substantive programmes are in most cases jointly executed by Headquarters departments and the corresponding outposted teams in Regional or Sub-regional Offices. Many activities involve, therefore, participation of both Headquarters staff and those in decentralized offices.

139. Within this unified approach, there are clearly activities which are of direct benefit to each region. Accordingly, this section of the PIR seeks to provide illustrative cross-cutting views of activities implemented in the 2002-03 biennium of particular interest to individual regions. It covers substantive activities within Chapter 2, *Technical and Economic Programmes* and Major Programme 3.1, *Policy Assistance*, irrespective of whether inputs originate from Headquarters or decentralized offices.

140. While efforts have been made to avoid unnecessary duplication, many programmes or activities of obvious interest to all regions (e.g. IPPC) are of such importance that it was worth highlighting aspects pertinent to the regional context.

Africa

Agricultural Production and Support Systems

141. Under Programme 2.1.0, work on Good Agricultural Practices (GAP) involved field activities (pilot projects started in south-western Burkina Faso and in western Kenya), which provided opportunities for useful case studies, analyses and reports. A multistakeholder process was also initiated in Burkina Faso, enhancing information sharing and consensus between national stakeholders on "good farming practices" for cotton-livestock-cereal systems. The concept of conservation agriculture was introduced in a number of countries and promoted through regional workshops and numerous field demonstrations. Prime emphasis was given to issues of direct relevance to the region: water, labour saving methods, increased profitability/yields, soil moisture conservation and crop residue management. It is estimated that at least 9 African countries have introduced support to conservation agriculture into their national policies.

142. Under Programme 2.1.1, priority was given to water control and increasing fertilizer use in Africa, within the context of the New Partnership for Africa's Development (NEPAD) and the associated Comprehensive Africa Agriculture Development Programme (CAADP), and arresting land degradation while sustaining soil productivity. TCP projects have addressed related water policy and irrigation strategies as well as capacity building in several countries in the region. Prominence was given to information and data on irrigation in the continent as part of FAO's contribution to NEPAD. A regional workshop on Integrated Water Resources Management and Food Security was held in Ethiopia during the Pan-African Conference on Water. A sub-regional workshop on investment in land and water was held in Zimbabwe in preparation for the World Food Summit: *five years later*.

143. Under Programme 2.1.2, the cold-tolerant oil palm was introduced in the highlands of five West African countries, where rainfall is higher, providing isolated farmers with an important new commodity, also improving health as the red palm oil contains vitamins A and E. As regards IPM, the well established "Farmers Field School" approach has been applied in Eastern Africa to soil fumigation for methyl bromide replacement and to soil nutrient and water management, and in communities struggling with the impact of HIV/AIDS on agriculture. A process was started to harmonize seed rules and regulations to expand seed access, exchange and trade (also at the international level) within Southern Africa Development Community (SADC) countries. In the

context of the Technical Consultations of Regional Plant Protection Organizations supported by the IPPC Secretariat, a regional workshop was convened to facilitate the review of draft standards and the preparation of country comments by national Plant Protection Organizations during the country consultation period. As regards pesticides, workshops on the implementation of the Rotterdam Convention have been held, contributing to increased compliance with the obligations of the Convention e.g. on import decisions on chemicals. Progress has been made in the development of the Africa Stock Piles Programme (ASP) which aims to clear all obsolete pesticide stocks from the region and to put in place measures to prevent their recurrence. In the context of the GAP implementation, national information-sharing mechanisms on plant genetic resources have been fully established or are being initiated in several countries, while support was also provided to *in situ* and on farm conservation activities or crop-associated biodiversity.

144. As regards livestock, progress achieved under the Programme Against African Trypanosomiasis (PAAT) in support of the Pan African Tsetse and Trypanosomiasis Eradication Campaign (PATTEC) has been a noteworthy development during the 2002-03 biennium, although the 2003 FAO Conference concluded that further efforts were required to pave the way for more effective action in the field. EMPRES/GREP were also important on-going activities, along with various projects on livestock production (particularly related to SPFS), health and policy. Small-scale milk processing is important in both the rural/pastoral and peri-urban areas of Africa, calling for normative support for the development of village milk systems under FAO's field programmes in the region. Countries were also assisted in participating in the State of the World's Animal Genetic Resources reporting process. Work on integrated parasite control was carried out to meet increasing concerns about parasite resistance in the region.

145. Under Programme 2.1.4, success stories in developing new farm enterprises were disseminated while region-specific farm business management training manuals were developed. Information and guidelines for improving the efficiency of food supply and distribution operations were promoted through workshops in the Horn of Africa and North Africa. Assessments of the impact of trade liberalisation on smallholder farmers were carried out in eastern and western Africa, as were similar assessments of labour saving technologies to cope with the HIV/AIDS pandemic. A regional consultation was convened as part of a new global initiative on post harvest management. There was continued interest from countries in Sub-Saharan Africa for support in agricultural mechanization policy development and market-driven agro-industrial sector development, including participation of smallholders. Advice was given to national and regional farmers' organizations to improve farm management.

146. Under Programme 2.1.5, the joint FAO/IAEA Division contributed significantly to: the strengthening of national plant breeding activities including through biotechnologies (one telling indicator being the release or pending registration of 10 drought tolerant mutant lines); capacity-building in countries to diagnose and conduct surveillance activities against rinderpest and CBPP, including through the use of biotechnological methods; and the agreement reached on criteria for area-wide interventions against tsetse and trypanosomiasis.

Food and Agriculture Policy and Development

147. As regards nutrition under Programme 2.2.1, support was provided for the development and implementation of national plans of action for nutrition in many countries. Workshops were held in southern and eastern Africa to test assessment tools and to ensure their use locally to address acute nutritional problems. Many initiatives aimed at promoting community-based programmes to improve household food security and nutrition, alongside the support to the field programme. Advocacy was carried out to improve the nutritional care of people living with HIV/AIDS, in collaboration with UN development partners and regional and subregional bodies. A three-week training course was organized in South Africa in connection with the AFROFOODS regional network, part of the global INFOODS initiative. Direct assistance was provided to compile national food composition tables and databases and their harmonization at regional levels as means of improving food safety and quality.

148. Under Programme 2.2.2, one entity 222A2 was fully dedicated to the Africa Region, providing direct support to statistical capacity building as well as project supervision. Draft guiding principles for the sustainable development of agricultural and rural statistics in Africa were developed and will be presented to subregional groupings for adoption, starting with ECOWAS countries in 2004. Support to statistical development in the region has benefited from two trust fund projects, funded by the World Bank and the Government of France. Several workshops and expert group meetings were organized, covering a number of key statistical issues of direct interest to the region, in addition to national demonstration centres which help build capacity in food security measurement and analysis at the country level. Another important initiative was the launching of CountryStat, to contribute to statistical capacity building at the country level and to improve exchanges of information between the national and the international levels.

149. Under Programmes 2.2.3 and 2.2.4, the assessment of the importance and potential of basic food commodities in enhancing food security within the context of intra-trade in Africa was carried out. Improved collaboration was achieved with national governments and regional organizations (CILSS, SADC) in the context of crop and food supply assessments in countries of Sub-Saharan Africa. Country specific studies were undertaken on natural resources management in the context of general economic analysis and policy research work.

Fisheries

150. It may be noted that a vast majority of FAO supported projects dealing with fisheries information were implemented in African countries. Activities on traditional use of fish and other aquatic life in rice-based production systems, both wild and cultured, have raised awareness and promoted rice-cum-fish farming systems. Aquaculture-related assistance to countries was principally through field programme interventions to reinforce the sub-sector and enhance output. Regional aquaculture development programmes evolved from the strategic approach elaborated in connection with the 1999 *Africa Regional Aquaculture Review*, which was based on lessons learnt over the past 30 years. A workshop to demonstrate by-catch reduction technologies was held for the East African sub-region and a number of case studies on support to small scale fishers were carried out. Vessel Monitoring Systems workshops were organized in West Africa. Entity 234A4 *Promotion of Coastal Fisheries Management* was particularly active in some counties of the region: e.g. in Senegal where there is much enhanced awareness that access control needs to be developed for all fishers, while Tanzania has developed a strategy for common management of industrial and artisanal fisheries of marine shrimps. Further efforts were made to strengthen FAO regional fishery bodies (RFBs) and increase their efficiency, as well as to improve and stimulate cooperation between all FAO and non-FAO RFBs and regional fisheries management organizations (RFMOs) on specific issues and joint activities.

Forestry

151. Important documents include cases of successful forest management in Central Africa based on broad partnerships and policy development for the sustainable use of wildlife resources and bush meat issues. A strategy for future action in support to Central African forests was designed. Demonstration and training activities in forest resources assessment took place, as well as regional workshops to define the new generation of watershed management projects. The FAO-supported regional project in the Fouta Djallon area is significantly contributing to cooperation on watershed management and sustainable mountain development. Several studies on the impact of acacia and prosopis species as invasives were carried out. The Forestry Outlook Study for Africa emphasized the importance of supporting the informal sector that is critical to the provision of rural employment and income while underpinning the need for strengthening public sector institutions. Case studies highlighted the potential for increasing revenues from forests through regular revision of royalties. Reviews were undertaken to update assessments of needs and capacities in forestry education and research. The African Forestry and Wildlife Commission was able to develop intersessional activities making substantial contributions to the bushmeat crisis in West and Central Africa and to bushfire

prevention and control in dry zone Africa. Support was also provided to arid, low forest cover countries of Sub-Saharan Africa, to validate national criteria and indicators of sustainable forest management.

Sustainable Development

152. Under Programme 2.5.1, assistance was provided to the formulation of NEPAD's CAADP "fourth pillar" on agricultural research, technology dissemination and adoption. The Forum for Agricultural Research in Africa (FARA) was established and an important development was the decision of FARA to expand its outreach to cover all of Africa including North Africa, and not just Sub-Saharan Africa as originally conceived. Direct assistance was provided in order to optimize the dissemination of agricultural knowledge and technologies through national agricultural research and extension systems in several countries, notably in the CEMAC region. Assistance was also provided to selected countries (e.g. Benin, Côte d'Ivoire, Swaziland) in the area of bio-safety regulations. Land cover datasets from the SADC region have been incorporated to enhance FAO's environment and natural resources services (i.e. the provision of comprehensive data and information to countries on land cover and geo-spatial data). Under the aegis of the interim Science Council of the CGIAR, a number of seminal reports on the problems of agricultural research in the region and possible solutions have been issued.

153. As regards gender and population, primary attention was given to the impacts of HIV/AIDS and rural ageing, including increased urban-rural inequalities, reduced rural households' assets and wealth, and problems in the intergenerational transfer of knowledge and skills, consequently leading to less productive farming systems and higher levels of food insecurity. Most of the underlying research work and related field testing was carried out in the Africa region. Training workshops were organized for lusophone countries (with IPGRI) on indigenous knowledge, gender and seed management. Training activities and workshops were carried out on the well-established Socio-economic and Gender Analysis Programme (SEAGA) and other materials. Progress was made in West Africa in the assembly of gender disaggregated data in national agricultural data collection exercises, while re-tabulation of existing agricultural databases was carried out, notably in southern Africa.

154. Under Programme 2.5.3, given the emergence of decentralized approaches to governance throughout Africa, emphasis was placed on more effective civil society engagement in national policy formulation and strengthening capacity of national farmer-based bodies in terms of advocacy, mediation and policy analysis. Strengthened partnerships and networks of producer organizations were also supported regionally, nationally and within subregions. Studies concerning the role of local institutions in disaster and risk management have been conducted in drought-prone Sahelian areas as part of a global programme. Training materials on participatory diagnostics of common property resource management have been prepared for lusophone countries. In eastern and southern Africa, research work has been carried out to assess the effects of HIV/AIDS on land tenure arrangements for vulnerable people, including widows. An important activity was to support the thematic groups of the UN System Network on Rural Development and Food Security (entity 253P1) working at national level.

Policy Assistance

155. The adoption of NEPAD and associated CAADP has allowed orientation of policy assistance and field programme development work towards meeting more concrete objectives for rapid recovery of the agricultural sector. Assistance was provided not only for the formulation of the CAADP, but also for the subsequent action plan and identification of CAADP flagship projects. At the national level, assistance was also provided for the updating of National Strategies for Agricultural and Rural Development - Horizon 2015. Regional Economic Communities were assisted in the design and pursuit of regional strategies for food security and mechanisms for better harmonisation of agricultural policies. Draft Regional Programmes for Food Security (RPFS) were prepared for 8 regional economic organizations. The major programme also covered reviews of

needs for and effectiveness of agricultural financing. High level meetings were held with regional development banks to discuss the RPFs and facilitate the mobilization of resources for their implementation. For instance, funding was obtained from the West African Economic and Monetary Union (UEMOA). On legal aspects, assistance was provided, for example, on water law in the Sahara aquifer, and seed law in West Africa. Moreover, some publications addressed regional issues, such as forestry law in the whole of Africa, and pastoral law in West Africa.

Asia and the Pacific

Agricultural Production and Support Systems

156. Under Programme 2.1.0, work on Good Agricultural Practices involved case studies, analyses and reports which were commissioned in specific countries (Indonesia and Nepal). The concept of conservation agriculture was promoted covering *inter alia*: efficient investment of machinery; profitability of farming; soil resource conservation in Central Asia; soil resource conservation (environmental benefits) in China; improved profitability of farming, soil resource conservation/water conservation in South Asia.

157. Under Programme 2.1.1, a sub-regional workshop on investment in land and water was held in preparation of the World Food Summit: *five years later* (Bangkok). The modernization of irrigation systems was promoted through a regional training programme benefiting 300 professionals in five countries through nine training workshops, the launching of a website, publications and a training CD ROM. Support to improved farm-level water management was provided in several countries, through SPFS and other projects. Conservation agricultural practices for integrated soil and water conservation and management were disseminated utilizing available assessment methods and tools for land degradation. A workshop was carried out on sustainable land use planning based on agro-ecological zoning methods.

158. Under Programme 2.1.2, integrated production systems continued to be emphasized to achieve food security, especially the sustainable intensification of rice-based systems through the adoption of an innovative “Rice-Check” management system. Several projects to enhance livelihoods were launched, e.g. based on coffee or coconut production. In the Himalayan region and on the Tibet Plateau, work towards establishing a fodder oat network has been complemented by two TCP projects to evaluate new multi-cut oat cultivars and other forages and to develop technology packages that should enable smallfarmers to have green feed (and hay) available for the winter to maintain milk production and boost family incomes. A national IPM programme was set up in Nepal through a unilateral trust fund, with complementary support from the government of Norway. Country pasture resource information/data in the Southwest Pacific is now nearly complete and available on the FAO Website.

159. Under the plant protection component of EMPRES, effective control of locust species other than the desert locust was achieved, particularly in Afghanistan, through FAO technical assistance. Support to capacity building on seed technology was provided, building on a successful workshop on seed variety identification and genetically modified (GM) seed testing in the region, together with ISTA. In the context of the Technical Consultations of Regional Plant Protection Organizations supported by the IPPC Secretariat, a regional workshop was convened to facilitate the review of draft standards and the preparation of country comments by national Plant Protection Organizations during the country consultation period. As regards pesticides, workshops on the implementation of the Rotterdam Convention have been held, contributing to increased compliance with the obligations of the Convention e.g. on import decisions on chemicals. On plant genetic resources in the context of the GPA implementation, national information-sharing mechanisms have been fully established or are being initiated in several countries, while support was also provided to *in situ* and on farm conservation activities or crop-associated biodiversity.

160. As regards Programme 2.1.3, in view of the dynamic growth of the Asian livestock sector, assistance in livestock policy, animal production and animal health was supplemented by externally funded activities (EC, GEF) on livestock waste management and also addressed how small-scale farmers can participate in the growth of the sector. In addition, there was demand for assistance in small-scale meat processing where a major potential exists for income generation, job creation and improved food safety. Countries were helped in connection with the State of the World's Animal Genetic Resources reporting process. The LEAD initiative on information resources was also relevant to areas of rapid intensification of livestock production.

161. Under Programme 2.1.4, new diversification opportunities were appraised in Nepal and Vietnam and region-specific farm business management training manuals were developed. There was also strong demand for training in microfinance, while five courses were conducted and the FAO-GTZ MicroBanking System was installed in 70 new sites in seven countries. Regional workshops were convened for policy makers on the regulatory and supervisory aspects of microfinance. Countries were assisted to improve market information systems through FAO's Agrimarket software. A regional consultation was convened as part of a new global initiative on post-harvest management. Five TCP projects to build capacity in farm management, marketing and post-harvest techniques operated in the Pacific. Under the *Pacific Farm Management and Marketing Series*, five publications were issued.

162. Under Programme 2.1.5, the joint FAO/IAEA Division was instrumental in strengthening national capacities on plant breeding, plant biotechnology and plant health as evidenced by new varieties released. A significant area in one country was freed from the oriental fruit fly, resulting in exports of mangoes for the first time. Two projects supported by FAO won national prizes for their accomplishments. Regional efforts to control FMD were enhanced by the strengthening of local capacities in the production and use of diagnostic reagents and many countries gained valuable knowledge on the practical implementation of GAPs for the production of fruits and vegetables through guidelines developed by a workshop held in Thailand.

Food and Agriculture Policy and Development

163. As regards nutrition under Programme 2.2.1, a regional FMFH (feeding minds, fighting hunger) training workshop was held in collaboration with UNESCO to support learning of FMFH lessons in schools and to facilitate the establishment of regional/sub-regional networks. Regional data centres which are part of the INFOODS network (ASEANFOODS, SAARCFOODS and NEASIAFOODS) convened technical meetings, held an expert consultation, and conducted a three-week postgraduate training course. The regional CODEX Coordinating Committee continued to promote the mutual exchange of information on food regulatory issues and strengthening of food control infrastructure. Work on risk assessment of chemical and microbiological hazards in food has been particularly important to the countries which faced trade problems due to emerging risks associated with chemical contamination of foods. Some examples of problems addressed were the assessment of mercury in some types of fish, the presence of acrylamide in foods and the advice provided related to the severe acute respiratory syndrome (SARS).

164. Under Programme 2.2.2, several workshops and expert group meetings were organized covering a number of key statistical issues of direct interest to the region, in addition to national demonstration centres which aim to build capacity in food security measurement and analysis at the country level. The 19th session of APCAS addressed critical issues in food and agricultural statistics and identified key areas for capacity building. The launching of CountryStat contributed to statistical capacity building at the country level and improved exchanges of information between the national and the international levels. Support to statistical development in the region continued to benefit from the Regional Data Exchange System trust fund project funded by the Government of Japan. Workshops were held on information management covering issues of direct interest to the region, as well as studies/analyses of information's impact on rural communities in India and China.

165. Under Programme 2.2.3, the monitoring of developments in cereal markets in China has been instrumental in raising awareness about their potential impact on global markets, as well as

global food security concerns. The issues of food security and poverty alleviation in the context of disaster management were the main topics in regional workshops held in Korea, the Philippines and India. Several activities and workshops were in direct support of national FIVIMS initiatives.

Fisheries

166. Attention was placed on the traditional use of fish and other aquatic life in rice-based production systems, both wild and cultured, and the promotion of rice-cum-fish farming systems. Several countries, especially in South East Asia were assisted in relation to under-utilized aquatic resources and low-value catches. The region made several requests for assistance regarding safety and quality of aquaculture products, while good progress was made in regional harmonization of fish safety and quality standards in South East Asia. A workshop to demonstrate by-catch reduction technologies was held for the South East Asian sub-region. Vessel Monitoring System workshops were carried out in the South West Indian Ocean.

167. Collaborative activities with partners (NACA, SEAFDEC, MRC and the Worldfish Centre) included a regional donor consultation on the role of aquaculture and living aquatic resources, the second International Symposium on the management of large rivers for fisheries, a regional seminar on accessing and meeting requirements of markets for aquaculture products and a regional workshop on the use of international mechanisms for the control and responsible use of alien species in aquatic ecosystems. The Bay of Bengal Large Marine Ecosystem project should evolve into a larger programme.

Forestry

168. Dissemination and application of the model forest process and the identification of successful forest management cases was carried out. Regional workshops were held to define the new generation of watershed management projects in the region. A study involving 9 countries addressed the important issue of incentives in Forest Plantation Development. Capacity building for climate change negotiators from developing countries was supported. Reviews were undertaken to update information on needs and capacities in forestry education and research in the region. The impact of forest invasive species was explored further. With extra-budgetary support, work on national forest programmes, including participatory processes, was initiated in a number of countries. Networking of national forest statistical correspondents was strengthened, improving flows of information. The Asia Pacific Forestry Commission developed and implemented a code of forest harvest practices, while an analysis of log export bans in Asia and the Pacific was completed.

Sustainable Development

169. Under Programme 2.5.1, work on gender disaggregated information translated into publications on specific country analyses. PacificAsian Bio-Net, a regional project financed by Japan, is now operational in ten countries. Among other activities, the Philippines authorities were assisted with a draft national policy on pluralistic extension and mechanisms for partnership between public and private institutions. A regional network of rural youth organizations was supported through meetings and an electronic newsletter and case studies of "best practices" in rural youth development programming.

170. As regards gender and population, technical support was given to the AsiaCover project to identify relevant gender and socio-economic data and indicators for merging with biophysical data in several countries. Guidelines for identification and assessment of sub-national gender and socio-economic data were discussed at workshops and technical support in gender and statistics was provided in connection with national agricultural censuses. A series of regional consultations were organized to focus on distance education and information technologies to favour rural women's access to information in South Asia. Technical support was provided to reflect gender equality aspects in food security and community empowerment projects in South Asian countries.

Publications were issued covering important subjects for the region, i.e. rural and tribal women in agro-biodiversity conservation; women and root crop livelihoods; and the gender dimension in biodiversity management. Training activities, including workshops were carried out, based on the well established SEAGA programme and other materials.

171. Concerning Programme 2.5.3 attention was also placed on decentralized participatory planning and rural public sector restructuring as well as cooperatives/institution capacity building upon country requests. There was also demand for technical support in the development of rural property tax to provide revenues for rural development and measures to assist vulnerable groups and disabled people.

Policy Assistance

172. The major programme continued to develop country policy profiles as the basis for future policy assistance and field programme development work. In the Pacific sub-region, analysis of common development issues facilitated the design of a regional programme for food security. Draft Regional Programmes for Food Security (RPFS) were prepared for three regional economic organizations and high level meetings were held with regional development banks in order to discuss the RPFS and facilitate the mobilization of resources for their implementation. Funds were obtained for instance for the Regional Programme for Food Security for the Pacific Island Forum (PIF) countries. On legal aspects, some publications addressed regional issues, such as forestry law in the Pacific Islands. In addition, policy assistance and advice on trade policy reforms and WTO accession were provided to several countries.

Europe

Agricultural Production and Support Systems

173. Under Programme 2.1.1, activities ranged from mapping soil and terrain vulnerability to training activities for improved land and water resources management. A seminar on integrated water management of the Tisza River Basin provided important technical elements for formulating a project concentrating on the five riparian states of the Tisza catchment area, which will also assist them to conform to the EU Water Framework Directive. Direct technical assistance was provided to countries, either through TCP or TF projects, including on remote sensing and GIS applications, sustainable utilization of abandoned lands, legislation for groundwater management, small-scale farm irrigation technologies and integrated management of salt affected and bysiferous soil.

174. Under Programme 2.1.2, the main focus was on improving crop production and reducing losses due to pests. Technical assistance was provided on: (i) rehabilitation of the hybrid maize seed industry; (ii) strengthening of locust and rodent control capabilities and initiating IPM practices; (iii) strengthening phytosanitary capabilities; and (iv) rehabilitation of hazelnut and walnut nurseries. A regional IPM programme for Central and Eastern Europe, supported by contributions from the Italian government, is now operating including the use of the Farmers Field School approach and the promotion of applied research with focus on diabrotica, the invasive Western Corn Rootworm. As regards pesticides, workshops on the implementation of the Rotterdam Convention have been held contributing to increased compliance with the obligations of the Convention e.g. on import decisions on chemicals.

175. As regards livestock, training was provided on the control of food and mouth diseases (FMD) in the Caucasian countries and strengthening active surveillance for FMD and other exotic diseases in the Thrace region. Technical assistance was provided in the areas of livestock breeding and animal production. Participation in the State of the World's Animal Genetic Resources (AnGR) reporting process was facilitated by a regional Focal Point on AnGR financed by resources from within the region.

176. Under Programme 2.1.4, workshops were organized on the fragmentation of farming structures as a result of the process of privatization and land restitution, leading to significant constraints to the development of private family farms. Case studies were undertaken to review new income-generating and value-added activities at the farm and community level. Technical assistance provided to individual countries ranged from agro-processing and marketing to market information systems development.

177. Under Programme 2.1.5, activities of the joint FAO/IAEA Division on developing guideline levels for radionuclides in foods will be of particular interest to countries still affected by the consequences of the Chernobyl disaster.

Food and Agriculture Policy and Development

178. As regards nutrition under Programme 2.2.1, the subregional network CEECFOODS which is part of the global INFOODS initiative, convened meetings to elaborate cooperative work plans and appoint new executive committees. The Regional CODEX Coordinating Committee continued to promote the mutual exchange of information on food regulatory issues and for strengthening of food control infrastructure in the region. Following the recommendations of the Pan-European Conference on Food Safety and Quality, a number of sub-regional training workshops were organized in the area of food control and consumer protection. The FAO Manual on HACCP and food hygiene was translated into Russian.

179. Under other programmes, activities focused on improving the quality of agricultural information, including collection, analysis and dissemination in CEE and CIS countries. The SOFA publication and underlying analytical work gave prominence to land and farm reforms in the CEE and CIS countries and to the CAP for the EU accession countries. Publications were issued, e.g. on management of individual farms in Central and Eastern Europe, and through donor funding on the assessment of food security in the Russian Federation, and a comparative study of food security in the Russian Federation, Ukraine and Belarus.

Fisheries

180. In connection with the implementation of the Code of Conduct for Responsible Fisheries, European countries gave particular importance to the themes relating to fisheries management, fishing operations, aquaculture development and post-harvest practices. Efforts were made to strengthen FAO regional fishery bodies (RFBs) and increase their efficiency, as well as to improve and stimulate cooperation between all FAO and non-FAO RFBs and regional fisheries management organizations (RFMOs) on specific issues and joint activities. Technical assistance was provided in such areas as the establishment of fish hatcheries, the re-opening of migration routes for salmon, the rehabilitation of the fisheries sector, and upgrading of fishing technology in the Lake Balaton.

Forestry

181. Regional workshops to define the new generation of watershed management projects were held. FAO's major assessment study, FRA 2000, constituted the major source for reporting on the state of forests in the region to the Ministerial Conference on the Protection of Forests in Europe held in 2003. The European Forestry Outlook Study emphasized the growing importance of the provision of environmental services and the use of wood as an important source of energy. A number of Eastern European countries, especially those acceding to the EU, received assistance to formulate national forest programmes and to update their forestry policies and legislation through adequate participatory processes. An increasing number of Central European and CIS countries are seeking similar support from FAO. Several Eastern European countries also embraced new methodologies for engaging civil society and the private sector in the revision or update of their national forestry strategies and policies. FAO actively supported the Ministerial Process on the Protection of Forests in Europe.

Sustainable Development

182. Under Programme 2.5.1, needs assessment in agricultural biotechnology and biosafety were conducted in the Balkans, Caucasus and Moldova and a regional workshop addressed these issues in the Caucasus area and Moldova. In cooperation with UNESCO, a workshop for research managers was organized to review the status of biotechnology applications and the implementation of biosafety systems in the Caucasus subregion. A case study on Agricultural Knowledge and Information System for Rural Development (AKIS) was undertaken which was followed by a workshop on the improvement of AKIS for sustainable agriculture. Assessment of needs in Information and Communication Technologies (ICTs) was undertaken in several countries, as the basis for future assistance.

183. As regards gender and population, the incorporation of gender issues into policies, programmes and projects was further advanced with a series of training events using the SEAGA methodology. Within the framework of the Working Party on Women and the Family in Rural Development, a number of meetings and workshops were organized on issues such as: the role of women in sustainable agriculture and rural development; planning, monitoring and evaluation of rural development programmes and projects with a view to integration of gender and participatory dimensions; community mobilization and motivation for participation in rural development.

184. Under Programme 2.5.3, guidelines on the use of rural property tax to support decentralization of government services have benefited countries in Central and Eastern Europe. The same countries received technical assistance in land consolidation, particularly to address problems of small, fragmented farms and to support overall rural development. FAO was instrumental in establishing the Central European Land Knowledge (CELK) Centre, and continues to support it on a regular basis.

Policy Assistance

185. The Major Programme focused on the facilitation of policy adjustment, as countries prepared for accession to or other associations with the European Union. Advice on the formulation of national sectoral strategies and programmes and related institutional capacity building was provided to a number of countries in the Balkan and CIS subregions. A draft Regional Programme for Food Security was prepared for one regional economic organization. On legal aspects, some publications addressed regional issues, such as forestry law in Europe.

Latin America and the Caribbean

Agricultural Production and Support Systems

186. Under Programme 2.1.0, work on Good Agricultural Practices (GAP) involved a national workshop with EMBRAPA Brazil and case studies, analyses and reports in specific countries (Brazil and Chile). The concept of conservation agriculture was promoted in a number of countries, particularly through regional workshops. Programme 2.1.1 addressed issues such as payment for environmental services, and in particular, watershed services, which are of particular interest to Latin American countries. A subregional workshop on investment in land and water was held in preparation for the WFS:*fjl* (Santiago).

187. Under Programme 2.1.2, country pasture resource information in Latin America is now nearly complete and available on the FAO Website. In the context of the Technical Consultations of Regional Plant Protection Organizations supported by the IPPC Secretariat, a regional workshop was convened to facilitate the review of draft standards and the preparation of country comments by national Plant Protection Organizations during the country consultation period. As regards pesticides, workshops on the implementation of the Rotterdam Convention have been held

contributing to increased compliance with the obligations of the Convention e.g. on import decisions on chemicals. In the context of the GPA implementation, national information-sharing mechanisms on plant genetic resources have been fully established or are being initiated in several countries, while support was also provided to *in situ* and on farm conservation activities or crop-associated biodiversity.

188. As regards livestock, assistance focused on small-scale milk and meat processing where a major potential exists for income generation, job creation and improved food safety. The livestock, environment and development (LEAD) initiative was relevant to areas of rapid intensification of livestock production. Work on integrated parasite control focused particularly on Latin America to address increasing concerns about parasite resistance.

189. Concerning Programme 2.1.4, success stories in developing new farm enterprises were identified and disseminated. Locally specific farm business management training manuals were developed for the Caribbean. Information and guidelines for improving the efficiency of food supply and distribution operations were promoted through regional workshops, while a regional consultation was convened as part of a new global initiative on post harvest management. In view of the significant interest from municipalities in promoting urban and peri-urban agriculture (UPA) and improving urban food marketing infrastructure, FAO assisted with a series of UPA planning and production projects in the region.

190. Under Programme 2.1.5, activities of the joint FAO/IAEA Division resulted in an alliance between IICA, OIRSA and USDA to assist Central American countries with fruit fly control. One area in Guatemala and two areas in Costa Rica have already been certified as fruit-fly free. The region also benefited from a workshop on GAPs for fruits and vegetables and from training of counterparts from several countries in pesticide residues analysis.

Food and Agriculture Policy and Development

191. As regards nutrition under Programme 2.2.1, a regional FMFH (feeding minds, fighting hunger) training workshop was held in collaboration with UNESCO to disseminate FMFH lessons in schools and to facilitate the establishment of regional/sub-regional networks. Training courses and technical meetings to promote nutrition education in schools were implemented in specific countries (Chile, El Salvador, Mexico, Dominican Republic), generating donor interest and some financial support. The LATINFOODS regional data centre under the global INFOODS activity was installed, together with other information dissemination activities, while an FAO/LATINFOODS round table on food composition was convened. The Regional CODEX Coordinating Committee continued to promote the mutual exchange of information on food regulatory issues and for strengthening of food control infrastructure in the region. Work undertaken in the region on the control of the quality and safety of fresh fruits and vegetables, and the materials prepared for this purpose, are to be used in similar programmes for other regions. Under the other programmes, one highlight was the work under entity 224P2 covering the impact of global changes on the food systems in Central America, as well as on rural poverty.

Fisheries

192. Several countries received assistance to improve management of their fisheries' resources, including inland fisheries, and production of under-utilized aquatic resources and low-value catches. Support also addressed management of diseases in shrimp culture and the safety and quality of aquaculture products. Regional harmonization of fish safety and quality standards made good progress. The Caribbean region was supported in the development of guidelines for construction and design of small fishing vessels. In connection with the implementation of the Code of Conduct for Responsible Fisheries, Latin America and Caribbean countries gave prominence to *inter alia* fisheries management, aquaculture development, post-harvest practices and fisheries research. Audio-visual products to promote compliance of the CCRF within small-scale fisheries were developed with the assistance of FAO. Efforts were made to strengthen FAO regional fishery bodies (RFBs) and

increase their efficiency, as well as to improve and stimulate cooperation between all FAO and non-FAO RFBs and regional fisheries management organizations (RFMOs) on specific issues and joint activities.

Forestry

193. Documents were issued on the linkages of sustainable forest management and climate change while capacity building for climate change negotiators from developing countries in Latin America was also carried out. Demonstration and training activities in forest resources assessment and workshops to define the new generation of watershed management projects were of direct benefit to countries in the region. Through a combination of FAO support, extrabudgetary contributions and their own initiative, a number of countries have been able to successfully develop national forest programmes, also using participatory processes.

Sustainable Development

194. Under Programme 2.5.1, assistance on biosafety systems was provided to several countries, including Bolivia, Grenada, and Paraguay. Education for rural people was strengthened through a regional workshop co-sponsored by FAO and UNESCO. The promotion of non-farm rural-based enterprise development was pursued through an inter-agency programme for the empowerment of women.

195. As regards gender and population, workshops on gender and agricultural transformation (with the participation of other development agencies) were held in the Caribbean sub-region. Several country fact sheets were completed, as well as research studies on rural women's situations in selected countries. Concerning Programme 2.5.3, requirements for technical assistance on land tenure conflict management have been met in several countries.

Policy Assistance

196. The major programme continued to develop country policy profiles as the basis for future policy assistance and field programme development work. In the Caribbean sub-region, analysis of common development issues facilitated the design of a regional programme for food security. Draft Regional Programmes for Food Security (RPFS) were prepared for 3 regional economic organizations and high level meetings were held with regional development banks to discuss the RPFS and facilitate the mobilization of resources for the implementation of these programmes. Funds were obtained for instance from the Caribbean Forum (CARIFORUM). As regards field programme development, particularly good success was experienced in mobilizing unilateral trust funds for both technical assistance and investment. Under entity 311A1 dealing with capacity-building activities, these have primarily benefited countries in Latin America, thanks to extra-budgetary support provided by the government of Spain and in collaboration with a group of training institutions of the region. On legal aspects, assistance was provided, for example, on land use planning law in the eastern Caribbean.

Near East

Agricultural Production and Support Systems

197. Programme 2.1.1 responded to requests from countries through formulation of several TCP project documents, and technical backstopping of water irrigation management, drought mitigation and SPFS-related projects. Guidelines, manuals and policy papers covered: water demand management; drought mitigation and preparedness planning; irrigation advisory services promotion; soil and water conservation; the re-use of treated wastewater for agriculture; and water and plant

nutrition management for environmental control. A *Regional Consultation on Investment in Land and Water Projects* was held in Jordan in follow-up to the World Food Summit: *five years later*. Regional thematic task force meetings were held with partner organizations to coordinate work plans and co-sponsor activities of common interest to the whole region.

198. Programme 2.1.2. was particularly active through its EMPRES component, focusing on the desert locust threat in the countries around the Red Sea and further steps were made to extend the programme to North and Northwest Africa. As major desert locust outbreaks started in 2003, notably in the West African countries in the Central Region, technical support was provided to emergency operations. The use of Internet-based tools as well as modern technologies for data recording (eLocust), transmission and management (RAMSES and GIS) have greatly benefited locust-affected countries.

199. A new regional IPM programme for the Near East was launched with support from the concerned national governments, NGOs and donors. In the same context, a seminar was held on IPM for date palm for the AMU countries in December 2003. There was demand for capacity building on seed technology after a successful technical workshop on seed variety identification and GM seed testing together with ICARDA. A process for rehabilitating the seed system in Afghanistan was also launched together with ICARDA. In the context of the Technical Consultations of Regional Plant Protection Organizations supported by the IPPC Secretariat, a regional workshop was convened to facilitate the review of draft standards and the preparation of country comments by national Plant Protection Organizations during the country consultation period. As regards pesticides, workshops on the implementation of the Rotterdam Convention were held.

200. The concept of organic farming was promoted in a number of countries through workshops and TCP projects. Regarding date palm production and improvement, an international date palm network (DPGN) was launched. Integrated greenhouse production and protection of greenhouse crops was promoted in many countries, including transfer of improved technologies to farmers. In the area of rangeland management, a regional TCP project laid the ground work for a rangeland Monitoring and Information Management System that can be used by decision makers.

201. Under Programme 2.1.3, an important initiative regarding the Old World Screwworm (OWS) affected countries in the Middle East was the joint AOAD/FAO/IAEA programme for the control of OWS. The need to finalize the establishment of the Animal Health Commission for the Near East and North Africa (AHCNENA) was on the agenda of the 27th NERC (March 2004). The AHCNENA interim secretariat established a regional website (www.ahcnena.net), which includes a database about livestock in the region.

202. Under Programme 2.1.4, the main priority in the post-harvest sector was capacity building. Regional post-harvest training aimed at creating a core team of trainers in the region. In addition, the post-harvest directory was updated and a regional TCP project on ripening of dates was formulated. As regards agricultural finance, an Arabic version of the FAO/GTZ MicroBanker software was disseminated in order to facilitate wider implementation of this software in the region.

Food and Agriculture Policy and Development

203. As regards nutrition under Programme 2.2.1, the first meeting for coordinating regional activities in nutrition among FAO, WFP, WHO and UNICEF was organized by RNE. The four agencies have decided to hold such meetings four times a year to continue sharing information and coordinating implementation of activities. FAO assisted in the establishment of National Codex Committees in several countries in the region and was active in promoting the use of the risk-based approach in the control of food imports, in view of its importance in managing food safety and in reducing costs.

204. Under Programme 2.2.2, work on trade data was carried out with AOAD where regional trade data are being collected and processed with FAO's technical assistance (TCP project). This was a first step in developing regional trade data processing capability. The trade data for the 21 AOAD

member countries will in future be collected, processed and transferred electronically to FAOSTAT. It may also be noted that access data to FAO's website indicate that the country profiles system is frequently used in Near East countries and the Arabic interface is the second language most used after English. Under Programme 2.2.3, the SOFA publication and underlying analytical work gave prominence to climate variability and drought in the Near East region. Under Programme 2.2.4, emphasis was placed on support to national Food Insecurity and Vulnerability Information and Mapping Systems (FIVIMS).

Fisheries

205. Workshops to demonstrate by-catch reduction technologies were held for the Gulf region. It may be noted that in the context of implementation of the Code of Conduct for Responsible Fisheries, Near East countries assigned high priority to fishing operations, aquaculture development and fisheries research. Interregional fish trade and the exchange of fish trade information were supported, involving partners such as WTO, EU and INFOSAMAK. Attention was given to strengthening FAO regional fishery bodies (RFBs) and increasing their efficiency, as well as to improving and stimulating cooperation between all FAO and non-FAO RFBs and regional fisheries management organizations (RFMOs) on specific issues and joint activities. Arab League Organizations were approached to pursue joint work programmes and work undertaken towards the establishment of new RFBs for the Red Sea and Gulf of Aden.

Forestry

206. Regional workshops to define the new generation of watershed management projects were held and guidelines issued on how to enhance the role of planted forests and trees in Low Forest Cover Countries. The latter are expected to lead to concrete national actions and positive impacts on planted forests, trees outside forests and urban-peri-urban forests. Several countries in the region are also actively requesting assistance from FAO for the formulation of national forest programmes. FAO provided assistance to pursue and strengthen the Teheran Process which is of particular relevance to the Near East region.

Sustainable Development

207. Under Programme 2.5.1, regional studies on research and extension systems were conducted as a basis for a regional workshop on agricultural research and extension institutions held in Amman, Jordan. This led to the formulation of a comprehensive framework for action for improving agricultural research and extension institutions in the region. Enhancement of extension/research linkages at national and regional level was addressed through a subregional workshop on ICM for strengthening extension/research linkages - VERCON concept. FAO's partnership with UNFPA continued through several projects and the formulation of new ones on integration of population and environmental education in extension programmes. Emphasis was also placed on the utilization of agricultural residues including regional studies on the utilization of these residues in organic farming and animal feed. In response to the high demand for capacity building in biosafety, FAO organized a workshop on biosafety in collaboration with ICARDA. In addition, FAO continued to host the AARINENA Secretariat and to provide technical support to this regional association.

208. Under gender and population, priority was given to national capacity building and training of trainers as part of the Socio-economic and Gender Analysis (SEAGA) programme. Regional and national workshops, related to the integration of gender dimensions in the development of policies and programmes were organized. A network on gender in agriculture and rural development in the Near East region was established. Case studies related to gender in agriculture, land tenure and natural resources management were prepared to guide further assistance. Concerning Programme 2.5.3, attention was placed on the use of effective decentralized methods and rural public sector restructuring, in response to country requests.

Policy Assistance

209. Policy advice and capacity building activities focused on regional priority issues such as: sustainable water utilization and management; food security within policy reforms and liberalization; WTO and other multilateral trade negotiations in agriculture; and regional cooperation, policy harmonization and economic integration. Support to the Near East and North Africa Regional Network for Agricultural Policies (NENARNAP) was intensified, including the official launching of the Network in December 2003.

210. Assistance to Commonwealth of Independent States (CIS) countries from Central Asia was increased. This included subregional expert consultations, training workshops and projects in water policy reforms and in policy analysis and food security. In North Africa, meetings were organized in order to strengthen the national capacity of the five countries of the AMU regarding the integration of small and medium farms in the context of globalization, and the upgrading of the agricultural sectors in these countries. Regional Economic Organizations were assisted in the formulation of draft regional strategies for food security. Regional TCP projects have provided assistance to the Council of Arab Economic Unity (CAEU) and to the Economic Cooperation Organization (ECO) to formulate draft Regional Programmes for Food Security (RPFS). A high-level meeting with the Islamic Development Bank was held in Jeddah in October 2003 and highlighted the importance of FAO's potential role in assisting countries to prepare bankable proposals and in mobilizing resources for their implementation.

ORGANIZATIONAL PERFORMANCE

211. While the Programme Implementation Report (PIR) draws information from the unaudited FAO financial accounts and the underlying accounting records, it is not intended to be an accounting document. Rather, the PIR includes a discussion of the sources and uses of resources as they relate to and have impact on programme implementation: the evolution of available resources, the cost of the field programme, and budgetary performance in general. In addition, there is continued reporting on the FAO Language Policy and the geographical distribution of FAO staff.

Evolution of Total Resources

212. Expenditure in 2002-03, as reported in the financial accounts for 2002-03 by source of funds, is presented in Table 2.1 under the two accounting categories of “General and Related Funds” and “Trust Funds and the United Nations Development Programme (UNDP)”:

- General and Related Funds encompass activities funded from the Regular Programme appropriation and associated sources including jointly financed investment activities, support costs and other assorted items;
- Trust Funds and UNDP comprise activities funded from all other extrabudgetary resources.

TABLE 2.1. EXPENDITURE SUMMARY BY SOURCE OF FUNDS (US\$ MILLION)

Funding source	2000-01	2002-03
General and Related Funds		
Regular Programme appropriation (verses budget of US\$651.8 million)	638.3	651.1
Jointly financed investment activities	22.9	29.4
Support cost reimbursements (Trust Fund/UNDP)	29.1	32.6
TCP adjustments (Table 2.2 below)	(13.1)	15.7
Currency variance on staff cost	(24.0)	34.8
Expenditure funded from Arrears (Resolution 6/2001)	0.0	3.5
Other*	16.6	12.8
Subtotal	669.8	779.9
Trust Funds and UNDP		
Trust Funds (excluding emergency projects)	275.2	285.8
Special relief operations (emergency projects)	325.3	309.0
UNDP	33.8	25.2
Subtotal	634.3	620.0
Total expenditures	1,304.1	1,399.9

*Includes items such as the financial services provided to WFP, the expenditure of the Information Products Revolving Fund and government cash counterpart contributions to country offices.

213. Total expenditure in 2002-03 was US\$ 1,400 million, US\$ 96 million (7.3%) higher than 2000-01.

214. Expenditure under General and Related Funds, which increased by US\$ 110 million (16.4%) over the previous biennium, showed significant changes between 2002-03 and 2000-01:

- the Regular Programme appropriation, while constant in real terms, had a 2% higher expenditure in 2002-03;
- jointly funded investment activities showed significant gains of over US\$ 6.5 million or 22%;
- support cost reimbursements rose by 12%;

- the line entitled "TCP adjustments" includes the 2002-03 expenditure against the 2000-01 Technical Cooperation Programme (TCP) appropriation and the unspent TCP appropriation from 2002-03 deferred for expenditure in 2004-05. As shown in Table 2.2 there was a higher level of expenditure against the previous biennium TCP appropriation (US\$ 15.7 million) and a lower level of deferred TCP income (US\$ 13.1 million) in 2002-03 than in 2000-01.

TABLE 2.2. TCP EXPENDITURE ADJUSTMENTS (US\$ MILLION)

Funding source	2000-01	2002-03	Change
Expenditure against previous biennium's TCP appropriation	64.6	77.7	13.1
Current biennium's appropriation deferred until subsequent biennium	(77.7)	(62.0)	15.7
Total	(13.1)	15.7	28.8

- the currency variance on staff cost, which was a favourable US\$ 24 million in 2000-01 became an adverse US\$ 34.8 million in 2002-03 (but, in practice, was offset by gains on the forward purchase of euro requirements accounted through the Special Reserve Account);
- the expenditure of US\$ 3.5 million against arrears, relates to one time expenditures approved by Conference Resolution 6/2001;
- the decline in expenditure under "Other" mainly resulted from decreased services provided to WFP.

215. Under Trust Funds and UNDP, where overall expenditure declined by US\$ 14 million (2.3%), there were also significant variations between the two biennia:

- expenditure on non-emergency Trust Funds increased by US\$ 10.6 million (3.9%);
- emergency operations implementation declined by US\$ 16.3 million (5%), mainly as the result of lower delivery in the Iraq Oil-for-Food Programme; and
- expenditure under UNDP dropped by US\$ 8.6 million (25%).

216. With reference to the expenditure against arrears mentioned above, in late 2002 the Organization received from the major contributor a payment of arrears in the amount of US\$ 100 million. The use of these funds was stipulated in Conference Resolution 6/2001. In agreement with the major contributor, US\$ 1.25 million was paid against its Arrears in Assessments for the Working Capital Fund and US\$ 6.0 million against its Arrears in Assessments for the Special Reserve Account. The application of the remaining amount of US\$ 92.75 million paid to the General Fund was, according to Resolution 6/2001, to be used to reimburse the Working Capital Fund and adjust the accumulated deficit, with the remainder being available for one-time expenditures under Operative Clause 4 of Resolution 6/2001. In this regard, US\$ 8.4 million was transferred to the Working Capital Fund and US\$ 39.5 million applied to accumulated deficit as at 31 December 2001. The remaining amount of US\$ 44.9 million available under Operative Clause 4 of Resolution 6/2001 was to be used for activities related to:

- biotechnology and biosecurity;
- natural resource assessment and conservation, with particular emphasis on Forestry;
- enhanced language coverage through translation of reference texts into official languages including Codex Alimentarius;
- multilateral trade;
- statistical data - improvements in quality and coverage;
- Fisheries and other plans of action;
- Information Technology (IT) infrastructure to support technical and other work of the Organization;
- corporate administrative systems.

217. Implementation of a number of activities was begun in July 2003, as indicated, expenditure incurred during 2003 amounted to US\$ 3.5 million, the balance of US\$ 41.4 million remaining

available for expenditure during 2004-05. Since activities were only initiated in the later part of 2003 and less than 8% of the resources were expended during the biennium, it is premature to present achievements arising from the use of resources. However, a substantive account of their utilization is anticipated in the PIR 2004-05.

218. The following discussion concentrates on the resources and expenditure concerned with general and related funds comprising the programme of work. Activities related to the field programme are discussed later in this section and under relevant areas of the Summary of Programme Implementation, particularly the Major Programmes 3.2 Support to Investment and 3.3 Field Operations.

219. The 2002-03 programme of work included the projected availability of resources from other income, which comprises voluntary contributions that are largely at the disposal of the Organization and managed closely with the regular budget appropriation. The inclusion of other income in the programme of work provides a more complete picture of the resources associated with the work being undertaken. However, changes in income versus the budgeted levels during programme implementation require corresponding changes in expenditures in order to conform to the approved budgetary appropriation, adding some uncertainty and complexity to the financial management of the budgetary appropriation.

220. The 2002-03 programme of work and the adjustments made during its implementation are shown in Table 2.3. Resources originally planned in the PWB 2002-03 totalled US\$ 725.4 million, US\$ 651.8 from the Regular Programme appropriation and US\$ 73.6 million from other income. Adjustments are necessary because the implementation of the programme of work inevitably diverges from that planned as the result of factors such as unforeseen and unbudgeted inflation and other costs as well as shifts in priorities reflecting the changing external environment and the Organization's efforts to respond to Members' most pressing needs. The financial regulations of the Organization require that all transfers of the Regular Programme appropriation between Chapters of the PWB have prior approval of the FAO Finance Committee. Accordingly, at its session in September 2003, the Finance Committee approved transfers from Chapter 2 *Technical and Economic Programmes* and Chapter 4 *Technical Cooperation Programme* to Chapter 1 *General Policy and Direction* and Chapter 3 *Development Services to Member Nations*. The final required transfers were US\$ 5.8 million from Chapter 2 and US\$ 0.3 million from Chapter 4 counterbalanced by transfers of US\$ 6.0 million to Chapter 3 and US\$ 0.1 million to Chapter 1. All transfers were within the levels previously approved by the Finance Committee. Overall, the Final Programme of Work reflected a reduction of US\$ 1.4 million to compensate for the lower than planned income received during 2002-03.

221. Shifts between Major Programmes were largely due to the following factors:

- decline in support cost reimbursements versus the 2002-03 budget of US\$ 6.5 million for the biennium;
- higher than anticipated reimbursements for jointly funded investment activities and other external income, including fees for technical support services, resulting in a surplus versus the amounts foreseen in the budget by about US\$ 5 million;
- incremental requirements for Field Staff Security totalling approximately US\$ 1.6 million;
- a higher-than-anticipated project delivery of US\$ 2.1 million over the appropriation for the Regular Programme funded Special Programme for Food Security (SPFS); and
- the distribution of the positive variance between actual and standard staff costs, which amounted to US\$ 5.4 million for the biennium and benefits those Major Programmes that have a higher than average proportion of staff costs.

222. Expenditures to implement the programme of work versus the 2002-03 final budget are shown in Table 2.4. Expenditure totalled US\$ 723.4³ million against a corresponding final budget of

³ Expenditure of US\$ 723.4 million against the final 2002-03 budget compares with US\$ 779.9 million reported as General and Related Funds expenditure in the draft financial accounts (see also Table 2.1 above). The figures in Table 2.3 comprise only those items of expenditure in the financial accounts that are chargeable to the 2002-03 Programme of Work and Budget. Specifically:

US\$ 724.0 million. Income earned was US\$ 72.2 million. Overall net expenditure against the Regular Programme appropriation of US\$ 651.8 million was US\$ 651.1 million.

223. The underlying causes requiring budgetary transfers between programmes are often beyond the control of the allottee and depend, for example, on income shortfalls, exchange rate variance on non-staff costs, decisions of the International Civil Service Commission on staff costs, and so on. Therefore, in the summary tables preceding each programme in the Summary of Programme Implementation section of the PIR, information is provided on expenditure against the final programme of work after budgetary transfers. A percentage of PWB resources subject to transfers is also given as a measure of the extent to which the actual programmes implemented departed, in financial terms, from those originally planned.

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- it excludes US\$ 34.8 million of 2002-03 currency losses on staff costs which are chargeable to the Special Reserve Account under Conference Resolution 13/81;
 - it excludes US\$ 2.1 million of expenditure incurred by the Information Products Revolving Fund as a separate fund is established for this purpose under Financial Regulation 6.9;
 - it excludes US\$ 3.5 million one time expenditures funded from arrears, as approved by Conference Resolution 6/2001; and
 - it adjusts the expenditure of the TCP so that the entire 2002-03 appropriation of Chapter 4 is assumed to be spent, since unutilized balances will remain available for obligations in 2004 05, in accordance with Financial Regulation 4.3.

TABLE 2.3. PROGRAMME OF WORK AND BUDGETARY TRANSFERS, 2002-03 (US\$ '000)

CH/ MP	Description	2002-03 Programme of Work			2002-03 Income			2002-03 Net Appropriation/Income		
		Programme of Work	Adjustments to Programme of Work Arising out of Budgetary Transfers	Final Programme of Work	Income	Income Adjustments	Final Income	Net Appropriation	Approved Transfers	Final Appropriation
1.1	Governing Bodies	17,030	(400)	16,630	0	(50)	(50)	17,030	(450)	16,580
1.2	Policy, Direction and Planning	22,623	(900)	21,723	(2,633)	400	(2,233)	19,990	(500)	19,490
1.3	External Coordination and Liaison	14,072	900	14,972	0	0	0	14,072	900	14,972
1.9	Programme Management	731	150	881	0	0	0	731	150	881
Ch.1	General Policy and Direction	54,456	(250)	54,206	(2,633)	350	(2,283)	51,823	100	51,923
2.1	Agricultural Production and Support Systems	91,826	(1,810)	90,016	(1,282)	(1,200)	(2,482)	90,544	(3,010)	87,534
2.2	Food and Agriculture Policy and Development	86,471	(440)	86,031	(1,505)	(1,050)	(2,555)	84,966	(1,490)	83,476
2.3	Fisheries	39,605	(1,090)	38,515	(623)	(490)	(1,113)	38,982	(1,580)	37,402
2.4	Forestry	30,627	(100)	30,527	(451)	(700)	(1,151)	30,176	(800)	29,376
2.5	Contributions to Sustainable Development and Special Programme Thrusts	48,767	1,050	49,817	(1,088)	30	(1,058)	47,680	1,080	48,760
Ch.2	Technical and Economic Programmes	297,296	(2,390)	294,906	(4,949)	(3,410)	(8,359)	292,348	(5,800)	286,548
3.1	Policy Assistance	28,063	(220)	27,843	(723)	20	(703)	27,340	(200)	27,140
3.2	Support to Investment	47,019	1,300	48,319	(28,847)	(1,850)	(30,697)	18,172	(550)	17,622
3.3	Field Operations	12,180	1,070	13,250	(9,569)	2,930	(6,639)	2,613	4,000	6,613
3.4	FAO Representatives	76,434	1,060	77,494	(12,457)	1,040	(11,417)	63,977	2,100	66,077
3.5	Cooperation with External Partners	9,539	(100)	9,439	(2,415)	550	(1,865)	7,124	450	7,574
3.9	Programme Management	1,777	150	1,927	(184)	50	(134)	1,593	200	1,793
Ch.3	Cooperation and Partnerships	175,012	3,260	178,272	(54,195)	2,740	(51,455)	120,819	6,000	126,819
4.1	Technical Cooperation Programme	92,457	(400)	92,057	0	0	0	92,457	(400)	92,057
4.2	TCP Unit	2,738	100	2,838	0	0	0	2,738	100	2,838
Ch.4	Technical Cooperation Programme	95,195	(300)	94,895	0	0	0	95,195	(300)	94,895
5.1	Information and Publications Support	16,080	50	16,130	0	(50)	(50)	16,080	0	16,080
5.2	Administration	43,835	(1,290)	42,545	(7,337)	1,290	(6,047)	36,498	0	36,498
Ch.5	Support Services	59,915	(1,240)	58,675	(7,337)	1,240	(6,097)	52,578	0	52,578
Ch.6	Common Services	42,922	(490)	42,432	(4,527)	490	(4,037)	38,395	0	38,395
Ch.7	Contingencies	600	0	600	0	0	0	600	0	600
	TOTAL	725,396	(1,410)	723,986	(73,641)	1,410	(72,231)	651,758	0	651,758

In arriving at the Programme of Work and Income figures above, adjustments were made to budgeted amounts for those elements that are accounted as Trust Funds in the accounts of the Organization. This was necessary to provide a comparable basis for relating the appropriation with the expenditure reported in the financial accounts of the Organization.

TABLE 2.4. BUDGETARY PERFORMANCE, 2002-03 (US\$ 000)

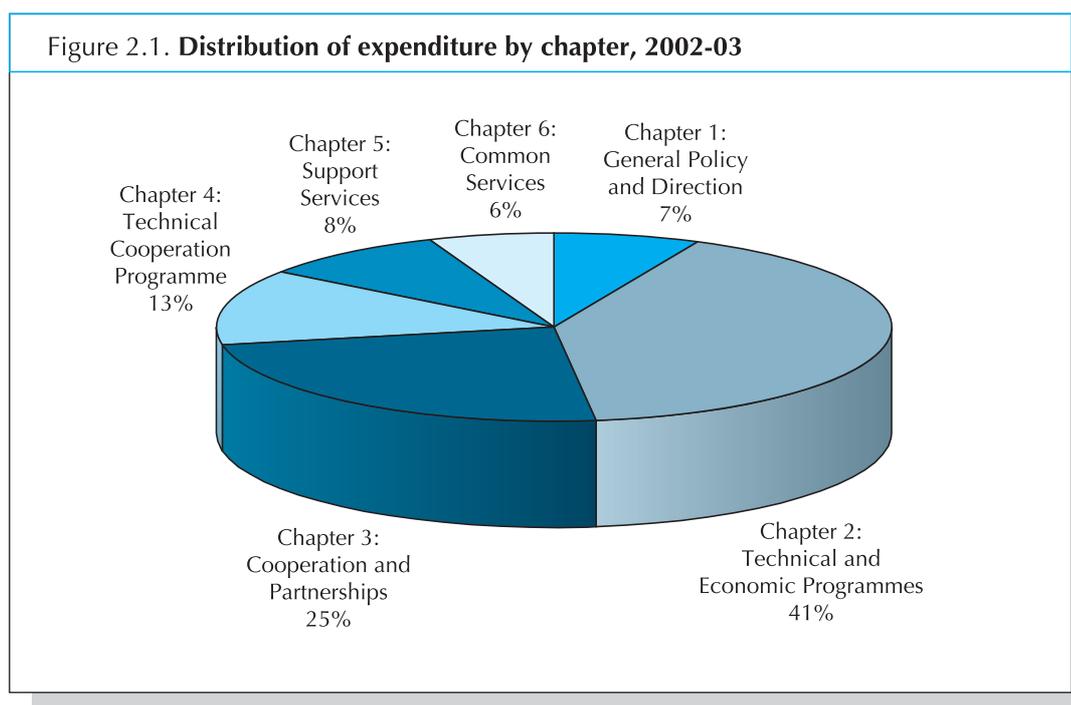
CH/ MP	Description	2002-03 Final Budget			2002-03 Expenditure			Variance: Budget less Expenditure/Income		
		Programme of Work	Income	Appropriation	Gross Expenditure	Income	Net Expenditure	Programme of Work(Over)/ under	Income Over/ (under)	Net Appropriation Over/ under
1.1	Governing Bodies	16,630	(50)	16,580	16,625	(46)	16,579	5	(4)	1
1.2	Policy, Direction and Planning	21,723	(2,233)	19,490	21,721	(2,228)	19,493	2	(5)	(3)
1.3	External Coordination and Liaison	14,972	0	14,972	14,956	(10)	14,946	16	10	26
1.9	Programme Management	881	0	881	859	0	859	22	0	22
Ch.1	General Policy and Direction	54,206	(2,283)	51,923	54,161	(2,284)	51,877	45	1	46
2.1	Agricultural Production and Support Systems	90,016	(2,482)	87,534	90,017	(2,486)	87,531	(1)	4	3
2.2	Food and Agriculture Policy and Development	86,031	(2,555)	83,476	86,028	(2,556)	83,472	3	1	4
2.3	Fisheries	38,515	(1,113)	37,402	38,514	(1,106)	37,409	1	(7)	(7)
2.4	Forestry	30,527	(1,151)	29,376	30,525	(1,154)	29,371	2	3	5
2.5	Contributions to Sustainable Development and Special Programme Thrusts	49,817	(1,058)	48,760	49,815	(1,055)	48,760	2	(3)	(1)
Ch.2	Technical and Economic Programmes	294,906	(8,359)	286,548	294,900	(8,357)	286,543	6	(2)	4
3.1	Policy Assistance	27,843	(703)	27,140	27,806	(699)	27,107	37	(4)	33
3.2	Support to Investment	48,319	(30,697)	17,622	48,297	(30,693)	17,604	22	(4)	18
3.3	Field Operations	13,250	(6,639)	6,613	13,326	(6,641)	6,685	(76)	2	(74)
3.4	FAO Representatives	77,494	(11,417)	66,077	77,475	(11,421)	66,054	19	4	23
3.5	Cooperation with External Partners	9,439	(1,865)	7,574	9,436	(1,869)	7,567	3	4	7
3.9	Programme Management	1,927	(134)	1,793	1,889	(134)	1,755	38	0	38
Ch.3	Cooperation and Partnerships	178,272	(51,455)	126,819	178,229	(51,455)	126,774	43	0	43
4.1	Technical Cooperation Programme *	92,057	0	92,057	92,039	0	92,039	18	0	18
4.2	TCP Unit	2,838	0	2,838	2,857	0	2,857	(19)	0	(19)
Ch.4	Technical Cooperation Programme	94,895	0	94,895	94,896	0	94,896	(1)	0	(1)
5.1	Information and Publications Support	16,130	(50)	16,080	16,175	(46)	16,129	(45)	(4)	(49)
5.2	Administration	42,545	(6,047)	36,498	42,353	(6,048)	36,305	192	1	193
Ch.5	Support Services	58,675	(6,097)	52,578	58,528	(6,094)	52,434	147	(3)	144
Ch.6	Common Services	42,432	(4,037)	38,395	42,178	(4,039)	38,139	254	2	256
Ch.7	Contingencies	600	0	600	472	0	472	128	0	128
	TOTAL	723,986	(72,231)	651,758	723,364	(72,229)	651,135	622	(2)	623

* TCP Expenditure includes deferred income to reflect the fact the unutilized balance will remain available for obligations in 2004-05 in accordance with F.R. 4.3.

224. The total expenditure by PWB chapter is summarized in Figure 2.1. The technical work of the Organization accounted for 79% of expenditure in 2002-03, slightly higher than 2000-01, distributed as follows:

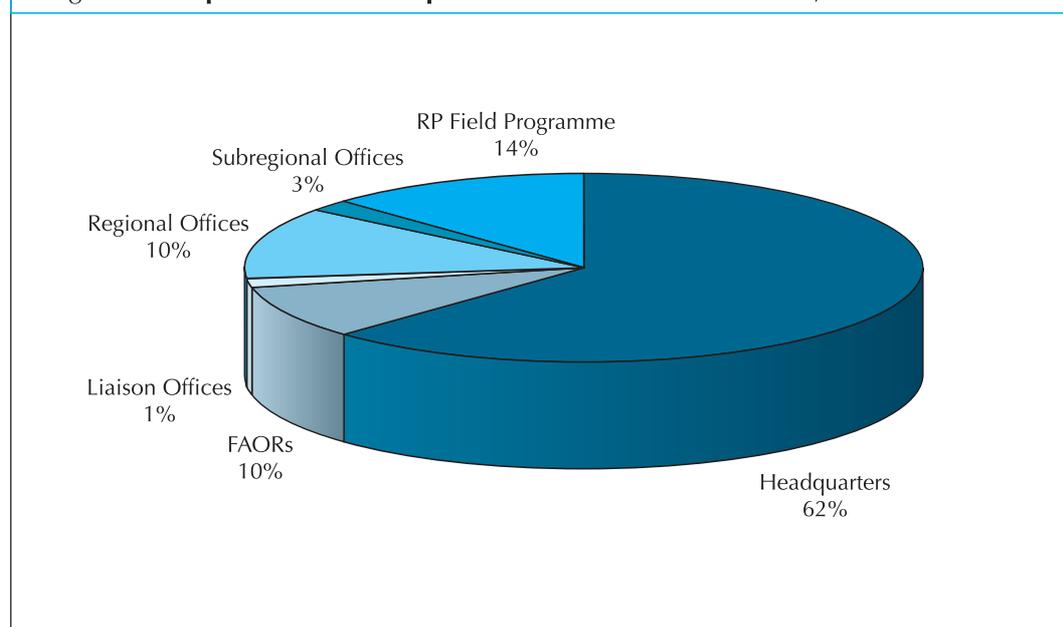
- 41% under Chapter 2 *Technical and Economic Programmes*
- 25% under Chapter 3 *Cooperation and Partnerships*
- 13% under Chapter 4 *Technical Cooperation Programme*

225. General Policy and Direction, including the costs of governance (Major Programme 1.1) and public information (Major Programme 5.1), amounted to a further 10%, leaving a balance of 11% for Major Programme 5.2 Administration and Chapter 6 Common Services.



226. The share of expenditure between headquarters and the decentralized offices is shown in Figure 2.2. headquarters accounted for 62% of total expenditures in 2002-03, down from 65% in 2000-01. Regular Programme funded field programme expenditures for TCP and SPFS increased from 12% in 2000-01 to 14% in 2002-03 and FAORs increased from 9% to 10%. Regional Offices remained at 10%, Subregional Offices at 3% and Liaison Offices at 1%. As these figures show, headquarters remains the dominant origin of expenditures for the Organization, despite the extensive decentralization that has taken place since 1994.

Figure 2.2. Expenditure in Headquarters and decentralized offices, 2002-03



227. A breakdown of expenditure in relation to the final Programme of Work for Chapter 2 *Technical and Economic Programmes* is shown in Table 2.5. The Chapter fully utilized the resources available to it during 2002-03. However, it was subject to budgetary transfers of US\$ 2.4 million to other Chapters of the Programme of Work during the biennium. In addition, US\$ 2.1 million were transferred from other programmes within Chapter 2 to support the Special Programme for Food Security. The reduction in the programme of work would have been higher had the technical departments not benefited from US\$ 3.4 million additional income. As shown in Table 2.3, the Final Income in Chapter 2 amounted to US\$ 8.4 million against a target for 2002-03 of US\$ 5.0 million.

TABLE 2.5. BUDGETARY PERFORMANCE FOR CHAPTER 2: TECHNICAL AND ECONOMIC PROGRAMMES (IN US\$ 000)

MP/ PR	Description	Programme of Work	Adjustments to Programme of Work	Final Programme of Work	Expenditure	(Over)/ Under Spending	Field Programme
2.1.0	Intra-departmental Programme Entities for Agricultural Production and Support Systems	4,535	100	4,635	4,652	(17)	10,937
2.1.1	Natural Resources	15,994	(810)	15,184	15,180	4	110,462
2.1.2	Crops	23,700	(200)	23,500	23,504	(4)	208,522
2.1.3	Livestock	16,928	(570)	16,358	16,348	10	85,812
2.1.4	Agricultural Support Systems	14,929	(330)	14,599	14,602	(3)	31,801
2.1.5	Agricultural Applications of Isotopes and Biotechnology	5,508	270	5,778	5,776	2	540
2.1.9	Programme Management	10,232	(270)	9,962	9,956	6	0
2.1	Agricultural Production and Support Systems	91,826	(1,810)	90,016	90,017	(1)	448,075
2.2.1	Nutrition	17,050	1,000	18,050	18,049	1	11,978
2.2.2	Food and Agricultural Information	33,364	(260)	33,104	33,107	(3)	19,250
2.2.3	Food and Agricultural Monitoring, Assessments and Outlooks	13,228	(580)	12,648	12,643	5	7,968
2.2.4	Agriculture, Food Security and Trade Policy	14,138	(500)	13,638	13,641	(3)	17,269
2.2.9	Programme Management	8,691	(100)	8,591	8,589	2	0
2.2	Food and Agriculture Policy and Development	86,471	(440)	86,031	86,028	3	56,465
2.3.1	Fisheries Information	6,451	(260)	6,191	6,207	(16)	2,568
2.3.2	Fisheries Resources and Aquaculture	10,429	(230)	10,199	10,233	(34)	15,705
2.3.3	Fisheries Exploitation and Utilization	8,239	(340)	7,899	7,842	57	4,450
2.3.4	Fisheries Policy	9,448	(200)	9,248	9,281	(33)	10,369
2.3.9	Programme Management	5,038	(60)	4,978	4,951	27	0
2.3	Fisheries	39,605	(1,090)	38,515	38,514	1	33,092
2.4.1	ForestResources	7,889	170	8,059	8,065	(6)	32,606
2.4.2	Forest Products	6,031	(250)	5,781	5,777	4	6,743
2.4.3	Forestry Policy and Planning	7,516	(140)	7,376	7,370	6	21,160
2.4.4	ForestProgrammes Coordination and Information	4,265	170	4,435	4,434	1	1,645
2.4.9	Programme Management	4,926	(50)	4,876	4,878	(2)	0
2.4	Forestry	30,627	(100)	30,527	30,525	2	62,154
2.5.1	Research, Natural Resources Management and Technology Transfer	17,765	(870)	16,895	16,936	(41)	24,395
2.5.2	Women and Population	5,259	50	5,309	5,295	14	6,146
2.5.3	Rural Development	8,283	(210)	8,073	8,075	(2)	16,685
2.5.6	Food Production in Support of Food Security in LIFDCs	10,475	2,090	12,565	12,569	(4)	26,439
2.5.9	Programme Management	6,985	(10)	6,975	6,941	34	0
2.5	Contributions to Sustainable Development and Special Programme Thrusts	48,767	1,050	49,817	49,815	2	73,665
TOTAL		297,296	(2,390)	294,906	294,900	6	673,450

228. The final column of Table 2.5 shows expenditure under the field programme, which comprises all technical assistance and emergency assistance activities funded through extrabudgetary sources, and Regular Programme funded technical assistance and emergency projects under the TCP and SPFS. Attention is drawn to the distinction between *extrabudgetary* resources, which refer to all

non-Regular Programme sources of funds and related expenditures in the financial accounts of the Organization, and the *field programme*, which refers to the expenditure relating directly to FAO's implementation of technical and emergency assistance projects. In this context, the World Health Organization (WHO) share of the Joint FAO/WHO Food Standards Programme (Codex Alimentarius) is part of extrabudgetary resources, but is not part of the field programme. Conversely, the TCP and the provision for the SPFS are funded from the Regular Programme but are included as part of the field programme.

229. The ratios of 2002-03 expenditure of the field programme and the Regular Programme funded programme of work for Chapter 2 *Technical and Economic Programmes* are shown in Table 2.6. Field programme expenditures were more than twice those of the programme of work. However, there were significant differences between the Major Programmes. Major Programme 2.1 *Agricultural Production and Support Systems* accounted for two-thirds of total field programme expenditures in 2002-03 and had the highest ratio, with field programme expenditure having been five times that of the programme of work. It should be noted, however, that the ratio would fall to 2.9 if the effect of the Iraq Oil-for-Food Programme were excluded. Major Programme 2.4 *Forestry*, also had a relatively high ratio, with expenditure on the field programme twice that of the programme of work. On the other hand, expenditure on the field programme for Major Programme 2.2 *Food and Agricultural Policy and Development* was only about 70% that of the programme of work. The ratio was also less than 1.0 for Major Programme 2.3 *Fisheries*.

TABLE 2.6. RATIO OF FIELD PROGRAMME AND PROGRAMME OF WORK EXPENDITURES UNDER CHAPTER 2: TECHNICAL AND ECONOMIC PROGRAMMES, 2002-03

Major Programme	Normative programme of work US\$ '000	Field programme US\$ '000	Ratio of field to programme of work
2.1 Agricultural Production and Support Systems	90,017	448,075	5.0
2.2 Food and Agriculture Policy and Development	86,028	56,465	0.7
2.3 Fisheries	38,514	33,092	0.9
2.4 Forestry	30,525	62,154	2.0
2.5 Contributions to Sustainable Development and Special Programme Thrusts*	40,999	73,665	1.8
Total	286,083	673,450	2.4

* To avoid distorting the ratio, the Regular Programme funded programme of work for Chapter 2 comprises all Regular Programme expenditure excluding SPFS project delivery, which amounted to US\$ 8.8 million in 2002-03. SPFS delivery is included under the column headed Field programme.

Cost of Field Programme Support

230. The provision of technical assistance is an important part of the Organization's mandate, specified under Article I 3 (a) of the Constitution, which states: "It shall also be the function of the Organization to furnish such technical assistance as governments request". Technical assistance is generally provided in the form of direct inputs to the field programme, whether funded from the Regular Programme – as for TCP and SPFS – or from extrabudgetary sources under the Government Cooperative Programme (GCP), Unilateral Trust Funds, UNDP or other arrangements for voluntary contributions.

231. The Organization makes a further significant contribution to technical assistance through its support to the field programme in the form of Technical Support Services (TSS) and Administrative and Operational Support (AOS) Services.

232. Since 1992, the Organization has made concerted efforts to measure and transparently report the cost of supporting the field programme under these two headings. This is achieved through the Work Measurement Survey which involves the completion of a detailed questionnaire by close to 1,000 staff each year. This data has been used in a number of valuable ways:

- in the case of TSS to give us an estimate of the extent of staff time and cost dedicated to the provision of these services; and
- in the case of AOS to provide a proper basis for the establishment of project servicing cost rates (PSC) as well as to help direct actions which would allow us to reduce such costs.

233. However, attention is drawn to the fact that cost is not entirely controllable and may fluctuate due to external factors such as the impact of variations in exchange rates between the US dollar and the currency of expenditure and the mix of projects (particularly the overall proportion of emergency projects).

Technical Support Services

234. These are defined as:

- design and formulation of projects;
- project appraisal services;
- technical backstopping at headquarters, Regional Offices or in the field, including attendance at project meetings and tripartite reviews;
- project evaluation services.

235. The overall level of TSS is outlined in Table 2.7, which compares the 2002-03 result with the previous biennium. It should be noted that more detailed information on TSS is included in the programme tables later in the document under Summary of Programme implementation.

TABLE 2.7. TECHNICAL SUPPORT SERVICES (TSS) *

Component	2000-01		2002-03	
	US\$ million	Percentage of total delivery	US\$ million	Percentage of total delivery
Delivery	687.8		709.1	
Project design and formulation	12.5	1.8%	12.8	1.8%
Project appraisal	6.9	1.0%	7.1	1.0%
Project monitoring	19.2	2.8%	18.8	2.6%
Project evaluation and audit	5.0	0.7%	5.2	0.7%
Project reporting	5.7	0.8%	5.1	0.7%
Project meetings	7.2	1.0%	8.6	1.2%
Total TSS	56.5	8.2%	57.6	8.1%

* The figures include the impact of staff cost variance so as to reflect actual costs at budget rate of exchange between euro and US\$.

236. Total Field Programme delivery in 2002-03 increased by just over 3% from 2000-01, while the cost of technical support services increased by US\$ 1 million to US\$ 57.6 million. As a result, TSS as a percentage of total delivery was virtually unchanged at 8.1% in 2002-03. The composition in the percentage of total delivery for each TSS component has, however, fluctuated as can be seen by the increase in the cost attributed to "Project Meetings" (up by US\$ 1.4 million) partially offset by the decline in project monitoring and reporting (down by US\$ 1.0 million). This is partly a technical adjustment because the heading of the question to which this is a response, moved from an emphasis on field operations to a focus on oversight and technical support services. Substantively speaking, these costs may be rising because of the re-establishment of Project Task Forces in September 2002 combined with the much increased involvement of FAORs in the implementation process.

237. Table 2.7 shows that technical support services, largely in the form of staff time, costing US\$ 57.6 million, were provided to projects during 2002-03. The funding for this technical assistance was provided by extra-budgetary funded projects (US\$ 3.9 million), TCP and SPFS projects (US\$ 10.5 million) and provisions for TSS under the Regular Programme budget for technical divisions. Funding from TCP projects rose significantly consistent with the increase in TCP delivery and reflecting the impact of improved monitoring of projects that encouraged technical divisions to more systematically claim reimbursement for the services provided.

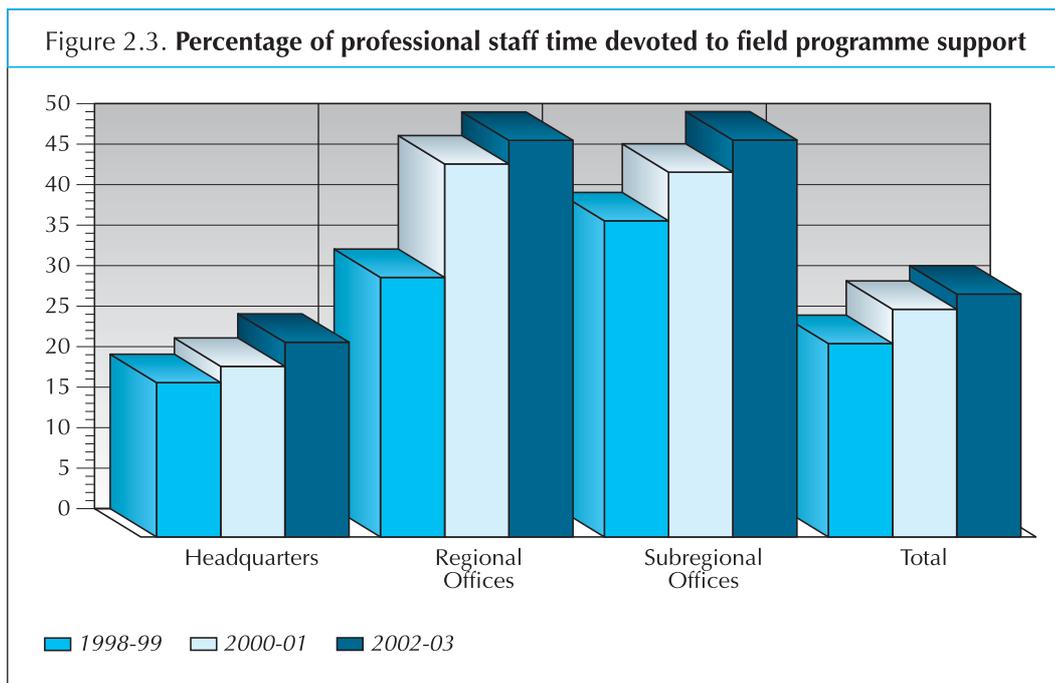
238. As a major portion of TSS is in the form of staff time, Table 2.8 shows the percentage of the cost of professional technical staff time dedicated to these purposes.

TABLE 2.8. PROPORTION OF TECHNICAL PROFESSIONAL STAFF TIME DEVOTED TO TSS TO THE FIELD PROGRAMME, 2002-03 (PERCENTAGE)

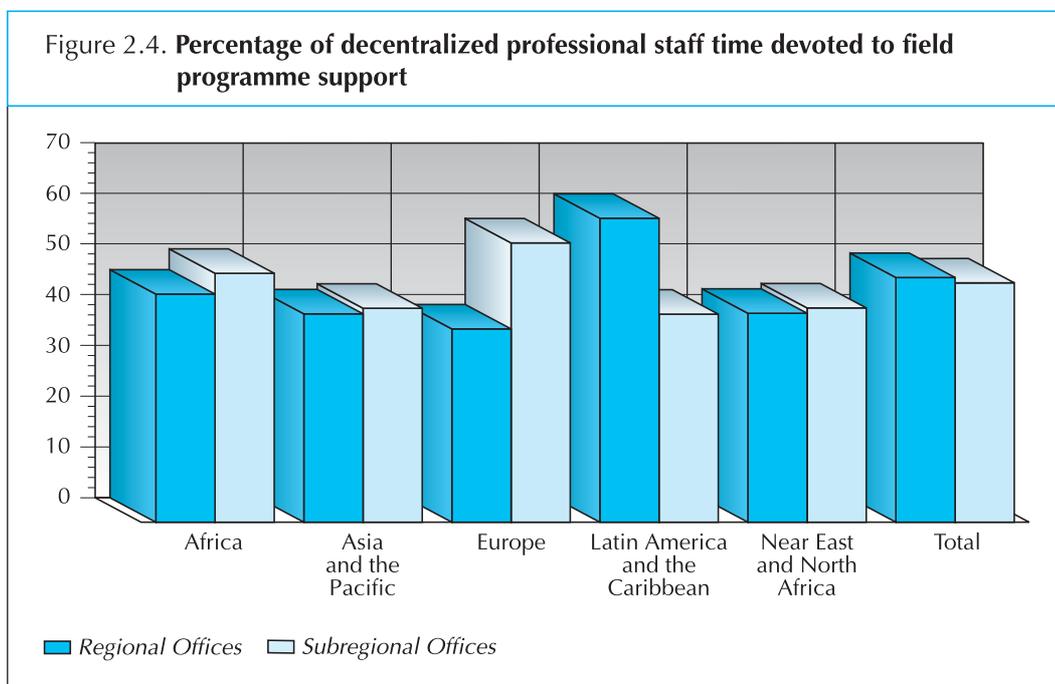
Programme		Headquarters	Regional Offices	Subregional Offices	Total
2.1.0	Intra-departmental Programme Entities for Agricultural Production and Support Systems	19	46	45	21
2.1.1	Natural Resources	32	52	39	37
2.1.2	Crops	26	48	45	32
2.1.3	Livestock	31	53	50	36
2.1.4	Agricultural Support Systems	36	48	48	41
2.1.5	Agricultural Applications of Isotopes and Biotechnology	35	0	0	35
2.1	Agricultural Production and Support Systems	30	50	44	35
2.2.1	Nutrition	17	42	53	23
2.2.2	Food and Agricultural Information	10	45	59	18
2.2.3	Food and Agricultural Monitoring, Assessments and Outlooks	5	33	0	6
2.2.4	Agriculture, Food Security and Trade Policy	14	48	0	18
2.2	Food and Agriculture Policy and Development	12	44	55	17
2.3.1	Fisheries Information	10	41	48	16
2.3.2	Fisheries Resources and Aquaculture	26	48	38	29
2.3.3	Fisheries Exploitation and Utilization	28	32	39	29
2.3.4	Fisheries Policy	22	38	45	27
2.3	Fisheries	22	40	43	26
2.4.1	Forest Resources	29	43	34	32
2.4.2	Forest Products	18	42	35	23
2.4.3	Forestry Policy and Planning	26	40	30	29
2.4.4	Forest Programmes Coordination and Information	16	42	40	25
2.4	Forestry	24	41	33	29
2.5.1	Research, Natural Resources Management and Technology Transfer	29	36	66	32
2.5.2	Women and Population	27	51	0	36
2.5.3	Rural Development	37	60	53	43
2.5.6	Food Production in Support of Food Security in LIFDCs	54	0	0	54
2.5	Contributions to Sustainable Development and Special Programme Thrusts	33	46	59	37
3.1	Policy Assistance	34	57	55	48
	Average	24	49	49	31

239. In terms of technical staff time, there was an overall increase in TSS, rising from 29% in 2000-01 (see Table 2.6 of C 2003/8, paragraph 42) to an average of 31% in 2002-03. This increase is attributed to the continued greater involvement of decentralized technical staff in providing these services.

240. The decentralization of primary responsibility for TSS to the Regional and Subregional Offices and the increased emphasis on the field programme is evident from Figure 2.3. In the Regional Offices the time spent by professional technical staff on TSS to the Field Programme increased from 33% in 1998-99 to 49% in 2002-03. In the Subregional Offices, TSS increased to 49% in 2002-03 from 40% in 1998-99. At headquarters there has also been an increase from 20 to 24% during this period.



241. While there was some variation between Regional and Subregional Offices, as shown in Figure 2.4, total field programme support exceeded 31% of staff time in all Offices. Taking the Regional and Subregional Offices together, time spent by technical staff on TSS to the Field Programme varied between decentralized locations from 45% in Asia and the Pacific Region to 57% in Latin America and the Caribbean.



Administrative and Operational Support

242. Administrative and Operational Support (AOS) Services consist of variable indirect costs that can be associated with the delivery of direct project inputs. They include:

- assembling proposals for donors and negotiating agreements and plans of operation with stakeholders;
- recruitment, briefing and servicing of project personnel;
- fellowships placement and servicing and formulation of study plans;
- selecting and procuring supplies and equipment;
- preparation and formalization of contracts;
- preparation, monitoring and revision of budgets and control of project expenditures;
- receipt, custody and disbursement of funds;
- maintenance of project accounts, financial reporting and external and internal audits;
- location and recommendation of qualified personnel;
- coordination and supervision of project implementation.

243. The level of these costs over the last two biennia is shown in Table 2.9. Two new components, project budget holder time and secretarial support for projects, have been added to better reflect the composition of AOS costs due to the decentralisation of field operations to the Regional Offices and Country Offices.

244. In the 2002-03 biennium, total AOS costs have risen by US\$ 6.8 million or as a percentage of total project delivery, from 9.3% to 10.1%. While the total volume of delivery remained almost constant at about US\$ 700 million, the proportion of TCP projects in the total rose from 20 to 29%, an increase of 43%. Given the small size and relative complexity of TCP projects, this represents an increased burden on technical and operational units which translates itself into added cost. The other key factor is the rise in AOS costs in the Finance Division (AFF), which is entirely due to change in the basis of allocation for the Treasury and the unit responsible for decentralized accounting.

245. Table 2.9 also shows direct operating costs on emergencies as a percentage of emergency delivery moving from 1.9 to 2.4%. This is attributable to the proportional decline of the relatively lower cost Iraq Oil-for-Food projects which fell from 70% of the total in 2000-01 to 64% in 2002-03 and perhaps to a lag in reducing costs as the programme declines.

TABLE 2.9. ADMINISTRATIVE AND OPERATIONAL SUPPORT COSTS *

Component	2000-01		2002-03	
	US\$ million	Percentage of component delivery	US\$ million	Percentage of component delivery
Project personnel	14.0	6.5%	14.2	6.6%
Project procurement	8.0	15.2%	7.7	14.7%
Project subcontracts	4.2	7.8%	3.4	6.2%
Project training	4.2	16.1%	3.6	13.7%
Project non-technical monitoring	11.6	3.1%	12.6	3.4%
Project budgeting and accounting	10.9	2.9%	7.3	1.9%
Project budget holder responsibilities	n.a.	n.a.	5.5	1.5%
Project secretarial	n.a.	n.a.	3.0	0.8%
Incremental indirect costs	5.2	1.4%	6.2	1.7%
Direct Emergency Operating Costs (including Iraq Oil-For-Food)	6.7	1.9%	8.1	2.4%
Total AOS	64.8	9.3%	71.6	10.1%

* The figures include the impact of staff cost variance so as to reflect actual costs at budget rate of exchange between euro and US\$.

246. AOS cost is partially covered through reimbursements from the projects through charges for project servicing costs (PSC). Table 2.10 shows the extent of reimbursements for AOS Services in total including emergencies.

TABLE 2.10. ADMINISTRATIVE AND OPERATIONAL SUPPORT COSTS AND EXTENT OF REIMBURSEMENT RECEIVED

US\$ million	2000-01	2002-03	Variance
(TF, UNDP, TCP, SPFS and OSRO)			
Administrative and operational support costs	64.8	71.6	(6.8)
Reimbursements	45.6	47.3	1.7
Under-recovery of support costs	(19.2)	(24.3)	(5.1)
Total			
Net percentage of cost recovered	70.4%	66.1%	

247. Total AOS costs increased by nearly US\$ 7 million to US\$ 71.6 million in 2002-03, while reimbursements increased by US\$ 2 million to US\$ 47.3 million. The net decline in the percentage of cost recovered from 70.4% to 66.1% is entirely attributable to a one-time reduction in the recognition of income on TCP projects arising from the change in accounting methodology which aimed at bringing TCP in line with the approach taken for all other projects, that is, charging the project at the point of delivery and not at the moment of approval as had previously been the case. Recoveries will return to normal in 2004-05.

FAO Language Policy

248. In 1999, the 30th FAO Conference reaffirmed "the imperative of ensuring parity and balance in the use of all FAO languages and the need for supervision of the quality of translation and interpretation. In looking forward to further improvements in the future, the Conference agreed to the need for Members to monitor progress closely through periodic follow-up and evaluation"(C 99/REP, paragraph 94).

249. During the 2002-03 biennium, considerable improvements in the overall system of language management were effected to cope with increased work resulting from the implementation of the various operational procedures for simultaneous production of documents and publications in all five official languages. These combined efforts resulted in the Organization's generally positive performance. Improvements in the system of language management included new technologies for terminology and translation outputs to facilitate the work of the translation teams; and new technologies to reduce the time taken to produce official meeting documents, both originals and in all language versions, and to enable more rapid simultaneous placement of documents in all languages on the FAO Web site. The Interdepartmental Working Group on Terminology was strengthened to enable timely updating and ensure accuracy of the terminology database. In late-2002, a Special Allotment for Implementation of the Language Policy encouraged additional publications and contributed to improvements in language management systems.

FAO Meetings

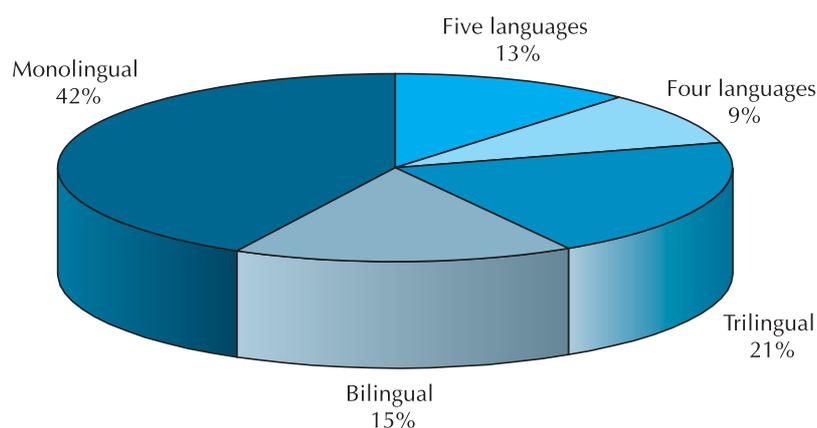
250. The overall pattern of language use in meetings⁴ is determined by the body responsible for convening the meeting, the location of the meeting and the geographical distribution of the participants. English is the predominant language used in meetings held at headquarters as well as in Asia and the Pacific and Europe. In Africa, French and English are nearly equally used. In Latin

⁴ FAO meeting categories are **Category 1:** intergovernmental meetings; **Category 2:** technical sessions attended by experts designated by member governments; **Category 3:** committees and panels of experts composed of individuals selected in a personal capacity by FAO; **Category 4:** seminars, training courses and workshops. Under any of the categories, meetings can be convened either for statutory bodies, if they have been established, or on an ad hoc basis.

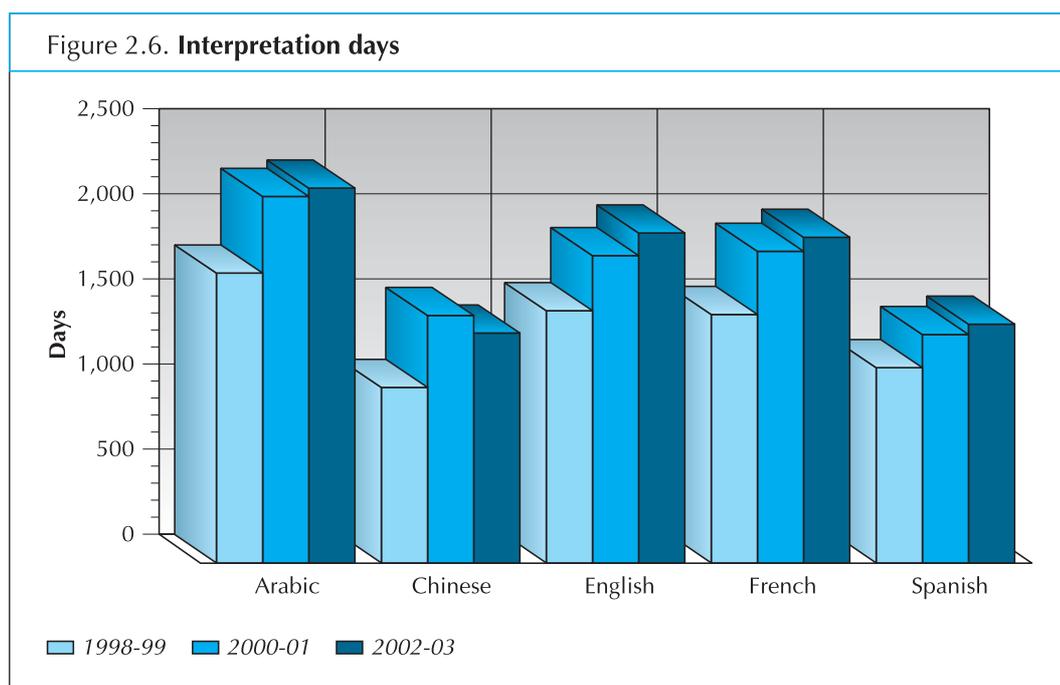
America and the Caribbean, the main languages are Spanish and English. In the Near East and North Africa, they are Arabic and English. The majority of FAO meetings are held in the field, but in 2002-03 the percentage of meetings held outside of FAO headquarters decreased from 66 to 62%.

251. An indicator of language balance for FAO meetings is the percentage of meetings held in all five official languages. In 2002-03, although the total number of meetings decreased from 328 to 323, the percentage of meetings held in all five languages increased slightly, to 13% from 12%, while the percentage of meetings held in four languages remained constant (Figures 2.5).

Figure 2.5 Proportion of meetings by number of languages, 2002-03



252. The number of interpretation days for external interpreters recorded in this biennium was 8,730 days: an increase of 2.7% over 2000-01. As shown in Figure 2.6, the largest increase was in English (5.9%) and Spanish (5.9%), followed by French (4.5%) and Arabic (1.4%). The number of interpretation days into Chinese decreased by 6.4%, a reflection of recruitment during the biennium of a Chinese interpreter on a headquarters post. The number of interpretation days increased at headquarters, but decreased in the field, where a number of meetings were funded by extra-budgetary resources.



253. As a consequence of the increase in the interpretation services provided by FAO, there has been significant growth in workload, for which staff interpreters cover just 14% of the total. For most FAO meetings, interpretation services are mainly provided by external contractors engaged on the international circuit. Recruitment of interpreters locally near conference sites is being pursued where possible, to reduce associated travel costs. Although the arrangement provides flexibility, the very wide variety of contractors does not always assure consistent quality.

254. With regard to translation, the overall total of words translated in 2002-03 through the translation service was 23.1 million words, 3% lower than the 23.9 million words translated in 2000-01. Changes in word volumes for Chinese declined 11%, while Arabic declined 3%, and Spanish and French remained nearly the same as 2000-01. However, it should be noted that a significant volume of translation into Chinese was undertaken through an ongoing agreement with the Chinese Academy of Agricultural Sciences (CAAS) – during the biennium nearly 2.4 million words were translated into Chinese under this agreement.

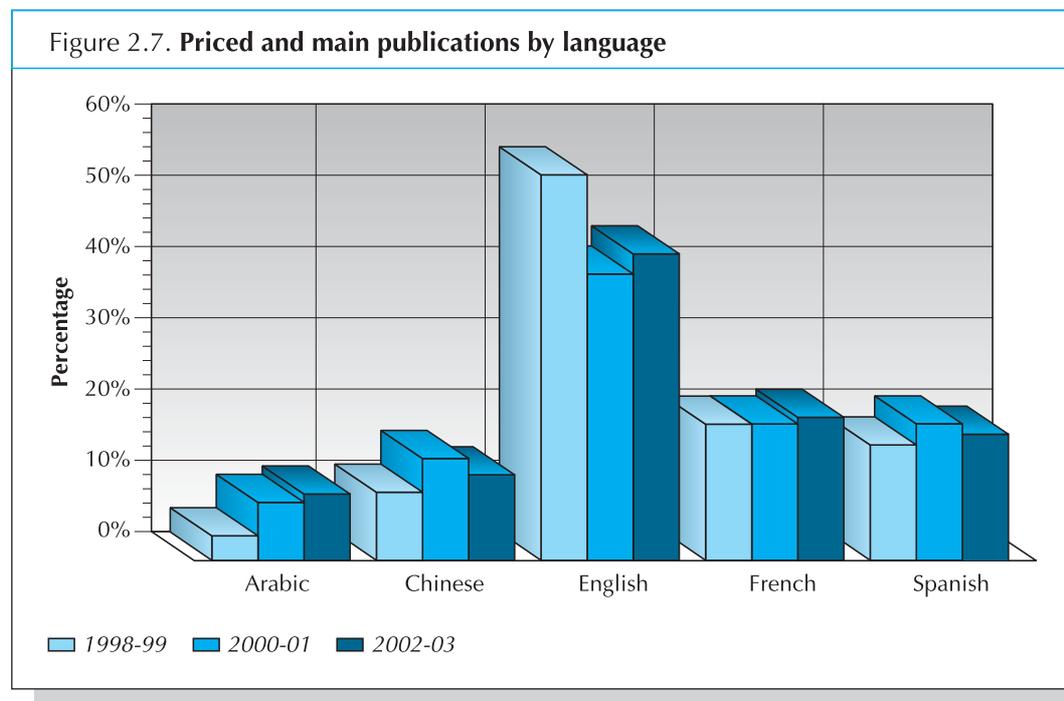
255. The policy of outsourcing aimed at minimising translation costs and more efficient management of the high variation in demand for translation services continued during the biennium. Although qualified external translators are cost efficient and generally provide good linguistic quality, the consistency of technical terminology and correct use of FAO titles and expressions can best be assured by staff translators. During the 2002-03 biennium four translation workflow posts were created in order to support the implementation of new translation technologies. Moreover, computer-assisted translation technologies were increasingly utilised by staff translators in order to enhance the efficiency and consistency of the translations produced.

Publications

256. The Corporate Communication Committee determines policy concerning the language versions of FAO publications. All "flagship" publications, e.g. The State of Food and Agriculture, The State of the World's Fisheries and Aquaculture, State of the World's Forests, The State of Food Insecurity in the World and other major publications were published in all five languages during the biennium. Language versions of other publications are determined by the originator, based on an assessment of the target audience's needs. Specific attention is drawn to the fact that, in addition to

those titles listed above, decisions have been taken to publish more of the FAO Yearbooks in all languages. Nine such titles were published in the biennium under review.

257. During the biennium, there was an increase, compared with 2000-01, in the percentage of titles published in French (20%) and Arabic (8%). Titles published in the other languages were English (43%), Spanish (17%) and Chinese (12%) (Figure 2.7).



Electronic material (WAICENT and the FAO Internet site)

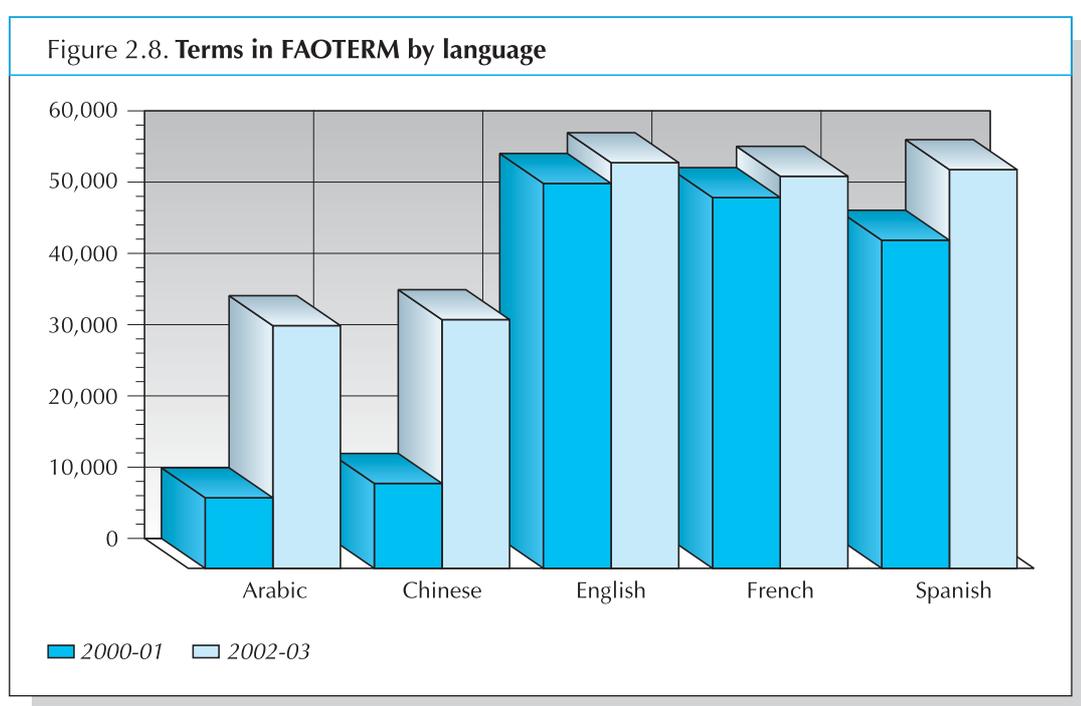
258. Using funds provided under the special allocation to the Programme for the Improvement of Language Coverage, WAICENT introduced technical solutions to facilitate user access to FAO's electronic information in the five official languages during 2002-03. Development continued on the WAICENT Information Finder, featuring the metadata databases Electronic Information Management System (EIMS) and the News and Events Management System (NEMS) that identify and classify FAO information in all official languages. Table 2.11 indicates the language coverage of news items of each system.

TABLE 2.11. NUMBER OF ITEMS BY LANGUAGE ON THE FAO WEB SITE AS REFLECTED IN THE CORPORATE SYSTEMS EIMS AND NEMS

	English	French	Spanish	Arabic	Chinese	Total
2000-01						
EIMS	2,666	992	1,438	293	761	6,150
NEMS	744	363	837	27	24	1,995
Total	3,410	1,355	2,275	320	785	8,145
2002-03						
EIMS	17,113	6,355	4,934	3,113	2,158	33,673
NEMS	2,506	1,251	2,343	489	308	6,897
Total	19,619	7,606	7,277	3,602	2,466	40,570

Terminology

259. At the end of 2003, the FAOTERM terminology database consisted of 57,000 records in English, 56,500 in French, 55,500 in Spanish, 34,500 in Arabic and 35,000 in Chinese (Figure 2.8). Approximately 3,000 new terminology records were added to the database during the biennium. The Terminology Project, developed in the framework of the Programme for the Improvement of Language Coverage (see below) has strongly contributed to enhancing the multilingual balance of FAO official languages in FAOTERM. The database allows direct interaction with computer-assisted translation tools, thus streamlining and harmonizing the language versions of FAO documentation. Care has been taken to monitor the quality of terminological records introduced into the database to guarantee its high quality as a reference tool. The five-language FAOTERM database is made available through the FAO Terminology Web site and a new interface was developed in order to enhance the use and dissemination of the database. This resulted in increased use by FAO staff, other international organizations and the public in general. The database for names of countries in five languages available through the FAO Terminology Web site has been constantly updated and maintained.



Programme for the Improvement of Language Coverage

260. Since the 2000-01 biennium, Programme Entity 222P5 *Programme for the Improvement of Language Coverage* has provided central support for:

- investments having an immediate impact for member countries at relatively low cost;
- investments creating the infrastructure for permanent capacity in the five official languages; and
- investments correcting long-standing deficiencies in language coverage.

261. Expenditures for these purposes totalled about US\$ 1.2 million for the biennium. The specific uses made of these funds were determined by the Corporate Communication Committee (CCC) and are described below. Resources within the programme entity also covered the continuing arrangement for translation of documents into Chinese undertaken in cooperation with CAAS and the unapportioned reserve.

262. Investments having an immediate impact included improved language coverage of FAO's Web site, audio and video productions and important publications, as well as language training. Web pages were prepared in all languages for the World Food Summit: *five years later*, the Newsroom page, and all its sub-pages, as well as related feature articles, Focuses, Field stories, FAO in action and audio/video pages. The TeleFood site was redesigned and adapted into all languages, and new articles were added on a periodic basis. A special effort was made to further increase the availability of information in Chinese on the FAO Web site. Work undertaken included preparation of the Chinese version of Web pages related to World Food Day, Feeding Minds Fighting Hunger, the WAICENT Portal, the section of the site relating to the Governing Bodies, and the section of the site focusing on the Special Programme for Food Security. Chinese versions were also prepared for all PAIA Web sites as well as the Web sites in support of the PWB and MTP. In addition, selected top-level Web pages from all of the Technical Departments were adapted into all working languages.

263. Additional audio and video materials were produced in Arabic, French, Italian and Spanish and covered topics including: World Food Day 2003; Urban Vegetable Farming in the Philippines; the International Alliance Against Hunger; and special features on AIDS, Forestry, Women and the International Plant Genetic Resources Treaty.

264. Investments in infrastructure included support for further development of the multi-language capabilities of the FAO standard workstation, particularly with regard to printing documents in Chinese and Arabic; PDF conversion of Arabic and Chinese documents; and especially increased functionality of the Trados translation software used by GIC Division. AGROVOC, the FAO multilingual thesaurus, is now available in all official languages and links between the different language versions have been enhanced.

265. A Terminology Project was launched in 2002-03 in order to correct the deficiency of Arabic and Chinese in FAOTERM and add missing equivalents in French and Spanish. As a result, 21,000 equivalents were added in Arabic, 23,000 in Chinese, 7,000 in Spanish and 3,000 in French. As part of the project, text alignment in Arabic and Chinese was carried out in order to augment the amount of data in the English-Arabic and English-Chinese translation memories. This enabled the introduction of some 66,000 translation units in the English-Arabic translation memory and some 59,000 units in the English-Chinese one, thus enhancing computer-assisted translation in the Arabic and Chinese Translation Groups.

266. Investments to correct long-standing deficiencies mainly concentrated on the translation of additional titles into Arabic, complementing the special effort on Chinese undertaken in the previous biennium. Resources were used to produce publications in Arabic including *Improving Agricultural Extension: A Reference Manual*; *Gender Analysis in Macroeconomic and Agricultural Sector Policies*; *Improved Irrigation Management for Green House Vegetables*; *Summary of World Food and Agricultural Statistics – 2003*; *Review of the State of World Marine Fishery Resources*; *Forest Resources Assessment 2000: Main Report (Forestry Paper 140)*.

Geographical Representation and Gender Balance of Professional Staff

267. **Geographical representation of professional staff.** The principles of geographic representation of Member Nations followed by the Organization were established by the 27th session of the FAO Council in 1957. The norm for a country's representation was based on the percentage of its contribution to the Regular Programme as compared to the proportion of staff of that nationality funded from the Regular Programme with continuing or fixed-term appointments⁵.

⁵ Excludes field project staff, language staff, and staff on posts financed by Support Costs, Trust Funds and Other Funds.

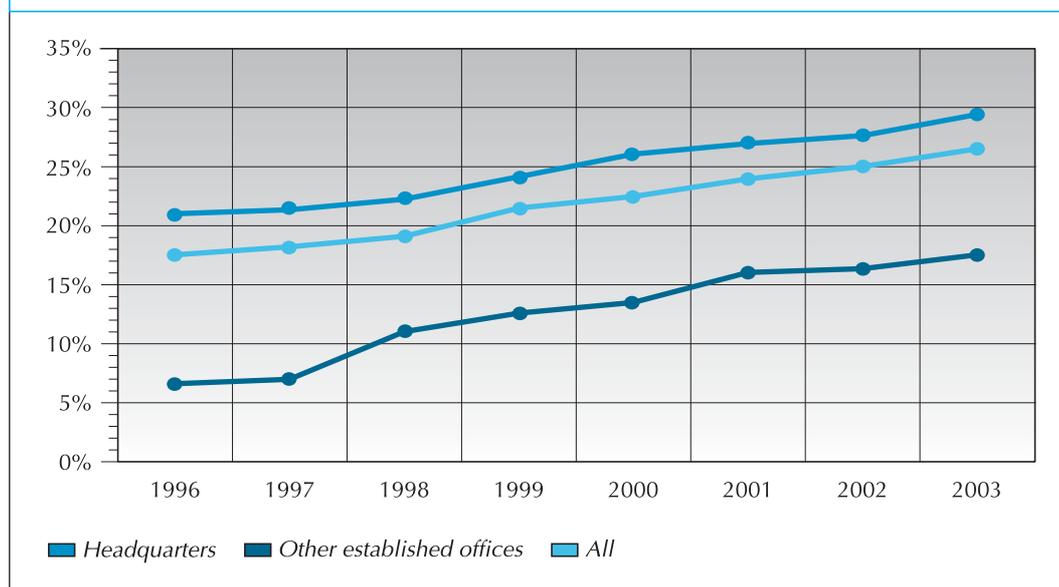
268. Summary tables showing the countries that were not within the range of equitable representation as at 31 December 2001 (110 of 180 Member Nations) and 31 December 2003 (123 of 183 Member Nations), are shown in Annex III *Geographical Representation of Professional Staff*.

269. At the end of 2003, there were 77 countries that exceeded the top of their range, compared to 73 at the end of 2001; 16 under-represented countries, compared to 11 at the end of 2001; and 30 non-represented countries, compared to 26 at the end of 2001. High priority is given to placement of professional staff from non-represented countries and 5 of the 26 non-represented countries in at the end of 2001 were represented at the end of 2003. However, 21 of the non-represented countries at the end of 2001 were also non-represented at the end of 2003 and of the 30 non-represented countries at the end of 2003, 3 were countries that became new members in November 2001.

270. The FAO Conference, at its Thirty-second Session held in November/December 2003, adopted a revised formula for the calculation of geographic distribution which is based on the formula implemented in the UN Secretariat and several organizations of the UN common system. The implementation of the new methodology is effective from 1 January 2004.

271. **Gender balance of professional staff.** Increasing the proportion of female staff in the professional category is one of the main human resources policy objectives of the Organization. Efforts during the last four biennia have resulted in the increase of women in professional posts at headquarters from 21% at the beginning of 1996 to 30% at the end 2003 and an increase in all locations from 18 to 27%. (Figure 2.9) These percentages are based upon the total number of professional staff with fixed term or continuing contracts at headquarters and other established offices⁶. While the percentage of women in professional posts in the FAO offices outside of Rome is significantly below headquarters, the rate of increase has been relative high, growing from 8% in 1996 to 18% in 2003.

Figure 2.9. Percentage representation of female international professional staff, 1996-2003



272. The number of female and male staff by grade at the end of 2003 is shown in Table 2.12. Overall women make up nearly half (49%) of the Organization's total staff, comprising 66% of general service staff (G1 - G7), 29% of professional officers (P1 - P5), 34% of other professionals (National Professional Officers and Associate Professional Officers) and 13% of director and higher

⁶ Excludes field project staff and staff with contracts of less than 12 months.

level staff (D1 - DDG). Within the director and higher level, about 20% of both ADG and D-2 level staff are women, well above the 13% of D-1 officers. Within the professional officers the proportion of females varies from 55% of P-2/P-1 officers and 41% of P-3 officers to 17% of P-5 officers. The greater number of women at the P-1 to P-3 grade levels reflects the increasing number of qualified young women in the technical fields of the Organization that allows them to effectively compete for middle and entry level professional positions. As older staff retire, it is expected that many of these women will move into the senior officer and service chief positions vacated. The basis for improvement in gender balance at higher grade levels has therefore been put in place, which should show significant results over the coming years.

TABLE 2.12. FEMALE AND MALE STAFF BY GRADE

Grade	Female	Male	Total	% Female
DDG	0	1	1	0%
ADG	3	12	15	20%
D-2	8	34	42	19%
D-1	15	121	136	11%
DIRECTOR	26	168	194	13%
P-5	56	276	332	17%
P-4	103	307	410	25%
P-3	104	147	251	41%
P-2	58	48	106	55%
P-1	2	1	3	67%
PROFESSIONAL	323	779	1,102	29%
NPO	17	69	86	20%
APO	39	41	80	49%
OTHER PROFESSIONAL	56	110	166	34%
G-7	39	17	56	70%
G-6	175	77	252	69%
G-5	355	78	433	82%
G-4	430	117	547	79%
G-3	220	165	385	57%
G-2	61	184	245	25%
G-1	5	33	38	13%
GENERAL SERVICE	1,285	671	1,956	66%
Total	1,651	1,687	3,338	49%