

## SUMMARY OF PROGRAMME IMPLEMENTATION

273. The main achievements of the Organization during the biennium, as well as any significant work that could not be completed, are summarized here. The structure of the Programme of Work and Budget (PWB) 2002-03 is followed. Tabular information is provided at the major programme and programme levels on resources available for the programme of work and on expenditures incurred against it. Where applicable, the table also includes data on Field Programme delivery, separately for "Extrabudgetary Trust Funds (TFs) and the United Nations Development Programme (UNDP)", "Extrabudgetary emergency project delivery", "Technical Cooperation Programme (TCP)" and the "Special Programme for Food Security (SPFS)".

274. As part of the effort to reflect in the PIR the results-based principles governing FAO's programme management processes, the implementation highlights for the technical programmes (Chapter 2 and Major Programme 3.1) are presented within the general context of the objectives and outcomes outlined in the Medium Term Plan (MTP) 2002-07.

275. Since the MTP covers a six-year period whereas this document only deals with the first two years of that period, the results or 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 the objectives of entities at the MTP level. Tabular information on the status of outputs planned in the PWB, plus new outputs introduced during programme implementation to respond to changing circumstances and requests for assistance in Member Nations, is provided in Annex I.

276. To supplement this report, a fully comprehensive list of outputs, including all of those published in the PWB 2002-03, and their implementation status are posted on the FAO Internet site (<http://www.fao.org/pir>) for more detailed information on programme implementation.

### PWB Chapter 1: General Policy and Direction

#### Major Programme 1.1: Governing Bodies

Regular Programme	US\$000
Programme of Work	17,030
Adjustments to Programme of Work arising out of Budgetary Transfers	(400)
<b>Final Programme of Work</b>	<b>16,630</b>
Expenditure against Final Programme of Work	16,625
Variance of Expenditure (Over)/Under Final Programme of Work	5
Budgetary Transfers as percent of Programme of Work	(2.3%)

#### *Achievements*

277. This Major Programme covers support to meetings of the Governing Bodies, services to other FAO meetings and use of headquarters conference facilities for consultations by accredited government representatives and for non-FAO meetings. Indicators of activity are given in Table 1.1-1.

**TABLE 1.1-1. SUPPORT TO GOVERNING BODIES (SELECTED INDICATORS)**

Description	2000-01	2002-03
Interpretation provided (days)	8,655	8,731
Translation (million words)	24	23
Circular letters (policy-level communications)	225	445
Agreement letters re FAO meetings	85	110
Amendments to correspondence channels (pages)	2,100	1445
Duration of Conference/Council sessions (days)	27	26

278. In keeping with Conference recommendations, efforts continued throughout the biennium to achieve savings and efficiency in the governance process and to streamline work processes. The period was characterized by intense activity, mainly in preparation for the World Food Summit: *five years later* (WFS:*fy/l*), originally scheduled for November 2001 but subsequently postponed to June 2002. Special efforts were made to assist delegations with language requirements beyond those of the official working languages. For example, translation of documents and interpretation at one of the round tables was provided for the Russian language, and the Secretariat met requests for interpretation into Italian, Russian, German and Portuguese. Preparations were also undertaken for the Thirty-second Session of the Conference of FAO, held in November 2003, incorporating new features such as Ministerial Round Table discussions and side events.

279. The overall volume of translation carried out for meetings, other FAO documents and publications decreased by four percent as measured by the number of words translated. The translation service continued to implement computer-assisted translation tools and new technologies in areas such as remote translation for major meetings away from headquarters, workflow control, document distribution and archiving.

280. The number of interpretation days provided for meetings of all categories increased by one percent compared with 2000-01, a reflection of an increase in the percentage of meetings held at headquarters (where more meetings are interpreted into all FAO languages) as compared to the field. Improved scheduling of meetings and greater use of interpreter exchange arrangements with other UN agencies facilitated the provision of these services.

281. The number of policy-level circular communications to heads of state/government and ministers nearly doubled during the biennium, mainly as a result of the preparation for the rescheduled WFS:*fy/l*.

## Major Programme 1.2: Policy, Direction and Planning

Regular Programme	US\$000
Programme of Work	22,623
Adjustments to Programme of Work arising out of Budgetary Transfers	(900)
Final Programme of Work	21,723
Expenditure against Final Programme of Work	21,721
Variance of Expenditure (Over)/Under Final Programme of Work	2
Budgetary Transfers as percent of Programme of Work	(4.0%)

### Achievements

282. This Major Programme covers the work of offices in the Office of the Director-General (ODG), including the:

- Immediate Office of the Director-General;
- Office of Programme, Budget and Evaluation (PBE);

- Office of the Inspector-General (AUD);
- Legal Office (LEG) concerning legal services provided to the Organization; and
- Office for Coordination of Normative, Operational and Decentralized Activities (OCD), relating to coordination between headquarters and FAO field offices.

### **Programme 1.2.1: Director-General's Office**

283. This programme covers the immediate Office of the Director-General and the Deputy Director-General including the Cabinet and the Special Advisor to the Director-General dealing primarily with high-level relations with the Host Government.

284. The team, led by the Director-General, attends to the core management of the Organization at the highest level.

### **Programme 1.2.2: Programme Planning, Budgeting and Evaluation**

285. The programme, carried out by PBE, continued to assist in policy matters related to the Organization's objectives, programme formulation and budget monitoring and control. Evaluation of the Organization's activities is also carried out within this programme, but as a substantially independent activity in accordance with governing body guidance.

286. In the area of systems support for programme planning and budgeting, the Programme Planning, Implementation Reporting and Evaluation Support System (PIRES) was developed and three modules were released for corporate use. PIREs was used by divisions and PBE to prepare the Medium Term Plan (MTP) 2004-09, the Programme of Work and Budget (PWB) 2004-05, and the Programme Implementation Report (PIR) 2000-01. Work on modules for setting and transmitting allotments, work planning and annual assessments was initiated in 2003 for release of functional modules in early 2004.

287. The programme planning, budgeting and monitoring process, and the associated MTP, PWB and PIR documents presented to the Governing Bodies, continued to evolve as they increasingly reflect the implementation of Results Based Budgeting (otherwise referred to as the New Programme Model) as described under the Strategy to Address Cross-Organizational Issues (SACOI) on Continuing to Improve the Management Process. Guiding principles for pre-evaluation monitoring, annual assessment and periodic auto-evaluation were issued in 2002 and gradually adopted by technical and economic programmes, providing the basis of this PIR 2002-03.

288. With regard to the SACOI on Enhancing Inter-Disciplinarity, support to the main thrust of that strategy - the 16 Priority Areas for Inter-disciplinary Action (PAIAs) - has resulted in clear programme proposals which were progressively refined from the MTP to the PWB. Reporting by the PAIAs (completed in 2004) demonstrated substantial achievements as described in the section on Progress Towards Implementation of the Strategic Framework.

### ***Evaluation***

289. The evaluation regime endorsed by the Governing Bodies in 1999 was further strengthened. At its September 2003 session, the Joint Meeting of the Programme and Finance Committees agreed a number of measures to enhance the effectiveness and independence of evaluation, which were subsequently endorsed by the Council. These included formation of an internal Evaluation Committee, chaired by the Deputy Director-General, recognition of the greater substantive independence of the Evaluation Service and formalization of reporting channels to the Governing Bodies.

290. Major programme and thematic evaluations were submitted to the Programme Committee, Council and Conference, including the first evaluation of one of FAO's Strategic Objectives (A3

*Preparedness for, and Effective and Sustainable Response to, Food and Agricultural Emergencies*) and a major joint evaluation with WHO of the Codex Alimentarius and other FAO/WHO food standards work. Other evaluations that were reviewed by the Governing Bodies included: "Agricultural Statistics in the Context of FAOSTAT", "Crop Production" and "Fisheries Exploitation and Utilization".

291. Results of these evaluations and four others, along with the reports of the independent peer review panels (where they were held) and the responses of FAO senior management and the views of the Programme Committee as reflected in their reports, were issued in the biennial Programme Evaluation Report 2003 which was submitted to, and well received by, the Conference at its 32<sup>nd</sup> Session.

292. In addition to the above evaluation reports, monitoring and follow-up of evaluation recommendations was strengthened internally and through enhanced oversight by the Programme Committee. Work in progress included a major evaluation of FAO's decentralization and the commencement of the pilot introduction of auto-evaluations which are carried out by programme managers but which are subject to technical quality control by the Evaluation Service. The auto-evaluation system forms an essential element in the results based programming and budgeting system and should cover all programme entities during the course of their life, feeding into decision-making on their continuation, modification or termination as applicable.

293. While thematic and programme evaluation became the major thrust of evaluation work, support to individual project evaluations continued, including participation in evaluation missions (Table 1.2-1). Internal evaluations covering the totality of FAO's work in a particular geographical area (emergency and development) were completed for Afghanistan and southern Africa.

**TABLE 1.2-1. EVALUATION WORK (SELECTED INDICATORS)**

Work carried out by the Evaluation Service (selected indicators)	2000-01	2002-03
Project evaluations and reviews supported (without evaluation staff participation)	39	26
Project evaluations and reviews with evaluation staff participation	17	18
Evaluations reported in the PER to the Governing Bodies	5	6
Internal programme reviews and evaluations	3	3

### **Programme 1.2.3: Audit and Inspection**

294. Through the Office of the Inspector-General (AUD), the programme has responsibility for internal audit and inspection, evaluating the adequacy and effectiveness of the Organization's system of internal control, financial management and use of assets as well as investigating misconduct and other irregular activities. Accordingly, the scope of audit embraces the role of inspection and managerial control within the concept of comprehensive auditing and includes investigations and other special assignments for senior management. AUD continued to provide independent advice to the Director-General and to senior management both at headquarters and decentralized locations on a wide range of issues, and to participate in various committees and working groups. The budget of the programme also covered the fees of the external auditor, the Comptroller and Auditor-General of India, with whom AUD liaises and coordinates to ensure complementarity and avoid duplication of work.

295. AUD consists of three groups: Special Assignments and Investigations, Decentralized Activities and Headquarters Activities. The Special Assignments and Investigations group was responsible not only for special inquiries, inspections, special audits and investigations as well as tender panel operations at headquarters, but also for the audit of the Oil-for-Food Programme in Iraq, where a dedicated auditor had been outposted. The Decentralized Activities group, which included auditors outposted to each of the four major Regional Offices and a management unit at headquarters, had prime responsibility for all audits and investigations at the Regional, Subregional, Liaison and Country Offices. The headquarters group conducted comprehensive audits covering the Administration and Finance Department and technical departments.

296. In 2003 the Audit Committee (Internal) was established to advise and provide assurance to the Director-General that the internal audit, inspection and investigation functions at FAO are operating efficiently and effectively. The Audit Committee, which consists of five internal and two external members under the chairmanship of the Deputy Director-General, has taken an active interest in the work of AUD, reviewing selected reports and recommendations in depth and providing advice on various aspects, including AUD's work plan.

297. A revised audit planning methodology incorporating a systematic risk assessment was developed in 2003. This approach combines the result of the risk assessment with AUD's cumulative institutional knowledge of the Organization, and was used to develop the 2004-2005 work plan for AUD. In this way AUD adds maximum value for its FAO clients while providing reasonable assurance to the Audit Committee on how well FAO is managing its strategic, operational, stakeholder and financial risks.

**TABLE 1.2-2. INTERNAL AUDIT REPORTS, REVIEWS AND SERVICES**

		2000-01	2002-03
<b>Headquarters reports issued:</b>	Special reviews, audits and investigations	49	43
<b>Field reports issued:</b>	Regional and Sub-regional Offices	29	18
	FAO Representatives	28	30
	Field projects	36	36
	<b>Total reports</b>	<b>142</b>	<b>127</b>
<b>Other activities:</b>	Tender panel operations	755	755

298. Audits, reviews and investigations were conducted on a wide range of activities in the field and in headquarters (Table 1.2-2). Of particular significance in the field were the Oil-for-Food Programme, Afghanistan operations and new arrangements for the field programme. However regular audits of Regional Offices, Subregional offices, FAO Representations and field projects continued. In headquarters, matters of note included letters of agreement, authors' contracts, internal controls over the use of the Organization's resources and the financial situation of the Investment Centre. Investigations of irregularities took place both at headquarters and decentralised locations. AUD's Annual Reports, addressed to the Director-General and presented to the Finance Committee, provide greater detail on AUD's activities.

299. Follow-up and audit resolution received particular attention during this biennium and a marked improvement in implementation rates was experienced towards the end of 2003.

300. The level of tender panel operations remained constant as compared with the previous biennium, as procurement activities under the Oil-for-Food Programme in Iraq continued for much of the biennium, combined with more frequent and wider testing of the market.

#### **Programme 1.2.4: Legal Services**

301. In line with its constitutional mandate, the Legal Office (LEG) ensured that FAO activities were carried out on a sound constitutional and legal basis, consistent with the Basic Texts and the status of FAO as an intergovernmental organization of the UN system. It provided legal services required for the management of the Organization, at national and international level.

302. Legal advice was provided to the Director-General, to the technical and administrative departments and to Governing Bodies of the Organization. The Legal Office serviced the Committee on Constitutional and Legal Matters (CCLM). It also provided legal services to the World Food Programme (WFP) Secretariat and its Executive Board. Many of LEG's activities were related to international legal affairs, including:

- negotiation and follow-up of international legal agreements at the global and regional levels, as well as provision of legal assistance in their implementation;
- relations with host governments regarding headquarters, the FAO Representations and the FAO Regional and Subregional offices;

- relations with governments and international institutions, including drafting of bilateral agreements, “Notes Verbales” and other related instruments;
  - performance of the Director-General’s depositary functions regarding a number of international treaties;
  - representation of FAO in judicial proceedings and in settlements of disputes and, in particular, handling of cases before the International Labour Organization (ILO) Administrative Tribunal; and
  - the legal aspects of personnel servicing.
303. During the biennium attention was given, in particular, to:
- servicing the Interim Commission on Phytosanitary Measures, including legal aspects of phytosanitary standards and related intellectual property protection;
  - servicing the Codex Alimentarius Commission, with particular emphasis on membership of regional economic integration organizations as well as other related legal matters, and participation in the Codex Committee on General Principles;
  - follow-up on the legal aspects of the conservation and sustainable utilization of genetic resources for food and agriculture, including work concerning the International Treaty on Plant Genetic Resources for Food and Agriculture, the further development of the international network of seed banks, and the negotiation of an agreement for the establishment of a fund to support the work of the Treaty;
  - assistance in the negotiation and adoption of the Agreement between FAO and the International Office of Epizootics (OIE), and the Cooperation Agreement with the International Organisation for the Development of Fisheries in Eastern and Central Europe (EUROFISH);
  - legal assistance regarding the constituent agreements and operation of FAO regional fisheries management bodies, such as the Fishery Committee for the Eastern Central Atlantic (CECAF), the Asia-Pacific Fishery Commission (APFIC) and the Indian Ocean Tuna Commission (IOTC); and
  - participation of the European Community (EC) in bodies and agreements established under the Constitution of FAO.
304. The Legal Office also provided a lead and services on certain interdepartmental issues, in particular regarding the right to food, and continued to assist more than 15 internal committees as well as various interdepartmental working groups (NGO/CSO, Strategic Framework, Biotechnology, etc.) and the Panel of Eminent Experts on Ethics in Food and Agriculture.

**TABLE 1.2-3. OFFICE OF THE LEGAL COUNSEL AND GENERAL AFFAIRS SERVICE (SELECTED INDICATORS)**

Description	2000-01	2002-03
<b>Technical functions</b>		
Meetings attended for liaison on international conventions	65	65
Basic texts prepared or amended for conventions where the Director-General exercises depositary functions	22	25
Servicing of legal instruments for which the Director-General is the depositary	85	96
<b>Administrative functions</b>		
Written legal opinions (including e-mail)	2,350	1,791
Appeals/submissions prepared for the Director-General, the Appeals Committee (in collaboration with AFH) and the ILO and UN Administrative Tribunals	193	122
Interventions for legal proceedings involving the Organization	56	69

## Programme 1.2.5: Programme and Operational Coordination

305. OCD responsibility under this programme is to ensure coordination between headquarters and decentralized offices. Other OCD activities are reported under Major Programme 3.4 and Programme 3.5.3. This programme dealt with:

- the formulation and monitoring of, implementation support to and reporting on, the Organization's decentralization policy;
- coordination of the operational functions of FAO Representatives with units in the Technical Cooperation Department (TC) and of their Regular Programme functions with technical Departments;
- general oversight of decentralized offices, including the provision of overall guidance and the gradual strengthening of programming, reporting and monitoring systems and procedures applicable to decentralized offices, including some 360 Management Letters prepared, 120 FAORs' Annual Reports reviewed and 8 OCD Bulletins issued;
- monitoring of Regional Offices in their organization of the FAO Regional Conferences; and
- management of the Small-Scale Facility (200 requests biennially) which allows FAORs to respond to urgent short-term needs through the use of local consultants.

## Major Programme 1.3: External Coordination and Liaison

Regular Programme	US\$000
Programme of Work	14,072
Adjustments to Programme of Work arising out of Budgetary Transfers	900
<b>Final Programme of Work</b>	<b>14,972</b>
Expenditure against Final Programme of Work	14,956
Variance of Expenditure (Over)/Under Final Programme of Work	16
Budgetary Transfers as percent of Programme of Work	6.4%
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	394
Extrabudgetary emergency project delivery	0
TCP delivery	0
<b>Total Field Programme delivery</b>	<b>394</b>
Ratio of Field to Regular Programme delivery	0.0
Technical Support Services, professional staff cost	95

### Programme 1.3.1: External Relations and Coordination

#### *Inter-agency coordination*

306. The Unit for Relations with the UN System (SADN) continued to provide policy advice on inter-agency coordination matters both to ODG and to departments/units involved in UN system-wide coordination/cooperation arrangements. The Unit prepares the participation of the Director-General at meetings of the UN system Chief Executives Board for Coordination (CEB), which groups the Executive Heads of UN system organizations, including WTO and the Bretton Woods institutions. SADN represents FAO at meetings of CEB sherpas, with responsibilities for preparation and follow-up of the CEB sessions.

307. The unit also continued to represent the Organization at meetings of the High-Level Committee on Programmes (HLCP), the main preparatory body of the CEB. Since the UN Development Group (UNDG), which supports country-level coordination, has increasingly addressed policy issues, SADN monitored UNDG meetings in close cooperation with the Technical Cooperation Department to ensure coherent FAO positions.

### *Policy advice on UN System issues of relevance to FAO*

308. During 2002-2003, provision of advice on UN system policy issues generally increased in response to a growing demand for information on how FAO activities fit into the "larger picture" of priority policies and exercises of the United Nations, (Millennium Development Goals, UN Reforms, HIV/AIDS and food security) and how these might shape FAO initiatives such as the Anti-Hunger Programme and the International Alliance Against Hunger, among others (Table 1.3-1). SADN responded or coordinated responses to external requests for FAO contributions mainly to UN system reports and exercises, in particular the annual reports of the Secretary-General to the General Assembly, as well as to the Economic and Social Council (ECOSOC) on a wide range of issues.

**TABLE 1.3-1. POLICY ADVICE ON INTER-AGENCY COORDINATION AND UN SYSTEM ISSUES OF RELEVANCE TO FAO POLICY ADVICE AND RESPONSE TO UN SYSTEM REQUESTS FOR CONTRIBUTIONS**

	Description	2000-01	2002-03
<b>Response to UN system requests:</b>	ECOSOC and General Assembly	75	91
	Various UN	337	251
<b>Policy Advice to FAO:</b>	Policy advice to FAO Units on UN system issues	224	226
	CEB and HLCP	235	345

### *UN System documentation and meetings*

309. The unit facilitated and coordinated FAO representation at external meetings organized by UN system organizations, with a view to implementing FAO policy regarding attendance at external UN meetings, aiming to ensure optimal use of travel funds and a coordinated approach to representation (see Table 1.3-2). The number of invitations to new meetings decreased by 19% over the previous biennium, while 14% fewer new meetings were attended.

310. The electronic retrieval, distribution and storage of UN-system documentation is an ongoing function of the Documents and Reference Centre in SADN, which responds to internal requests for documents. Since May 1999, with the advent of the UN Optical Disk System, UN-system documents and publications relevant to FAO are downloaded electronically and forwarded by e-mail to FAO focal points, including field offices. UN-related electronic news items are also screened and those of interest to FAO are circulated daily to relevant staff.

**TABLE 1.3-2. UN DOCUMENTATION MEETINGS REQUESTS**

	Description	2000-01	2002-03
<b>UN meetings:</b>	No. of invitations received	1,021	856
	No. of invitations attended	651	558
<b>UN documentation:</b>	No. of documents received, distributed throughout FAO, and stored	5,000	4,800
	UN news items electronically retrieved and distributed within FAO	3,600	3,700

311. This programme also hosts the budget for "Contributions to the Inter-agency Coordination Mechanisms" which includes FAO's share of the costs of bodies such as the UN Standing Peacekeeping Force (UNSPF), the High-Level Committee of the CEB, the Joint Inspection Unit (JIU) and the Office of the United Nations Security Coordinator (UNSECOORD).

### *Office of World Food Summit Follow-up (SADDW)*

312. SADDW promoted and monitored, in collaboration with FAO departments and Rome-based agencies, the establishment and functioning of the International Alliance Against Hunger (IAAH) at the national and global levels. The IAAH is a recent initiative consistent with the Declaration of the World Food Summit: *five years later*. In collaboration with various FAO units, the Office prepared documentation and communications for 2003 World Food Day observance on “Working Together for an International Alliance Against Hunger”. Brochures and special communications were shared with countries’ officials and organizations, requesting their consideration to establish National Alliances.

313. The Office has organized with the Rome-based agencies, including the International Plant Genetic Resources Institute (IPGRI) and non-governmental organizations, an IAAH Working Group, providing new impetus to their collaboration and cooperation.

### **Programme 1.3.2: Liaison Offices**

314. This programme covers the Liaison Offices with the United Nations (LONY in New York and LOGE in Geneva); with North America (LOWA in Washington, DC); with the European Union and Belgium (LOBR in Brussels); and with Japan (LOJA in Yokahama). LONY and LOGE assisted decision-making at FAO headquarters by following developments in the UN system and representing the Organization at intergovernmental and inter-agency meetings in their respective cities; by assisting in the liaison with intergovernmental, non-governmental and private institutions; assisting in public information and public relations activities in general, including requests for information; and providing briefings for visiting FAO officers. LOWA, LOBR and LOJA continued to assist FAO headquarters in formulating and implementing policies and maintaining communications and cooperation with the governments and local organizations in their respective cities.

## PWB Chapter 2: Technical and Economic Programmes

### Major Programme 2.1: Agricultural Production and Support Systems

Regular Programme	US\$000
Programme of Work	91,826
Adjustments to Programme of Work arising out of Budgetary Transfers	(1,810)
<b>Final Programme of Work</b>	<b>90,016</b>
Expenditure against Final Programme of Work	90,018
Variance of Expenditure (Over)/Under Final Programme of Work	(2)
Budgetary Transfers as percent of Programme of Work	(2.0%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	103,292
Extrabudgetary emergency project delivery	285,395
TCP delivery	59,390
<b>Total Field Programme delivery</b>	<b>448,074</b>
Ratio of Field to Regular Programme delivery	5.0
Technical Support Services, professional staff cost	14,658

315. Major Programme 2.1 directly supports the World Food Summit (WFS) Plan of Action, focusing on improving agricultural production and post production systems. It combines both normative and operational components promoting technologies to sustainably intensify and diversify agricultural production, reducing the effects of environmental degradation and market failures, especially on vulnerable and food-insecure households, and evaluating and raising awareness of the biosecurity risks of exchanges in agricultural inputs and products.

316. To complement its discipline-specific programmes, this major programme provides significant support to several Priority Areas for Interdisciplinary Action (PAIAs), in particular those related to biotechnology, biosecurity, biodiversity, food for the cities, sustainable rural livelihoods and integrated production systems. Beginning in the 2002-03 biennium, several new intra-departmental programme entities were established under Programme 2.1.0 to support the most significant of these activities.

## Programme 2.1.0: Intra-departmental Programme Entities for Agricultural Production and Support Systems

Regular Programme	US\$000
Programme of Work	4,535
Adjustments to Programme of Work arising out of Budgetary Transfers	100
Final Programme of Work	4,635
Expenditure against Final Programme of Work	4,652
Variance of Expenditure (Over)/Under Final Programme of Work	(17)
Budgetary Transfers as percent of Programme of Work	2.2%
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	458
Extrabudgetary emergency project delivery	9,428
TCP delivery	1,052
Total Field Programme delivery	10,937
Ratio of Field to Regular Programme delivery	2.4
Technical Support Services, professional staff cost	360

### Achievements

317. This new programme addresses cross-cutting issues and brings more prominence and coherence to hitherto dispersed intra-departmental activities. The programme also provides for central support for PAIAs. Some of the more significant achievements include:

- promising results of initial pilot activities on sustainable production systems in south-western Burkina Faso and western Kenya;
- considerable progress in the development and promulgation of Good Agricultural Practices (GAP);
- the concept of conservation agriculture was successfully introduced in a number of countries, including nine countries in Sub-Saharan Africa (SSA), and promoted at international level through international and regional workshops;
- following the adoption of the International Treaty on Plant Genetic Resources for Food and Agriculture in 2001, the process of ratification proceeded rapidly during the 2002-03 biennium, resulting in the expected entry into force of the Treaty in June 2004;
- work on the first report on the state of the world's Animal Genetic Resources (AnGR) has been successfully initiated; and
- the 17<sup>th</sup> session of COAG was held as planned and preparations for a special 18<sup>th</sup> session were completed.

#### Plant Genetic Resources for Food and Agriculture

Following the adoption of the International Treaty on Plant Genetic Resources for Food and Agriculture (IT/PGRFA) in 2001, the process of ratification proceeded rapidly during the 2002-03 biennium, resulting in the entry into force of the Treaty in June 2004. This provides an international framework on conservation and sustainable utilization of plant genetic resources for food and agriculture and sharing associated benefits, which is crucial for food security now and in the future. The rapid ratification of the International Treaty demonstrated the high priority members give to this activity. The Treaty provides the agricultural sector with a new forum in which to initiate and promote policy, and achieve synergy with the environmental and trade sectors.

318. **Sustainable Intensification of Integrated Production Systems.** The Integrated Production System (PROD) PAIA is constituted by a multi-disciplinary group comprising many

units in FAO. Pilot sites in south-western Burkina Faso and western Kenya gave promising beginnings with high levels of involvement of FAO staff from Regional Offices and Headquarters.

319. The work on **Good Agricultural Practices (GAP)** involved the development of a concept paper, the hosting of electronic conferences, activities, field activities in Burkina Faso, a national workshop with EMBRAPA Brazil and an Expert Consultation at Headquarters. Collaborative work with the private sector led to international guidelines on GAP for milk and meat. The gathering of a meta-database of case studies and success stories related to GAPs was started. A number of case studies, analyses and reports were commissioned relating to Africa (Burkina Faso and Kenya), Asia (Indonesia and Nepal) and Latin America (Brazil and Chile).

320. **Promotion of Conservation Agriculture.** The concept of conservation agriculture (CA) was successfully introduced in a number of countries and promoted at international level through international and regional workshops. Supporting publications of general as well of detailed technical nature were produced and distributed in member countries. Encouraging uptake can be noted during the 2002-03 biennium: nine SSA countries and seven Asian countries have introduced support to conservation agriculture into their national policies. Significant increase in CA farming area (in the range of millions of ha) is noted in countries where conservation agriculture has already a strong focus in commercial farming (South Africa, Central Asian Countries).

321. **Secretariat of the Commission on Genetic Resources for Food and Agriculture (CGRFA).** The CGRFA is recognized by both governments and civil society as a key inter-governmental institution which provides the agricultural sector with a forum in which to debate and adopt policies for all aspects of GRFA. The 9<sup>th</sup> Session of the Commission was held as planned. The process of ratification of the International Treaty on Plant Genetic Resources was completed on 29 June 2004 (see Box above). The CGRFA has initiated work towards the First Report on the State of the World's AnGR, with target completion in 2007. It continues work towards a possible Code of Conduct on Biotechnology. During the biennium, FAO's programme on ethics in food and agriculture, coordinated through the relevant PAIA, has become more integrated in the Organization's work, reflected in the establishment of a new publications series, Readings in Ethics in Food and Agriculture. The Panel of Eminent Experts on Ethics in Food and Agriculture met in March 2002 and subsequently published its report.

322. **Committee on Agriculture (COAG).** The 17<sup>th</sup> session of COAG was held as planned. Preparations for a special 18<sup>th</sup> session to review the FAO/WHO Expert Consultation Report on "Diet, nutrition and the prevention of chronic diseases" were completed.

323. **Technical Support for Partnership Development and Information Enhancement.** Contributions were prepared for the report of the Task Manager for Sustainable Agriculture and Rural Development, for FAO's participation in the World Summit on Sustainable Development including the Agriculture and Water sections of Water, Energy, Health, Agriculture and Biodiversity (WEHAB), and for World Agriculture Towards 2015/30. Current news items and thematic spotlight articles were prepared and posted on the Agriculture section of the FAO web site.

324. **Central Support to PAIAs.** Resources of the programme entity were put at the disposal of PAIA groups following approval of proposals by Senior Management. Activities of the PAIA groups supported with the resources of the programme entity included development of web sites, review of databases, preparation of guidelines and case studies and other outputs as reported in the section on Progress Towards Strategic Objectives.

## Programme 2.1.1: Natural Resources

Regular Programme	US\$000
Programme of Work	15,994
Adjustments to Programme of Work arising out of Budgetary Transfers	(810)
Final Programme of Work	15,184
Expenditure against Final Programme of Work	15,180
Variance of Expenditure (Over)/Under Final Programme of Work	4
Budgetary Transfers as percent of Programme of Work	(5.1%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	31,964
Extrabudgetary emergency project delivery	70,517
TCP delivery	7,982
Total Field Programme delivery	110,462
Ratio of Field to Regular Programme delivery	7.3
Technical Support Services, professional staff cost	3,269

### Achievements

325. Programme 2.1.1 contributes to land and water development and management in assuring food security and poverty reduction. The activities under the programme:

- supported the New Partnership for Africa's Development (NEPAD) Secretariat in producing the Comprehensive African Agricultural Development Programme (CAADP) which has been positively referred to at international conferences such as the G8 Summit, Tokyo International Conference on African Development III (TICAD III) and the OAU Extra-Ordinary Summit in Sirte;
- contributed to the regional workshop on investment in land and water, which was a significant input to the CAADP;
- developed the concept of "unlocking" the potential of water in agriculture and promoted it at the 3rd World Water Forum in Kyoto (WWF3) and the International Year of Freshwater 2003 as a key element in addressing global water and food security issues;
- contributed to various events held during the International Year of Freshwater and WWF3 and provided inputs to the Land Degradation Assessment in Drylands (LADA) and the Globally Important Ingenious Agricultural Heritage System (GIAHS); and
- provided considerable technical support including project formulation and backstopping to TCP, SPFS and Emergency Operations in response to increased demands from member countries.

326. **Agricultural Water Use Efficiency and Conservation.** Through a better understanding of crop water productivity in both irrigated and rainfed agriculture, cost effective irrigation techniques are progressively being adopted by farmers. Irrigation management modernization, including service-oriented management, are also increasingly considered by national authorities. Support to emerging water user agreements is also becoming an important aspect of agriculture and irrigation policies.

327. **Land and Soil Productivity.** Soil fertility/productivity decline is better understood and the concept of integrated plant nutrition management is becoming a part of national priorities. Similarly, concerned stakeholders are being sensitized to pay attention to assessment needs, better management of degraded soil, and concern for drought mitigation through soil moisture conservation techniques. Advice on optimal land use options, taking into account growing needs for agricultural diversification, and fertilizer use policies, especially in Africa was requested and addressed.

328. **Integrated Land, Water and Plant Nutrient Management.** This entity responds to the need for a more integrated approach to issues related to land and water management. It draws on sectoral expertise in land and water fields and is developed around critical land-water management issues. While further integration is needed in the implementation of this entity, the biennium 2002-03 has been the opportunity for significant progress.

329. **Land and Water Information Systems, Databases and Statistics.** Standards and norms in agro-ecological zones (AEZ), land resources and land use inventories are increasingly accepted as global standards. Developing countries and international institutions are more often complying with those standards. The Aquastat database and information system was extended and improved following a full review of the website. There was high demand for the data, shown in particular through 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.

330. **Knowledge Management and Partnerships.** A report on integrated planning and management of land resources was presented to CSD and WSSD Prepcoms, and a compendium of sustainable initiatives in agriculture and land management was prepared with case studies and was presented to WSSD in 2002 in the "Land and Agriculture" publication.

331. **Direct Support to Member Nations and to the Field Programme.** Significant inputs were provided to formulate the CAADP in consultation with NEPAD countries such as South Africa and Nigeria. Considerable resources were allocated to technical backstopping and assistance to project formulation in the areas of land, water and plant nutrient management including assistance in TCP, SPFS, emergency projects and to the Land Degradation Assessment (LADA). Also, direct advice on policy and institutional aspects on water and land management and fertilizer use was provided to member countries, in particular in Africa and Asia, through various mechanisms such as Farmer Field Schools.

332. **International Programme for Technology and Research in Irrigation and Drainage (IPTRID).** Several research strategies, projects and programmes have been identified and formulated in Asia and North Africa and await funding.

### Programme 2.1.2: Crops

Regular Programme	US\$000
Programme of Work	23,700
Adjustments to Programme of Work arising out of Budgetary Transfers	(200)
<b>Final Programme of Work</b>	<b>23,500</b>
Expenditure against Final Programme of Work	23,504
Variance of Expenditure (Over)/Under Final Programme of Work	(4)
Budgetary Transfers as percent of Programme of Work	(0.8%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	49,658
Extrabudgetary emergency project delivery	125,929
TCP delivery	32,934
<b>Total Field Programme delivery</b>	<b>208,522</b>
Ratio of Field to Regular Programme delivery	8.9
Technical Support Services, professional staff cost	3,878

## *Achievements*

333. The programme deals with the enhancement and sustainability of crop production, prevention and reduction of losses due to pests, conservation and use of plant genetic resources and sustainable seed production. Some of the more significant achievements during the biennium include:

- a new joint FAO/WHO initiative on fruit and vegetable production and consumption was launched: FAO's major focus is on production, nutrition and income;
- to underpin the field and normative work, data bases, publications, decision-support tools and direct technical advice were provided to better enable partners in improving sustainable food production and income generation in developing countries;
- activities, particularly at the national and sub-regional level, were expanded on germplasm conservation and sustainable use of plant genetic resources as well as innovative seed systems in line with the Global Plan of Action and the Treaty on Plant Genetic Resources for Food and Agriculture;
- IPM applications and programmes in major pesticide-consuming cropping systems such as those based on rice, cotton and vegetables increased in number and scope in Asia;
- the Interim Commission on Phytosanitary Measures (ICPM) adopted new international standards to supplement existing standards, including one dealing with environmental concerns;
- national phytosanitary systems were strengthened;
- the revised International Code of Conduct on the Distribution and Use of Pesticides was adopted at the 123<sup>rd</sup> Session of the FAO Council in November 2003;
- FAO and UNEP provided the Interim Secretariat to the Rotterdam Convention, which received the required number of ratifications in November 2003 to enter into force in early 2004; and
- recommendations for Codex maximum residue limits (MRLs) and pesticide quality standards were made by the relevant FAO/WHO panels.

### **Disposal of Obsolete Pesticide Stocks**

FAO continued the programme involving multi-donor involvement, with the aim of enabling countries to dispose of obsolete pesticide stocks and to prevent further accumulations of stocks. A multi-agency programme was being developed for clearing obsolete pesticides from Africa. A major commitment by the Global Environment Facility (GEF) (US\$ 23,000,000) has been made to this programme. Inventories have been conducted in Africa, Near East, Asia, and Latin America. Monitoring of the disposal operations has been assured in Yemen and Ethiopia with a view to complying with international safety and environmental standards.

334. **Alternative Crops and Cultivars for New Opportunities.** FAO's work on alternative crops and cultivars has become an increasingly important component of the Plan of Action of the International Treaty on PGRFA, including normative information/decision support tools such as EcoCrop (now over 2000 crops characterized by environmental adaptation and use) and EcoPort to enable easier assessment of what options can be considered for diversification and income generation. The popularity of these tools (indicated by Web use and other means) shows that they are appreciated and relevant. To complement the normative tool development, promising crops and cultivars are being promoted to demonstrate opportunities, e.g. cold-tolerant oil palm, sweet sorghum, cactus pear etc.

### 335. **Strategies and Technologies for Sustainable Crop and Grassland Production**

**Systems.** A broad range of technical publications were produced on crop improvement and forage production and conservation. The Global Cassava Development Strategy was consolidated through development of a global action plan on cassava improvement and implementation of projects through NARCs with IFAD and CGIAR partnerships. Crop biotechnology information was developed and shared, especially in Latin America. There is evidence of increased adoption of organic agriculture and of horticulture in general for income generation.

336. **EMPRES - Plant Pests Component.** Communications systems were upgraded in three affected countries (Saudi Arabia, Pakistan and India). Improved reporting procedures are now in place in the Africa Central Region, and are under development in the Western and South-west Asia Regions. The desert locust control capacity of the Central Region countries was 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. Improved methodologies on selected aspects of desert locust surveys are in place in the Central Region. The national officers of the Central Region, collaborating closely with the Central Region Commission (CRC), are now able to react to critical desert locust situations, and to perform improved surveys, through the exchange of information with the desert locust Information Service (DLIS) in Rome. Methodologies and guidelines for desert locust surveys and control were developed and disseminated in the Central Region. Technical advice and organizational support were provided by HQ staff to the Western, Central and South-west Asia regions.

337. **"Mainstreaming IPM" by Enhancing Essential Ecological Processes.** All the major pesticide consuming cropping systems, such as those based on rice in Asia, and on cotton, vegetables, and fruits in all regions, show declines in insecticide use and increases in production per unit insecticide, which is a strong indicator of production efficiency. There has also been a shift away from the most toxic pesticides towards less toxic pesticides in these systems, which has substantial impact on human health both of farm workers and of consumers. National IPM programmes have increased in numbers (especially in the Near East and Africa) and scope (especially in Asia, Africa, and Pacific). IPM approaches have been newly applied in weed management for plant protection specialists and farmers in Africa, Asia, and Latin America. Population dynamics and evolutionary science have been applied in relation to herbicide-resistant weeds and crops. The programme is increasingly integrating improved production and protection components.

338. **Strengthening Sustainable Seed Production and Seed Security Systems in Member Countries.** Seed production and seed security systems are very dynamic for two main reasons: seeds are the main vehicles for both conserving genetic diversity and for transferring advanced technology to farmers. There was growing participation of the private sector in all aspects of seed production of essential crops for food security including cereals, vegetables and fruits. The work within this programme entity concentrated on assisting countries in developing national seed policies and improving rules and regulations to ensure quality seed exchange at the regional and international level. Technical projects were undertaken to focus on strengthening local capacity for improving seed access, seed technology and seed production and harmonizing rules and regulations. Several activities were conducted to address seed systems rehabilitation during and after emergency responses. The profile of the seed sector was raised at the national, subregional, regional and international levels as one of the essential inputs for food security.

339. **Facilitating Plant Production and Protection Decision.** This entity was broadened beyond the initial focused development of EcoPort, an open source agro-ecology knowledge management system originally based on crops and their pests. While the expanded EcoPort is now managed outside of FAO, EcoCrop (an alternative crop identification tool) was further improved as was pasture-crop, rice and horticulture information.

340. **Secretariat of the International Plant Protection Convention (IPPC).** The Interim Commission on Phytosanitary Measures (ICPM) held its 4<sup>th</sup> and 5<sup>th</sup> sessions and adopted six International Standards for Phytosanitary Measures, three supplements to existing standards and two amendments to the Glossary. Several informal working groups were held to discuss issues of global concern (Standard Setting, Information Exchange and Technical Assistance) and several expert working groups were convened to develop draft standards. The International Phytosanitary Portal became an effective system for the provision of information by the Secretariat. A business plan was developed for the IPPC Secretariat and increased resources for the IPPC Secretariat's resources were approved by the FAO Conference. The ICPM has also adopted a voluntary Trust Fund mechanism which will allow increased participation by developing countries in standard setting, the implementation of standards and support to technical assistance and information exchange.

Standards are used by governments as a basis for national phytosanitary regulations, partly because of the importance given to the standards in the WTO SPS Committee and in WTO dispute settlement. The large number of TCP requests to strengthen national phytosanitary systems reflects the priority countries give to the subject.

341. **Pesticide Management.** The revised Code of Conduct on the Distribution and Use of Pesticides was adopted at the 123<sup>rd</sup> session of the FAO Council in November 2003. The 50<sup>th</sup> ratification of the Rotterdam Convention on 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 in February 2004. The relevance of pesticide standards increased. Recommendations for maximum pesticide residues were developed by the WHO/FAO Joint Meeting on Pesticide Residues (JMPR). Since 2002, pesticide quality standards are being established jointly by FAO and WHO using the same criteria and process as the JMPR and thus providing a unique, universal reference for all countries. Work on the disposal of obsolete pesticide stocks continued with extra-budgetary support (see Box above for further details).

342. **Migratory Pest Management.** 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. Desert Locust guidelines and standard operating procedures have been produced in Arabic, English and French. Technical advice was provided on the Migratory Pest Emergencies in Afghanistan, Niger, Mali, Morocco, Mauritania, and on the development of projects on Desert Locust Pest Management. A new Locust Commission was established in the Africa Western Region (West and North-west) bringing together the Maghreb and Sahelian countries affected by the desert locust. The Desert Locust Control Committee and three Regional Locust Commissions met according to schedule.

343. **Support to the FAO Global System on Plant Genetic Resources for Food and Agriculture (PGRFA).** Progress has been made in the implementation of the Global Plan Action, in particular responding to the capacity building, information exchange and monitoring needs in developing countries. As requested by the CGRFA, its Intergovernmental Technical Working Group on PGRFA met to consider the various steps to be taken to implement the GPA and made recommendations for the CGRFA to consider at its 10<sup>th</sup> Regular Session in 2004.

344. **Support to Strategy Formulation and Promotion of Specific Action for Rice Development in Member Countries of the International Rice Commission (IRC).** Success in promoting interest in IRC activities was demonstrated by the number of participants at IRC's 20<sup>th</sup> session (91 participants) and in other meetings organized by the Commission as well as the four inter-regional networks. The hybrid rice programme of the Commission led to the planting of 800,000 ha of hybrid rice outside China in 2003. Several countries have already adopted the RiceCheck System - an Integrated Crop Management System to address yield gaps in rice promoted by the IRC. Governments in West Africa established in 2002 the African Rice Initiative - in which FAO is a partner - to support the development and dissemination of New Rice for Africa (NERICA). The United Nations General Assembly at its 57<sup>th</sup> session in December 2002 approved the Resolution submitted by the Philippines and supported by other 43 countries resulting in the UNGA declaration to establish 2004 as the International Year of Rice (IYR-2004) and requested FAO to facilitate its implementation.

### Programme 2.1.3: Livestock

Regular Programme	US\$000
Programme of Work	16,928
Adjustments to Programme of Work arising out of Budgetary Transfers	(570)
<b>Final Programme of Work</b>	<b>16,358</b>
Expenditure against Final Programme of Work	16,348
Variance of Expenditure (Over)/Under Final Programme of Work	10
Budgetary Transfers as percent of Programme of Work	(3.4%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	15,305
Extrabudgetary emergency project delivery	57,216
TCP delivery	13,292
<b>Total Field Programme delivery</b>	<b>85,812</b>
Ratio of Field to Regular Programme delivery	5.2
Technical Support Services, professional staff cost	2,954

### Achievements

345. The programme provided analysis and helped enhance the contribution of the rapidly changing and expanding livestock sector to food security, poverty alleviation and sustainable use of natural resources, while also addressing food safety issues. In addition to wide-ranging normative activities, the programme provided technical assistance to Members and acquired significant extra-budgetary programme funds in support of its key objectives; e.g. for pro-poor livestock policy development and livestock-environment interactions analysis and policy advice. Substantially increased involvement of programme staff in emergency-type country support (animal diseases/natural disasters) combined with unexpected vacancies, led to the delay and cancellation of various biennial outputs. Substantial achievements include:

- compilation and dissemination of additional livestock-related information, including through the restructuring of the AGA website which has significantly enhanced its appeal to users (see Box below);
- agreement between AGAH and the Office internationale des Epizooties (OIE) on a global framework for the progressive control of transboundary animal diseases (GF-TADs);
- strengthening of the veterinary public health and the environmental disease management programmes with seminal contribution to the explanation of disease spread;
- advances in the uptake of smallholder dairy technology;
- design of decision support on responses for emergency assistance in the livestock sector;
- definition of Good Agricultural Practices (GAP) for various livestock-related production systems; and
- global support programme for the preparation of the First Report on the State of the World's Animal Genetic Resources and the extraction of priority areas for follow-up action for improving utilization and conservation of these resources.

### Improved Livestock Information on the Internet

AGA has restructured its website (<http://www.fao.org/ag/aga.html>) which has resulted in a strong impact on the use made of its various constituent information sources. Downloads from the divisional website have increased by 51% on a yearly basis, from 480,000 to 725,000, while daily visits to the website increased by 60%. The use of the dairy pages and the dynamic pages of GLiPHA (Global Livestock Production and Health Atlas) increased by 110% and 66% respectively.

346. **Contribution of Livestock to Poverty Alleviation.** The main focus during 2002-03 was on small stock (poultry and small ruminants). Several manuals and guidelines were published or revised. Internet-based information was updated and has been heavily used (see Box above). Support to the International Family Poultry Network was instrumental in its proposed merger and formal integration into the World Poultry Science Association.

347. **Developing the Global Strategy for the Management of Farm Animal Genetic Resources.** More than 150 countries are actively participating in the State of the World's Animal Genetic Resources reporting process and most of them established National Focal Points. To support them, FAO conducted 16 regional workshops during 2002-03; these were partly directed at finalising the training on country report preparation and partly at identifying regional and sub-regional priorities for action. Results are encouraging: over 75 reports were submitted to FAO during 2003 with another sixty or more expected during 2004.

348. **Veterinary Public Health (VPH) Management and Food and Feed Safety.** The most significant achievements during the period were the development of the VPH Networks and the data bases on Schools of Veterinary Medicine and on Veterinary Public Health Services at world level. The FAO-WHO-OIE Guidelines on Cysticercosis Surveillance, Prevention and Control were developed and will be published during 2004. An Expert Consultation on Community Based Veterinary Public Health Systems was organized in 2003. The results of this consultation are used as a basis for assisting developing countries in rationalizing their VPH systems according to demands for services. Bovine spongiform encephalopathy (BSE) related country support was enhanced through extra-budgetary resources.

349. **EMPRES – Livestock.** The Global Rinderpest Eradication Programme (GREP) made important inroads in identifying regions free of the disease, evaluating country submissions for international recognition of status, and encouraging countries to cease vaccination. The sole known focus of infection by late 2003 was the Somali ecosystem (borders of Ethiopia, Kenya, and Somalia) which requires and receives priority attention. Advances have been significant in South America on Food and Mouth Disease (FMD) control, under the lead of the Pan American Health Organization with direct technical support from EMPRES. In addition, the control of sheep pox in North Africa has made advances but will require further national investment and outside support. Disease surveillance has improved globally and EMPRES has used prediction models and trend monitoring to provide early warning messages to member countries. Emergency detection and early reaction depend, however, on investment by governments in contingency plans and their funding for the best use of such early warning. Disease reporting has also improved, although there are still difficulties with lack of transparency or timeliness of reporting, in some regions. The disease information system developed by EMPRES, TADinfo, has stimulated countries to develop systems at national level. TADinfo has been deployed to 40 countries and an additional six deployments are scheduled.

350. **Technologies and Systems for Efficient Natural Resource Use in Livestock Production.** The Entity supported the Livestock Environment and Development (LEAD) initiative, a multi-donor project and the LEAD Virtual Centre. It developed models and decision support tools that contribute to the technical and policy aspects of livestock-environment interactions. Expert meetings, workshops and publications contributed to the development of technical concepts and strategies for animal production, feeding and product processing. Major contributions were made on alternative animal feeds, animal food safety, integrated parasite control and on the understanding of parasite resistance to veterinary drugs. There were significant outputs relating to milk production and processing, including guides to milk producer groups and milk

payment systems. A substantial body of information was produced, contributing to the intra-departmental focus on good agricultural practices and codes of practice for sustainable natural resource use.

351. **Environmental Management of Insect Borne Diseases.** On the basis of important findings in disease ecology and behaviour, risk mapping and assessment of potential spread, the control of insect borne diseases such as tsetse transmitted trypanosomiasis in sub-Saharan Africa and Old World Screwworm in the Middle East has become more focused and based on strategic intervention schemes. In addition to its primary application to insect borne diseases, the concept of environmental animal health and disease ecology-based approaches is increasingly also applied for infectious livestock diseases.

352. **Livestock Sector Analysis and Strategy Development.** Focus has been on the identification and assessment of policy issues 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 options available to public policy makers. In doing so, FAO has assumed an internationally recognized leadership role.

353. **Global Livestock Information System and Knowledge Framework.** The AGA website provided improved access to livestock information on the Internet (see Box). As envisaged, sub-national livestock sector related information has been compiled for 20 countries.

#### Programme 2.1.4: Agricultural Support Systems

Regular Programme	US\$000
Programme of Work	14,929
Adjustments to Programme of Work arising out of Budgetary Transfers	(330)
<b>Final Programme of Work</b>	<b>14,599</b>
Expenditure against Final Programme of Work	14,602
Variance of Expenditure (Over)/Under Final Programme of Work	(3)
Budgetary Transfers as percent of Programme of Work	(2.2%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	5,367
Extrabudgetary emergency project delivery	22,305
TCP delivery	4,130
<b>Total Field Programme delivery</b>	<b>31,801</b>
Ratio of Field to Regular Programme delivery	2.2
Technical Support Services, professional staff cost	3,560

#### *Achievements*

354. This programme provides services and produces information and training materials to assist organizations working with small farmers and non-farm enterprises to respond to the trends in commercialization, liberalization and urbanization affecting agriculture. A core set of training materials and extension guides has been produced which are being used to improve marketing and farm management extension and improve financial management skills. Several guidelines were produced to support improvements in agricultural marketing and rural finance services, and are being widely disseminated through the Internet and used in field projects. Other notable areas of progress include:

- guidance on financing term investments, meeting market access requirements, market research for agro-processors, farm machinery supply and support services;
- a Windows version of MicroBanker software was produced and technical support was provided for use of MicroBanker in many countries in all regions; and
- the awareness of the importance of developing and optimising the post-farm value chain has been enhanced including, in particular, the benefit of applying appropriate technologies to improve the post-harvest system in tandem with farm-agribusiness linkages and contracts.

### Enhancing the Provision of Agricultural Services to Farmers in Africa

The impact of structural adjustment on small farmers and related provision of agricultural support services remains a major policy concern in Africa. In response, the Agricultural Support Systems Programme gave priority to developing guidelines and training materials for improving the provision of support services to farmers in Africa. Reports were generated on fertilizer supply systems, financing of term investments, improving market access, and adjustments in export production as a basis for guiding policy and field programme formulation. Through case studies and an expert consultation, policy and capacity building priorities for expanding the provision of support services, such as mechanization and post harvest processing by the private sector through contracts between farmers and agribusiness firms, received special attention. In order to strengthen the capacity of public extension services to provide relevant advice and training for market-oriented agriculture, a farm business management training course was developed to complement other materials already available on marketing and rural finance.

355. **Enhancing Small Farmer Livelihoods.** Information materials were produced for smallholder farmers on new export opportunities, diversification opportunities and strategies, marketing and farm management extension, sustainable and efficient mechanisation options, and rural business services. During the course of developing and field testing training materials, extension officers were trained in farm management methods for market-oriented agriculture. Market information materials for use on radio, jointly prepared with CIDA, have been widely distributed to member countries. A new series, “FAO Diversification Booklets,” was developed and launched, describing income earning opportunities for farmers. With support from the World Bank, the impact of globalisation on small holders in Africa is being assessed. The importance of farm power and mechanization for sustainable livelihoods has been made more visible.

356. **Meeting Urban Food Needs.** Three Regional Workshops on Feeding Cities were held for Latin American, Horn of Africa and North African countries to sensitize municipal and government authorities on issues related to feeding their rapidly expanding urban populations and to provide assistance on policies and programmes development. Intensive assistance was provided to municipal authorities for urban-peri-urban (UPA) horticulture/agriculture strategic planning, technology innovation and building technical support mechanisms for growers. Supporting guidelines were published on adapted farmer field school approach for Integrated Production and Pest Management (IPPM) in urban-peri-urban horticulture and the use of low-cost and simple crop diversification technologies in UPA in Southern Africa.

357. **Sustainable Commercial Provision of Input Supplies, Mechanization, Investment Support and Marketing Services.** Significant progress was made in finalizing studies in agricultural marketing and rural finance and various publications were made available on the Internet. Normative studies on mechanization strategies, and agricultural marketing and rural finance contributed to requests for field projects in these areas. FAO/GTZ MicroBanker was further developed and introduced into a number of countries. Field projects using guides, publications and computer programmes (MicroBanker and FAO Agrimarket) were implemented in over 20 countries.

### Standards and Codes of Conduct for Agricultural Tools and Machinery

Pesticide residues are a major area of concern for food consumers and producers. To support FAO member countries in improving pesticide management and use through better application, a series of guidelines was developed on *Standards and Codes of Conduct for Agricultural Tools and Machinery*. These guidelines have been integrated into the revised FAO code of conduct on the distribution and use of pesticides. They also provide assistance to member countries in upgrading legislation and technical regulations to improve the safety and efficiency of spray equipment as well as defining good practices for the application of pesticides as a component of the Good Agricultural Practices concept. These guidelines have been translated into the five official FAO languages and distributed to member countries and relevant private sector businesses. They are accessible in full text on the FAO website. In addition, FAO is collaborating with the international standards organization to promote internationally harmonized standards for sprayer equipment.

358. **Agribusiness Development.** The integration of production and post-production operations was promoted by the development of management tools, the application and promotion of appropriate technologies, the launching and the promotion of agri-business linkages and the provision of advice and recommendations. These activities have stimulated the interest of the intended beneficiaries and, in some cases, generated new ideas for interventions. Above all, the interest from the beneficiaries has contributed to a greater level of awareness of the importance of the post-harvest sector as a source of income and employment generation, value added products, means to decrease the level of food insecurity, means to facilitate the role of women as major actors in the post-harvest system and increasing the sustainability of production systems by ensuring better use of the food produced.

359. **Agricultural Services - Data and Information Systems.** Notable progress has been achieved in several areas. A basic set of agricultural pesticide sprayer standards and related policy guidelines has been revised, updated, translated into all official languages and has become an integral part of the FAO Code of Conduct on distribution and use of pesticides (see Box). A post-harvest website is now recognised by practitioners as a core information source. The contents of the site have been duplicated on CD for potential users with computer access but no internet access. The development and application of the Agribank database is meeting the user expectations in support of rural finance development. The development of farm data and information systems is generally on-track and is much in demand.

### Programme 2.1.5: Agricultural Applications of Isotopes and Biotechnology

Regular Programme	US\$000
Programme of Work	5,508
Adjustments to Programme of Work arising out of Budgetary Transfers	270
<b>Final Programme of Work</b>	<b>5,778</b>
Expenditure against Final Programme of Work	5,776
Variance of Expenditure (Over)/Under Final Programme of Work	2
Budgetary Transfers as percent of Programme of Work	4.9%
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	540
Extrabudgetary emergency project delivery	0
TCP delivery	0
<b>Total Field Programme delivery</b>	<b>540</b>
Ratio of Field to Regular Programme delivery	0.1
Technical Support Services, professional staff cost	408

#### *Achievements*

360. The programme is implemented jointly with the International Atomic Energy Agency (IAEA) and, together with other FAO programmes, supports applications of nuclear techniques and biotechnology for sustainable intensification of crop and livestock production systems and improving food quality and safety. The programme operates primarily through research networks, training courses and field projects in partnerships with NARCs, CGIAR Centres and national regulatory bodies and through assistance to international standard setting by IPPC, Codex and OIE. Significant achievements include:

- the development of higher yielding varieties of basic food crops in Africa and Asia through the combined use of mutation induction and biotechnology;
- substantial progress in the eradication of rinderpest and control of other transboundary animal diseases with the help of immunoassay and molecular diagnostic and surveillance tests (e.g. for contagious bovine pleuropneumonia, CBPP) and an accreditation scheme for diagnostic laboratories approved by the OIE;
- the creation of fruit fly free zones and areas of low pest prevalence using the sterile insect technique (SIT) allowing export of fruit without quarantine restrictions; and
- approval of new standards on food irradiation for both sanitary and phytosanitary purposes by the Codex Alimentarius Commission and International Plant Protection Convention respectively. Approval of these led to the decision by IAEA, FAO and WHO not to renew the mandate of the International Consultative Group on Food Irradiation (ICGFI).

361. While substantial progress was made at the political and international levels on strategies and technologies including SIT for addressing the constraints caused by tsetse flies, progress on the ground was slower than expected.

### Responding to Nuclear and Radiological Emergencies Affecting the Food Chain

Nuclear and radiological emergencies can affect the quality and safety of foods as well as the production and export of agricultural commodities over long periods of time. Cooperative arrangements between FAO and IAEA for notification, information exchange and technical support were agreed in 2003. An FAO/IAEA workshop on a Practical Integrated Approach to Agricultural Countermeasures was held in Greece and attended by 42 participants from 20 countries, and a resource kit containing information about basic emergency response and practical agricultural countermeasures to assist member countries with limited nuclear infrastructure is in preparation together with a related website.

362. **Sustainable Intensification of Crop Production Systems through Technologies and Capacity Building.** Technologies and practices promulgated by this entity are being successfully applied by institutions involved in natural resource management, crop improvement and plant protection. There are clear indications of benefits in terms of policies, institutions and technologies and of upward movements in most of the performance indicators. Most encouraging was progress made by member countries in introducing and strengthening work on both traditional and modern biotechnology for crop improvement, including the use of mutations, and in the integration of SIT within area-wide IPM programmes for the control or eradication of medfly, oriental fruit fly and moth insect pests. Outcomes of these approaches included the release of improved varieties and creation of insect free zones, areas of low pest prevalence and new trade relationships. Progress was also achieved in natural resource management in, for example, introducing better fertiliser and water management practices and assessing effects of different cropping practices on soil erosion.

363. **Sustainable Intensification of Livestock Production Systems through Technologies and Capacity Building for Mitigation of Constraints and Risks.** Particularly significant progress has been made by countries in improving their Artificial Insemination (AI) services for smallholder dairy systems, in the elimination of rinderpest, in the use of diagnostic and surveillance tests developed earlier for the control of other TADs (e.g. FMD, CBPP and Newcastle Disease), and in obtaining OIE approval for specific tests and laboratory accreditation systems. Progress in implementing SIT against screwworms and tsetse flies was less satisfying but, working with the Arab Organization for Agricultural Development (AOAD) and through the Programme Against African Trypanosomiasis (PAAT), the positions of all major stakeholders on policies and criteria for interventions in the respective regions (Near East and Sub-Saharan Africa) have been harmonized. The entity also assisted in the formulation of project proposals for feasibility studies and concept documents for interventions, and provided training that addresses the identification of priority areas based on SARD and the collection of baseline data for assessment of change induced through specific interventions. While these developments are noteworthy, it will be recalled that in relation to tsetse, the 2003 Conference recommended that further efforts are required to stimulate more field-oriented actions.

364. **Capacity Building and Risk Analysis Methodologies for Compliance with Food Safety Standards and Pesticide Control and Strengthened Sanitary and Phytosanitary Measures through Irradiation of Food and Agricultural Commodities.** Progress in developing and reinforcing the policy and regulatory framework has been substantial as evidenced by approvals of a Codex Standard for Irradiated Foods, a Codex Recommended International Code of Practice for Radiation Processing of Food and Revised Codex Guidelines on Good Laboratory Practice in Pesticide Residue Analysis by the Codex Alimentarius Commission (CAC) at its 26<sup>th</sup> session in 2003. Also the 5<sup>th</sup> ICPM approved Guidelines for the Use of Irradiation as a Phytosanitary Measure in 2003. Member states were assisted in meeting standards and guidelines particularly in relation to pesticide residues and residues of veterinary drugs. Several national laboratories obtained international accreditation or are now in the process of doing so, and many others demonstrated proficiency in particular analyses as evidenced by results of proficiency-testing programmes.

## Major Programme 2.2: Food and Agriculture Policy and Development

Regular Programme	US\$000
Programme of Work	86,471
Adjustments to Programme of Work arising out of Budgetary Transfers	(440)
<b>Final Programme of Work</b>	<b>86,031</b>
Expenditure against Final Programme of Work	86,029
Variance of Expenditure (Over)/Under Final Programme of Work	2
Budgetary Transfers as percent of Programme of Work	(0.5%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	39,156
Extrabudgetary emergency project delivery	6,424
TCP delivery	10,885
<b>Total Field Programme delivery</b>	<b>56,465</b>
Ratio of Field to Regular Programme delivery	0.7
Technical Support Services, professional staff cost	5,737

365. This Major Programme is central to FAO's mandate related to nutrition, food security, food and agricultural policy, and the compilation and dissemination of agricultural information. It addresses the insufficient progress in combating hunger and malnutrition, promotes greater participation of developing countries in the formulation of a rules-based food and agricultural trading system, contributes to improved quality and safety of food, and provides comprehensive statistics and information on food and agriculture. It is implemented by the Economic and Social Department (ES) and associated regional teams, except for the World Agricultural Information Centre (WAICENT), the virtual library and related activities which are implemented by the Library and Documentation Systems Division (GIL) also included in Programme 2.2.2.

### Programme 2.2.1: Nutrition, Food Quality and Safety

Regular Programme	US\$000
Programme of Work	17,050
Adjustments to Programme of Work arising out of Budgetary Transfers	1,000
<b>Final Programme of Work</b>	<b>18,050</b>
Expenditure against Final Programme of Work	18,049
Variance of Expenditure (Over)/Under Final Programme of Work	1
Budgetary Transfers as percent of Programme of Work	5.9%
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	6,047
Extrabudgetary emergency project delivery	1,153
TCP delivery	4,778
<b>Total Field Programme delivery</b>	<b>11,978</b>
Ratio of Field to Regular Programme delivery	0.7
Technical Support Services, professional staff cost	1,892

## *Achievements*

366. The programme focuses on the sustained improvement of nutritional well-being, with particular attention given to nutritionally vulnerable households and population groups, and on food quality and safety for consumer protection and fair practices in food trade. Achievements include:

- the continued collaboration between FAO and WHO in organizing expert consultations on human nutrition;
- reports published on food energy analysis and on the production, management and use of food composition data;
- best practices and assessment tools developed for increasing the impact and sustainability of community-based food and nutrition security programmes as a key step in strengthening social capital and social capacity for poverty alleviation;
- practical application of concepts of sustainable livelihoods through the development and promotion of participatory, food-based, community-centred nutrition interventions, supported by strong capacity building initiatives;
- advocacy, communication efforts and direct action undertaken to improve access to and consumption of nutritionally adequate diets, especially of the most vulnerable, including pioneering work on dealing with HIV/AIDS, household food security and nutrition; and
- improved assessment and planning within the context of emergency responses in order to better protect and promote good nutrition among affected populations such as those in Afghanistan, Iraq, Somalia, Sri Lanka and the West Bank and Gaza Strip.

367. With food safety issues receiving increased interest, both in developing and developed countries, there has been an increase in the request for scientific advice, specifically in the development of safety assessments of food additives and of risk assessments of chemical and microbiological hazards. There has also been a marked increase in requests for technical assistance and capacity building activities with resulting demands for the development of training tools and for information and communication activities. The Joint FAO/WHO Food Standards Programme (Codex Alimentarius Commission) completed all of its planned activities for the biennium, much of which resulted in final Codex standards and other texts adopted by the 26<sup>th</sup> Session of the Codex Alimentarius Commission, including the Principles for Food Safety Risk Analysis to be used in the Codex framework.

368. **Human Nutrition Requirements.** Expert consultations were held on Protein & Amino Acid Requirements, and on Diet, Nutrition and the Prevention of Chronic Diseases. Reports were finalized for Expert Consultations on Human Vitamin and Mineral Nutrient Requirements, and for Human Energy Requirements. Software development was initiated for calculating national human energy requirements based on demographic profiles. Technical support was provided in Asia, Latin America and Africa for updating regional as well as some national food composition tables.

369. **Nutrition Improvement for Sustainable Development.** Important progress has been made in identifying best practices and developing and pilot testing an assessment tool (available in English, Spanish and French) for increasing the impact and the sustainability of community-based food and nutrition security programmes. Collaborative work was carried out with The World Vegetable Centre (AVRDC) resulting in plans of action for identifying, domesticating and consuming micronutrient-rich indigenous foods, as means of reducing the high prevalence of micronutrient malnutrition in southern Africa. Technical assistance was provided to six countries for updating their National Plans of Action for Food Security and Nutrition.

370. **Community Action for Improved Household Food Security and Nutrition.** Assistance was provided to countries for promoting multisectoral community-based action programmes aimed at increased year-round access to, and consumption of, nutritionally-adequate diets. This included strong support to the field programme in six countries. Publications covered the nutritional aspects of home gardening, HIV/AIDS and micronutrient deficiencies. These are available in a number of languages and are widely used in FAO projects and by national and international development institutions and NGOs. "Sowing seeds of hunger," a documentary on the impact of HIV/AIDS on food security and nutrition in southern Africa, was produced and broadcast in collaboration with the

BBC and is available in several languages as an advocacy tool. Home gardening as a means to improve nutrition was actively promoted.

371. **Food and Nutrition Education, Communication and Training.** In response to the growing demand from member countries for practical nutrition information, a range of educational materials and technical guidelines were produced, widely distributed and promoted in field projects and training workshops to develop and strengthen the capacities of national and local institutions. Materials include a manual and training course on nutritional care and support for people living with HIV/AIDS. In addition, the Feeding Minds, Fighting Hunger (FMFH) global education initiative was expanded to include 13 languages. Direct assistance was given to six countries for the development and implementation of nutrition education and school gardening projects.

372. **Nutrition and Household Food Security in Emergencies.** Assessment and technical support missions have been fielded to several countries/areas dealing with complex emergencies and/or natural disasters including Afghanistan, Iraq, Somalia, Sri Lanka, and the West Bank and Gaza Strip. Collaboration with the international nutrition emergency community (UN, NGOs and bilaterals) has been actively pursued at local, national and global level, in particular through active participation in the Sphere process, the Inter-Agency Standing Committee Working Group (IASC-WG) on HIV/AIDS in emergency settings, and the WFP Partner Consultation on Emergency Needs Assessment. "Protecting and Promoting Good Nutrition in Relief and Rehabilitation" was published for use by development workers involved in relief and rehabilitation to better incorporate nutrition objectives into emergency responses.

373. **Food Composition (INFOODS).** INFOODS held its regional data centre coordinators meeting in conjunction with the 5<sup>th</sup> International Food Data Conference, to review accomplishments and plan activities. Twelve issues of the Journal of Food Composition and Analysis were published, including two special theme issues related to presentations at the Nutrient Databank Conference (USA), and the International Food Data Conference (Slovakia). The reference textbook, Food Composition Data: Production, Management and Use, was published. A technical consultation on international standards for identification of food components for international interchange of food composition data was held and updated standards were agreed. Three food composition training courses were held in collaboration with the United Nations University.

374. **Joint FAO/WHO Food Standards Programme (Codex Alimentarius).** The Codex Commission completed all of its planned activities for the 2002-03 Biennium. The 26<sup>th</sup> Session of the Commission adopted, *inter alia*, 59 new or revised Codex standards or related texts, including 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 on consensus; and Working Principles for Food Safety Risk Analysis to be used in the Codex framework. In addition, the FAO/WHO Evaluation of the Codex Alimentarius and Other FAO and WHO Food Standards Work made recommendations for the future relevance of standards or alternative approaches in meeting overall objectives in consumer protection, especially for health, and in fair practices for food trade. Most of the recommendations were endorsed by the 26<sup>th</sup> Session of the Codex Commission, with the concurrence of its parent organizations and some of the recommendations have already been implemented.

375. **Food Quality Control and Consumer Protection.** Thirteen countries have been assisted in the harmonization of their food standards and regulations with international requirements (Codex); another nine countries have received assistance in the establishment and operation of national Codex committees; and the food control systems in seven countries have been reviewed and upgraded using science-based approaches and risk analysis principles. Regional and sub-regional training workshops organized on food safety risk analysis and on modern approaches to food control systems have increased awareness among food control officials of basic principles in food safety management and control, including the food chain approach. The development of materials on national food control systems, food safety risk analysis, on enhanced participation in Codex process, and on the quality and safety of fresh fruits and vegetables, should lead to improvement in national food safety programmes.

### Global Forum of Food Safety Regulations

The successful convening of the First FAO/WHO Global Forum of Food Safety Regulators (Marrakech, Morocco, January 2002) which brought together food safety regulators from over 120 countries to discuss current food safety issues and exchange information and experiences on best practices to improve food safety and quality worldwide, marked the beginning of a new series of international and regional consultations on food safety that complement the official negotiation work under Codex and the capacity building activities undertaken by FAO and WHO in this field. The FAO/WHO Pan-European Conference on Food Safety and Quality organized in Budapest in February 2002, was the first regional event in this series, and resulted in a comprehensive plan for the improvement of food safety and quality across the region.

376. **Food Safety Assessment and Rapid Alert System.** Technical reports of the Joint FAO/WHO Expert Committee on Food Additives (JECFA) and results of the *ad hoc* expert consultations on risk assessment of microbiological hazards in food and safety of foods derived from biotechnology were released and results considered by FAO/WHO member countries in the review of their food regulations, standards and control measures. Reports were also provided to the Codex Alimentarius system and have been used in the review of standards on food additives, veterinary drug residues and contaminants in food; in the review of codes of hygienic practices for products such as fish and fish products, eggs and in the review of papers on risk management strategies for specific pathogens such as *Listeria*. Guidelines on hazard characterization for pathogens in food and water, and for incorporating microbiological risk assessment in the development of food safety standards have been used by FAO/WHO member countries and Codex in the preparation of risk assessment and management documents.

377. **Public Information about Nutrition, Food Quality and Safety.** Five issues of Food, Nutrition and Agriculture were produced, addressing human energy requirements; ensuring a safe food supply; meeting micronutrient needs; promoting healthy diets through schools; and HIV/AIDS and nutrition. The Food and Nutrition website was redesigned and enhanced.

### Programme 2.2.2: Food and Agricultural Information

Regular Programme	US\$000
Programme of Work	33,364
Adjustments to Programme of Work arising out of Budgetary Transfers	(260)
<b>Final Programme of Work</b>	<b>33,104</b>
Expenditure against Final Programme of Work	33,107
Variance of Expenditure (Over)/Under Final Programme of Work	(3)
Budgetary Transfers as percent of Programme of Work	(0.8%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	15,401
Extrabudgetary emergency project delivery	307
TCP delivery	3,542
<b>Total Field Programme delivery</b>	<b>19,250</b>
Ratio of Field to Regular Programme delivery	0.6
Technical Support Services, professional staff cost	2,255

## *Achievements*

378. The Programme addresses FAO's mandate to meet the needs of Members and the international community for comprehensive information through the collection of food and agricultural statistics relating to resources production, trade, food supply and consumption, as well as other socio-economic statistics related to agriculture. It also provides assistance at the national level in building capacity to electronically disseminate information and in strengthening statistical and technical information systems on agriculture to support policy formulation and decision making. Significant achievements include:

- communication with Members has been improved through the redesigned Food Insecurity and Vulnerability Information and Mapping Systems (FIVIMS) Web site which is continuously updated to ensure relevance;
- nutrition Country Profiles and tools on nutrition and institutional assessment were produced to improve the quality of base information;
- two editions of SOFI were produced as planned in addition to maps showing hunger and stunting at the national and sub national levels;
- the project to modernize FAO's corporate database, FAOSTAT2, was begun;
- substantial improvements were made in the coverage and quality of trade statistics, as well as timeliness of statistical outputs, and price statistics were re-instituted;
- guidelines, standards and tools were enhanced to facilitate access to FAO's technical information in WAICENT and provided to FAO technical units and decentralized offices;
- the first module of the Information Management Resource Kit (IMARK) was provided to ministries of agriculture and academic and research institutions as a distance learning tool for management of electronic documents;
- a new programmatic framework "Bridging the Rural Digital Divide" was developed to foster dissemination and exchange of information in digital formats in member countries;
- collaborative networks have been developed and strengthened, including the implementation of a new vision of AGRIS based on feedback from member countries.

### **FAOSTAT2**

The FAOSTAT2 project to modernize and upgrade the corporate database of FAO has been started. Work was initiated to improve FAOSTAT's conceptual framework and working system. The project will also address data dissemination and connection to the national databases on agriculture through its new country component named CountryStat.

### **Access to Global Online Research on Agriculture**

The Access to Global Online Research on Agriculture (AGORA) project was launched in 2003. Led by FAO, the programme leverages resources and fosters partnerships (e.g. Cornell University Mann Library, WHO, publishers, donors) for the benefit of the poorest countries. As a consequence, these countries have access to peer reviewed scientific information in agriculture, food and related fields free of charge. "I am a young research scientist with the Savanna Agricultural Research Institute of Ghana and we are working towards alleviating poverty in the most deprived area in my country," explains Adams Frimpong. "I can now access this valuable source of knowledge for the benefit of my people and the scientific community at large."

379. **Food Insecurity and Vulnerability Information and Mapping System (FIVIMS).** This biennium has been a critical watershed for FIVIMS Initiative, which underwent an External Assessment in preparation for a redefined strategic plan. Through the provision of quality and timely information on the various dimensions of food insecurity and vulnerability, country level impact is now becoming more evident, particularly in some of the pilot FIVIMS countries. The biennium has seen increased dialogue and greater understanding within FAO of the contributions that different services can contribute. Coordination has improved within FAO across services and Departments, facilitating more integrated support from FAO to member countries.

380. **FAO/World Bank/USDA Initiative for Agricultural Statistics in Africa.** Two interim regional trust fund projects were approved for the Africa Region with funding from the World Bank and the Government of France. Under these projects four additional countries will be involved as pilot countries. A high level international seminar with the participation of all stakeholders was organized.

381. **FAO Country Profiles and Mapping Information System.** A new version of the FAO Country Profiles and Mapping Information System (FCPMIS) was released in 2002. The new version featured improved user-friendliness and graphic design, new sources of information and improved navigation of the site. Customized versions of the system have been implemented for the Water and Food Security Country Profiles and the Biotechnology PAIA. FAO's "physical presence" was mapped out on the FCPMIS site, whereby users can access information on country profiles, projects and link to the Regional and Subregional pages. Electronic publishing templates and guidelines were developed for the FAO Representative offices.

382. **Systematic Evaluation and Improvement of Statistical Data Quality.** The Statistics Division has undertaken a proactive approach to data collection through regional workshops to familiarize countries with international concepts and definitions, followed up by regular contact with national statisticians identified at the workshops. Electronic transfer of data has also significantly improved the statistical data collection and assembly process. The Agricultural Bulletin Board on Data Collection, Dissemination and Quality of Statistics (ABCDQ) project helps the users of FAO data determine their quality, and indicators showing the quality of the statistics (based on national collection methods used) as well as the coverage of official statistics are up-dated regularly. Special efforts have been made to obtain more official data and tap new sources for statistics particularly in Africa.

383. **World Agriculture Information Resource System (WAIR).** Development of the WAIR proceeded as planned. The International Information System for the Agricultural Sciences and Technology (AGRIS) was significantly enhanced under a new vision of the AGRIS institutions as resource centres with a strong capacity building component. To enable information to be accessed and exchanged more effectively, a new WAICENT information standard was developed, the Agricultural Metadata Element Set (AGMES), which addresses semantic standards in the domain of agriculture. The web-publishing and dissemination tools of AGRIS were further developed, enhanced, and deployed in countries. The agricultural thesaurus AGROVOC was made available in five official languages on the Web and coverage regarding gender-specific concepts improved considerably. A large number of training and capacity building missions were carried out.

384. **Agricultural Resources and Income Statistics.** The data series on agricultural resources statistics (human resources, land, irrigation, farm machinery, fertilizers, and pesticides) has been regularly updated and revised. The efforts on re-establishing the producer price data compilation started giving promising outputs in terms of increasing response from countries which has allowed the dissemination of updated time series and their use for the preparation of derived indicators. The time series on Agriculture Investment and Official Development Assistance were regularly updated; their quality and timeliness was significantly enhanced. Regular updating and improvements of the "Summary of World Food and Agricultural Statistics" has provided FAO authorities with an easy and quick reference tool on the wide range of food and agricultural statistics at the world and regional levels.

385. **Agricultural Production, Trade Statistics and Food Balance Sheets.** As countries have moved from paper to electronic files it has been possible to collect raw trade data from countries and, with processing, improve coverage and data quality significantly. The development by FAO of the world's agricultural trade matrix (WATM) and the display module (WATF) produced, for the first time, statistical information which allows the tracing of food and agricultural products from their origin to their destination. The project proposal for FAOSTAT2 moved to full project implementation to be funded from arrears (see Box). FAOSTAT downloads of data reached more than 25 million a month. Additional data collections and charts/graphics were disseminated from the FAO Web site along with sorting tools for production and trade statistics, methodological papers

and substantive reports. At the close of the biennium, work on the preparation of food balance sheets was completed earlier than in recent years, due to progress made in trade data processing.

386. **Agricultural Statistics Development.** Training activities were carried out in all regions. Requests for assistance and capacity building were met within the resources available. Extensive use was made of guidelines on census and survey taking as they relate to agricultural statistics. The agricultural census database was improved and updated.

387. **Programme for the Improvement of Language Coverage.** See Chapter on Organizational Performance.

388. **WAICENT Corporate Information Management and Dissemination Systems.** The new WAICENT Portal was constructed to improve subject-based access to the main entry points of the FAO Web site. The Search tool was improved, and extensive analytical work was done towards an enterprise search engine. New workflow tools were deployed to improve and streamline electronic publishing. A methodology was developed to obtain user-feedback from various FAO stakeholders in order to improve FAO's information dissemination services. Liaison with all technical departments has been significantly enhanced through the WAICENT Advisory Group (WAG) and the WAICENT Committee. The number of visitors to the FAO Web site grew by 60% during the biennium, from 1 million in January 2002 to 1.6 million in December 2003, reflecting more than 40 million hits per month. The FAO WAICENT portal received the Pirelli "INTERNETional Award" in 2002 for the best multimedia product for environmental information.

389. **Document Repository and Electronic Publishing Systems, and Integrated Documentation Activities.** The Corporate Document Repository (CDR) and the FAO online catalogue have been developed and improved considerably, including better search and export facilities; the CDR has grown by more than 10,000 items covering the official languages of the Organization. Access to the on-line FAO catalogue has been extended to the Regional Offices, which can also retrieve meeting documents and reports of the Regional Conferences. Various thematic CDs have been produced and disseminated with material from the CDR to provide access to FAO information to users lacking Internet connectivity.

390. **Facilitation of WAICENT Outreach.** The Information Management Resource Kit (IMARK) was designed and developed to support member nations in enhancing their capacity to manage and exchange agricultural information. The first IMARK CD-based e-learning module was published on managing electronic documents. Three other modules covering digital libraries, electronic communities and in support of managers of agricultural information systems are in development. Several integrated communication activities were implemented for events such as the WFS:*fj*/ and the World Summit on the Information Society (WSIS).

391. **Virtual Library Information Services.** Substantive improvements were made in the scope and coverage of quality externally produced information resources accessible to the Organization. Participation in the United Nations System Electronic Information Acquisitions Consortium continued to expand the information tools available to FAO staff and members, achieving i) significant reduction in costs of access; ii) increased access to more journals at the same financial outlay; iii) global access for FAO Regional/country Offices to key information databases without additional costs; and iv) established access pathways to articles for several thousands of subscribed and non subscribed sources. Working with exchange partners, 2,832 books were provided for the Library collection.

392. **Assistance to Countries in Capacity Building for Agriculture and Food Information through WAICENT.** A proposal for a strategic programme on "Bridging the Rural Digital Divide" (BRDD) was prepared, relationships with potential partners for WAICENT Outreach were developed and extra-budgetary funding from partners was secured. Technical services were provided through 23 field projects. Advisory missions were undertaken and projects were formulated for national capacity building in information management. A total of 22 regional or national training workshops were cosponsored. Study tours to FAO headquarters were organized for delegations from eleven national institutions or regional organizations to strengthen collaboration with

WAICENT Outreach. The Consultation on Agricultural Information Management (COAIM) convened its second meeting and brought together representatives from 75 Member Nations, 5 UN specialized agencies, 17 inter-governmental organizations, 6 non-governmental organizations and 2 national organizations to discuss ways to improve access to and use of agricultural information.

### Programme 2.2.3: Food and Agricultural Monitoring, Assessments and Outlooks

Regular Programme	US\$000
Programme of Work	13,228
Adjustments to Programme of Work arising out of Budgetary Transfers	(580)
<b>Final Programme of Work</b>	<b>12,648</b>
Expenditure against Final Programme of Work	12,643
Variance of Expenditure (Over)/Under Final Programme of Work	5
Budgetary Transfers as percent of Programme of Work	(4.4%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	5,359
Extrabudgetary emergency project delivery	1,823
TCP delivery	787
<b>Total Field Programme delivery</b>	<b>7,968</b>
Ratio of Field to Regular Programme delivery	0.6
Technical Support Services, professional staff cost	323

### Achievements

393. This programme meets Members' need for regular and timely flows of information on, and assessments of, current food supply and demand, the outlook for agricultural commodities, and for longer-term strategic analyses on food, agriculture and food security. Major achievements during the biennium include:

- the commodities and the Global Information and Early Warning System on Food and Agriculture (GIEWS) Web sites were restructured to meet the growing demand for up-to-date information, particularly analytical notes on commodity market developments;
- two editions of the State of Food and Agriculture (SOFA) were published, and SOFA was reformulated to focus primarily on a single major theme;
- reports on the global commodity market situation were produced, including analysis of the medium-term prospects for commodity markets and analytical studies on commodity projections through the year 2010, the Commodity Market Review and the preparation of a new publication on the State of World Agricultural Commodity Markets;
- timely factual and analytical reporting on global trends in food productions, trade, utilization and food security was produced and disseminated; and
- GIEWS continued to provide regional and country-by-country updates on food security, including a frequently updated list of countries in crisis, or facing unfavourable crop prospects.

### Global Perspective Studies

A 100-page Summary Report under the title "World agriculture: towards 2015/2030" was published in English, French, Spanish and Arabic. The full technical 440-page report was co-published with Earthscan Publications Ltd (London) in March 2003 under the title "World agriculture: towards 2015/2030 - An FAO Perspective" and announced with a news release. Based upon book reviews in professional journals, citations and receipt of invitations to conferences, both the summary report and the full study have been well received.

394. **The State of Food and Agriculture.** SOFA, of which two issues were published, is one of the oldest continuous series of global reports in the world on major developments in food and agriculture. With the 2003-04 edition, the format was changed to focus on the thematic section where a single major issue was explored in greater depth: biotechnology and its capacity to help the poor. Future issues will continue the thematic focus.

395. **Market Assessments for Basic Food Commodities and Impact on Global Food Security.** FAO has developed unique databases for all basic food commodities at the country level designed for analyzing global market developments and assessing their impact on developing countries. These tools were used to provide frequently updated market assessments for these products within the Global Information and Early Warning System, as well as to conduct policy and impact analyses of emerging developments (such as animal diseases, global weather events, significant policy changes etc.). The assessments and analyses done were comprehensive in both commodity and country coverage, so that invitations for presentation of results and collaborative activities continued to come from prominent international industry associations dealing with basic food commodities and international organizations.

396. **Projections and Global Commodity Analyses.** All activities were implemented as planned, notably projections to the year 2010, Commodity Market Review and preparation of the new publication on the State of World Agriculture Markets (SOCO).

397. **Market Assessments and Food Security Reports for Tropical, Horticultural and Raw Material Commodities.** The steady demand for information products has been met, and the range of information and studies extended to cover additional commodities. Particular highlights have been the successful completion of the fiber 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. The balance of activities has shifted to emphasize analytical studies and use of quantitative/modelling tools to provide for rigorous policy analysis and forecasting, including the development of consistent databases of value to a wide range of users within and outside FAO. Collaborative work with other interested agencies was pursued.

398. **Global Information and Early Warning System on Food and Agriculture.** GIEWS continued to play a major role in the conduct and improvement of the joint FAO/WFP Crop and Food Supply Assessments (CFSAMs) of which 25-30 per year were completed. These high profile documents formed the basis for non-food and food assistance emergency activities by host countries and the international community. Recent examples included CFSAMs in Afghanistan, the Democratic People's Republic of Korea, Sri Lanka, and Zimbabwe.

## Programme 2.2.4: Agriculture, Food Security and Trade Policy

Regular Programme	US\$000
Programme of Work	14,138
Adjustments to Programme of Work arising out of Budgetary Transfers	(500)
<b>Final Programme of Work</b>	<b>13,638</b>
Expenditure against Final Programme of Work	13,641
Variance of Expenditure (Over)/Under Final Programme of Work	(3)
Budgetary Transfers as percent of Programme of Work	(3.5%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	12,349
Extrabudgetary emergency project delivery	3,141
TCP delivery	1,778
<b>Total Field Programme delivery</b>	<b>17,269</b>
Ratio of Field to Regular Programme delivery	1.3
Technical Support Services, professional staff cost	1,205

### Achievements

399. This programme provided the overall vision on global food security achievements and challenges to reduce hunger. It aims at sustainable improvements in the standard of living and nutritional status of the whole population. Analyses undertaken under the programme contribute to better understanding of the dimensions and causes of poverty and hunger, as well as interventions needed

400. The twin-track approach was developed as the FAO framework for promoting hunger reduction through sustainable agricultural and rural development, combined with measures to ensure the direct and immediate access to food by the most needy. Its discussion in major international fora, including the Monterrey Conference on Financing for Development, the World Summit on Sustainable Development, and the World Food Summit: *five years later*, brought world attention to the need for more articulated efforts and actions. Follow-up was made by the Committee on World Food Security (CFS). Analysis on poverty, food security and sustainable development gave a sound basis for developing a framework for National Food Security Strategies that were applied later at the country level.

The World Food Summit: *five years later*, reaffirmed pledges to end hunger and called for an international alliance against hunger. The WFS:*fy/* held in conjunction with the Twenty-eighth Session of CFS to expedite action on implementing the WFS Plan of Action, attracted 180 delegations (179 countries and the European Union). Thirty four were represented at the level of Head of State, 9 at the level of Deputy Head of State, 17 at the level of Head of Government, 12 at the level of Deputy Head of Government, 1 at the level of Crown Prince, 96 at the level of Minister and 11 at the level of Ambassador or other. In addition, 191 other high-level representatives (including 109 Ministers and 82 Vice-Ministers and Under-secretaries) participated in the Summit as members of the delegations of the participating countries.

401. **World Food Summit Monitoring and Follow-up.** A first review cycle was completed with the report, every other year, of two sets of clusters of WFS commitments - people centred (conducted in 2000) and development centred (2002). Fifty-four countries, 6 UN agencies, 2 international organizations and a regional body responded with reports to CFS in 2002. Work on methods of assessing progress was initiated in support of the Mid-term Review in 2006 of Progress Towards the WFS Target.

402. **Servicing the Committee on World Food Security.** Two sessions of the CFS were serviced during the biennium.

403. **Commodity and Trade Policy Support to Developing Countries for Trade Negotiations.** The developing countries were supported in their trade negotiations through a number of activities, notably Geneva Round Tables, country missions, regional seminars under the Umbrella framework, a symposium at Cancun, a Ministerial Roundtable in Rome, and publications on the implications of negotiating proposals. These activities contributed significantly to strengthening the negotiating capability of the developing countries.

404. **Agricultural Adjustment and Policy Reforms.** Implementation of the Current and Emerging Issues for Economic Analysis and Policy Research (CUREMIS) project proceeded slower than expected due to both staff attrition, lack of adequate resources and difficulty in co-coordinating the work of the five Regional Offices. Nevertheless the regional seminars were attended by a wide array of stakeholders including government officials, NGOs and others. The work on policy analysis using the General Equilibrium Models was completed. Analysis on issues of resource mobilization continued. The FAO-led joint publication (with IFAD and WFP) on resource mobilization presented in Monterrey during the International Conference on Financing for Development had a large impact.

405. **Contribution of Agriculture to Poverty Alleviation, Rural Development and Food Security.** The twin-track approach was further developed and was used as the FAO framework for promoting hunger reduction and increased resources for agriculture and rural development. Outputs related to the cost of hunger and the role of agriculture and off-farm income constituted the cornerstones of the analysis. The Anti-Hunger Programme, the document for the Monterrey Conference and the development of the conceptual framework for the Initiative to Update the National Strategies for Agricultural Development and Food Security were prepared. At the same time, 11 case studies were produced under the "Roles of Agriculture" project linking agriculture to food security and poverty reduction.

406. **Economics of Natural Resources and Environmental Sustainability.** Methodologies for assessing the agricultural biodiversity and human welfare impacts of different types of seed systems are being developed and will be used as a basis for a series of new studies to be conducted by CGIAR centres in collaboration with government counterparts. The conceptual framework developed for assessing potential synergies between poverty alleviation and climate change mitigation is being incorporated into an information document for the next Conference of Parties to the United Nations Framework Convention on Climate Change (UNFCCC).

407. **International Action on Commodity and Trade Issues.** Major studies were completed on world markets for organic and fair trade products. Demand for information and publications on organic markets from Members was extremely high. The 64<sup>th</sup> Committee on Commodity Problems (CCP) and all Intergovernmental Groups on Commodities (IGGs) were organized successfully. IGGs for raw materials, tropical and horticultural products held in producing countries were welcomed by members and provided a vital international forum for discussion and planning of international action in relation to the specific commodities concerned. Major studies were conducted on developments of food import bills for vulnerable countries, value added production in the oil crops sector, and measuring trade impacts of SPS/TBT measures (sanitary and phytosanitary measures/technical barriers to trade) on basic foodstuffs. The IGGs conducted in conjunction with conferences and symposia have been well received by delegates to these meetings.

408. **Measures to Enhance Commodity and Trade Development.** 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), Economic Cooperation Organization (ECO), the Caribbean Forum (CARIFORUM), the Economic Community of West African States (ECOWAS) and the Council of Arab Economic Unity (CAEU). Effective responses were made to Members' requests for assistance in national commodity policy formulation and implementation.

## Major Programme 2.3: Fisheries

Regular Programme	US\$000
Programme of Work	39,605
Adjustments to Programme of Work arising out of Budgetary Transfers	(1,090)
<b>Final Programme of Work</b>	<b>38,515</b>
Expenditure against Final Programme of Work	38,514
Variance of Expenditure (Over)/Under Final Programme of Work	1
Budgetary Transfers as percent of Programme of Work	(2.8%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	25,875
Extrabudgetary emergency project delivery	1,569
TCP delivery	5,647
<b>Total Field Programme delivery</b>	<b>33,092</b>
Ratio of Field to Regular Programme delivery	0.9
Technical Support Services, professional staff cost	4,230

409. During the biennium efforts were intensified by the Fisheries Department to develop fisheries and aquaculture on a long-term sustainable basis within the framework of the Code of Conduct for Responsible Fisheries (CCRF) and other related international, regional and national fishery instruments.

410. Assistance was provided to Members in ensuring sustainable contributions of marine and inland water fisheries and aquaculture to food supplies, food security and general economic growth. Increased international awareness was created on the need to promote an Eco-system Approach to Fisheries (EAF). Important contributions were developed to fill the information gap resulting from emerging management frameworks such as the ecosystem and precautionary approaches to fisheries. The FAO Strategy for Improving Information on Status and Trends of Capture Fisheries (Strategy-STF) was adopted by the Committee on Fisheries (COFI) and the Council, and endorsed by a resolution of the UN General Assembly (UNGA).

411. Assistance was provided to improve fish production, utilization, and trade including safe and high-quality fish products. Furthermore, activities were undertaken to reduce the environmental impact of fisheries and discards. Work continued to promote sustainable development of small-scale fisheries and on safety at sea.

412. Increased efforts were made to assist Members in the implementation of the Code of Conduct and its International Plans of Action (IPOA), in particular to prevent Illegal, Unreported and Unregulated (IUU) Fishing. The publication and dissemination of The State of World Fisheries and Aquaculture 2002 (SOFIA) helped improve the understanding of constraints to the implementation of international fishery instruments.

### Programme 2.3.1: Fisheries Information

Regular Programme	US\$000
Programme of Work	6,451
Adjustments to Programme of Work arising out of Budgetary Transfers	(260)
Final Programme of Work	6,191
Expenditure against Final Programme of Work	6,207
Variance of Expenditure (Over)/Under Final Programme of Work	(16)
Budgetary Transfers as percent of Programme of Work	(4.0%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	2,136
Extrabudgetary emergency project delivery	0
TCP delivery	431
Total Field Programme delivery	2,568
Ratio of Field to Regular Programme delivery	0.4
Technical Support Services, professional staff cost	398

### Achievements

413. This programme provides comprehensive information and statistics on fisheries and aquaculture to Members in support of analysis, policy-making and planning. The most significant achievement was the facilitation of development and adoption of the FAO Strategy for Improving Information on Status and Trends of Capture Fisheries (Strategy-STF) by COFI and Council (see Box). Work on the improvement of the quality of statistics and information in line with the Strategy-STF was initiated not only through the fishery statistics outputs, but also statistical development utilizing the Fisheries Global Information System/Approaches, Rules and Techniques for Fisheries statistical monitoring (FIGIS/ARTFISH); FIGIS and FAOSTAT2 (Corporate Database for Substantive Statistical Data) developments; the Fisheries Resources Monitoring System (FIRMS) and the Aquatic Sciences and Fisheries Abstracts (ASFA) Partnerships; the Coordinating Working Party on Fishery Statistics (CWP); and library networks. Work on the development of inventories of fisheries and fishery resources as required by the Strategy-STF was undertaken through preparation of data structures and work processes.

#### Strategy-STF

The adoption of the FAO Strategy for Improving Information on Status and Trends of Capture Fisheries (Strategy-STF) in 2003 provided a comprehensive framework and plan for the improvement of fishery status and trends, as a fundamental basis for fisheries policy and management for implementing the Code of Conduct for Responsible Fisheries. The Strategy-STF has a major focus on capacity-building and also specifies the many actions required to be taken at national, regional and global levels, including special data needs for small-scale fisheries, ecosystem considerations for fishery management, global inventories of fish stocks and fisheries, ensuring information quality, information exchange arrangements and sustaining data collection. It recognizes the key role of FIGIS as a tool to facilitate implementation of the Strategy-STF through the exchange and dissemination of information and the more systematic assembly of information from the national to the regional and global levels (e.g. through FIRMS).

414. **Development of the Fisheries Global Information System (FIGIS).** The development of the basic FIGIS system has been completed successfully. Basic functionality for the entry, storage, extraction and dissemination of data has been implemented utilizing generic tools. Protocols, procedures and policies for data exchange and management have been developed in collaboration

with partner agencies. Emphasis is now switching to developing the information and data content in collaboration with other FI services and partner agencies. Usage of FIGIS is increasing steadily as determined by hits in the web site, which now amount to over 1 million per month.

415. One issue is the long-term sustainability of FIGIS. Currently Regular Programme resources devoted to supporting FIGIS are quite limited, and there has been considerable dependence on extra-budgetary funding for its development.

416. FIGIS is a key tool to support implementation of the Strategy-STF. In order to allow developing countries to contribute to and benefit from FIGIS, there is a strong need for development assistance to build capacity. COFI requested that extra-budgetary funds be sought for this purpose under the FishCode Programme, with partial funding secured during the biennium.

417. **Provision of Fisheries Information and Statistics.** During the biennium, the ongoing effort to maintain and improve the quality of FAO fishery statistics continued through dialogue with countries concerning problematic data submitted by them, as well as through utilization of data from alternative sources, where available. A major revision to the species classification was completed and aquaculture production statistics time series extended backwards from 1970 to 1950 in response to user demand.

418. The development of norms, standards and classifications for global fishery statistics in collaboration with regional fishery bodies was continued by CWP. The CWP Handbook on Fishery Statistical Standards was extensively revised and published. The ASFA Partnership continued to expand with the recruitment of five new partners. The ASFA Secretariat finalized the new web-based input/retrieval software, organized training courses and continued increasing provision of access to ASFA information products for Low-Income Food-Deficit Countries. The International Association of Aquatic and Marine Science Libraries and Information Centres (IAMSLIC), which includes approximately 300 members in 70 countries, officially recognized the ASFA bibliographic database as the premier database used in aquatic and marine science libraries. The Fisheries Branch Library increased dissemination services through CD ROMS for developing countries with limited Internet access and developed collaborative fisheries library networks in Africa and Asia to strengthen institution libraries and build capacity.

419. **Advice and Technical Support to Member Nations and Regional Fisheries Bodies.** Significant progress was made in the consolidation of methodological and operational tools required for cost-effective fisheries statistical monitoring. Two new technical papers on sampling methodology were issued. The computer approach ARTFISH was improved and made available on CD ROM, together with all relevant documentation.

## Programme 2.3.2: Fisheries Resources and Aquaculture

Regular Programme		US\$000
Programme of Work		10,429
Adjustments to Programme of Work arising out of Budgetary Transfers		(230)
Final Programme of Work		10,199
Expenditure against Final Programme of Work		10,233
Variance of Expenditure (Over)/Under Final Programme of Work		(34)
Budgetary Transfers as percent of Programme of Work		(2.2%)
Field Programme		US\$000
Extrabudgetary TF and UNDP delivery		13,133
Extrabudgetary emergency project delivery		499
TCP delivery		2,073
Total Field Programme delivery		15,705
Ratio of Field to Regular Programme delivery		1.5
Technical Support Services, professional staff cost		1,423

### *Achievements*

420. The programme assists Members in ensuring the sustainable contributions of marine and inland water fisheries and aquaculture to food supplies, food security and general economic growth. During the 2002-03 biennium, the programme was implemented largely as planned. The international conference on Responsible Fisheries in the Marine Ecosystem in Reykjavik (2002), was a particular milestone. Regarding marine capture fisheries, the programme has contributed to:

- better identification of resources;
- adaptation of assessment methodology;
- new resource management approaches, particularly the ecosystem approach to fisheries; and
- global monitoring of the state of world marine fisheries resources.

421. In Inland Fisheries, within the constraint of available resources, contributions were made to global monitoring including the further development of GIS applications and improved resources management (e.g. in the presence of dams). In aquaculture, the programme has contributed to:

- developing a normative foundation for sustainable development and reduced environmental impact;
- developing assessment methods (e.g. using GIS); and
- monitoring and reporting developments at a global scale.

422. In all these areas, the programme has dedicated 30-50% of its staff resources to support the Field Programme and the functioning of regional fishery organizations and has made particular efforts to develop and improve information systems.

### Filling the Information Gap

The new emerging management frameworks such as the ecosystem and precautionary approaches to fisheries require growing quantities of more detailed information on fishery resources, their ecosystems and related exploitation systems. The development of collaborative integrated information systems has thus become a primary necessity in meeting these demands. The following systems are being or have been developed by the programme: (i) FishBase, the largest and most accessed web-based database for information on marine and inland fish; (ii) The UN Atlas of the Oceans, jointly developed by the UN agencies (led by FAO) and other partners including the National Oceanic and Atmospheric Administration (NOAA), a very successful integrated system of information on sustainable use of the oceans; (iii) the Information System for the Promotion of Aquaculture in the Mediterranean (SIPAM), connecting countries of the area in an active exchange of information on the sector; (iv) the Aquatic Animal Pathogens and Quarantine Information System (AAPQUIS), developed in collaboration with the Network of Aquaculture Centres in Asia-Pacific (NACA), a unique and precious support in the battle against fish diseases; (v) The World Fisheries and Aquaculture CD-ROM, coordinated by FIR, integrating information on all aspects of the Department work - an essential component of SOFIA; (vi) the Database on Introduction of Aquatic Species (DIAS), a record of more than 50 years of introduction of alien species and their consequences; and (vii) GISFISH, the new-born Geographical Information System for Fisheries, a foundation for a global clearinghouse of spatially structured information on fisheries and aquaculture. In addition, FIRMS, the Fisheries Resources Monitoring System, developed with the Fishery Information, Data and Statistics Unit as a FIGIS component, has been officially launched linking centres of excellence in a worldwide observatory on resources and fisheries.

423. **Promotion of Responsible Inland Fisheries and Aquaculture.** Eleven publications including technical guidelines and methodologies/studies were produced and 10 technical workshops and expert consultations were organized during the reporting period to facilitate the implementation of the CCRF with reference to sustainable aquaculture practices and inland fisheries management and aquaculture. Contributions were made through the IMO/FAO/UNESCO-IOC/WMO/WHO/IAEA/UN/UNEP Joint Group of Experts on the Scientific Aspects of Marine Environmental Protection (GESAMP) to the World Summit on Sustainable Development (WSSD)/UN General Assembly (UNGA) process towards the Global Marine Assessment (GMA). Conclusions and recommendations from the FAO/Mekong River Commission (MRC) International Symposium on Large Rivers were presented to the 3<sup>rd</sup> World Water Forum. Technical guidelines on aquafeed have been adopted and used by governmental agencies and private producers/manufacturers in Asia and Latin America. Technical publications produced were cited extensively by international journals and media. Training manuals and CD-ROMs on simple methods of aquaculture and GIS use in aquaculture and inland fisheries were widely distributed and daily requests were met.

424. **Increased Contribution of Aquaculture and Inland Fisheries to Food Security.** Technical reviews and guidelines have been prepared, to increase aquaculture production and efficiency for food security and poverty alleviation, on subjects such as: aquaculture production intensification; integrating aquaculture with irrigation, rice and livestock; river and lake fisheries; rural aquaculture and aquatic resources management for improved livelihood. During the reporting period, nine publications were produced and eight technical meetings were convened. Special studies were conducted on aquaculture's contribution to improvement of world food security and strengthening of regional cooperation to promote aquaculture development.

425. Outcomes were achieved through endorsement and adaptation of the technical guidelines by national governments and international organizations on sustainable intensification of aquaculture land fisheries production. Regional strategies and guidelines for Africa and central Asia were adopted by member countries to increase the contribution of aquaculture and inland fisheries to rural livelihoods. Technical papers on maintaining and/or increasing production from aquaculture and inland fisheries by mitigation of environmental damage to aquatic resources were delivered and widely cited by various literature and media to address issues on resource use and its contribution to food security. The issue of aquatic animal pathogens and quarantine procedures has been examined

in Africa and a network of 15 national experts from six African countries has laid a foundation for further development of capacity-building and south-south cooperation on these issues in the future.

426. **Marine Fisheries Resources Identification and Biodata.** The FAO databases allowing improved identification of commercially exploited fish species has been extended, and its use expanded. Progress has been made in providing proper species identification tools, catalogues and guides particularly for scientists and fish inspectors in member countries to properly identify and report on the species composition of their catches.

427. **Monitoring and Reporting on Global Marine Resources and Relevant Environmental and Ecological Changes.** There is an increased international awareness of the state of exploitation of world marine fishery resources as demonstrated by the results and recommendations of the WSSD regarding the state of living marine resources and the need to rebuild depleted and overexploited fish stocks with specific targets for 2015. This has increased the international demand for advice and information on the assessment and monitoring of the status of world marine fishery resources and related ecosystems. This work is to be continued and to the extent possible strengthened in 2004-05. Also, there is increased international awareness regarding the need to promote an Ecosystem Approach to Fisheries (EAF) in general, and this includes a higher demand for advice and monitoring of the status of the marine ecosystems (from the fisheries point of view).

428. **Assessment and Management of Fisheries Resources.** Work has been focused on promoting the international discussion and providing technical guidelines, reference points and indicators for the implementation of the FAO CCRF and for the EAF, with particular reference to the assessment, conservation and management of marine capture fisheries and related living marine resources and ecosystems. Several emerging issues and recommendations emanating from COFI and other relevant bodies have been addressed, including Marine Protected Areas (MPAs), the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) listing criteria for commercially aquatic species, conservation of sea turtles and fisheries and tuna fishing capacity.

429. **Global Monitoring and Strategic Analysis of Inland Fisheries and Aquaculture.** The main activities and achievements centred on regular monitoring and reporting on global and regional status and trends of aquaculture and inland fisheries. Improvements were made in on-line dissemination and data content in support of more informed decision-making and policies. The first two sessions of the COFI Aquaculture Sub-Committee were convened. Nine other meetings were held and 11 publications produced. Work on Aquatic Animal Pathogen and Quarantine Information System has expanded to develop versions for Africa, Americas and the General Fisheries Commission for the Mediterranean (GFCM) region. The state of world inland fisheries resources (FAO Fisheries Circular No. 942 Rev. 1) and the state of world aquaculture (FAO Fisheries Circular No. 886 Rev. 2) have been reviewed. A review of bluefin tuna farming and other fish fattening practices was conducted assessing potential, progress and possible problems. 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. Efforts were made to have major FIRI (Inland Water Resources and Aquaculture Service) publications and web-based information in all FAO official languages.

430. **Advice on Marine Resources and Environmental Issues and Aquaculture Development.** Aquaculture and/or inland fisheries have been incorporated as elements of SPFS projects in all regions to provide additional diversification, reduce risk and increase incomes of smallholder farming systems and inland fishing communities. In addition, the programme has implemented and/or assisted in the preparation and implementation of approximately 100 field projects including 12 regional, interregional and global TF projects related to the normative programme's priority areas. These projects increased national capacities, assisted in the preparation of development strategies, guidelines/regulations and policy frameworks, and demonstrated sustainable technologies in aquaculture and inland fisheries or provided technical assistance to member countries in marine fishery resources issues and resource management.

### Programme 2.3.3: Fisheries Exploitation and Utilization

Regular Programme	US\$000
Programme of Work	8,239
Adjustments to Programme of Work arising out of Budgetary Transfers	(340)
<b>Final Programme of Work</b>	<b>7,899</b>
Expenditure against Final Programme of Work	7,842
Variance of Expenditure (Over)/Under Final Programme of Work	57
Budgetary Transfers as percent of Programme of Work	(4.1%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	1,427
Extrabudgetary emergency project delivery	1,070
TCP delivery	1,953
<b>Total Field Programme delivery</b>	<b>4,450</b>
Ratio of Field to Regular Programme delivery	0.6
Technical Support Services, professional staff cost	959

#### Achievements

431. This programme supports improved fish production, utilisation and trade within the framework of the Code of Conduct for Responsible Fisheries. Emphasis is on reducing environmental impact of fishing gears, promotion of by-catch reduction technologies, and increasing utilization of under-exploited resources. The programme aims at reducing wastage in fisheries and supporting effective and sustainable utilization of fishery resources. The most significant achievements include:

- awareness of the problems associated with discards and bycatch has been greatly enhanced and is continuing to have an impact on fisheries management;
- raising awareness of issues related to safety of fishermen has resulted in various regional and international fora taking up the issue;
- fishing vessel safety codes have been revised with emphasis on small fishing vessels;
- regional activities on the use of the Vessel Monitoring System (VMS) as a tool that could significantly contribute to prevent, deter and/or eliminate IUU fishing were undertaken;
- countries were assisted in means of reviewing their coastal area and fisheries management programmes to better address social concerns of coastal populations with the ultimate objective of enhancing food and livelihood security;
- guidance and training has been provided to many developing countries to help them meet the new product safety and quality requirements of the international markets;
- the Aquatic Food Programme has been launched, where experts contribute fish safety information to an internet database, FishPort;
- timely marketing and trade information and guidance on the main fish trade issues in collaboration with the FishInfoNetwork have been provided; and
- the impact of fish trade and food security was studied to provide proper advice on responsible trade promotion policies.

432. **Reduction of Discards and Environmental Impact from Fisheries.** A study to estimate discards in marine fisheries on a global level was conducted. The outcome of the study will have an impact on the management of marine resources. Based on scientific investigations a study on the physical impact of mobile gears on the seabed was carried out. Several countries were supported in the implementation of the International Plan of Action (IPOA) on seabirds.

433. **Sustainable Development of Small-scale Fisheries.** Work has focused on diversification of fishing efforts; safety at sea and disaster preparedness; increased efficiency in post-harvest handling of fish and improvement of market opportunities; research and training on demographic characteristics; and credit for artisanal fishing communities. Attention has been given to gender issues and participatory methodologies. Cooperation with IMO and ILO has led to the revision of the Fishing Vessel Safety Code, which is in the form of Guidelines with a particular emphasis on small fishing vessels which are now extending their operations further offshore.

434. **Increased Production from Under-utilized Aquatic Resources and Low-value Catches.** Several countries, especially in South East Asia and Latin America have improved the production of under-utilized aquatic resources and low-value catches and increased their utilization for human consumption. The work will continue to transfer these successful experiences to other developing countries in Latin America and Africa, especially food deficit countries where low value fish and under utilized resources can be used for human consumption.

435. **Consumption, Safety and Quality of Fish Products.** Guidance and training on Hazard Analysis and Critical Control Point (HACCP) and risk assessment was provided to many developing countries, which presently meet most of the safety and quality requirements of the international markets and their obligations under the sanitary and phytosanitary measures (SPS)/technical barriers to trade (TBT) agreements of WTO. Development of the FishPort database and contribution to the FAO/WHO normative work on risk assessment and fish Codex standards improved international harmonization and consumer protection from fishborne illnesses, as well as fraudulent trading practices and TBT.

436. **Promotion of International Fish Trade.** Timely marketing and trade information, capacity building and guidance on the main fish trade issues, in collaboration with the Fish InfoNetwork, were provided to developing countries, who have experienced an increase in their contribution to international fish trade. The 9<sup>th</sup> Session of the Sub-Committee on Fish Trade provided a forum for discussing sensitive issues (safety and quality, traceability, market access, eco-labelling, CITES, TBT), which affect international fish trade, and developing a transparent approach to deal with them. The impact of fish trade and food security was studied to provide advice on responsible trade promotion policies.

437. **Support and Advice in Fishing Technology, Fish Utilization and Trade.** Several projects (funded mainly through TCPs and some EB resources) were developed and implemented to assist in the improvement of fish utilization for human consumption, increased fish safety and quality and the promotion of international fish trade, particularly from developing countries. Particular attention was given to domestic food security within the framework of the CCRF. As expected, countries with substantial fisheries were quick to recognise the potential of the use of VMS to tackle IUU Fishing. Hence, FAO's efforts were directed to groups of countries where VMS implementation was just being considered or where VMS could be introduced in a regional context.

### Challenges in Fisheries Management

Fisheries management regimes are increasingly dealing with:

- bycatch and discards problems, although re-evaluation of global discards from capture fisheries shows that these are far less than earlier estimates had indicated or less than 10 million tonnes per year instead of 27 million tonnes;
- safety of fishermen issues;
- VMS in effectively combating IUU fisheries; and
- dealing with international fish safety and quality developments - developing countries are ever more confidently coming to grips with the complicated hygiene requirements of fish importers in developed countries, and their contribution to international fish trade has become highly significant.

### Programme 2.3.4: Fisheries Policy

Regular Programme	US\$000
Programme of Work	9,448
Adjustments to Programme of Work arising out of Budgetary Transfers	(200)
<b>Final Programme of Work</b>	<b>9,248</b>
Expenditure against Final Programme of Work	9,281
Variance of Expenditure (Over)/Under Final Programme of Work	(33)
Budgetary Transfers as percent of Programme of Work	(2.1%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	9,179
Extrabudgetary emergency project delivery	0
TCP delivery	1,190
<b>Total Field Programme delivery</b>	<b>10,369</b>
Ratio of Field to Regular Programme delivery	1.1
Technical Support Services, professional staff cost	1,371

### Achievements

438. This programme focuses on the social and economic aspects of capture fisheries and aquaculture, the analysis of policies and management strategies for the sector and the strengthening of governance in fisheries. The global collection of the relevant socio-economic information and its analysis, as reflected in The State of World Fisheries and Aquaculture (SOFIA) 2002 as well as in the reports submitted to FAO's Governing Bodies, Regional Fishery Bodies (RFBs), the UN General Assembly and other publications, helped stakeholders reach a better comprehension and identification of existing constraints to the implementation of international fishery instruments. These constraints and related issues were addressed by the WSSD and within FAO Governing Bodies and RFBs, as well in the framework of consultations and workshops, leading to the identification of specific measures and actions.

439. An increased effort was made to assist Members, particularly developing countries, with the implementation of the Code of Conduct and its international plans of action, but also with a view to fostering and strengthening their capacity for sustainable management of fisheries and aquaculture development. This assistance involved stakeholder groups and was provided to countries directly through field projects in response to a growing number of requests, through RFBs or through *ad hoc* partnerships.

#### Combating Illegal, Unregulated and Unreported (IUU) Fishing

The grave concern of the international community regarding IUU fishing was reflected by the attention given to this issue by COFI at its 25<sup>th</sup> Session (February 2003), the Council at its 124<sup>th</sup> Session (June 2003), and also by the Conference, which adopted Resolution 6/2003 at its 32<sup>nd</sup> Session (November-December 2003). In order to promote and facilitate the implementation of the International Plan of Action to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing (IPOA-IUU), a number of activities were carried out during the biennium, aimed at implementing the IPOA-IUU (e.g. consultations on open registries and port State measures; programmes in monitoring, control and surveillance) as well as workshops designed to enhance the capacity of Members and RFBs to take the necessary action.

440. **Coordination and Monitoring of the Implementation of the Code of Conduct for Responsible Fisheries.** FAO prepares regular reports to COFI concerning the implementation of the Code, based *inter alia* on collation and analysis of results of self-assessment questionnaires

provided by FAO to Members, RFBs and non-governmental organizations (NGOs). For the report presented to the 25<sup>th</sup> Session of COFI (February 2003), 105 FAO Members (57% of the Membership) responded to the questionnaire - an increase in response over the previous reporting period and a marked increase in reporting by Members who had not responded previously. Members in all regions indicated that steps are being taken to facilitate implementation of the Code by:

- revising fisheries policies and legislation;
- initiating training and workshops for officials and stakeholders as a means of generating greater awareness of the Code;
- encouraging partnerships among stakeholders; adapting the Code to local (national and regional) conditions;
- promoting responsible behaviour by fishers;
- strengthening fisheries management measures, including community-based fisheries management and monitoring, control and surveillance (MCS);
- translating the Code into local languages;
- establishing fisheries cooperatives;
- facilitating the elaboration of national plans of action (NPOAs) to implement the IPOA-IUU;
- IPOA-Capacity (management of fishing capacity);
- IPOA-Sharks (management and conservation of sharks) and IPOA-Seabirds (reduction of incidental catch of seabirds); and
- preparing and distributing newsletters and disseminating the Code among stakeholders and training/education institutions.

441. The report of COFI's 25<sup>th</sup> Session on the Code on Conduct implementation further indicated that there was a significant increase in the number of national fisheries management plans from 2001. In 2001 a total of 52 Members reported having developed fishery management plans for marine fisheries and 38 Members reported management plans for inland fisheries. In 2003, Members reported they have developed a total of 472 marine fishery management plans (74% currently implemented) and 228 inland fishery management plans (72% currently implemented). Despite encouraging efforts to implement the Code and to promote greater responsibility in fisheries, many developing countries are encountering constraints of a technical and financial nature that hamper the pace and direction of implementation.

442. **Promotion of Coastal Fisheries Management.** A better understanding has been gained of how to involve fishers and their communities in the design and implementation of actions aiming to better livelihoods and sustainable fisheries. This understanding stems in part from in-depth, empirical research on the management of small scale fisheries in inland waters of Southern Africa carried out by a multidisciplinary team of African and European researchers during the last decade. In addition, a start has been made on developing practical approaches towards introducing controls of fishing capacity in small and large-scale commercial fisheries. However, the impact will be slow and difficult to link to the activities undertaken under the programme entity. The basic reason is that many millions of fishers are affected and it will take time to achieve agreement amongst them and with public sector administrators on new systems of governance for the sector.

443. **Promotion of Appropriate National/Regional Policies for Sustainable Aquaculture Development.** Information collected and analysed about the role, scope and nature of policies shows that there are many similarities amongst countries in respect of recent policies, particularly amongst market-based economies. Information and policy experiences that are developed under this sub-programme entity are being transmitted to Members *inter alia* through a number of TCP projects (Cameroon, Ghana, Guinea, Madagascar, Senegal, Uganda, Zambia). However, impacts directly linked to programme entity activities are difficult to isolate. National aquaculture policies change over time and exactly what causes changes may not even be quite clear to those who decide on changes. It is evident however, that particularly in developing countries there is an increasing attention to the costs and benefits - in a wide sense - of the various options in developing strategies and plans for sustainable aquaculture. Such considerations are positive.

444. **Global Analysis of Economic and Social Trends in Fisheries and Aquaculture.** The State of World Fisheries and Aquaculture 2002 and the World Fisheries and Aquaculture Atlas were published at the end of 2002. In the course of the biennium, about 70 Fishery Country Profiles were prepared and/or revised, as were statements on fishery management by country. Four studies projecting future fish consumption were also prepared, and are being reviewed for publishing. There are very few global studies, or studies of global fishery issues, that do not refer to the various editions of SOFIA, or the Atlas. The Fishery Country Profiles are also used, but this is noticed mainly when users complain that they cannot find one of the few countries for which no fishery country profile has been prepared.

445. **Economic and Social Analysis of Fishery and Aquaculture Policy and Management.** Several issues in fisheries of global concern have been studied and reported upon. These include: management of straddling stocks; fisheries subsidies; management of fishing capacity; and the use of buy-backs to manage fishing capacity. Work has also been undertaken to develop guidelines for measurement of fishing capacity; measurement of fisheries subsidies; and schemes for eco-labelling of fish and fish products.

446. **Promotion and Strengthening of Regional Fisheries Bodies and Arrangements and Field Programme Support.** The 25<sup>th</sup> Session of COFI, two meetings of the Advisory Committee on Fisheries Research (ACFR), the third meeting of Regional Fishery Bodies, and several meetings of seven FAO RFBs were organized/supported. These meetings permitted Members to develop coordinated approaches to fishery policy issues and fisheries management and utilization matters. The promotion of the Code of Conduct was carried out in two regional meetings organized specifically for this purpose as well as through the preparation and distribution of technical guidelines and simple language versions of documents designed to facilitate the implementation of the Code of Conduct. Technical support was given to 60 projects, almost two thirds of which were funded by the Technical Cooperation Programme. Slightly more than 30% of staff time in the Fishery Policy and Planning Division was used for this programme entity. A common thread in this effort is the promotion of policies aiming at equitable and sustainable use of aquatic resources. The overall impact of the activities and outputs undertaken in this programme entity is intended to be an improved and more efficient governance of aquatic resource use.

## Major Programme 2.4: Forestry

Regular Programme	US\$000
Programme of Work	30,627
Adjustments to Programme of Work arising out of Budgetary Transfers	(100)
Final Programme of Work	30,527
Expenditure against Final Programme of Work	30,524
Variance of Expenditure (Over)/Under Final Programme of Work	3
Budgetary Transfers as percent of Programme of Work	(0.3%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	46,287
Extrabudgetary emergency project delivery	10,595
TCP delivery	5,271
Total Field Programme delivery	62,154
Ratio of Field to Regular Programme delivery	2.0
Technical Support Services, professional staff cost	3,811

447. During the biennium, the Major Programme continued to play an important role in the conservation and sustainable management of forests worldwide. A number of initiatives such as “In search for excellence” which aims to document exemplary forest management successes were implemented in Central Africa and Asia. The programme also successfully supported the mountain conservation partnership which culminated in the celebration of International Year of Mountains for which FAO was entrusted the UN lead agency role.

448. The contribution of forests and trees to sustainable land use, food security and the welfare of human populations living in the vicinity of forests remained a programme emphasis. Studies in some 50 countries on wood energy, helped to analyse the supply/demand of this important energy resource in the developing member countries.

449. Worldwide access to forestry information and the support to the international forestry dialogue was a key output for the biennium. The FAO Forestry web-site was significantly expanded with 800,000 pages accessed per year. Support to the United Nations Forum on Forests (UNFF) was provided through the secondment of a Senior Forestry Officer to the secretariat in New York. Through the programme, FAO provided leadership to the Collaborative Partnership on Forests and the number of partners rose from 8 to 14 organizations.

### Programme 2.4.1: Forest Resources

Regular Programme		US\$000
	Programme of Work	7,889
	Adjustments to Programme of Work arising out of Budgetary Transfers	170
	<b>Final Programme of Work</b>	<b>8,059</b>
	Expenditure against Final Programme of Work	8,065
	Variance of Expenditure (Over)/Under Final Programme of Work	(6)
	Budgetary Transfers as percent of Programme of Work	2.2%
Field Programme		US\$000
	Extrabudgetary TF and UNDP delivery	18,647
	Extrabudgetary emergency project delivery	10,595
	TCP delivery	3,364
	<b>Total Field Programme delivery</b>	<b>32,606</b>
	Ratio of Field to Regular Programme delivery	4.0
	Technical Support Services, professional staff cost	1,579

### Achievements

450. The programme has made significant progress in championing, demonstrating and monitoring the sustainable management of forests through:

- comprehensive assessment at global and national levels in relation to environmental, productive, protective and socio-economic functions of forests;
- silviculture and effective management methods for natural and planted forests, woodlands and trees outside forests;
- facilitating common language and comparability in the criteria and indicators of sustainable forest management and their application;
- illustrating cases of effective forest management and lessons learned therein;
- heightening awareness of and promoting initiatives at national, sub regional and regional levels on the health of forests including forest disease and forest fire control;

- enhancing cooperation on forest genetic resources;
- supporting initiatives in sustainable mountain development, including follow-up to the International Year of the Mountain, and developing new methods in watershed management; and
- conservation of biological diversity at ecosystem level including the non abusive utilization of wildlife resources.

### FAO Championing Sustainable Forest Management in Action

This programme has developed initiatives which help translate the many principles, approaches, criteria and indicators for effective forest resources management discussed through international forestry dialogue, into action in all its dimensions: social, economic, environmental as well as cross-sectoral. Many components of this programme, including forest resources assessment (demonstration and training projects), management of forests (model forests and in search of excellence), development of projects on the promotion of trees outside forests and urban forests are geared to heightening practical approaches to the conservation, management and sustainable development of forest resources to respond to human needs, in particular to combat poverty.

451. **Sustainable Management of Natural Forests and Woodlands.** Guidelines and information products were developed and disseminated and workshops, seminars and training courses were conducted to enhance capacity to protect and sustainably manage natural forests and woodlands producing a variety of goods and services. An initiative aimed at identifying, analyzing and disseminating best practices and success stories in forest management was successfully launched in the Asia Pacific region and in Central Africa. The concept of sustainable forest management was elaborated, in particular in relation to (a) criteria and indicators processes, where progress was made to establish common thematic areas, and (b) the ecosystem approach of the Convention on Biological Diversity (CBD) where progress was made in bringing these concepts closer, opening the possibility of future synergies between international forest-related processes.

452. **Environmental Conservation in Forests and Fragile Ecosystems.** Good progress was made regarding: i) the effective coordination and implementation of the International Year of the Mountains, in close collaboration with the Inter-Departmental Working Group on Mountains as well as many partners worldwide; ii) the increased awareness of issues related to conventions and agreements through workshops; iii) the implementation of TCPs on: agroforestry, urban and peri urban forestry, sustainable mountain development, watershed management, conservation *in situ* of plants of economic importance, etc.

453. **Forest Plantations and Trees Outside Forests.** Technical publications were prepared on topical issues highlighted by member countries at COFO, Regional Commissions and Technical Statutory Bodies. New Web sites on planted forests, biosecurity and forest genetic resources were developed and existing Web sites upgraded and updated (REFORGEN). Databases on planted forests, regeneration and management and on invasive insects and diseases were created. The programme entity also provided technical backstopping of a wide range of field projects and to international agencies (World Bank) as well as support to Networks (Neem, EUFORGEN, SAFORGEN, APFOGEN, Urban and peri-urban forestry). Contributions were made to the global publications - Encyclopedia of Forestry Sciences and the UN Millennium Ecosystem Assessment.

454. **Assessment and Monitoring of Forests and Woodland Resources.** The Global Forest Resources Assessment (FRA 2000) was published in four languages and the findings reviewed. With support from expert consultations, the new 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. National correspondents from about 160 countries now form the backbone of global FRA work. Efforts have been made to improve the relevance of FRA 2005 to intergovernmental dialogue, by adopting seven common thematic areas of sustainable forest management and by harmonizing definitions and reporting variables with other intergovernmental reporting processes to reduce the overall reporting burden. Results from Global FRA have been extensively used by the Millennium Ecosystem Assessment, the UNEP Global Environmental

Outlook and the UN Millennium Development Goals; but more importantly relied upon in national processes such as national forest programmes. A methodology and project approach to National Forest Assessments has been developed and implemented by FAO in collaboration with four countries. The purpose is to have an affordable off-the-shelf approach to national inventory and assessments that cover the full range of benefits and beneficiaries for forest resources, in support of national policy processes. The approach has been successful and a number of countries have requested similar support. Projects are now developed for about ten additional countries.

### Programme 2.4.2: Forest Products and Economics

Regular Programme	US\$000
Programme of Work	6,031
Adjustments to Programme of Work arising out of Budgetary Transfers	(250)
<b>Final Programme of Work</b>	<b>5,781</b>
Expenditure against Final Programme of Work	5,777
Variance of Expenditure (Over)/Under Final Programme of Work	4
Budgetary Transfers as percent of Programme of Work	(4.1%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	6,478
Extrabudgetary emergency project delivery	0
TCP delivery	265
<b>Total Field Programme delivery</b>	<b>6,743</b>
Ratio of Field to Regular Programme delivery	1.2
Technical Support Services, professional staff cost	632

### Achievements

455. The programme made available up-to-date information and data on wood energy, wood and non-wood forest products, harvesting and wood removals, and climate change. The recommendations made at the various meetings of the Advisory Committee on Paper and Wood Products continued to play an important role. With the development of the Regional Forest Harvesting Code for West and Central Africa an important step was taken towards a more sustainable forest harvesting in those regions. The development of the Wood-fuels Integrated Supply/Demand Overview Mapping (WISDOM) will assist in energy planning at national and sub-national levels. In collaboration with the International Network for Bamboo and Rattan (INBAR) and others the information base on rattan production and trade was strengthened. At two international meetings, findings of the major study on trade and sustainable forest management were discussed. In collaboration with UNEP and IUCN, FAO successfully supported capacity building of foresters and climate change negotiators in Latin America, Africa and Asia on issues related to forestry and climate change. The process of harmonizing forest-related definitions received international attention (see Box).

456. **Environmental Aspects of Forests.** FAO's active and positive role in the area of forests and climate change has been recognized:

- by member countries, as evidenced by the commendation during COFO, and by active participation of over 60 countries in regional workshops;
- by Parties to and the Secretariat of the United Nations Framework Convention on Climate Change (UNFCCC), as indicated by acknowledgements in Conference Documents and in Conference Press reports;

- by the Intergovernmental Panel on Climate Change (IPCC) in the form of its contribution to the IPCC's Good Practice guidance; Climate Change, one of the 16 approved PAIAs, has been successfully integrated into FAO's substantive work in other areas, such as GFRA.

### Process of harmonizing forest-related definitions

In close collaboration with the IPCC as well as the Collaborative Partnership on Forests (CPF) members (the Centre for International Forestry Research [CIFOR], the International Union of Forest Research Organizations [IUFRO] and the United Nations Environment Programme [UNEP]), FAO started a process of harmonizing forest-related definitions for use by various stakeholders. Unlike standardization, harmonization can include adjustments for improved compatibility and consistency, establishing comparability, linkages and hierarchies between terms, but also documenting differences. The objective of the process was to contribute towards better understanding among partners in the international forest dialogue, and to help reduce the reporting burden on countries by applying a harmonized terminology. The process so far dealt with some core forest-related definitions and will continue.

457. **Forest Products Information.** Under this entity the FRA 2000 was provided with data on "Removals", focusing on timber harvested in 43 different tropical forest countries. A final report "Harvesting Intensity and Forest Residues" gives an analytical summary of the work. Two issues of Non-Wood News and 24 issues of on-line Non-Wood Forest Products (NWFP) Digest were published, which contributed to increased knowledge and improved communication among those dealing with NWFPs, especially in developing countries. Statistical data collection on rattan production and trade was strengthened in collaboration with INBAR through an expert consultation on Improved Bamboo and Rattan Statistics. Follow-up work includes compilation of a Rattan Glossary and another working paper. Case studies in Cameroon, Madagascar and Suriname provided insight into the quality of statistical data on NWFP, which led to the preparatory work on the strategy for its improvement.

458. **Appropriate Utilization of Forest Products.** The Regional Forestry Harvesting Code for West and Central African countries supported the implementation of environmentally friendly forest harvesting practices in the countries of the region, including field studies and a training workshop. A cable logging workshop produced a state-of-the-art description of cable logging and harvesting in mountainous terrain, assisting countries in implementing better practices. Awareness on Reduced Impact Harvesting Practices (RIL) was raised by collecting and interpreting more than 300 different reports. Approximately 50 country studies on wood energy assessed the quality and quantity of wood energy information systems. Initiation of i-WEIS (Interactive Wood Energy Information System) and WISDOM (Wood-fuels Integrated Supply/Demand Overview Mapping) will contribute to improved data collection and local planning. Promotion and sound use of NWFP were demonstrated by TCPs in Niger, Papua New Guinea and Cameroon. In order to analyze the contribution of edible NWFP to food security, case studies were carried out in Central and Southern Africa. The Impact of Cultivation and Gathering of Medicinal Plants on Biodiversity was analysed in the context of an FAO meeting on Biodiversity and Ecosystem Approach. A side event to the World Forestry Congress 2003 on Strengthening Partnerships to Advance Sustainable Development of NWFP was jointly organized with IUFRO and CIFOR.

### Programme 2.4.3: Forestry Policy and Institutions

Regular Programme	US\$000
Programme of Work	7,516
Adjustments to Programme of Work arising out of Budgetary Transfers	(140)
<b>Final Programme of Work</b>	<b>7,376</b>
Expenditure against Final Programme of Work	7,370
Variance of Expenditure (Over)/Under Final Programme of Work	6
Budgetary Transfers as percent of Programme of Work	(1.9%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	19,574
Extrabudgetary emergency project delivery	0
TCP delivery	1,585
<b>Total Field Programme delivery</b>	<b>21,160</b>
Ratio of Field to Regular Programme delivery	2.9
Technical Support Services, professional staff cost	1,180

#### *Achievements*

459. Major accomplishments under the programme include the publication of the State of the World's Forests 2003 (SOFO), the Forestry Sector Outlook Study for Africa (FOSA) and the establishment of the National Forest Programme (NFP) Facility. Technical support to TCPs focused on participatory forestry and forest sector reform through legislative updates, institutional modernization and administrative overhaul. SOFO and FOSA provided a strategic framework in which countries are able to see emerging policy issues facing the forestry sector and against which countries can assess the performance of their current forest legislation, policies and administrative procedures. This self-assessment yielded calls for support from FAO for assistance in modernizing and reforming legislation, national forest programmes and engagement of civil society in forest-related decision-making. Follow-up to these requests for assistance were provided through resources sourced in the TCP and through the NFP Facility. The NFP Facility, a multi-partner, multi-donor extrabudgetary mechanism hosted by FAO responds directly to country requests to engage civil society in the implementation of their national forest programmes (see Box). The establishment of the NFP Facility is a direct product of the programme and reflects a successful transition from normative inputs leading to external support for country-led implementation of national forest programmes.

### **Mobilizing extra-budgetary resources to further the impacts of the normative programme**

For a decade, FAO and its members have promoted the formulation and adoption of national forest programmes geared to achieving sustainable forest management. Emphasis was given to nationally-led processes that engage a range of forest stakeholders (civil society, industry and farmers). Moving from dialogue to action and from planning to implementation has been the weak link. To overcome this shortcoming, the programme focused considerable normative effort on making the case for a funding mechanism to assist developing countries advance their plans and mobilize civil society in their implementation. FAO brought together representatives of key funding institutions, national agencies and civil society to devise a mechanism to support the implementation of national forest programmes. This effort gave birth to the establishment of National Forest Programme Facility, a multi-partner financed initiative that supports country-led efforts to involve and engage civil society in the implementation of national forest programmes.

460. **Forestry Sector Outlook Studies.** The major accomplishment has been the preparation of the State of the World's Forests 2003 and the Forestry Outlook Study for Africa. Most of the work on the Latin America Forestry Sector Outlook study and the European Forestry Sector Outlook studies has also been completed and the final reports are now under preparation. These have made a significant contribution to national planning, in particular the development of national forest programmes. Findings from these studies had a number of spin-off effects, facilitating follow up action and studies at the national and regional levels.

461. **Strengthening of Institutional Capacities at Country Level.** National forest programmes at the country level have been reinforced with financial support from the NFP Facility. Work undertaken by FAO to support national efforts with forest law compliance has also contributed to strengthening the role and impact of FAO in supporting policy implementation. Regional forestry research and education networks were consolidated as instruments for improving forestry research and education programmes and capacities in Africa and Asia-Pacific, and as regional fora to promote collaboration in these fields. New generations of partnership arrangements were formulated to promote equitable benefit sharing in the development of forest plantations and their contribution to smallholders' income generation and poverty reduction.

462. **Formulation of National Forest Programmes.** A major achievement under this programme entity was the establishment and syndication of funding for the NFP Facility (see Box) hosted by FAO. By leveraging this extra-budgetary support and commitment to the work of this entity, the PE concluded in the 2002-03 biennium. Future normative policy support to national forest programmes will focus on institutional strengthening, issues of forest law compliance and integrating forestry into national programmes for food security. During the biennium, support through TCP resources was provided to about 20 countries in establishing national forest programmes. As a direct result of FAO support, countries have formulated new national forest legislation, plans and programmes, reformed their forestry institutions, and have increasingly involved an expanding array of stakeholders in forest decision-making based on the adoption of participatory methodologies developed and promoted by FAO.

463. **Analysis of Economic Factors in Forestry.** Through studies on fiscal policies and approaches to evaluation of non-market benefits, including sharing of experience among the countries, a strong information base evidencing the economic viability of sustainable forest management has been developed. Country studies, for example in Fiji, have provided advice on streamlining the revenue system. The review of forest policies in South and South East Asia has also helped to analyze the major changes and facilitated sharing of experience between the countries.

464. **Participatory Forestry.** Until December 2002 FAO's Forestry Trees and People Programme (with strong extrabudgetary support) was the main global vehicle for supporting participatory forestry. The complementary support of extra-budgetary funds coupled with RP normative efforts has been exemplary. Through the programme entity, FAO produced, by mobilizing a vast array of partners, publications on participatory methodologies and tools (more than

80 publications on community forestry remain in high demand). An informative, field oriented and widely read journal on community forestry was also produced and hundreds of networks and partnerships were established. A survey conducted in 2002 of 29 African countries indicated that almost all are involving communities in forest management as result of FAO's and others' work.

465. **Interaction with Field Programmes and Advisory Services.** The field programme continues to be an important activity providing feedback to normative activities and increasing technical capacity to furnish support to FAO member countries. The main impact of this work is the reinforced capacity of countries to improve forest management and development through more appropriate policies, plans and institutional instruments.

#### Programme 2.4.4: Forestry Information and Liaison

Regular Programme		US\$000
	Programme of Work	4,265
	Adjustments to Programme of Work arising out of Budgetary Transfers	170
	<b>Final Programme of Work</b>	<b>4,435</b>
	Expenditure against Final Programme of Work	4,434
	Variance of Expenditure (Over)/Under Final Programme of Work	1
	Budgetary Transfers as percent of Programme of Work	4.0%
Field Programme		US\$000
	Extrabudgetary TF and UNDP delivery	1,588
	Extrabudgetary emergency project delivery	0
	TCP delivery	57
	<b>Total Field Programme delivery</b>	<b>1,645</b>
	Ratio of Field to Regular Programme delivery	0.4
	Technical Support Services, professional staff cost	368

#### *Achievements*

466. This cross-cutting programme supports all aspects of FAO's work in forestry reflecting the call by member countries for FAO to provide support to the international dialogue on forests (IPF/IFF/UNFF processes). During this biennium, FAO seconded a Senior Forestry Officer to the United Nations Forum on Forests (UNFF) secretariat. Under FAO leadership the Collaborative Partnership on Forests (CPF) was strengthened and expanded (see Box). Flagship forestry publications such as the State of the World's Forests (SOFO, published biennially in five FAO languages), and Unasylva (published quarterly in three FAO languages) were issued. The FAO Forestry website was redesigned and uses the unique "FORIS" (Forestry Information System) approach developed by FAO, a comprehensive electronic source of forestry information. This programme also coordinated and supported the intergovernmental processes of the six Regional Forestry Commissions and the FAO Committee on Forestry (COFO), which bring together the leaders of the national forestry organizations of all member countries to address policy and technical issues.

### Collaborative Partnership on Forests (CPF)

The Collaborative Partnership on Forests (CPF) matured into a dynamic, innovative association of international organizations under FAO leadership. Starting with 8 organizations in 2001, during the 2002-03 biennium the CPF expanded to 14 organizations including two major international NGOs. FAO provided leadership for the establishment of a CPF network, a CPF sourcebook of funding opportunities to support sustainable forest management, and the establishment of a CPF task force on streamlining and harmonizing forest reporting. Member countries expressed satisfaction with FAO leadership of the CPF, which was held up as a model of inter-agency collaboration within the UN system for potential emulation in other sectors.

467. **Follow-up to UNCED and International Forestry Processes.** FAO strengthened its support for the United Nations Forum on Forests (UNFF). A Senior Officer was funded and seconded by FAO to the UNFF Secretariat throughout the biennium. FAO drafted many of the Secretary General's papers that were the basis of the inter-governmental discussions during the second and third meetings of UNFF (UNFF2 and UNFF3) which took place during the biennium. FAO provided leadership for the Collaborative Partnership on Forests which was chaired by the ADG, Forestry Department during this biennium (see Box for further details).

468. **Forestry Information.** This biennium saw the consolidation of investments made by FAO in forestry information through the development of an expanded website. The State of the World's Forests 2003 was published and is one of the most widely quoted sources of forestry information in journals and in forest policy papers. Eight issues of the journal *Unasylva* were published, as were numerous technical and policy papers.

469. **Support to Statutory Bodies and Liaison with the Regional Offices.** All planned meetings of Forestry statutory bodies were held during the biennium. Significant progress was made toward the goal of strengthening the Regional Forestry Commissions. Several of the Commissions (Africa, Near East, Latin America, and Asia) had record number of countries participate in the sessions. Improvements were made in the reporting of the Regional Commissions to COFO, including an innovative panel of the Regional Commission chairmen. A novel approach was used in COFO to expand the participation of external partners through side and satellite meetings, receiving positive feedback from most member countries. Steps were taken to improve coordination of work planning with FAO Regional Offices.

## Major Programme 2.5: Contributions to Sustainable Development and Special Programme Thrusts

Regular Programme		US\$000
Programme of Work		48,767
Adjustments to Programme of Work arising out of Budgetary Transfers		1,050
Final Programme of Work		49,817
Expenditure against Final Programme of Work		49,816
Variance of Expenditure (Over)/Under Final Programme of Work		1
Budgetary Transfers as percent of Programme of Work		2.2%
Field Programme		US\$000
Extrabudgetary TF and UNDP delivery		50,844
Extrabudgetary emergency project delivery		4,992
TCP delivery		17,828
Total Field Programme delivery		73,665
Ratio of Field to Regular Programme delivery		1.5
Technical Support Services, professional staff cost		6,739

470. During the period under review, the Major Programme continued to give strong emphasis to promoting, coordinating and providing leadership in the formulation of concepts, policies, strategies and methodologies to assist member countries and FAO technical departments in integrating sustainability issues into their programmes, including those arising from the conventions on biodiversity, desertification and climate change. Significant progress was made in facilitating FAO-wide coordinated activities in important cross-sectoral areas, including poverty reduction and sustainable livelihoods in rural areas, the advancement of rural women and gender equality in agriculture and rural development, and more participatory, inclusive and gender-sensitive approaches to policy/decision-making and programme development and implementation. The Special Programme for Food Security (SPFS) evolved as a people-driven and comprehensive programme which expanded its coverage to 75 countries and 28 South-South Cooperation (SSC) agreements.

471. To address these issues and to foster the environmental, social and economic well-being of rural people, the Major Programme has forged effective alliances and partnerships centred on people, promoting the strengthening of rural institutions, while safeguarding the environment. Priority was given to:

- equitable and sustainable livelihoods and food security in rural areas;
- improved secure access to land to support food security and poverty alleviation;
- knowledge enhancement and technology transfer in partnerships with the National Agricultural Research Systems (NARS);
- use of environmental observing systems, information technology and database development, including the decision-support tools;
- assistance in mainstreaming gender issues in the work of all FAO technical units;
- impact of HIV/AIDS on agriculture, food security and rural development; and
- participative diagnostic and learning processes in the SPFS with the aim of empowering participants to articulate their demands for services and to become increasingly self-reliant in coping with food insecurity situations.

472. Resource shifts have however restricted somewhat the delivery performance in term of biennial outputs, particularly for Programmes 2.5.1.

## Programme 2.5.1: Research, Natural Resources Management and Technology Transfer

Regular Programme	US\$000
Programme of Work	17,765
Adjustments to Programme of Work arising out of Budgetary Transfers	(870)
<b>Final Programme of Work</b>	<b>16,895</b>
Expenditure against Final Programme of Work	16,936
Variance of Expenditure (Over)/Under Final Programme of Work	(41)
Budgetary Transfers as percent of Programme of Work	(4.9%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	15,262
Extrabudgetary emergency project delivery	4,992
TCP delivery	4,141
<b>Total Field Programme delivery</b>	<b>24,395</b>
Ratio of Field to Regular Programme delivery	1.4
Technical Support Services, professional staff cost	2,843

### Achievements

473. The programme's main achievements in several areas of work were as follows:
- countries and intergovernmental bodies were assisted to make effective use of environmental databases, information systems and related tools, including GeoNetwork, Dynamic Atlas, LocClim and Agromet software;
  - technical tools were developed to support Members and the scientific community in crop monitoring and forecasting, poverty mapping, land cover mapping, terrestrial carbon monitoring and biodiversity;
  - technical assistance for the formulation of national policies in agricultural research, application of biotechnology and the development, harmonization and implementation of regulations for biosafety of GMOs was provided to an increasing number of countries;
  - access to a broad knowledge base was provided through various information databases: technology for agriculture, BioDec, funding sources for agricultural research and directories of agricultural research institutions in Africa and Asia;
  - significant progress was made in assisting countries to address institutional reforms in national agricultural and rural extension systems;
  - a major new initiative on "Education for Rural People" was launched jointly by FAO and UNESCO;
  - the GFAR Secretariat contributed significantly towards the goal of improving cooperation amongst NARS through their regional and sub-regional fora which started opening up their governance structure to active participation by stakeholders other than research institutions.

### World Summit on Sustainable Development (WSSD)

FAO's preparation for WSSD emphasized the important role that agriculture plays for sustainable development and poverty alleviation. The consistent messages sent to WSSD were:

- agriculture and the environment are intimately linked and depend on each other for sustainable development;
- sustainable agriculture, forestry and fisheries are key to poverty alleviation;
- a renewed political will is needed to redirect the flows of investments towards agriculture and rural areas; and
- the World Food Summit Plan of Action provides an appropriate framework for many WSSD initiatives. Their implementation needs to be accelerated by working in a wide range of alliances and partnerships.

Linkages between agriculture and the environment were taken into consideration in the Johannesburg Plan of Implementation by, for example, highlighting the role of earth observations for both sectors. FAO followed up during its Co-chairmanship of the Integrated Global Observing Strategy Partnership (IGOS-P) by providing inputs into the 10-year implementation plan developed by the ad-hoc Group on Earth Observation (GEO).

Another interface also emerged from WSSD; that is, between education and sustainable development. This led to the launching of the "Education for Rural People" international flagship initiative led by FAO and UNESCO to improve access to quality education for rural people.

474. **Integrated Use of Information for Sustainable Development.** Significant progress was made in improving the availability of environmental databases, information systems and related tools to countries and intergovernmental bodies. This includes development of the GeoNetwork spatial data information system, upgrading of the Dynamic Atlas, development and dissemination of LocClim, upgrading of the Agromet shell software, and definition of the Rapid Disaster Assessment Routine. For some of the activities mentioned, significant emphasis was put on training. Particular efforts were made on the integration of ground data and satellite observations in the ambit of Global land cover network (GlcN) as well as AfriCover and AsiaCover. COAG 17 endorsed a paper on agri-environmental decision support tools. Updated Agenda 21 indicators and OECD agri-environmental indicators were made available to countries, and national exercises were initiated. Training materials in gender-disaggregated data were developed, translated into several languages and tested in national and regional workshops.

475. **Youth in Agriculture, Food Security and Sustainable Livelihood.** Work concentrated on providing young people with life skills and knowledge in agriculture and related areas that empower them to become active partners in food security through networking, advocacy, policy development and elements of strategic planning. This included national seminars on rural youth and food security and background studies to identify needs, interests and aspirations of young people living in rural areas. Communications were addressed through the newsletter YouthWorks and the FAO Rural Youth Web site. Other aspects covered included the design and testing of innovative non-formal education curriculum development, youth leadership development, and youth and rural radio methodologies.

476. **Partnerships for Improving Application of Biotechnology in Agriculture.** Research gaps, needs and opportunities of relevance to developing countries were identified and strategies defined to improve the application of biotechnology. Particular emphasis has been placed on national capacity building for development, harmonisation and implementation of regulations for biosafety of genetically modified organisms. The assistance included identification of needs, priorities and development of appropriate tools. Activities were devoted to a wider and more accessible knowledge base for decision-making on policies and applications of biotechnology products, including the FAO Biotech Web site, the BioDeC database, the electronic newsletter FAO BiotechNews, the Glossary of Biotechnology for Food and Agriculture and the Electronic Conferences hosted by the FAO Biotechnology E-Forum.

477. **Integrated Development and Dissemination of Agricultural Knowledge and Technology for Food Security and Sustainable Development.** Work contributed to meet countries' needs in four key technical areas: extension, education, communication for development and research and technology development. Four studies were completed on extension and training needs of physically disabled farmers as well as farmers working in HIV/AIDS affected areas, living in mountain zones or in small island states. Guidelines were published in four official languages on decentralization and privatization of extension support services. Fourteen studies were conducted worldwide on access to quality education by rural populations and shared during workshops organized for policy makers from Ministries of Agriculture and Ministries of Education in Asia and Latin America. A training programme for rural radio broadcasters was implemented in Africa to develop capacity to disseminate food security messages. Three guidelines were published on participatory rural community radios, indigenous knowledge and Natural Resources Management (NRM). A prototype database on technology for agriculture was developed and two studies were conducted on funding sources for agricultural research and the impact of foreign assistance on institutional development of NARS in Sub-Saharan Africa. The Forum for Agricultural Research in Africa (FARA) was established in FAO's Regional Office for Africa and support was provided to AARINENA and APAARI. Case studies were conducted in twelve countries to assess institutional links and collaboration between research, education, extension and information systems - the Agricultural Knowledge and Information Systems for Rural Development (AKIS/RD) - in Africa, Asia, Latin America and Europe.

478. **Global Forum on Agricultural Research (GFAR) Secretariat.** The GFAR Secretariat contributed to on-going efforts to improve cooperation amongst, and mutual strengthening of NARS through their regional and sub-regional fora (RF/SRF). For example, Regional Agricultural Information Systems (RAIS) for information sharing are now functional in all RF; Executive Secretaries of RF now meet regularly and have identified future areas of collaboration including inter-regional networking on commodities such as cotton and olive as well as biosafety and other biotechnology issues; stronger functional linkages between research institutions and Civil Society Organizations (CSO) have emerged such as the formal representation of CSO in the executive and decision making body of the Conférence des responsables de la recherche agronomique africains (CORAF).

479. **Support to Environmental Agreements and Promotion of Integrated Environmental Planning and Management.** FAO has regularly contributed to the processes guided by the Secretariats of the Conventions on biodiversity, climate change and desertification through technical coordination, the preparation of technical documents, participation in meetings and exchange of data and staff. A global bioenergy initiative for sustainable agriculture was developed in collaboration with universities. Technical reports on renewable energy and the Clean Development Mechanism (CDM) were prepared. Community-based integrated natural resources management was supported in highland ecosystems through working papers, a workshop, and a Global Environment Facility (GEF) project proposal (Ethiopia). Work on Organic Agriculture included a country database, a publication on "Organic agriculture, environment and food security" and initiatives in the areas of standards and legislation. A review of FAO work in Small Island Developing States (SIDS), 1994-2004 was completed.

480. **Environmental Geo-Information Infrastructure and Services.** Equipment was acquired to improve the distribution of satellite imagery to early warning systems in developing countries. FAO, other UN Organizations, CG Centres and universities agreed to establish inter-operability using such tools as the GeoNetwork. The development of the corporate GIS databases continued along with support to the United Nations Geographical Information Working Group (UNGIWG), liaison with Open GIS Consortium, International Standards Organization (ISO), and the United Nations Office for Outer Space Affairs (UNOOSA). Methodological and operational work on poverty mapping and the links between poverty and environment significantly advanced and results were made available to member countries through publications and maps. A workshop on environmental hotspots and applications to agriculture was carried out. Software for global water stress maps was completed for early warning analysis. Agromet provided operational support to GIEWS and a geospatial information management advisory group was initiated (SIMAG).

481. **Information and Communication Technologies in Support of Agricultural Research, Extension and Education Systems.** Case studies were completed in Uganda, Costa Rica and Mexico as an FAO contribution to the World Summit on Information Society (WSIS). ICT needs assessments were carried out in Uganda, Bhutan, Croatia, Macedonia, Georgia and Romania. As a result, projects were formulated for establishing the virtual extension and research communication network (VERCON) in Bhutan and Uganda. A strategy for promoting and guidelines for establishing VERCON were produced and disseminated through seminars and training workshops. The VERCON concept and a pilot project in Egypt were presented and discussed during a regional workshop on strengthening agricultural research and extension linkages held in Amman, Jordan. Technical assistance was provided in support of an information system for the documentation and dissemination in Spanish of proven agricultural technologies for the benefit of the SPFS clients in Honduras. The Regional Consultation on "Rural Women in Knowledge Society" resulted in a publication of the same title for WSIS. A regional assessment for the application of distance education modalities for improving learning about and learning among rural women focused on India, the Philippines and Sri Lanka.

482. **Secretariat of the Technical Advisory Committee (TAC) of the CGIAR.** The TAC/Interim Science Council (iSC) Secretariat provided technical and logistic support to the TAC/iSC through a number of channels. The Secretariat organized and planned the implementation of four External Reviews of CGIAR Centres (CIP, ISNAR, IPGRI, ICRISAT) and two system-wide programmes (SP-IPM, CAPRI) and participated in the ISNAR Restructuring exercise. It provided support in planning and implementing many thematic studies and in assessing the MTPs of 16 Centres in 2002 and 2003. Support related to iSC's impact work included completing a comprehensive assessment of crop germplasm improvement impact (published by CABI and Science), co-hosting a major international conference on impact assessment and publication of proceedings with conference papers in three issues of international journals.

### Programme 2.5.2: Gender and Population

Regular Programme	US\$000
Programme of Work	5,259
Adjustments to Programme of Work arising out of Budgetary Transfers	50
Final Programme of Work	5,309
Expenditure against Final Programme of Work	5,295
Variance of Expenditure (Over)/Under Final Programme of Work	14
Budgetary Transfers as percent of Programme of Work	1.0%
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	5,799
Extrabudgetary emergency project delivery	0
TCP delivery	346
Total Field Programme delivery	6,146
Ratio of Field to Regular Programme delivery	1.2
Technical Support Services, professional staff cost	1,130

### Achievements

483. The programme provided policy support, capacity building and development of tools and methodologies for incorporation of gender perspectives in the agriculture sector in Member Nations as well as within FAO. It supported the implementation of the corporate-wide Gender and Development Plan of Action (2002-2007). The first progress report on implementing the Plan was

well received by the 32<sup>nd</sup> session of the FAO Conference. An increasing number of FAO Member Nations adopted special action plans for rural women and/or strategies for gender mainstreaming in the agriculture sector, as well as more gender-sensitive land legislation and agricultural censuses. Perhaps as a consequence the number of gender-related TCP requests increased in all regions. At the WFS:fi/ in 2002, a well-attended side-event on "Rural Women - crucial partners in the fight against hunger and poverty" was organized. The programme continued to be an active partner in several UN system-wide task forces.

484. The Programme contributed towards raising awareness within FAO and its constituency of the multisectoral nature of the HIV/AIDS pandemic and its critical linkages to agriculture, rural development and food security. Research on the nexus of HIV/AIDS, gender, agricultural production and household food security contributed to the development of mitigating strategies through Ministries of Agriculture. During the biennium, extra-budgetary staff and non-staff resources in support of gender- and HIV/AIDS-related activities supported by the programme were provided by Belgium, Finland, Italy, Ireland, Japan, the Netherlands, Norway, United Kingdom and UNAIDS.

### **Gender, Biodiversity and Local Knowledge Systems for Food Security**

The Norway-funded Gender, Biological Diversity and Local Knowledge Systems for Food Security in Southern Africa project (LinKS) continued to operate in Mozambique, Swaziland and Tanzania. It aims to improve rural people's food security and provide sustainable management of agrobiodiversity by strengthening the capacity of institutions to use participatory approaches that recognize the knowledge of men and women farmers in their programmes and policies. During the biennium, 29 training workshops for researchers, extension workers and decision-makers were organized. The project supported the development of a training manual that explains the concepts of gender, biodiversity and local knowledge and their interrelations, and provided support for curriculum development for universities. LinKS research resulted in several reports, including: "Local Knowledge Systems in relation to management of agro-biodiversity for food security: case studies on local seed management practices in Southern Highlands and Central Zone, Tanzania" and "The utilization of indigenous knowledge in range management and forage plants for improving livestock productivity and food security in the Maasai and Barbaig communities of Kibaha," also in Tanzania; "Impacts of HIV/AIDS on gendered information and knowledge flows around seeds amongst rural producers" in Mozambique; and "Indigenous crops, their preparation, methods and acceptability: a case study of the Manzini Region" in Swaziland. Finally, the project supported communication and advocacy to enhance sharing and exchange of information through an electronic newsletter, a website, leaflets, case studies, and 14 sensitization workshops and seminars.

485. **Inter-relations between Gender, Population and Food Security.** The entity concentrated on the linkages among gender issues, population factors - including morbidity and mortality caused by HIV/AIDS and rural population ageing - and agriculture, food security, and rural development. The main focus was on coping strategies and livelihood options for the rural poor and corresponding enabling measures needed at policy, legislative and institutional levels to support sustainable livelihoods and reduce HIV/AIDS risk. Policy advice, technical assistance, capacity-building and training services were provided to various stakeholders to assist them in mainstreaming gender and population considerations in agricultural and rural development policies and programmes. Several national studies were undertaken on HIV/AIDS and rural ageing, which generated new insights about the effects of population factors on agriculture and rural communities. The entity also facilitated FAO follow-up to the Cairo Programme of Action on Population and Development, the UN General Assembly Special Session on HIV/AIDS, and the Madrid International Plan of Action on Ageing. Activities of the entity contributed to the strengthening of national population programmes; provided member states with information and tools to more effectively address population-agriculture linkages; and contributed to building partnerships and networks with stakeholders, including WFP, UNDP, WHO, UNAIDS and others.

486. **Gender and Natural Resources Management.** Natural Resource Management (NRM) studies continued to be produced under the LinKS Project, and concept papers, posters, information

sheets and multimedia presentations (including videos) were produced to document research on land and water (see Box). A research paper and a fact sheet on Gender and Drylands were made available for COP7 (Desertification Convention), and fact sheets and NRM research on rural women were finalised in several Latin American countries. Efforts to integrate gender socio-economic data into natural resource (NR) spatial data bases were undertaken through the Integrated Support to Sustainable Development and Food Security Programme (IP) in Africa and AsiaCover in Asia. Training activities in NRM in Africa created interest and have led to new research proposals and collaboration with new partners such as the World Bank and ICRISAT and also to requests for university curricula. Several TCPs were completed with the goal of inserting gender into national agricultural strategies (i.e. Algeria, Brazil, Guatemala, Mexico, Morocco) and supporting SPFS (in Latin America and the Caribbean). Research on the CEDAW Convention and particularly Article 14 dealing with land was completed (with IFAD/Land Coalition).

**487. Promotion of Gender and Population in Policies, Legislation and Civil Institutions.**

Attention focused 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 24 international locations. SEAGA presentations were also given at conferences and meetings in a variety of places. A Guide on Rural Households and Resources, integrating HIV/AIDS issues, was developed. Various SEAGA training handbooks and guides were translated into English, French, Italian, Spanish, Arabic, Chinese, Portuguese and/or Russian.

488. The programme continued to develop gender-sensitive indicators to improve the monitoring and evaluation of FAO gender mainstreaming activities and to assist in measuring the outputs of the Gender Plan of Action. SEAGA-based training workshops on the production and use of gender-disaggregated data and indicators (GDD) were held in a number of African and Eastern European countries. An Expert Consultation on Gender and Participatory Research Methods was organized for eastern and southern African countries. Support through SEAGA training was also given in Cambodia to the Ministries of Women, Agriculture and Rural Development, and in Thailand to the Ministry of Agriculture and Cooperatives on the Gender Plan of Action. Support from RAP was also given to ICRISAT on "Social and Gender Analytical Methodologies in Natural Resource Management Technology Transfer".

489. Collaborative partnerships with other UN agencies included participation in the Commission on the Status of Women (CSW), and the provision of reports and technical inputs on gender activities to the Division for the Advancement of Women (DAW) and the Committee on the Elimination of all Forms of Discrimination against Women (CEDAW). FAO, as a member of the UN Inter-agency Network on Women and Gender Equality (IANWGE), made contributions to other UN-wide initiatives.

### Programme 2.5.3: Rural Development

Regular Programme	US\$000
Programme of Work	8,283
Adjustments to Programme of Work arising out of Budgetary Transfers	(210)
<b>Final Programme of Work</b>	<b>8,073</b>
Expenditure against Final Programme of Work	8,075
Variance of Expenditure (Over)/Under Final Programme of Work	(2)
Budgetary Transfers as percent of Programme of Work	(2.5%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	13,038
Extrabudgetary emergency project delivery	0
TCP delivery	3,647
<b>Total Field Programme delivery</b>	<b>16,685</b>
Ratio of Field to Regular Programme delivery	2.1
Technical Support Services, professional staff cost	2,161

#### Achievements

490. Strong emphasis was given to:

- improving secure access to land in recognition of the role of land tenure in the eradication of food insecurity and rural poverty;
- policy advice and technical assistance on the restructuring and decentralisation of rural public institutions and for the strengthening of farmers' organizations and cooperatives in order to improve small producers' livelihoods;
- participatory methods and tools for sustainable livelihoods in field projects;
- Sustainable Agriculture and Rural Development (SARD);
- UN System Network on Rural Development and Food Security.

491. **Access 21: Land Tenure Institution Building for Food Security and Sustainable Rural Development.** The Programme Entity contributed to improving secure access to land and to the growing recognition of the importance of land tenure and land policy for food security, poverty alleviation and sustainable development. Guidelines on improved access to land, with particular reference to women, through more effective land tenure policies were published in Arabic, English, French and Spanish and widely disseminated. Eight countries adopted FAO's approach for land consolidation projects. Five editions of the journal "Land reform, land settlement and cooperatives" were widely disseminated. Guidelines on rural property taxes to support decentralization of rural services in Central and Eastern Europe prompted requests for similar guidance for other regions. Training material on participatory diagnostics of common property resource management was presented to African Lusophone countries. Guidance was provided on participatory territorial planning, land conflict resolution, capacity building and land tenure regularization, based in part on regional workshops.

492. **Improved Rural Institutions and Services to Promote Sustainable Rural Livelihoods.** Technical assistance and policy advice were provided for the restructuring and decentralization of rural public institutions in 12 countries and for the strengthening of farmers' organizations and cooperatives in some 14 countries with a view to enhancing their livelihoods. Resource and training materials were developed on methods for and experiences in decentralization, agricultural cooperatives, group savings, and new approaches to capital formation and computerization in cooperatives. Substantive work was undertaken with other services on participatory territorial planning, drawing on experiences in field projects. FAO collaborated with the ILO and IUF on generic and country-level activities related to rural workers and SARD. This entity contributed significantly to the preparation of WSSD with regard to SARD (chapter 14 of Agenda 21) (see Box).

493. **Participatory Approaches and Methods to Support Sustainable Livelihoods and Food Security.** This entity has contributed to developing, testing and promoting the use of participatory methods and tools in field projects. The inter-departmental Livelihood Support Programme (supported by extra-budgetary funds) undertook a variety of activities including institutional learning from experience, cultural dimensions of livelihoods, access to resources (especially land), participation in decision-making processes, income diversification, conflict management, and mainstreaming of livelihood approaches, analysis and methods in investment projects. Another achievement was the preparation of a concept paper and nine country case studies on the role of local institutions in disaster prevention or in rehabilitation which will form the basis of further work. Profiles of the livelihood systems and causes of vulnerability were undertaken in the FAO-Netherlands Partnership Programme (FNPP).

#### Initiatives to Support SARD

The SARD Initiative was launched as a civil society-led, government-supported and FAO-facilitated type II non-negotiated outcome of WSSD. Moreover, support was provided by the Swiss Government for the organization of the International Conference on SARD in Mountain Regions (Adelboden, June 2002), and the subsequent preparation of a project document on SARD in Mountain Regions for multi-donor funding. Another Trust Fund project on SARD-Farming Systems Evolution supported the development of methods and indicators based on case studies undertaken in different agro-ecological regions.

494. **Management and Support to the UN System Network on Rural Development and Food Security.** The UN System Network on Rural Development and Food Security continued to provide support to the activities of the national Thematic Groups. A bi-monthly update of the UN System Network Website has been established to disseminate information on Thematic Group's activities, joint initiatives among UN agencies, NGOs and CSOs as well as interesting international events or publications on rural development and food security issues. This Network provided direct assistance to the International Alliance Against Hunger, especially for the 2003 World Food Day, and to other international events such as the FAO Conference and ECOSOC High Level Segment on "integrated rural development".

#### Programme 2.5.6: Food Production in Support of Food Security in LIFDCs

Regular Programme		US\$000
	Programme of Work	10,475
	Adjustments to Programme of Work arising out of Budgetary Transfers	2,090
	Final Programme of Work	12,565
	Expenditure against Final Programme of Work	12,569
	Variance of Expenditure (Over)/Under Final Programme of Work	(4)
	Budgetary Transfers as percent of Programme of Work	20.0%
Field Programme		US\$000
	Extrabudgetary TF and UNDP delivery	16,745
	Extrabudgetary emergency project delivery	0
	TCP and SPFS delivery	9,694
	Total Field Programme delivery	26,439
	Ratio of Field to Regular Programme delivery	2.1
	Technical Support Services, professional staff cost	542

## *Achievements*

495. The Special Programme for Food Security (SPFS) was the subject of an Independent External Evaluation in 2001-02 (PC 87/4(a)) which endorsed the programme's approach and noted its particular strengths as being:

- its promotion of national ownership;
- the directness of its focus on agriculture, food and nutrition issues which have often been eclipsed in discussions on poverty;
- its use of participatory processes for empowering households to seek information and take decisions; and
- its recognition of the need for a multifaceted approach to cutting food insecurity.

496. In response to the evaluation, the Programme has evolved progressively over the biennium both in terms of concept and coverage.

497. The conceptual framework for the SPFS has been broadened, following discussion by the SPFS Oversight Panel (October 2002) of the implications of the Independent External Evaluation Report. A short paper entitled "The Special Programme for Food Security – Responding to New Challenges" was published in March 2003. The paper, which has been discussed by the SPFS Technical Support Group (TSG), Oversight Panel and the Project and Programme Review Committee (PPRC), outlines how the Organization can respond to the broadening range of demands on its services made by member countries which embark on national-scale food security programmes.

498. An in-house Technical Support Group (TSG) has been established to deepen the engagement of the Organization's technical staff in the design and implementation of SPFS programmes and projects. To further strengthen technical oversight, Technical Support Teams (TST) consisting of FAO subject matter specialists from the Regional/Subregional Offices and headquarters were set up in support of major country-specific SPFS operations.

499. Steps were taken to improve monitoring and evaluation (M&E) of the SPFS. An M&E Handbook has been prepared and is currently under field-testing. The Handbook includes modules covering Programme and Project Action Planning; Monitoring and Ongoing Evaluation; Impact Evaluation; and Reporting.

500. The SPFS Management and Coordination Service was strengthened with additional staff, and thus enabling the more systematic oversight of national programmes and allowing for a progressive shift from a reactive to a proactive approach to project supervision.

501. The gap between the intended emphasis on the use of participative approaches to improving food security and what is happening on the ground is being narrowed, particularly by developing greater synergy in the field between the SPFS and other FAO programmes which emphasize participative methodologies (especially the work of the Agriculture Department on Integrated Pest Management and Water Management). School gardens and urban-peri-urban agriculture were new elements promoted within the SPFS.

502. The programme has expanded beyond the biennial expectation due to rising demand, requiring a 20% increase in resources. At the end of the biennium, the SPFS was under implementation in 75 countries compared with the target of 70 countries, while South-South Cooperation (SSC) tripartite agreements were signed for 28 countries compared with the target of 26 countries. Furthermore, the upscaling of SPFS activities to the national level was initiated in 30 countries as compared with the target of eight (see Table 2.5-1).

503. As evidence of the catalytic effect of initial phases, several developing countries, including Algeria, Dominican Republic, Jordan, Mexico, Nigeria, South Africa and Venezuela, sought FAO assistance in designing and implementing medium- to large-scale food security projects, financed mainly from their own resources. These projects, based on the SPFS model, usually involve piloting of improved small-farmer production systems at a large number of sites, sometimes providing

support also for input supplies, marketing and improved rural infrastructure if required by participating communities. Two countries, Brazil and Sierra Leone, have set themselves the goal of eradicating hunger within four and five years, respectively, and requested FAO assistance within the SPFS framework.

504. Much valuable experience was also gained in the management of an innovative South-South Cooperation (SSC) programme, which assigns persons with strong practical skills in recipient countries at a fraction of the cost of conventional technical cooperation.

505. The indicative extra-budgetary resources mobilized since SPFS inception increased to US\$ 382 million at the end of 2003 compared with US\$ 240 million at the end of 2001, representing an increase of 59% for the biennium. The resources come from a range of bilateral and multilateral donors, International Financing Institutions and the national budgets of the developing countries mostly under Unilateral Trust Fund arrangements.

**TABLE 2.5-1. STATUS OF SPFS AND SOUTH-SOUTH COOPERATION IMPLEMENTATION, DECEMBER 2003**

	Operational	Formulated	Under Formulation
<b>Africa</b>			
SPFS	42	1	2
SSC	23	2	0
<b>Asia</b>			
SPFS	17	3	4
SSC	2	7	0
<b>Europe</b>			
SPFS	2	0	1
SSC	0	0	0
<b>Latin America</b>			
SPFS	11	15	1
SSC	2	4	0
<b>Oceania</b>			
SPFS	3	11	0
SSC	1	2	0
<b>TOTAL</b>			
SPFS	75	30	8
SSC	28	15	0

\* Including four Regional SSC Programmes (two in the Caribbean and two in the Pacific)

## PWB Chapter 3: Cooperation and Partnerships

### Major Programme 3.1: Policy Assistance

Regular Programme	US\$000
Programme of Work	28,063
Adjustments to Programme of Work arising out of Budgetary Transfers	(220)
<b>Final Programme of Work</b>	<b>27,843</b>
Expenditure against Final Programme of Work	27,806
Variance of Expenditure (Over)/Under Final Programme of Work	37
Budgetary Transfers as percent of Programme of Work	(0.8%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	43,900
Extrabudgetary emergency project delivery	1,444
TCP delivery	17,848
<b>Total Field Programme delivery</b>	<b>63,135</b>
Ratio of Field to Regular Programme delivery	2.3
Technical Support Services, professional staff cost	14,834

506. The activities of this major programme have focused on the provision of policy advice to countries and capacity building in the formulation and implementation of policies, strategies and programmes aimed at sustainable agricultural and rural development and food security. The sector analyses and policy/strategy reviews, carried out at regional and country levels through decentralized units, have provided a basis for the development of the field programme. These activities have helped to identify key opportunities and thrusts for the field programme, while actual preparation of most projects and programmes has been done under substantive technical programmes, ensuring synergy between the normative work of technical departments at headquarters and policy assistance provided to countries.

#### Programme 3.1.1: Coordination of Policy Assistance and Field Programme Development

##### *Achievements*

507. The Programme is carried out by the Policy Assistance Division (TCA) and supports Policy Assistance Branches (PABs) and Units (PAUs). Policy assistance and field programme development are closely interlinked, with key opportunities for the field programme being identified in the course of sector reviews. The process of reviewing and updating policies and strategies for agricultural development and food security, and of preparing and updating regional programmes for food security, has been a basis for better targeting policy assistance and also for identifying key areas of opportunities for field programme development during the biennium. There has been greater cooperation with international financing institutions and with other funding sources for national and regional programmes

508. **Development of On-line Training Capacity in Food, Agriculture and Rural Development Policy and Planning.** Support to online training courses has been given in member countries of Latin America in cooperation with the Regional Office for Latin America and the Caribbean. A pilot for the EASYPOL Web-based system for organizing training material has been developed in cooperation with WAICENT/FAOINFO.

509. **Coordination of Policy Assistance.** Work was initiated on reviewing and updating of National Strategies for Food Security and Agricultural Development - Horizon 2015 involving a workshop, preparation of a concept paper and guidelines (with the Agricultural and Development Economics Division - ESA) and preparation of Country Policy Profiles (CPP) in cooperation with FAORs. In Africa, the preparation of National Strategies for Food Security and Agricultural Development - Horizon 2015 was placed in the framework of the implementation of the Comprehensive Africa Agriculture Development Programme (CAADP) of the New Partnership for Africa's Development (NEPAD). A major publication, "Agricultural Development Policy - concept and experiences", was published. TCA participated in the CUREMIS (Current and Emerging Issues for Economic Analysis and Policy Research) initiative led by ESA, carried out constraints analyses for the Special Programme for Food Security (SPFS), and worked on regional integration, trade and food security in collaboration with the Economic and Social Department.

### **Coordination of Field Programme Development Activities**

The Policy Assistance Branches and Units carried out various policy assistance and field programme development activities including sector review, programme formulation missions and country task force meetings, which contributed to formulating technical assistance programmes/projects consistent with member countries' needs. Project ideas were systematically monitored through approval and funding after appraisal for consistency with both government priorities and FAO's Strategic Framework. A lesson learned is that FAO's best contribution to field programme development is to analyse the agricultural, rural development and food security issues fully at regional and national levels and to use such knowledge for identifying primary opportunities and needs for technical assistance interventions that are better targeted and dimensioned.

510. **Development of Training Materials and Methods in Food and Agriculture and Rural Development Policy.** A new publication series entitled "Capacity Development in Food and Agriculture Policies" (CAFAP) was launched to replace the existing series "Training Materials in Agriculture Planning" (TMAP). A case study on policy analysis for the agricultural and rural sector was prepared and published as the first of this new series. A publication on "Reform and decentralisation of agricultural services - a policy framework" was also finalised and published. Analytical material was prepared on poverty impact analysis, gender analysis in policies (in collaboration with the Gender and Development Service), commodity chain analysis and policy impact monitoring. Work was also initiated to develop a computerised database and tool box for policy analysis.

511. **Coordination of Country Focus.** Relevant information on the agricultural situation of FAO member countries as well as the priorities and programmes of major donors was systematically collected and processed. This set of information facilitated the dialogue between the Organization and its member countries on policy assistance and field programme development activities and resulted in country information notes and briefs for FAO's senior management. These activities were complemented by guidance to decentralized units in supporting various FAORs' contributions to country programme processes such as the common country assessment (CCA), the United Nations Development Assistance Framework (UNDAF) and Poverty Reduction Strategy Papers (PRSPs). In addition, guidance was also provided on updating and managing a Country Information System and organizing Country Task Force meetings aimed at developing a coherent country programme framework.

512. **Technical Support Services in Field Programme Development and Policy Assistance.** More than 20 capacity development projects were supported covering 14 individual Member Nations, one region (through a regional project) and several Regional Economic Organizations. This

has included assessment of capacity building needs of member countries and direct provision of advice, and institutional strengthening and training in food security, agriculture and rural development policies and planning.

### **Programme 3.1.2: Policy Assistance to Various Regions**

#### *Achievements*

513. **Enhancement of Country Focus.** Country profiles and issue papers were prepared to ensure that FAO's support at country-level was based on up-to-date, consistent and comprehensive information. In addition to reviewing the situation of the agricultural sector, country priorities and donor programmes and policies, some of the country profiles formulated technical assistance frameworks (including project profiles) which were discussed and agreed with the concerned government.

514. **Field Programme Development.** The upstream contribution to Field Programme Development involved analysing the agricultural, rural development and food security issues fully at regional and national levels and using such knowledge for identifying primary opportunities and needs for technical assistance interventions that are better targeted and dimensioned. In addition, downstream programme development was supported through multi-disciplinary exercises, including fielding of missions in all regions. Projects in agricultural policy analysis and planning were also formulated in full. This set of activities contributed to establishing a field programme which responds to the identified needs of the countries.

515. **Advice and Capacity Building in Agricultural Policies.** In line with country needs and requests, direct policy advice was provided by decentralized units to member countries. This policy advice covered among others institutional, agricultural, trade, public investment, and early rehabilitation policy issues. In a number of countries this assistance was complemented by the preparation of sector/sub-sector reviews, agricultural development strategies, and training workshops and seminars on specific policy issues. A regional network for agricultural policy was also established with relevant institutions in Latin America and in the Near East.

516. **Technical Support to Field Programmes.** The implementation of this programme entity involved providing technical support and backstopping to various policy projects in a number of countries assisted by the Organization in different regions. Among others these projects included assistance in the preparation of national poverty reduction strategies and sustainable food security; World Trade Organization (WTO) accession and policy reforms; water policies; preparation of regional programmes for food security; strengthening national capacities on agricultural trade negotiations; and agricultural sector review and formulation of agricultural development strategy.

### **Programme 3.1.3: Legal Assistance to Member Nations**

#### *Achievements*

517. Assistance on improving legal frameworks for food and agriculture was provided to over 70 countries under more than 90 projects - mostly through the Technical Cooperation Programme (TCP). Demand for legal assistance continued to grow, particularly in emerging areas of law such as genetic resources, biotechnology, trade and mountains. The FAOLEX database grew steadily, becoming the world's largest online database on food and agriculture legislation. Books on comparative law topics were produced, and the "FAO Legal Papers Online" series grew by 50%. FAOLEX is expected to further expand by 30%, but financial and personnel limitations may constrain FAO's ability to support such growth.

### Law and Sustainable Development

"Law and Sustainable Development Since Rio", a comprehensive survey of legal developments in all substantive areas of relevance to FAO over the past decade, was produced on the occasion of WSSD. This landmark book provides extensive guidance concerning the implications of international developments - such as the International Treaty on Plant Genetic Resources for Food and Agriculture - for national legislation in each of the subject matters covered.

518. **Support to the Development of a Regulatory Framework for Food and Agriculture.** Work focused on methods and approaches for enhancing the harmonization of national regulatory frameworks with international agreements, plans of action and other instruments. Laws and regulations developed with assistance from the Development Law Service reflected obligations, standards and guidelines enshrined in such international instruments as the Codex Alimentarius, the International Plant Protection Convention, the Code of Conduct for Responsible Fisheries, the Code of Conduct on the Distribution and Use of Pesticides, and relevant WTO agreements. Along with "Law and Sustainable Development Since Rio" (see Box), another significant publication was "Law and Gender - Women's Rights in Agriculture", which, in light of international norms, agreements and plans of action, analyses the gender dimension of agriculture-related legislation in selected countries around the world.

519. **Collection and Dissemination of Legal Information.** FAO continued to make a significant and growing contribution to the collection, generation and dissemination of information and lessons concerning legal aspects of agricultural and rural development. FAOLEX and associated legal databases (fisheries and water law databases) comprise the world's largest on-line database of national legislation and treaties concerning agriculture, food and natural resource management. FAOLEX grew steadily during the biennium, with the addition of more than 10,000 new records and nearly 9,000 full legislative texts, all of which users can access via Internet using a sophisticated search interface. With this extension, FAOLEX has become a unique information source, capacity building tool and legal drafting reference for governments, international organizations, Non-governmental Organizations (NGOs), legal practitioners, researchers, and others. Twelve books on comparative law topics were produced and targeted to new and emerging areas of law, such as biotechnology and mountains, and to recent developments in the areas of wildlife, forestry, water, fisheries, food and gender. A Web-based publication series, "FAO Legal Papers Online", a series of articles and reports on legal issues of contemporary interest in the areas of food policy, agriculture, rural development, biodiversity, environment and natural resource management, grew by almost 50% over the biennium and is widely cited.

520. **Provision of Technical Advice.** The Development Law Service (LEGN) of the FAO Legal Office provided technical assistance on improving legal frameworks for food and agriculture to over 70 countries in all regions of the world. An important focus of the assistance was on capacity building of legal professionals within government and civil society, and of the judiciary. Assistance was provided primarily through the formulation, implementation and backstopping of TCP and trust fund projects. During the biennium, LEGN operated 19 TCP projects, was the lead technical unit for 22 TCP projects, and was responsible for legal components under some 70 TCP projects operated by other divisions. Furthermore, legal advisory activities were carried out through the FAO/World Bank Cooperative Programme and in collaboration with other development banks, as well as through trust-fund projects.

## Major Programme 3.2: Support to Investment

Regular Programme	US\$000
Programme of Work	47,019
Adjustments to Programme of Work arising out of Budgetary Transfers	1,300
<b>Final Programme of Work</b>	<b>48,319</b>
Expenditure against Final Programme of Work	48,297
Variance of Expenditure (Over)/Under Final Programme of Work	22
Budgetary Transfers as percent of Programme of Work	2.8%
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	716
Extrabudgetary emergency project delivery	0
TCP delivery	2,762
<b>Total Field Programme delivery</b>	<b>3,478</b>
Ratio of Field to Regular Programme delivery	0.1
Technical Support Services, professional staff cost	33

### Achievements

521. The Major Programme endeavours to increase the flow of external and domestic investment resources into agriculture and rural development in developing countries and countries in transition, by helping governments interact with the major international financing institutions (IFIs), UN collaborators and bilateral donors, and by providing IFIs with links to FAO's technical and field expertise. Through its partnership activities and increased undertaking of pre-investment projects funded by FAO's Technical Cooperation Programme (TCP), the Investment Centre Division (TCI) is active in some 100 countries a year, working to put agriculture and rural development firmly on the development agendas of governments and IFIs.

522. The increase in the Programme of Work was due to the high level of activity by the Centre. During the biennium, the Major Programme continued to provide a range of investment support services. Resources were concentrated on assistance in identifying and preparing investment projects aimed to attract financing, grants and credits from multilateral agencies providing support to agriculture, rural development and environmental interventions. Most field operations were carried out by the Centre under its cooperative work agreements with the principal international financing institutions:

- The World Bank/International Development Association (WB)
- International Fund for Agricultural Development (IFAD)
- European Bank for Reconstruction and Development (EBRD)
- African (AfDB), Asian (AsDB), Inter-American (IDB) and Islamic (IsDB) Development Banks
- Global Environment Facility (GEF)
- Subregional development banks.

523. The Centre has also increased efforts to attract additional funding from other sources for its investment promotional work. Examples of other significant contributors include the OPEC Fund for International Development (OFID), European Union (EU), Common Fund for Commodities, bilateral sources, UNDP, and special funds such as the Global Mechanism of the United Nations Convention to Combat Desertification (GM/UNCCD).

524. Another long standing collaboration at UN level is investment support to the World Food Programme (WFP). During the biennium, the Centre provided technical assistance to WFP in the

formulation, appraisal and evaluation of WFP country strategies, programmes and projects. The Centre also provided technical support to WFP in programming new initiatives to mitigate the impact of HIV/AIDS on food security and rural poverty, as well as other innovative projects, including rural food banks.

525. A Memorandum of Understanding signed in July 2002 between FAO and the Global Environment Facility expanded collaboration during the biennium, for which the Centre served as FAO focal point. The Centre prepared several investment projects approved for GEF support in Brazil, China, Egypt, Kazakhstan, Kenya, Moldova, Peru and Slovenia, aimed at improving land and resource management, protected areas and rural services. It also helped to supervise the implementation of several GEF projects.

526. During 2003, the Centre's five Services were restructured to align divisional activities along regional geographic lines so as to consolidate and streamline country operations. A business review of operations and processes was conducted which led to recommendations for implementation in 2004. Particular attention was given to better integration of TCI internal financial management processes with FAO's corporate administrative systems so as to enhance expenditure control and billing practices and, thus, strengthen overall accountability for performance. Other matters reviewed included rationalization of Investment Support Programme (ISP) agreements and pricing arrangements, decentralization of financial responsibilities to Services, and the costs of outposting Centre officers to major IFI and FAO Regional and Subregional Offices. The Centre additionally began to tailor its operations to meet the budget level for the 2004-05 biennium.

**TABLE 3.2-1. INVESTMENT CENTRE ASSISTED PROGRAMMES AND PROJECTS APPROVED FOR FINANCING**

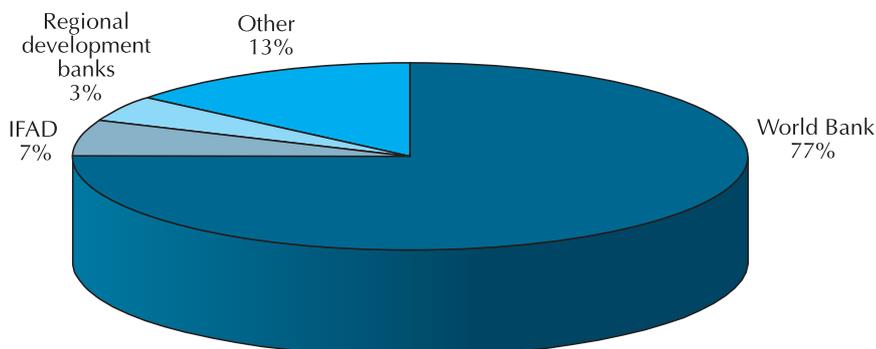
	World Bank	IFAD	Regional development banks	Other	Total
<b>Number of projects</b>					
1998-99	41	12	17	9	79
2000-01	36	13	17	24	90
2002-03	42	11	6	98	157
<b>External finance, US\$ '000 *</b>					
1998-99	2,729,110	196,080	222,130	86,260	3,233,580
2000-01	1,666,380	317,250	342,440	198,820	2,524,890
2002-03	2,830,700	255,730	120,770	495,470	3,702,670
<b>Government funds, US\$ '000</b>					
1998-99	1,301,960	71,840	37,400	57,720	1,468,920
2000-01	626,560	180,270	115,780	275,870	1,198,480
2002-03	1,149,050	74,700	33,240	119,680	1,376,670
<b>Total investment, US\$ '000</b>					
1998-99	4,031,070	267,920	259,530	143,980	4,702,500
2000-01	2,292,940	497,520	458,220	474,690	3,723,370
2002-03	3,979,750	330,430	154,010	615,150	5,079,340

\* includes co-financing, if any, from other financing sources

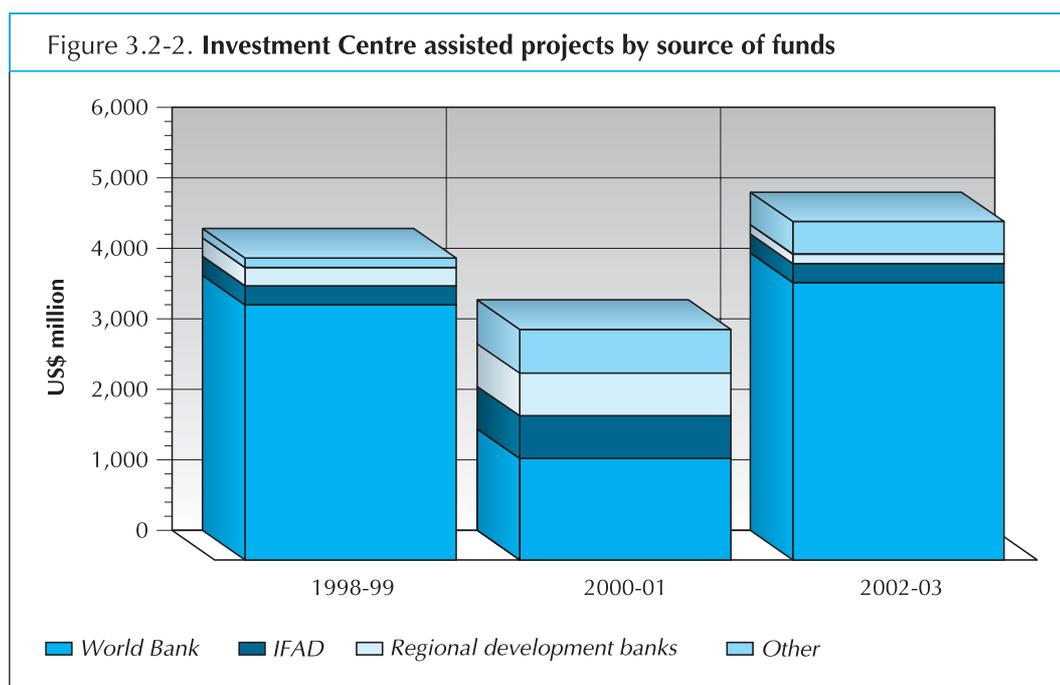
527. Table 3.2-1 provides data on investment programmes and projects prepared with substantial Centre involvement that have recently been approved for financing. During 2002-03, the overall number of countries assisted by the Centre expanded to 143, with investment projects approved for the first time in Kazakhstan, Slovenia, South Africa and Turkmenistan. The total number of projects approved during the biennium rose to 157, including 72 TCPs (shown under "other") for US\$ 11.21 million in support of investment activities and SPFS preparation work.

528. External financing commitments rose to over US\$ 3.7 billion, compared to US\$ 2.5 billion in 2000-01. The contribution of governments to projects also rose in 2002-03. These significant increases reflected collective efforts by partner agencies and governments to reverse the trend of declining official development assistance (ODA) in the agriculture and rural development sectors. Total investment (including both external and domestic financing resources) for 2002-03 was over US\$ 5 billion, well above the amount for 2000-01 of US\$ 3.7 billion.

Figure 3.2-1. External financing by source, 2002-03



529. With regard to external financing by source (Figure 3.2-1), the World Bank significantly increased its share of external commitment from 66% in 2000-01 to 77% in 2002-03. IFAD's share of financing declined from 12% in the previous biennium to 7%, and the share of regional development bank commitments dropped from 14% in 2000-01 to 3% in 2002-03. The decline in regional bank lending was partly due to disruptions faced by the African Development Bank, which had to relocate its headquarters during the biennium, and partly influenced by restructuring within TCI during 2003 that temporarily limited operations with ISP partners, including the regional banks and IFAD. Other financing resources mobilized increased from 8% in 2000-01 to 13%. Sources contributing under "Other", included WFP, EBRD, GEF, OFID, bilateral donors, and Banque ouest africaine de développement (BOAD), as well as co-financing provided by the European Commission, Organization of American States, GM/UNCCD, Italian Debt Swap Facility and UNDP.



530. Figure 3.2-2 provides a breakdown of total investments committed by major financing partners during the biennium. The World Bank almost doubled its investment support by providing some US\$ 4.0 billion in 2002-03 compared to US\$ 2.3 billion in 2000-01, and other financing source commitments significantly increased to US\$ 615 million, compared to US\$ 475 million in the last biennium.

**TABLE 3.2-2. INVESTMENT CENTRE MISSIONS**

	Subsector analysis	Project identification	Project preparation	Assessment of project results	Appraisal and supervision	Total
<b>Number of missions</b>						
1998-99	69	109	361	67	453	1,059
2000-01	78	129	367	63	595	1,232
2002-03	137	137	420	58	583	1,335
<b>Number of person days</b>						
1998-99	2,761	4,738	22,053	2,530	12,121	44,203
2000-01	2,893	4,756	16,993	2,405	14,952	41,999
2002-03	4,112	5,108	17,508	3,567	15,742	46,037

531. The number of Investment Centre missions has steadily increased in recent biennia to take on more tasks with smaller teams, despatched more frequently and for shorter periods (Table 3.2-2). The Centre most often provides the requesting government or financing institution with specialized assistance at critical stages of preparation, from development of the project concept through to appraisal. Full participation of all stakeholders in the project design is emphasised to improve project impact and sustainability. Resources are increasingly being used to backstop and provide on-the-job training for national preparation teams. In 2002-03, 965 missions were for the World Bank, 58 for IFAD, 39 for regional development banks, 21 for EBRD and 252 were for other financing sources. The main demand for staff and consultant days during 2002-03 was from the World Bank (23,509 person days). Notable increases by activity performed during 2002-03, included sub-sector analysis, project identification and project preparation. Analysis missions, which nearly doubled from the previous biennium, included assistance to governments in reviewing their rural and agricultural sector institutions, and in preparing plans for decentralizing public services to the private sector.

532. During the biennium, the Division was closely involved in the launching of the World Bank's Renewed Strategy for Rural Development at the World Food Summit: *five years later*, which brought together representatives of banks and development organizations to explore ways of strengthening their cooperation on investment in rural areas. The Centre also undertook a series of "off-the-top" activities to help implement the Strategy, including thematic studies to facilitate future investments, *ad hoc* support to reforms in rural areas, and design of implementation frameworks for countries to launch their sector development strategies. At the World Bank's Rural Week in March 2003, there was broad agreement by the partners present to establish a Global Donor Platform for Rural Development, with the objective to improve the efficiency of donor contributions to rural development and food security. Coordination and management of the Platform is being jointly shared by FAO (TCI with CP resources) and the German Ministry of Cooperation. A first meeting of the Platform was held in Bonn in December 2003.

533. The Centre also played a key role in helping to organize several regional meetings, including an Agribusiness Forum in Budapest in 2002, co-hosted with EBRD (see Box), which followed the 2001 High-Level Panel on Resources Mobilization for Food Security and for Agricultural and Rural Development.

534. The Centre also contributed to several interdepartmental FAO programmes during the biennium, by providing investment-related support to emergency rehabilitation of Afghanistan and Iraq; Africa stockpiles programme; pastoral risk management; rural finance; rural telecentres and national poverty reduction strategies. Support to member countries in formulating SPFS investment-related activities was extended to the regional level, with regional programmes for food security prepared for African CEN-SAD (Community of Sahel-Saharan States) countries, Asia, and the Pacific Islands Forum Countries.

### **Assistance to transition countries - expansion of work with the European Bank for Reconstruction and Development**

In 1991, the European Bank for Reconstruction and Development (EBRD) was formed to help the newly independent Eastern European and Central Asian countries reform their economies. In 1994, EBRD signed a Memorandum of Understanding with FAO to enlist its technical and field skills in attracting agribusiness investment in the region. The Investment Centre's programme with EBRD continued to expand in 1997 with the establishment of a more structured Framework Agreement and in 2002, with the scaling-up of this Agreement. During 2002-03, the Centre assisted the EBRD in bringing three projects to signature. The projects, worth US\$ 110.5 million, of which EBRD loans amount to US\$ 84 million, cover water pollution control in Slovenia, seed markets financing in Poland and malt production in the Ukraine. In its work with EBRD to help promote private agriculture and agroindustry, the Centre is also carrying out project risk analysis and sector reviews, and is helping to foster public and private policy dialogue in favour of agribusiness investment. FAO is strongly committed to further contributing to the economic rehabilitation and growth of the region, and the Centre is now helping EBRD's Agribusiness Team to become more active in seven early transition (less developed) countries of the Commonwealth of Independent States, where investment conditions are more challenging. In Central Asia, preparation work began in 2003 on two projects in Uzbekistan (agribusiness/brewery sector). The FAO/EBRD cooperation programme also hosted two innovative meetings during the biennium that brought together multilateral banks, donors and some private banks to coordinate agro-financing interventions in transition countries in the region. These discussions have now turned into a more permanent forum through the establishment of Eastagri, an agribusiness network operated by FAO to promote best practices and new financial approaches for agricultural investment in the region, and to focus the international financing community and governments on sound investment policy options.

**TABLE 3.2-3. NUMBER OF PROJECT FORMULATIONS COMPLETED**

	World Bank	IFAD	Regional development banks	Other	Total
1998-99	23	10	28	5	66
2000-01	31	11	14	14	70
2002-03	21	10	13	29	73

535. The number of investment projects formulated (Table 3.2-3), for which the Centre completed its input during 2002-03, rose to 73. The shift in Centre work towards more project preparation for other financing and grant sources (WFP, EBRD, GEF), reflected a broadening outreach to smaller investment partners and to FAO financial resources.

**TABLE 3.2-4. INVESTMENT CENTRE ASSISTED PROGRAMMES AND PROJECTS APPROVED FOR FINANCING BY REGION**

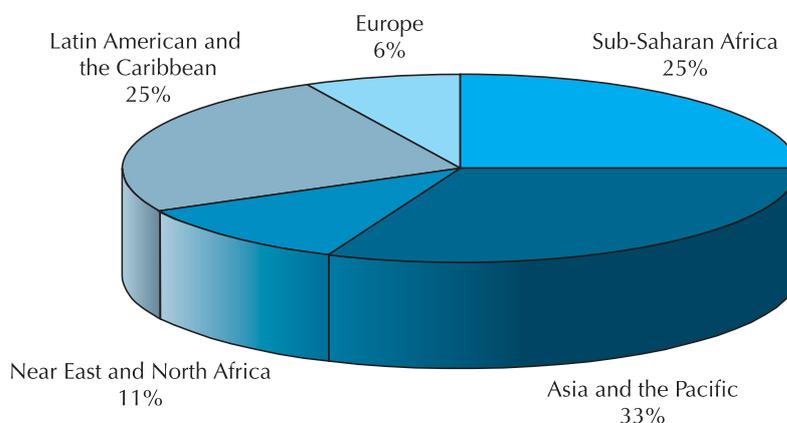
	Sub-Saharan Africa	Asia and the Pacific	Near East and North Africa	Latin America and Caribbean	Europe	Total
<b>Number of projects</b>						
1998-99	30	11	8	14	13	76
2000-01	35	17	6	21	11	90
2002-03	81	23	23	20	10	157
<b>External finance, US\$ '000</b>						
1998-99	560,130	942,090	567,580	920,200	243,580	3,233,580
2000-01	972,380	670,640	186,320	384,870	310,680	2,524,890
2002-03	919,110	1,239,360	398,860	908,140	237,200	3,702,670
<b>Government Funds, US\$ '000</b>						
1998-99	301,390	404,640	317,080	358,980	86,830	1,468,920
2000-01	306,440	213,160	99,590	161,350	417,940	1,198,480
2002-03	184,680	471,300	127,700	536,350	56,640	1,376,670
<b>Total Investment, US\$ '000</b>						
1998-99	861,520	1,346,730	884,660	1,279,180	330,410	4,702,500
2000-01	1,278,820	883,800	285,910	546,220	728,620	3,723,370
2002-03	1,103,790	1,710,660	526,560	1,444,490	293,840	5,079,340

536. Regarding the distribution of programmes and projects approved worldwide (Table 3.2-4), the total number in Sub-Saharan Africa rose from 35 in 2000-01 to 81 in 2002-03, of which 50 were FAO-financed TCPs. Forty-four of these were approved in 2003 to help support the Comprehensive Africa Agriculture Development Programme of the New Partnership for Africa's Development (NEPAD). The output of the TCP NEPAD support projects will be the National Medium-term Investment Programmes and associated bankable investment project profiles for financing by IFIs, bilateral donors and the governments themselves. In the Near East and North Africa, total projects approved jumped from 6 to 23, of which 9 were TCPs.

537. Dramatic increases were notable in lending to three regions. External financing for Asia and the Pacific doubled from some US\$ 671 million to US\$ 1.24 billion, and further increased for Latin America and the Caribbean (US\$ 908 million, up from US\$ 385 million). External financing also more than doubled for projects targeting the Near East and North Africa (US\$ 399 million compared to US\$ 186 million), including expanding assistance to Central Asia.

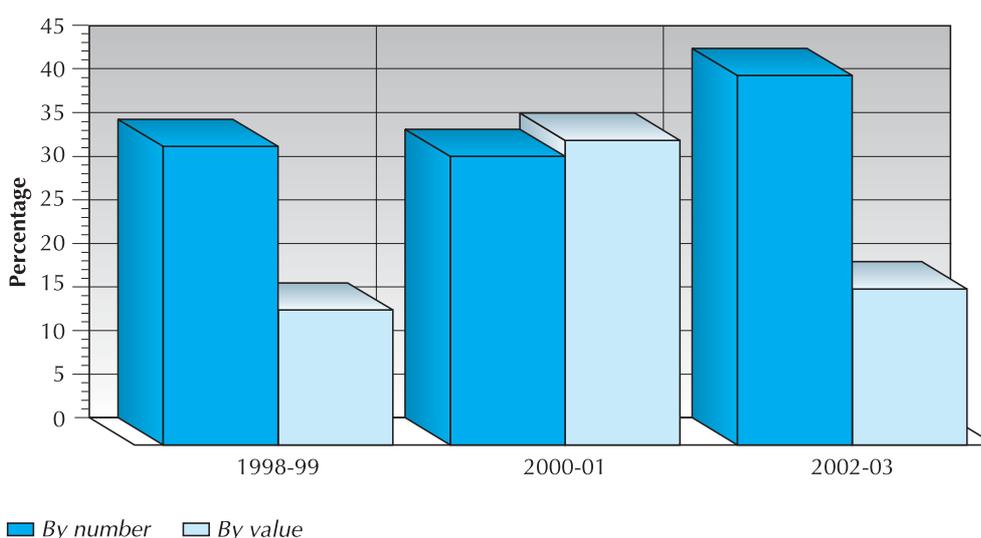
538. Other activities by region included support to Latin America and the Caribbean in food security, forestry, natural resources management, rural poverty alleviation, economic diversification, participatory water management, land administration and nature park development. In Asia and the Pacific, projects focused on rural development, resource management, agriculture sector development and poverty reduction. Projects in the Near East, North Africa and Central Asia regions addressed marginal land development, rural development, resource conservation and food security. In Europe, attention concentrated on fisheries and forestry management, agribusiness development (see EBRD box) and irrigation rehabilitation.

Figure 3.2-3. **Share of external financing for Investment Centre assisted projects approved by region, 2002-03**



539. In considering the share of external financing allocated to Centre-assisted projects by region during 2002-03 (Figure 3.2-3), the largest share went to Asia and the Pacific (33%), followed by Sub-Saharan Africa (25%), Latin America and the Caribbean (25%), Near East and North Africa (11%) and Europe (6%). The higher percentages are the result of several large World Bank projects approved for financing in Brazil, China, India and Mexico.

Figure 3.2-4. **External funding committed to LDCs in Investment Centre assisted projects**



540. External funding committed to least developed countries (LDCs) dropped from 35% in 2000-01 to 18% in 2002-03, even though the number of projects in LDCs dramatically increased from 30 to 65 (Figure 3.2-4). Of these 65 projects, 29 were financed by IFIs for total investments of

over US\$ 786 million with external loans of US\$ 676 million, and 40 were TCPs. The majority of the TCPs will assist Sub-Saharan LDCs. The increase reflected a change from formulation of large projects in LDCs in the past to numerous smaller ones, with more financing mobilized from smaller partners, bilateral donors and TCP.

### Major Programme 3.3: Field Operations

Regular Programme	US\$000
Programme of Work	12,180
Adjustments to Programme of Work arising out of Budgetary Transfers	1,070
Final Programme of Work	13,250
Expenditure against Final Programme of Work	13,326
Variance of Expenditure (Over)/Under Final Programme of Work	(76)
Budgetary Transfers as percent of Programme of Work	8.8%
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	69
Extrabudgetary emergency project delivery	0
TCP delivery	0
Total Field Programme delivery	69
Ratio of Field to Regular Programme delivery	0.0
Technical Support Services, professional staff cost	330

## Achievements

### Management and support to a new field programme support structure

541. This Major Programme oversees all phases of the FAO technical assistance programme cycle, including project execution and implementation. It ensures feedback on management, operational and implementation issues regarding the field programme to the technical and administrative departments, and to management. The programme consolidates information flows on the complex field programme implementation structure for non-emergency projects, resulting from the decentralization of field operations. Responsibility for non-emergency project operations has been devolved to 79 FAO Representatives, as well as to Country Project Operations Officers and technical officers in the five Regional Offices and headquarters. This has required the creation of an effective, coherent, responsive and transparent operations system that delivers project services promptly and cost-effectively to member countries as prescribed in project agreements. The Field Operations Division (TCO) closely interacts with the Regional Operations Branches in field programme monitoring and coordination. The increase in the Programme of Work of 8.8% was due primarily to difficulties in reducing staff costs for operational support services in Regional Offices.

542. The programme contributed to the consolidation of field programme operations through a series of activities and initiatives, including:

- Updating the normative framework for project operations through a system of both reactivated and new tools such as Field Programme Circulars, “Frequently Asked Questions”, a Web-based Field Programme Manual (Operations Component) and publication of documents providing guidance to staff throughout the Organization on approved operations standards and principles. Within the framework of the Standing Working Group on Administrative and Operational Procedures of the Field Programme

Committee, TCO cooperates with technical and administrative divisions and services to assess the effectiveness of administrative procedures for field operations and revise them as necessary.

- Convening of six regional workshops for newly appointed FAO Representatives and country office staff to strengthen operational capacity and present field operations procedures and tools, and to identify, in consultation with the participants, procedural and operational issues or constraints imposed by the current procedural framework.
- Further enhancement of the Web-based Field Programme Management Information System (FPMIS) to include access to, *inter alia*, statistical and analytical information on all pipeline, ongoing and closed projects; up-to-date Data Warehouse reports on financial project performance; key documents relating to the project cycle (project documents, mission reports, revisions, progress reports, etc.); tools to identify poorly performing projects; a system of e-mail alerts through agreed-upon criteria (triggers); facilities to produce rapidly consolidated country briefs; etc. Access to FPMIS data is made possible in various ways: i) to staff world-wide through the Intranet; (ii) to the general public via project listings published on the World Agricultural Information Centre (WAICENT); and (iii) shortly to Permanent Representatives to FAO in the form of tailored selections.
- Monitoring of project performance, identification of administrative and operational issues and, where appropriate, intervention with administrative or technical departments to ensure their solution. Moreover, identification of FAO offices facing difficulties with the new tasks of project operations assigned to them and, through the Regional Operations Branches, assisting those offices.
- Management studies and reviews of complex problems requiring an adjustment of the corporate strategy or approach towards the field programme, such as “new partnership arrangements” (2002), review of a large unilateral trust fund (UTF) programme utilizing the NEX (national execution) modality and development of procedures through an inter-departmental working group (Brazil – 2003), and the analysis of the effectiveness of the administrative and operational systems and procedures in one Regional Office in supporting FAOR offices (2003).
- Preparation of the transfer of budget holder and operational responsibilities to the FAOR Afghanistan in January 2004, which was an extraordinary exercise compared with previous decentralization activities in view of the extremely difficult conditions prevailing in the country (i.e. security, logistics, etc.); the ongoing transition from emergency to rehabilitation and development assistance; the unusually extensive FAO infrastructure in Kabul and five provinces; and the size of the country portfolio.
- Initiation of regular strategic reporting on field programme performance to senior management through monthly and annual reports that provide information on past and current delivery performance, as well as a reasonably reliable outlook on future delivery through a system of regularly updated delivery estimates and continuous review and scrutiny of the project pipeline.
- Establishment of a project design review process (Project Design Advisory Group – PDAG) in the Technical Cooperation Department to ensure that project design takes into account the capacity of the budget holder to operate the proposed projects, that the designation of operational responsibility is in accordance with corporate policies, and that project budgets envisage adequate resources for operational and technical support.
- Review and finalization of the material for the Project Cycle Overview Course (PCOC) organized by the Human Resources Development Service (AFHO) in October 2003 as well as provision of support to its presentation.

543. These various tools and mechanisms now permit the Organization to rapidly identify issues and problems regarding individual projects or groups of projects, whether related to operators, countries or regions, or technical responsibility, and to design prompt solutions to support the budget holder concerned.

544. During 2002-2003, the various activities described above contributed to halting the decline in project delivery, particularly of non-emergency assistance projects, and totally reversing the

difficulties the Organization had faced in recent biennia with the implementation of the Technical Cooperation Programme (TCP).

545. In addition, the Field Operations Division supported the corporate Project and Programme Review Committee (PPRC) with a Secretariat, as well as participating in other corporate working groups and committees dealing with field operations matters.

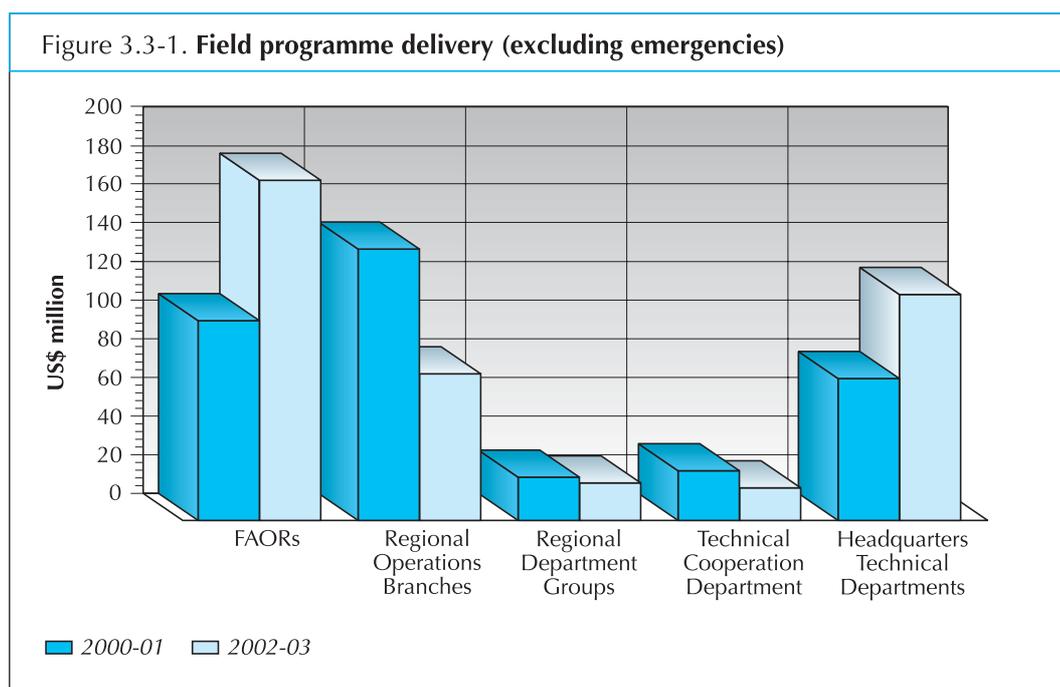
546. The Regional Offices were supported in their efforts to consolidate their reduced Operations Branches, following the transfer of operational responsibility to FAO Representatives and regional technical officers, mainly through the selection and appointment of three Senior Officers to lead these branches in three regions (Asia and the Pacific, Near East and Africa). The operational responsibility for technical cooperation is now shared between four main players throughout the Organization (see Box). This has required adjustment of procedures as well as the establishment of a monitoring system that provides the tools for oversight as well as for self-management.

### FAO's Field Operations Structure

#### Principles for Operating Non-Emergency Technical Cooperation Projects

- **FAORs** operate national projects for their country of assignment provided they have access through the Internet to corporate databases.
- **Technical Department Groups of the Regional Offices** operate regional projects falling within their technical discipline (upon confirmation of a matching technical discipline in the Regional Office).
- **Regional Operations Branches** operate projects in countries without FAORs and in countries with double/multiple accreditations, as well as regional projects without a matching technical discipline in the Regional Office. They monitor and report on the field programme in their region and assist budget holders with operational advice and guidance.
- **Technical divisions at headquarters** operate normative, global and interregional projects.

547. Figure 3.3.1 illustrates the process of decentralization undertaken by FAO in the past two biennia which led to an increase of responsibility for the FAO Representatives in terms of programme and project implementation. In 2002-03, FAORs undertook 44% of the delivery of technical cooperation activities compared with 29% in 2000-01. Technical departments at headquarters also increased their share of delivery from 20% in 2000-01 to 29% in 2002-03. The role of the Regional Operations Branches in delivery declined to 18% in 2002-03 compared with 38% in 2000-01. There was also a decline in delivery by the Technical Cooperation Department from 7% in 2000-01 to 4% in 2002-03.



## Field programme delivery

548. FAO's **field programme delivery** (Table 3.3-1) reached US\$ 712.3 million compared with US\$ 687.2 million in 2000-01 and US\$ 555.2 million in 1998-99. The increase of technical cooperation delivery since 1998-99 was largely the result of the rapid growth of the emergency programme. However, other important factors in halting and reversing the decline include revision of the organizational arrangements in support of the field programme, the re-establishment of the Field Programme Committee and other measures.

**TABLE 3.3-1. FAO FIELD PROGRAMMES DELIVERY (US\$ MILLION)**

Description	1998/99	2000/01	2002/03
<b>FAO/UNDP</b>			
FAO Execution	32.6	19.7	14.6
FAO Implementation	17.2	7.8	7.9
SPPD/STS	8.2	6.3	3.4
<b>Total UNDP</b>	<b>57.4</b>	<b>33.8</b>	<b>26.0</b>
<b>TRUST FUNDS</b>			
<b>Trust Funds - Non-emergency</b>			
FAO/Government Cooperative Programme (GCP)	161.3	157.9	155.0
Associate Professional Officer (APO) Programme	22.5	19.4	15.9
Unilateral Trust Funds (UTF)	39.3	48.1	53.3
FAO-Donors Partnership Programmes	-	-	15.3
UN Population Fund (UNFPA)	5.8	5.0	2.6
UN Environment Programme (UNEP)	1.0	0.8	2.0
Other UN Organizations	8.5	8.7	9.2
TeleFood	2.3	3.4	3.0
Miscellaneous Trust Funds	5.1	7.5	9.6
<b>Total - Non-emergency</b>	<b>245.8</b>	<b>250.8</b>	<b>266.0</b>
<b>Trust Funds - emergency assistance</b>			
Oil for Food	147.8	249.0	197.9
Other Special Relief Operations	27.2	76.3	111.8
<b>Total - emergency assistance</b>	<b>175.0</b>	<b>325.3</b>	<b>309.7</b>
<b>Total Trust Funds</b>	<b>420.8</b>	<b>576.1</b>	<b>575.7</b>
Total External Funding	478.2	609.9	601.6
<b>Regular Programme</b>			
Technical Cooperation Programme (TCP)	70.0	68.5	101.9
Special Programme for Food Security (SPFS)	7.0	8.8	8.8
<b>Total Regular Programme</b>	<b>77.0</b>	<b>77.3</b>	<b>110.7</b>
<b>TOTAL FIELD PROGRAMMES</b>	<b>555.2</b>	<b>687.2</b>	<b>712.3</b>

549. The main area of decline in the delivery of **technical cooperation** was the marginalization of the UNDP as a funding source for FAO's technical cooperation with member countries which dropped to US\$ 26 million in 2002-03 or 3% of total delivery. GCP funded cooperation declined modestly, but was largely offset by the increase of the UTF funded programme. Within the GCP funded cooperation, programmes destined to country and regional activities were partially replaced by interregional programmes and projects of a more normative nature. Much of the increase in overall field programme delivery in 2002-03 can be attributed to the exceptionally high delivery of TCP and SPFS funded projects which reached US\$ 110.7 compared with US\$ 77.3 million in 2000-01.

550. Emergency assistance has expanded since 1998-99 due to the Oil-for-Food Programme in Iraq and other special relief operations, mainly emergency activities in Kosovo and Afghanistan, and expanded emergency activities in Africa. In 2002-03 delivery on the Oil-for-Food Programme in Iraq declined to US\$ 197.9 million from a high of US\$ 249.0 in 2000-01, but was partially offset by an increase in other emergencies to US\$ 111.8 million compared with US\$ 76.3 million in 2000-01.

551. Approximately two-thirds of the projects approved and operational in 2002-03 had budgets of less than US\$ 250,000 and over 40% had budgets of less than US\$ 100,000. Of the large projects with budgets above US\$ 1 million, half were related to emergency activities. In 2002-03, TCP and SPFS accounted for about 40% of the new projects approved, with non-emergency Trust Funds accounting for a similar 40% and emergency-related Trust Funds for about 20%.

552. Table 3.3-2 below provides an analysis of field programme delivery by donor.

553. Attention is drawn to the significance of the Department of Humanitarian Affairs as the major donor in these two biennia, particularly as the Iraq Oil-for-Food Programme terminated in

November 2003, as shown in Table 3.3-2. Similarly, the concentration of funding among a few donors certainly increases the risk of disruption to the field programme should there be a major policy change by any one of the top few donors.

**TABLE 3.3-2. SOURCES OF EXTERNAL FUNDING FOR THE FIELD PROGRAMME, US\$ '000**

Donor Name	2000-01	2002-03
UN Department of Humanitarian Affairs	249,599	182,806
Netherlands	66,893	62,371
Italy	33,399	42,105
European Community	17,569	36,061
UNDP	33,972	25,974
United Kingdom	10,763	20,373
Norway	18,889	19,374
Japan	11,086	19,348
USA	9,751	19,145
Belgium	15,140	15,591
Iraq	5	15,553
Multi-donor contributions	11,013	15,329
Brazil	11,103	11,877
Sweden	16,147	11,802
Saudi Arabia	13,515	9,674
Spain	5,426	7,709
Germany	1,645	6,654
Nigeria	18	5,364
UN Drug Control Programme	4,135	5,316
Mexico	2,929	4,948
China	4,416	4,771
World Bank	15,926	4,476
Canada	925	2,925
UN Population Fund	4,993	2,632
Mozambique	1,151	2,561
Finland	3,815	2,466
Australia	4,375	2,381
France	2,903	2,352
United Nations Fund for International Partnerships	831	1,906
Honduras	389	1,896
Global Environment Facility	204	1,844
Common Fund for Commodities	532	1,729
UNDP Administered Trust Fund	0	1,683
Venezuela	6	1,442
FAO Prevention of Food Losses Programme	375	1,372
Office of the UN High Commissioner for Refugees	1,701	1,371
Namibia	832	1,293
Colombia	68	1,280
Union Economique et Monetaire Ouest-Africaine	0	1,224
Denmark	2,804	1,169
Luxembourg	1,730	1,103
Global Environment Facility	1,196	1,067
International Fund For Agricultural Development	1,371	1,034
India	6,407	1,032
Morocco	845	1,006
Other Donors	19,143	16,232
<b>Total</b>	<b>609,935</b>	<b>601,625</b>

554. FAO field activities continued to be largely concentrated under Major Programme 2.1 *Agricultural Production and Support Systems* (Table 3.3-3), which accounted for nearly 63% of the total field programme delivery in 2002-03, with Programme 2.1.2 *Crops* accounting for 29% of total delivery and Programme 2.1.1 *Natural Resources* for a further 16%. Major Programme 2.2 *Food and*

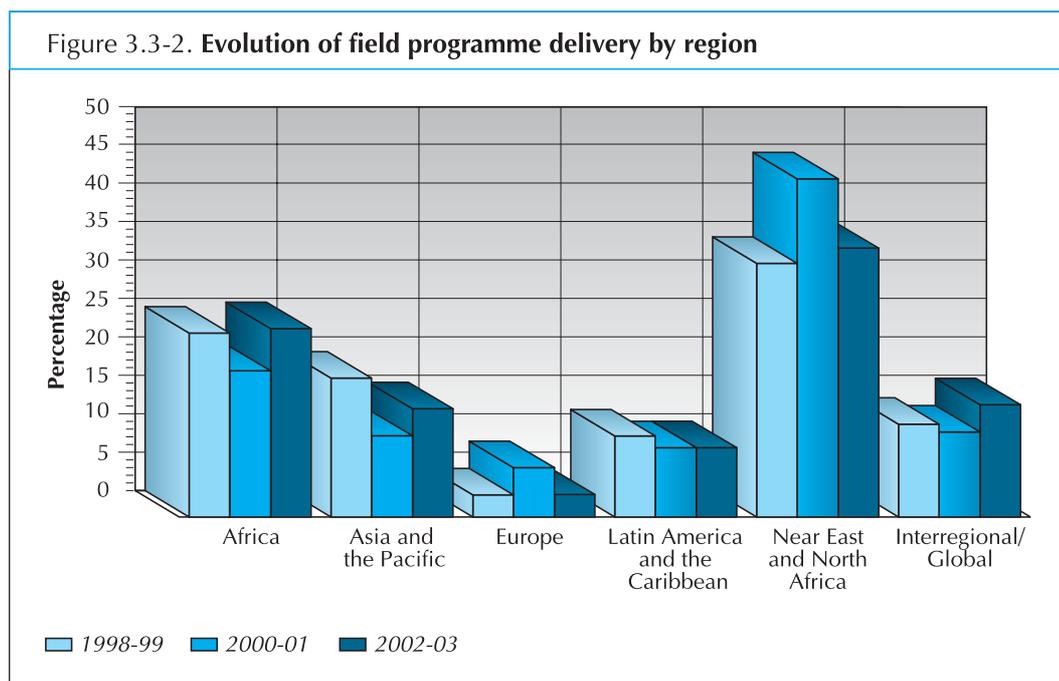
*Agriculture Policy and Development* with 8%, and Major Programme 2.5 *Contribution to Sustainable Development and Special Programme Thrusts* with 10% also had significant field programme delivery during 2002-03.

**TABLE 3.3-3. FIELD PROGRAMME DELIVERY BY TECHNICAL PROGRAMMES, 2002-03 (IN PERCENTAGE)**

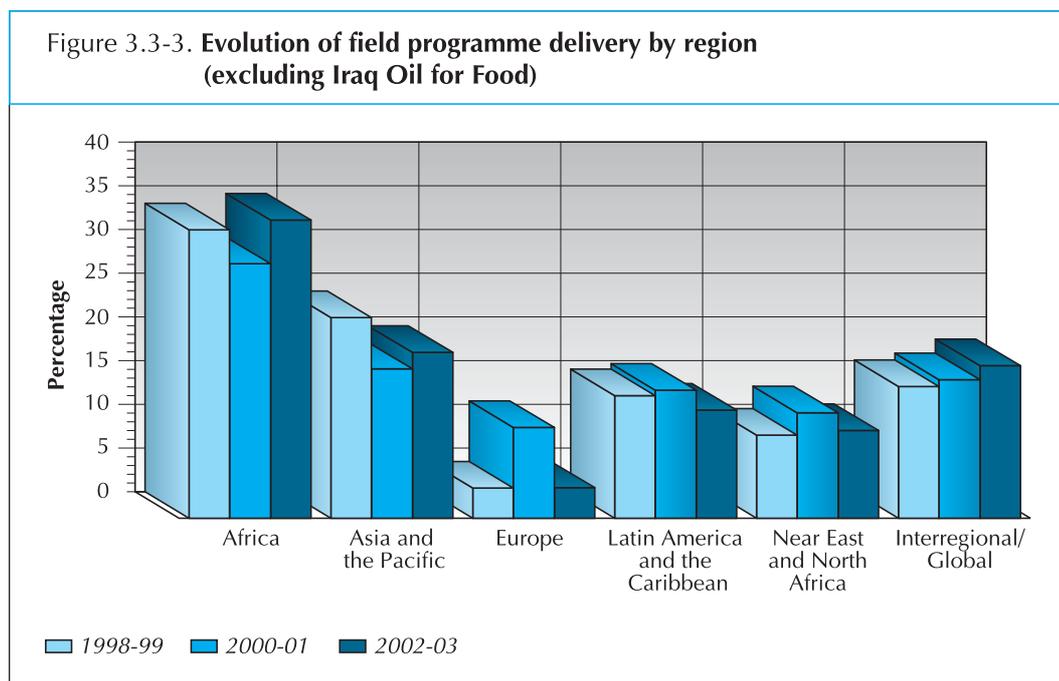
	Programme	TF/UNDP	Emergency	TCP/SPFS	Total
2.1.0	Intra-departmental Programme Entities for Agricultural Production and Support Systems	0.2	3.0	1.0	1.6
2.1.1	Natural Resources	10.9	22.8	7.2	15.5
2.1.2	Crops	17.0	40.7	29.7	29.3
2.1.3	Livestock	5.2	18.5	12.0	12.0
2.1.4	Agricultural Support Systems	1.8	7.2	3.7	4.5
2.1.5	Agricultural Applications of Isotopes and Biotechnology	0.2	0.0	0.0	0.0
<b>2.1</b>	<b>Agricultural Production and Support Systems</b>	<b>35.4</b>	<b>92.2</b>	<b>53.6</b>	<b>62.9</b>
2.2.1	Nutrition	2.1	0.4	4.3	1.7
2.2.2	Food and Agricultural Information	5.3	0.1	3.2	2.7
2.2.3	Food and Agricultural Monitoring, Assessments and Outlooks	1.8	0.6	0.7	1.1
2.2.4	Agriculture, Food Security and Trade Policy	4.2	1.0	1.6	2.4
<b>2.2</b>	<b>Food and Agriculture Policy and Development</b>	<b>13.4</b>	<b>2.1</b>	<b>9.8</b>	<b>7.9</b>
2.3.1	Fisheries Information	0.7	0.0	0.4	0.4
2.3.2	Fisheries Resources and Aquaculture	4.5	0.2	1.9	2.2
2.3.3	Fisheries Exploitation and Utilisation	0.5	0.3	1.8	0.6
2.3.4	Fisheries Policy	3.1	0.0	1.1	1.5
<b>2.3</b>	<b>Fisheries</b>	<b>8.9</b>	<b>0.5</b>	<b>5.1</b>	<b>4.6</b>
2.4.1	Forest Resources	6.4	3.4	3.0	4.6
2.4.2	Forest Products	2.2	0.0	0.2	0.9
2.4.3	Forestry Policy and Planning	6.7	0.0	1.4	3.0
2.4.4	Forest Programmes Coordination and Information	0.5	0.0	0.1	0.2
<b>2.4</b>	<b>Forestry</b>	<b>15.9</b>	<b>3.4</b>	<b>4.8</b>	<b>8.7</b>
2.5.1	Research, Natural Resources Management and Technology Transfer	5.2	1.6	3.7	3.4
2.5.2	Women and Population	2.0	0.0	0.3	0.9
2.5.3	Rural Development	4.5	0.0	3.3	2.3
2.5.6	Food Production in Support of Food Security in LIFDCs	5.7	0.0	8.8	3.7
<b>2.5</b>	<b>Contributions to Sustainable Development and Special Programme Thrusts</b>	<b>17.4</b>	<b>1.6</b>	<b>16.1</b>	<b>10.3</b>
3.1.1	Coordination of Policy Assistance and Field Programme Development	0.9	0.0	0.8	0.5
3.1.2	Policy Assistance to Various Regions	6.3	0.2	5.9	3.6
3.1.3	Legal Assistance to Member Nations	0.4	0.0	1.4	0.4
<b>3.1</b>	<b>Policy Assistance</b>	<b>7.5</b>	<b>0.2</b>	<b>8.1</b>	<b>4.4</b>
	<b>Non Technical Programmes</b>	<b>1.6</b>	<b>0.0</b>	<b>2.5</b>	<b>1.0</b>
	<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

555. The main changes in regional distribution of the field programme (Figure 3.3-2 below) were:

- the decline in delivery to the Near East, mainly due to the reduction of the Oil-for-Food Programme in Iraq, which decreased the Near East share of total delivery to 35% in 2002-03 from 44% in 2000-01;
- the decline of Europe's share from 7% to 3%;
- the increased share of Africa from 19 to 25%, and that of Asia and the Pacific from 11 to 14%; and
- the share of interregional/global projects also increased to 15%.



556. Because of the significant effect of the Iraq Oil-for-Food Programme, the figure below shows the field programme delivery by region with this programme excluded.



557. Project delivery in least developed countries (LDCs) marked a significant increase as a percentage of total field activities (Table 3.3-4 below) and accounted for 27% of field programme delivery in 2002-03 compared with 20% in 2000-01. In terms of total delivery, funding to LDCs increased by 42% to US\$ 190 million in 2002-03 from US\$ 134 million in 2000-01.

**TABLE 3.3-4. PROJECT DELIVERY IN LDCS (PERCENTAGE OF TOTAL DELIVERY)**

Funding Source	1998-99	2000-01	2002-03
Trust Fund (GCP and UTF)	14.5	13.3	21.3
UNDP	66.3	73.4	80.5
TCP/SPFS	34.1	41.8	41.6
<b>Total</b>	<b>22.6</b>	<b>19.5</b>	<b>26.6</b>

558. In terms of the distribution of project delivery in LDCs by funding source (Table 3.3-5), Trust Funds accounted for 65% in 2002-03 compared with 58% in 2000-01. The UNDP share continued to decline from 19% in 2000-01 to 11% in 2002-03.

**TABLE 3.3-5. PROJECT DELIVERY IN LDCS BY FUNDING SOURCE (PERCENTAGE)**

Funding Source	1998-99	2000-01	2002-03
Trust Fund (GCP and UTF)	48.7	57.3	64.7
UNDP	30.3	18.6	11.0
TCP/SPFS	20.9	24.1	24.3
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

## Emergency Operations and Rehabilitation

559. In early 2002, FAO set up a new Emergency Operations and Rehabilitation Division (TCE) in the Technical Cooperation Department in response to the expanded amount of funding available for its operations, the increased complexity of interventions, and to reinforce FAO's capacity to support the preservation and rehabilitation of agricultural-based livelihoods in emergency contexts. The new Division has overall responsibility for emergency-related activities and leads the assessment of needs for agricultural relief and rehabilitation arising from natural or human-induced disasters. It also has a leadership role in the preparation and implementation of programmes and projects for urgent agricultural relief and early rehabilitation in disaster-struck countries.

560. This Division is composed of three entities: the Emergency Operations Service (TCEO), which plans, coordinates and supervises the execution of emergency response operations; the Special Emergency Programmes Service (TCES), which ensures coordination and supervision of all operational activities carried out in the field through special emergency programmes (including the defunct Oil-For-Food Programme in Iraq); and the Rehabilitation and Humanitarian Policies Unit (TCER), which is responsible for developing rehabilitation and humanitarian policies in close cooperation with the other two Services of the Division and the other divisions of the TC Department, as well as with the concerned technical departments/divisions of the Organization.

561. The volume of delivery of emergency and early rehabilitation programmes increased progressively from US\$ 50.6 million in 1996-1997 to US\$ 309.7 million in 2002-03. The largest individual operation was the Iraq Oil-for-Food Programme, which was terminated on 21 November 2003.

562. Emergency relief and early rehabilitation activities during 2002 and 2003 were in response to both natural disasters (e.g. earthquakes, volcanic eruptions, hurricanes, floods and droughts) and complex emergencies induced by conflict and compounded by other multiple shocks. The latter are often of long duration and FAO assists in the preservation of agricultural and rural livelihoods, contributes to the phasing out of food aid, and to the reconstruction of food and agricultural production systems, which are essential for providing the affected populations with opportunities for development.

563. FAO's intervention in emergency situations ranges from needs assessments, provision of agricultural inputs, crop and livestock protection services to technical assistance for the coordination, planning and management of sustainable rehabilitation of rural production systems.

- **Needs assessments** are launched in response to natural disasters and periodically during protracted complex emergencies or for anticipated peace settlements or for post-conflict reconstruction.
- FAO's activities in the **relief and rehabilitation** field have become increasingly diversified. They range, for example, from seed security assessments and seed relief (both direct distribution and voucher-based systems) to seed and planting material multiplication as well as the supply of veterinary medicines and the control of livestock pandemics. They may also include training of farmers and field extension workers as well as the promotion of improved farming practices such as conservation farming and other forms of water control. Typical activities are the restoration of livelihoods of local communities through the equipping of rural artisans and small producers, the rehabilitation of agricultural infrastructure and the promotion of small-scale agro-processors.
- **Coordination** at the field level is ensured through temporary Emergency Coordination Units (ECUs) which manage field-based agricultural interventions in collaboration with the UN, government and NGO actors and contribute to enhancing or establishing food security information systems. During 2002 and 2003, ECUs were operational in more than 20 countries or regions.

564. FAO's work in the field is reinforced and backed up through regular participation in, and contribution to, UN inter-agency humanitarian policy-making mechanisms. In 2002 and 2003, FAO has continuously promoted integrated approaches and strategies with other UN agencies and partners. Collaboration with WFP has been reinforced in the spheres of policy, project implementation and programme support through the development of joint activities in 12 sectors, such as the twin-track strategy to food security, needs assessments, school feeding and gardening, emergencies and provision of agricultural inputs, protecting livelihoods, HIV/AIDS and sharing of information.

### Major operations in the field of agricultural relief and rehabilitation

#### Afghanistan

In 2002 and 2003, FAO supported the Government of Afghanistan in agricultural relief, rehabilitation and development through interventions in a number of sectors. In consultation with the Government of Afghanistan, FAO's strategy was to expand its technical and programming assistance to key ministries: the Ministry of Agriculture and Animal Husbandry (MAAH), the Ministry of Irrigation, Water Resources and Environment (MIWRE) and the Ministry of Rehabilitation and Rural Development (MRRD).

In 2002, an Emergency Coordination Unit was established to coordinate the emergency programme in close collaboration with the MAAH and NGO partners. FAO's emergency programme focused on vulnerable farmers. During 2002 and 2003, FAO distributed about 9,000 tonnes of quality wheat seed and 13,000 tonnes of fertilizer to over 180,000 vulnerable farming families across the country. Efforts were made to target Internally Displaced Persons (IDPs) and returning refugees, as well as women-headed households.

The Intermediate and Transitional Assistance Programme (ITAP) for 2002 and the Transitional Assistance Programme for Afghanistan (TAPA) for 2003 were the main funding mechanisms. With funds received amounting to US\$ 30 million, FAO implemented projects identified within these two programmes in eight priority areas, i.e. emergency coordination and agricultural input distribution; capacity building for government and national institutions; rehabilitation of the horticulture sector; assistance to food security and nutrition; support to animal health and livestock production; rehabilitation of community-based irrigation infrastructure; alternative agricultural livelihoods; and assistance to emergency locust control.

### Major operations in the field of agricultural relief and rehabilitation

#### Iraq

In Iraq, FAO embarked on planning beyond emergency response for the reconstruction of the agriculture sector. An assessment of the crop and food supply situation was carried out in June and July 2003 in partnership with WFP. Comprehensive needs assessments were undertaken and two longer-term studies were published, offering a strategy for the transition from relief, rehabilitation and reconstruction to sustainable agricultural development.

In 2002, FAO's delivery under the Oil-For-Food Programme amounted to US\$ 93 million. The 2003 delivery in Iraq, amounting to US\$ 111 million, was reached following the implementation of: (i) projects under the Oil-for-Food Programme in the three northern Governorates; (ii) special projects under the new Humanitarian Programme; and (iii) other projects through traditional donor funding.

Assistance provided through these interventions in Iraq targeted a wide range of agricultural sub-sectors. In the northern Governorates, a broad range of field activities continued, such as the rehabilitation of irrigation schemes, support to the diagnostic capacity of veterinary laboratories, backyard poultry vaccination campaigns for vulnerable communities in remote areas and artificial insemination campaigns. On 21 November 2003, FAO handed over to the Coalition Provisional Authority on-going contracts and purchase orders for a total value of US\$ 139 million under the Oil-for-Food Programme.

In accordance with Security Council Resolutions, FAO managed the process of renegotiation and amendment of 196 contracts placed by the former Government of Iraq for an amount of US\$ 711 million. These contracts allowed for the delivery of urgently needed inputs, supplies and equipment to support the agricultural sector in Iraq.

### Major Programme 3.4: FAO Representatives

Regular Programme	US\$000
Programme of Work	76,434
Adjustments to Programme of Work arising out of Budgetary Transfers	1,060
<b>Final Programme of Work</b>	<b>77,494</b>
Expenditure against Final Programme of Work	77,475
Variance of Expenditure (Over)/Under Final Programme of Work	19
Budgetary Transfers as percent of Programme of Work	1.4%
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	8
Extrabudgetary emergency project delivery	0
TCP delivery	0
<b>Total Field Programme delivery</b>	<b>8</b>
Ratio of Field to Regular Programme delivery	0.0
Technical Support Services, professional staff cost	0

#### Achievements

565. FAO Representations (FAORs) continued their regular liaison work with the governments to which they are accredited, including the promotion of coordinated World Food Summit (WFS) follow-up and of the International Alliance Against Hunger. World Food Day (WFD) and TeleFood activities were undertaken in close collaboration with either a national WFD committee or a WFD focal point. Assistance was provided to country delegations in preparing for the FAO Conference, Council, Regional Conferences and other international and interagency events within the Organization's mandate.

566. FAORs liaised on a regular basis with regional organizations based in their countries of accreditation. They continued to monitor the agricultural sector and food supplies in their countries, keeping headquarters informed of important events and impending problems. In countries hit by natural or human-induced disasters, FAORs provided vital liaison functions with the governments concerned and contributed to the needs assessment for emergency intervention in the agricultural sector.

567. Assistance by FAORs to technical programmes included logistical and administrative support for missions undertaken by staff members from headquarters, Regional and Subregional Offices; organization of meetings and training activities; and disbursement of funds at the request of technical units. Other areas of assistance were the identification of consultants; handling of data collection and questionnaires on behalf of technical units; advocacy on technical issues; assistance to dissemination of publications through the FAO Representation libraries; and provision of status reports on technical activities of the government.

568. In 2003 a special project was launched to strengthen the capacity of FAO stakeholders in Least Developed Countries (LDCs) and Small-Island Developing States (SIDS) to access and make use of FAO data and analyses by providing the beneficiary institutions in the recipient countries with Personal Computers and a package of CD-ROMs containing a compendium of FAO data/information. A total of 307 PCs were delivered to the local institutions together with a set of 22 CD-ROMs each. The total cost of US\$ 600,000 was funded from arrears.

569. During the biennium, FAORs made active use of the Small-scale Facility (SSF) which was to create a minimal country-level capacity in the FAO Representations to respond to urgent short term needs for technical assistance. A total of US\$ 460 000 was spent under the facility to deal with 200 requests for assistance.

570. FAORs collaborated with FAO's Investment Centre, technical units and Regional Policy Assistance Branches and Subregional Policy Assistance Units in formulating national agricultural policies and programmes and development of the Field Programme at country level, including the identification, formulation and appraisal of projects. They performed key resource mobilization functions by liaising with local donor representatives and the funding liaison units at headquarters. Contact with local donors gained importance as their capitals increasingly delegated project approval authority to the country level.

571. As members of the United Nations Country Team (UNCT), FAO Representatives have participated in a variety of UN system initiatives, such as the preparation of Common Country Assessment (CCAs), United Nations Development Assistance Frameworks (UNDAFs), National MDG Reports, the UN system Network on Rural Development and Food Security, and Joint Programmes with a view to ensuring that food security, agriculture and rural development issues were adequately addressed in these interagency processes. During the biennium, 12 CCAs and 32 UNDAFs were thus finalized with FAOR contributions. Additionally, 25 countries with FAO Representations launched a national MDG Report during the biennium.

572. FAORs provided general logistical and administrative support to Investment Centre missions. In particular, they assisted the Investment Centre by contacting governments, recruiting local consultants and liaising with local representatives of International Financial Institutions and donors for the initiation of the implementation of 49 TCPs for African countries in support of the implementation of the New Partnership for Africa's Development (NEPAD) and the Comprehensive Africa Agriculture Development Programme (CAADP) through the formulation of National Medium-Term Investment Programmes and bankable investment project profiles.

573. Emergency situations required significant additional response in a number of FAO Representations. The number of countries where the FAOR was assisted by a dedicated emergency coordination unit increased from 14 in 2000-01 to 23 in 2002-03.

574. FAORs continued to assume operational responsibility and budget holder responsibilities for FAO's national non-emergency projects (see Major Programme 3.3). The number of projects under

their charge increased by almost 50%, from 378 in 2001 to 564 in 2003, while delivery increased by 73% in the same period. To consolidate the operational capacity in the FAOR offices and to exchange information on lessons learned and best practices established in the FAOR network since the transfer of operational responsibility to FAORs, six regional workshops were organized for some 80 participants comprising FAORs and Assistant FAORs. In addition, the 4<sup>th</sup> General Briefing Session for 17 recently-appointed Assistant FAORs, which was combined with a one-week training course on Project Cycle Overview, was held in 2003.

## Evolution of the FAOR Network

575. During the 2002-03 biennium, the number of Member Nations increased to 187 from 183 in 2000-01, as shown in Table 3.4-1. The Organization maintained 72 fully fledged FAO Representations, excluding those combined with Regional or Subregional Offices and the two Country Offices which remained temporarily closed for security reasons. The number of countries covered by multiple accreditations remained stable at 32, and the number of National Correspondents in these countries remained unchanged at 19.

**TABLE 3.4-1. COVERAGE OF FAO MEMBER NATIONS BY THE NETWORK OF FAO OFFICES**

Description	2000-01	2002-03
Countries hosting headquarters, Regional, Subregional or Liaison Offices	14	14
Countries with fully fledged FAO Representations	72	72
Countries with out-posted technical officers as FAORs	1	8
Countries covered by multiple accreditation	32	32
Countries without an accredited representative	64	61
- of which developing countries	38	41
<b>Total</b>	<b>183</b>	<b>187</b>

576. The Council, at its 119<sup>th</sup> Session in November 2000, approved the establishment of additional FAO Representations through the assignment of Outposted Technical Officers (OTO/FAORs). Under this scheme, the bulk of the costs of the establishment and functioning of the FAO Representations are covered by the host country. Negotiations were initiated with 18 countries, and by the end of 2003, nine agreements had been signed and eight outposted technical officers had taken up their assignments as OTO/FAOR.

577. The number of developing countries remaining without an accredited FAOR increased to 41 in 2002-03, up from 38 during the previous biennium. FAO's presence in these countries continued to be of an *ad hoc* nature, limiting the Organization's potential contribution to their humanitarian and development challenges and their access to FAO services.

578. The FAOR staffing structure during 2002-03 was characterized by an increase in National Professional Officers (41%), a decrease in General Service staff (5%) and an increase in the number of staff provided by the host governments (25%) (see Table 3.4-2). The latter effort has permitted reinforcement of the administrative and logistic functions at country offices at a minimal cost, having an equivalent value of US\$ 3.2 million per biennium as an in-kind contribution to the running costs.

**TABLE 3.4-2. STAFF OF FAO REPRESENTATIONS**

Description	1996-97	1998-99	2000-01	2002-03
International professional officers	94	92	92	92
National professional officers	65	65	65	92
General Service staff	620	606	606	577
<b>Total FAO staff</b>	<b>779</b>	<b>763</b>	<b>763</b>	<b>761</b>
Government-provided staff	136	152	148	185
<b>Total staff in FAORs</b>	<b>915</b>	<b>915</b>	<b>911</b>	<b>946</b>

579. The installation of a Wide Area Network (WAN - see detail under Programme 5.2.2, Information Systems and Technology Services) has ensured basic e-mail services and access to the Intranet for almost all the FAO country offices. Due to resource restrictions, the goal of providing e-mail accounts for all the Representation staff could only be met in a small number of offices, hence constraining the functioning of many country offices.

580. The further development of the Country Offices Information Network (COIN), a comprehensive management information system for country offices, has facilitated:

- an integrated single repository of information on country offices available over both the Internet and the Intranet;
- a means of speeding and eliminating much of the paper-based communications between headquarters and FAORs, through an electronic document workflow methodology;
- a platform for future standardisation of FAO Representation office procedures and further reduction of delays and complexity;
- a method for the collection and dissemination of management information between the Office for Coordination of Normative, Operational and Decentralized Activities and decentralized offices.

581. The Field Accounting System (FAS) was further enhanced by the introduction of a bimonthly data transmission process thus ensuring a more frequent update of financial data available online. Newly recruited administrative staff in FAOR offices were trained together with a number of backup users. In addition, the network of administrative officers was utilized to provide training and *ad hoc* assistance to offices in neighbouring countries.

### Major Programme 3.5: Cooperation with External Partners

Regular Programme	US\$000
Programme of Work	9,539
Adjustments to Programme of Work arising out of Budgetary Transfers	(100)
<b>Final Programme of Work</b>	<b>9,439</b>
Expenditure against Final Programme of Work	9,436
Variance of Expenditure (Over)/Under Final Programme of Work	3
Budgetary Transfers as percent of Programme of Work	(1.0%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	2,948
Extrabudgetary emergency project delivery	0
TCP delivery	0
<b>Total Field Programme delivery</b>	<b>2,948</b>
Ratio of Field to Regular Programme delivery	0.3
Technical Support Services, professional staff cost	393

### Achievements

582. This Major Programme promotes cooperation with multilateral and bilateral funding agencies, the private sector, decentralized entities, civil society organizations (CSOs) and non-governmental organizations (NGOs), with the objective of mobilizing additional resources for the agricultural and rural sectors of developing countries. It supervises implementation of the partnership programmes introduced since 1994, World Food Day Events and TeleFood activities, and fosters economic and technical cooperation among developing countries.

### **Programme 3.5.1: Multilateral and Bilateral Agencies**

583. This programme continued to focus on the mobilization of a substantial flow of extra-budgetary resources, primarily in support of the Field Programme but also of FAO's normative activities. At country level, the Organization increasingly worked within relevant development frameworks and especially within Poverty Reduction Strategy Papers (PRSPs) and United Nations Development Assistance Frameworks (UNDAFs), with a view to enhancing complementarities and synergy among the various interventions, through a programme approach to development.

584. The approach to resource mobilization relied upon matching FAO's understanding of a recipient's requirements (taking into account in-country capacity), the interest of donors in terms of their geographic programme priorities and the appropriateness of involving FAO. In particular, the project or programme should support its corporate strategies, demonstrate linkage to existing normative programmes and utilize its comparative advantage in areas such as its country-level network supporting practical action at field level and its capacity and experience in "upstream" development services.

585. The combination of the increased emphasis on country-level development frameworks (PRSPs, UNDAFs, etc.) and the effort to ensure that programme proposals were well founded on country demand guaranteed that the projects developed were better anchored in national development strategies and plans.

586. The concept of the Strategic Partnership Agreement (SPA) was further developed with several bilateral partners, including Canada, the Netherlands, Norway and the United Kingdom as a flexible funding mechanism for inter-disciplinary action in the context of broader development initiatives at country level. A major cooperation agreement has been signed with the European Union which opens the way for a significant expansion and diversification of the EU-funded programme. Important developments took place in FAO's collaboration with bilateral partners (e.g. Belgium, Germany, Italy, Japan, Spain and Switzerland) and with institutions such as the OPEC Fund, the World Bank, the French Development Agency (AFD), IFAD, Regional Economic Organizations and the Global Environmental Facility, resulting in a notable increase in Trust Fund approvals. The shift in the Unilateral Trust Fund (UTF) programme from bank-funded to country-funded projects (e.g. Brazil, Mexico, Venezuela, Nigeria and South Africa, etc.) financing FAO technical assistance from their own public resources continued. The Global Trust Fund for Food Security and Food Safety received contributions from Italy, Libya and the Kingdom of Saudi Arabia.

587. Projects and programmes are increasingly nationally executed, a modality which will be facilitated by the "NEX business models", endorsed by the FAO Conference in December 2003. These were designed to accommodate emerging demands for FAO assistance wherein the traditional allocation of responsibilities between FAO and the government no longer apply.

588. The participation of the 15 donors actively supporting the Associate Professional Officers (APO) Programme remained stable. Contacts were also developed with new potential donors. The APO Programme provided active support to normative activities, mostly at FAO headquarters, while a substantial contribution to the field programme was also provided through assignments with Regional and Country Offices as well as field projects.

### **Programme 3.5.2: Civil Society Awareness and Partnerships**

589. This programme addresses important components of the cross-organizational strategy on *Broadening Partnerships and Alliances* and has contributed to the strengthening and building of partnerships with Civil Society Organizations (CSOs), Non-governmental Organizations (NGOs), the private sector, the United Nations Development Group (UNDG) and decentralized entities. The Resources and Strategic Partnerships Unit (TCDS) was specifically established in February 2002 to facilitate the strengthening and building of these types of partnerships.

590. An important area of work was the preparation of and follow-up to the World Food Summit: *five years later* (WFS:*fy/*) and parallel events such as the Forum for Food Sovereignty, organized by the International NGO/CSO Planning Committee (IPC), the Private Sector Forum, organized by the General Confederation of Italian Agriculture (Confagricoltura), and a Parliamentarians Day, organized by the Institute for Relations between Italy and the Countries of Africa, Latin America and the Middle East (IPALMO).

591. WFS:*fy/* follow-up included the organization of an official meeting between the FAO Director-General and the IPC and an informal meeting of International NGOs attending the FAO Conference in 2003. With regard to information sharing and analysis, a corporate NGO/CSO Web site and NGO/CSO database were developed; civil society panel discussions were organized in occasion of the celebration of the World Food Day (WFD) in 2002 and 2003; and the preliminary phase of a civil society campaign on “more and better aid for agriculture and rural development” was supported, including its launch on WFD 2003.

592. In order to facilitate policy dialogue with NGOs/CSOs, regional NGO/CSO consultations were organized in conjunction with the 2002 FAO Regional Conferences, while concrete steps were taken to streamline and enhance the impact of these consultations in future. TCDS also supported the secretariats of various technical committees to enhance the participation and role of NGOs/CSOs. As a result of this support, there has been a quantitative and qualitative increase in NGO/CSO participation in all technical committees, and innovative approaches were used to find better ways of enhancing NGO/CSO input to intergovernmental discussions. One example of this was the FAO-NGO/CSO programme to strengthen joint capacity for policy and technical guidance in agro-ecology that was launched at a side event of the Committee on Agriculture meetings of April 2003, and the joint FAO-IPC working group, which was established in this occasion.

593. FAO continued its dialogue with agribusiness actors and attended meetings such as the annual meetings of the IAFN (International AgriFood Network) and the Sustainable Agriculture Platform. Meetings were also held with the private sector to promote FAO's programmes and initiatives, such as the SPFS, TeleFood, and the International Alliance Against Hunger. FAO, through its Sponsorship Committee (SC), has established an effective screening mechanism for private sector partners. Several agreements were signed with such partners supporting a variety of projects, publications and workshops and conferences in addition to the above mentioned programmes including, in particular, support to World Food Day and TeleFood (see Box). Trust Fund projects in support of FAO's programmes were established with Tetrapak and the Ford Foundation and new collaborative efforts between FAO and the UN Fund for International Partnerships (UNFIP) resulted in the approval of three projects in the fields of World Heritage Initiatives and Women in Development in Mexico.

### World Food Day and TeleFood

World Food Day celebrations and WFD Special Events/TeleFood activities, organized around the theme of "Water: source of food security" in 2002 and "International Alliance against Hunger" in 2003, heightened awareness of the fight against world hunger and helped promote *"Food for All"*. These occasions provided an opportunity for some countries to launch their National Alliance Against Hunger. National WFD and TeleFood committees or focal points in 150 member countries and the support of governments, civil society, NGOs and various celebrities were instrumental to the success of these activities.

Major TeleFood activities that were organized in 2002 and 2003 included a concert with African guest stars in Johannesburg in 2002 thanks to the support of the Government of South Africa and private sponsors; and a TeleFood concert in Monaco in October 2002 with opera star Luciano Pavarotti. Both events were then broadcast globally, conveying the TeleFood message of solidarity around the world. In Spain, RTVE again produced and broadcast its annual gala night dedicated to TeleFood. The 2003 edition proved particularly successful in terms of audience and funds collected. In accordance with Conference Resolution 3/97, TeleFood events are entirely funded from extra-budgetary resources thanks to the support of member countries, private sector partners and individuals.

The FAO Ambassadors were active at a variety of levels and visited FAO projects, recorded promotional messages, promoted FAO during public and media events, appealed to the public to support FAO's campaign against hunger, and gave interviews about FAO's programmes and mandates on major international networks. At the Round Table of FAO Ambassadors, convened in Rome on 15 October 2003, they renewed their individual commitments and reiterated their willingness to put their talents and professional competencies at the service of FAO in a concrete fashion.

594. After becoming a member of the United Nations Development Group (UNDG) in 2001, FAO participated actively, during the biennium, in UNDG efforts to bring greater effectiveness and coherence to UN system development operations by contributing to the discussions in the UNDG policy and decision-making bodies (i.e. Support Group, Management Group and Programme Group).

595. In view of the increasing importance of local entities and sub-national government institutions at regional, provincial and municipal levels in development cooperation, FAO took some important initial steps to develop collaborative arrangements with these decentralized entities within the framework of the Decentralized Cooperation Programme (DCP). During the biennium, the Italy/FAO Decentralized Cooperation Programme (IFDPC) was developed and signed in September 2002 and implementation has started on a pilot basis. The French authorities have manifested a strong interest in direct collaboration with FAO on food security issues. Initial steps have also been taken to explore possibilities of cooperation with decentralized entities in Spain and Germany.

### Programme 3.5.3: Cooperation Agreements with Member Nations

596. The implementation of partnership agreements involved the mobilization of expertise through a number of innovative arrangements which enhance the spirit of partnership with external partners while being mutually beneficial.

597. During the 2002-03 biennium, 1,763 assignments were arranged with external partners. Of these assignments, 1,134 were carried out by Retired Experts, 496 by Experts for Technical Cooperation among Developing Countries and Countries in Transition (TCDC/TCCT Experts) and 93 by Visiting Experts from Academic and Research Institutions (Table 3.5-1). The Young Professionals Programme provided 40 on-the-job-training assignments to young professionals from developing countries, with a view to assisting these countries in strengthening their national capacities.

598. Under the cost-sharing feature of the partnerships, FAO contributed US\$ 18 million for its share of the related assignment costs in the 2002-03 biennium. This investment represented an increase of 38% over the previous biennium.

599. Although the main objective of the arrangements is to enhance the spirit of partnership, FAO's investment also provides efficiency-savings to the Organization. The savings are realized because expertise costs at international market rates are higher than FAO's share of the costs under the partnership arrangements. The savings have assisted the Organization in implementing budget reductions and/or been ploughed back into the Organization's normative and technical assistance programmes, in each case increasing the value to Member Nations.

**TABLE 3.5-1. USE OF PARTNERSHIP PROGRAMMES**

Description	2000-01	2002-03
TCDC/TCCT experts	546	296
Visiting experts from academic and research institutions	168	93
Retired experts	1,044	1134
Young professionals	59	40

## PWB Chapter 4: Technical Cooperation Programme

### Major Programme 4.1: Technical Cooperation Programme

Regular Programme	US\$000
Programme of Work	92,457
Adjustments to Programme of Work arising out of Budgetary Transfers	(400)
Final Programme of Work	92,057
Expenditure against Final Programme of Work	92,039
Variance of Expenditure (Over)/Under Final Programme of Work	18
Budgetary Transfers as percent of Programme of Work	(0.4%)

#### *Achievements*

600. The Major Programme responds to urgent and unforeseen requests for assistance from member countries, in close association with other components of the Regular Programme. It aims at providing a rapid response to requests for Technical Assistance that fill a critical gap and are specific and practical in nature. Emphasis is given to increasing production in agriculture, fisheries and forestry and increasing the incomes of small producers. TCP-supported projects typically:

- are of short duration, with a limited budget;
- are by nature unprogrammed;
- require follow-up action by governments;
- are designed to have a catalytic effect;
- complement other sources of assistance.

601. TCP assistance is provided in the areas of:

- emergencies
- investment
- training
- project and programme formulation
- advisory services
- assistance to development
- intercountry cooperation.

602. All projects funded from TCP resources must satisfy the criteria established by the Governing Bodies and stated in the Programme of Work and Budget 2002-03 (C 2001/3, paragraph 737). The achievements of TCP assistance are reviewed through a system of theme-oriented evaluations of a sample of projects in the same field (e.g. programme or sub-sector), which are reported to the Programme Committee through the arrangements for handling evaluation reports.

#### **Project Approvals**

603. During the biennium, the Organization received 1,226 requests from governments for possible TCP support, a 52% increase from 2000-01. 53% of these requests were approved for TCP funding during 2002-03. 25% of the requests received did not qualify for TCP assistance, and 22% are still under review by technical departments and may be considered for approval in 2004-05. During the last three biennia, on average, approximately two-thirds of the requests received were

found eligible for TCP support and resulted in the approval of projects, although not necessarily in the biennium during which they were submitted.

604. The number of projects approved is shown in Table 4.1-1. During any single biennium the resources available for new project approvals include both the TCP appropriation concerned and the return-flow, i.e. the total of unspent balances of approved projects, consisting of the difference between approved project budgets and actual delivery of projects during the preceding biennium. Within this framework, against the biennium 2002-03, 541 projects with a total value of US\$ 111.9 million were approved, which was US\$ 19.9 million higher than the US\$ 92 million of the approved Appropriation. This significantly increased approval resulted from the need to respond rapidly to the increase in the number of eligible requests for TCP assistance. This level of approval will help in limiting the return-flow in 2004-05 and in stabilizing the deliveries of TCP projects.

605. The increase in the number of projects results in part from the TCP facility introduced since 2001. The facility enables the FAO Representatives to readily respond to government requests through the mobilization of local expertise (national consultants) to address particular technical problems, identify and formulate project ideas and conduct small scale sectoral or basic studies. Another innovation is the development of standard templates for technical assistance projects that were made available to governments and FAORs to facilitate the formulation of project requests and proposals.

**TABLE 4.1-1. NUMBER AND VALUE OF TCP PROJECT APPROVALS AND REVISIONS**

Biennium of approval	Number of projects	Total value of projects (US\$ million)	Average cost per project (US\$)
1992-93	605	89.3	147 600
1994-95	496	92.6	186 700
1996-97	422	93.3	221 100
1998-99	430	92.1	214 200
2000-01	463	100.1	216 200
2002-03	644	143.2 *	222,300

\* Total approvals in 2002-03 amount to US\$ 143.2 million of which some US\$ 31.3 million were approved against the previous biennium to absorb the return-flow resulting from 1998-99. Approvals in excess of the appropriation of US\$ 92 million, therefore, stand at some US\$ 19.9 million. This amount is funded from 2000-01 return-flow of some US\$ 6 million and, in line with past performance, forecast under-delivery of about US\$ 14 million.

606. The utilization of TCP resources by project category continued to evolve during 2002-03 (Table 4.1-2). The share of advisory services in the number of overall approvals increased to 56%, following declines in the previous two biennia. Emergency assistance, after increasing to 27% in 2000-01, declined to 16% in 2002-03. Training also declined to 11% of total approvals during 2002-03, as compared to 15.6% in 2000-01. Other areas of increase were investment support and formulation missions, mainly in support of the Special Programme for Food Security (SPFS).

**TABLE 4.1-2 PERCENTAGE OF APPROVED TCP ASSISTANCE BY PROJECT CATEGORY**

Type of project	1994-95	1996-97	1998-99	2000-01	2002-03
Advisory services	57.8	62.4	50.0	45.4	55.6
TCDC/ECDC	0.8	0.0	0.2	0.2	0.5
Development support	0.8	0.2	9.7	7.3	6.2
Emergency assistance	15.3	20.3	24.7	27.4	15.9
Formulation missions	2.8	1.9	1.4	3.0	3.9
Investment support	2.4	1.7	0.7	1.1	6.6
Training	20.1	13.5	13.3	15.6	11.3
Total	100	100	100	100	100

607. The regional distribution of the value of TCP project approvals is shown in Table 4.1-3. The share allocated to Africa (46% of the total) increased during the biennium, while the resources allocated for Asia and the Pacific returned to 21%, down from 25% in 2000-01. The share of TCP assistance allocated to the European region declined below 1996-97 levels, after a temporary peak in 1998-99. 80% of the TCP non-emergency assistance is implemented at the country level, through the Organization's network of FAO Country Offices (56%) and the Regional Operations Branches (24%).

**TABLE 4.1-3. SHARE OF APPROVED TCP PROJECT RESOURCES BY REGION (PERCENTAGE)**

Region	1996-97	1998-99	2000-01	2002-03
Africa	42.4	42.9	36.8	45.8
Asia and the Pacific	19.6	17.3	25.0	20.7
Europe	8.9	10.2	7.7	6.9
Latin America and the Caribbean	18.4	18.9	18.8	15.3
Near East	10.7	10.1	11.3	10.1
Interregional	0	0.6	0.4	1.2
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

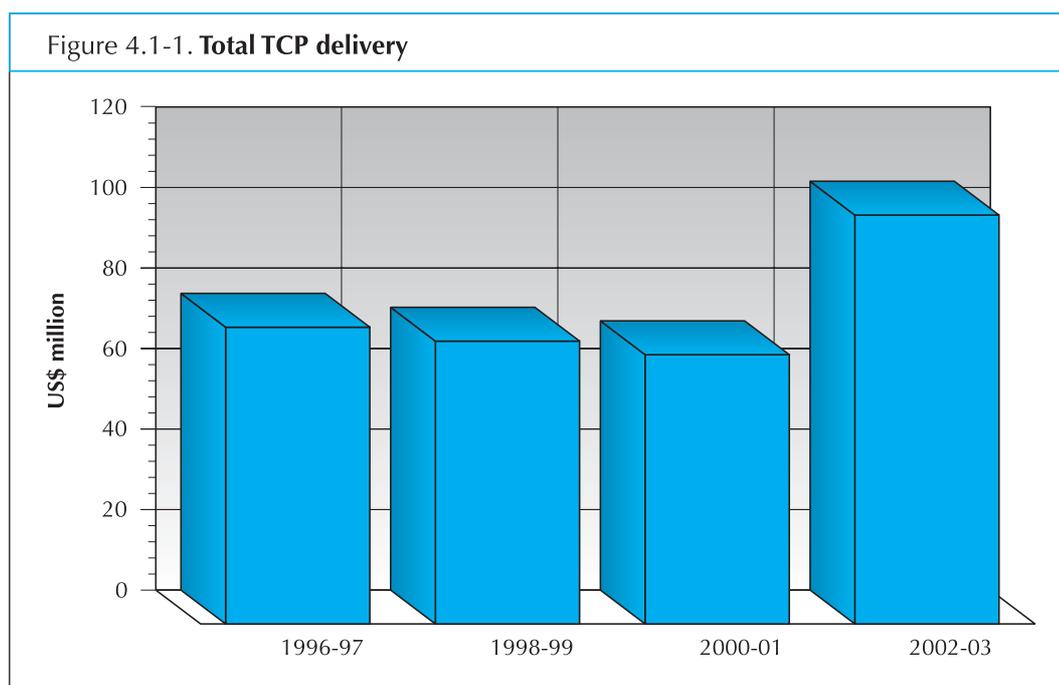
608. The share of project budgets used for expertise in TCP projects approved increased from 29% in 2000-01 to 35% in 2002-03 (Table 4.1-4). Within the amounts allocated for expertise, their composition changed significantly since 1998-99, when the decision was taken to utilize more cost-effective means of providing expertise, including national consultants, partnership arrangements (TCDC/TCCT and retired experts) and FAO staff. During 2002-03, the share of national experts/consultants and partnership expertise within the expert component was 57%, a modest increase from the 54% during 2000-01. The share of FAO staff also increased slightly to 26% of the expert component, while the share of international consultants further declined from 22% during 2000-01 to 17% in 2002-03.

**TABLE 4.1-4. COMPOSITION OF EXPERT SERVICES IN TCP PROJECTS**

	1996-97		1998-99		2000-01		2002-03	
	US\$ million	Percent share						
International consultants	25.9	72	11.0	39	6.2	22	8.8	17
National consultants	5.0	14	6.5	23	7.2	25	14.0	28
Partnership experts	3.0	8	5.7	20	8.5	29	14.4	29
FAO expert services (excludes general backstopping)	2.2	6	4.9	17	7.00	24	12.8	26
<b>Total expert component</b>	<b>36.1</b>	<b>100</b>	<b>28.1</b>	<b>100</b>	<b>28.9</b>	<b>100</b>	<b>50</b>	<b>100</b>
<b>Total approvals</b>	<b>93.3</b>		<b>92.1</b>		<b>100.1</b>		<b>143.6</b>	
Share of project budget used for experts		38.7		30.5		29.0		34.8

## Project Delivery

609. Total expenditure on TCP projects, excluding direct operating costs, is presented in Figure 4.1-1. As anticipated, delivery has increased by 49%, from US\$ 68.5 million in 2000-01 to US\$ 101.9 million in 2002-03. Delivery against the current biennium appropriation also increased significantly, from 12.7% in 2000-01 to 33% in 2002-03, the balance being from delivery of projects approved during/against the previous biennium which completed their activities during the current biennium.



610. The unique attribute of TCP, wherein two appropriations are necessarily available in any one biennium, adds some complexity to performance measurement. The following table develops a simple indicator of percentage expended based on the average of the two applicable appropriations. The statistics show a major upturn in expenditure for 2002-03 as a proportion of the appropriation, signalling an end to the problems which were mostly related to the settling in of decentralization.

**TABLE 4.1-5. INDICATOR OF TCP EXPENDITURE RATE**

	1992-93	1994-95	1996-97	1998-99	2000-01	2002-03
Biennial Appropriation (US\$ millions)	77.4	82.3	85.5	87.3	89.1	89.2
Average of the Biennial Appropriations for the last two biennia (US\$ millions)		79.9	83.9	86.4	88.2	89.2
Biennial Expenditure including direct operating costs (US\$ millions)		78.2	79.4	72.9	76.0	107.7
Biennial Expenditure as a percent of the average appropriation		97.9%	94.6%	84.4%	86.2%	120.8%

611. The indicator should tend to average at 100 over time and therefore a somewhat lower figure should be expected as the result for 2004-05.

612. The dramatically improved delivery in 2002-03 is the result of actions taken as a consequence of internal management reviews starting in late 2001 with a view to addressing potential procedural and operating constraints which could be limiting project approvals and delivery. Measures taken during the biennium include:

- reductions in project approval times by improved prioritisation of country requests and increased involvement of technical divisions in formulation;
- simplification of project revision procedures through increased delegation to the TCP Unit and budget holders;
- capacity-building of FAORs and national counterparts in project formulation and implementation;

- attracting more TCDC/TCCT experts by increasing their allowance to US\$ 100 per day in line with other elements of the Partnership Programme; and
- closer monitoring and oversight of project implementation, including technical support services, through the FPMIS.

613. The increased capacity to deliver, when coupled with improved quality of proposals, has set the stage for the TCP programme to be able to deliver on an increasing proportion of the current appropriation within the given biennium.

### Major Programme 4.2: TCP Unit

Regular Programme	US\$000
Programme of Work	2,738
Adjustments to Programme of Work arising out of Budgetary Transfers	100
Final Programme of Work	2,838
Expenditure against Final Programme of Work	2,857
Variance of Expenditure (Over)/Under Final Programme of Work	(19)
Budgetary Transfers as percent of Programme of Work	3.7%

#### Achievements

614. The TCP Unit is charged with the management and coordination of the Technical Cooperation Programme. It continued to ensure that approved projects adhered to TCP criteria and to coordinate the appraisal and processing of requests for TCP assistance by decentralized and headquarters units, as described under Major Programme 4.1 above. It was also directly involved in formulating and implementing the improved internal management measures aimed at alleviating constraints on project approvals and delivery.

615. The Unit reviews and monitors individual projects, through its participation in Project Task Forces, the examination of backstopping mission reports as well as the assessment and processing of requests for budget revisions. This monitoring is performed in close cooperation with the concerned FAO technical services and the Field Programme Monitoring and Coordination Service, which may also alert the Unit on specific problems arising during project implementation which require *ad hoc* response. As a further check, the appropriate FAO units can, at any time, inspect, evaluate and audit projects funded under the TCP.

616. Contact with governments to coordinate and prioritize requests for TCP support was maintained. The monitoring of follow-up action and evaluation of the impact of TCP projects continued to be an important component of programme management. In this respect, the Evaluation Service (PBEE) undertook thematic evaluations in the field of animal health (2002) and crop production (2003) and included the results in their reports to the Programme Committee.

## PWB Chapter 5: Support Services

### Major Programme 5.1: Information and Publications Support

Regular Programme	US\$000
Programme of Work	16,080
Adjustments to Programme of Work arising out of Budgetary Transfers	50
<b>Final Programme of Work</b>	<b>16,130</b>
Expenditure against Final Programme of Work	16,175
Variance of Expenditure (Over)/Under Final Programme of Work	(45)
Budgetary Transfers as percent of Programme of Work	0.3%
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	418
Extrabudgetary emergency project delivery	0
TCP delivery	0
<b>Total Field Programme delivery</b>	<b>418</b>
Ratio of Field to Regular Programme delivery	0.0
Technical Support Services, professional staff cost	69

### *Achievements*

617. This Major Programme, implemented by the Information Division (GII), assists in communicating to member governments, development partners and the general public information about the work of the Organization, including messages about FAO's mandate, priorities and technical programmes.

618. FAO's approach to public information and publications activities is guided by the Cross-Organizational Strategy "Communicating FAO's Message" as elaborated in the Organization's Corporate Communication Policy and Strategy. This calls for an integrated approach to communication which emphasizes the involvement of technical departments in planning and implementation. During the 2002-03 biennium, the Information Division was restructured, resulting in the creation of a News and Multimedia Service organized into three groups - News, Communication & Design and Multimedia Production - to give greater focus to outreach activities.

619. **Media relations.** A new, dynamic Newsroom page on the FAO Web site was launched to disseminate news about the Organization more widely in official languages. Media outreach was guided by the strategic vision contained in the annual Corporate Communication Plan, approved by the Corporate Communication Committee. 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. Press releases were distributed simultaneously in Arabic, English, French and Spanish. In the broadcast area, the emphasis of activities shifted from feature and documentary work to "hard" news. This was apparent in a reduction in the number of finished documentary productions and an increase in the distribution of video news releases and background footage to global broadcast organizations (see table 5.1-1).

620. Greater emphasis was placed on radio as a vital communication channel, particularly with rural populations in developing countries, and a large number of radio interviews were carried out. Increasingly, radio distribution was effected through the World Wide Web and a valuable partnership was established with UN Radio. These efforts resulted in a notable improvement in the radio coverage of material on FAO field programmes and projects, including TeleFood.

621. Increased attention was directed towards results-oriented partnerships with television broadcast and satellite operators, with the aim of increasing television airtime for communicating FAO's messages to key audiences worldwide. These efforts resulted in the airing of public service announcements in key markets, international distribution of FAO-produced videos, live broadcasts and satellite transmissions of awareness-raising TeleFood events, and media workshops.

**TABLE 5.1-1. MEDIA OUTREACH (SELECTED INDICATORS)**

	1998-99	2000-01	2002-03
Press releases, news stories and news & highlights/ news briefs	151	170 (plus 31 regional)	314
Regional Press releases			136
Feature articles (including Director-General byliners, and focus on the issues, )	17	69	39
Press conferences - headquarters	15	21	16
Press conferences - elsewhere	3	11	65
DG interviews arranged			39 + 34 regional
Video productions	73	80	22
Radio reports, interviews, etc.	550	580	686
Coproductions with broadcast partners	na	18	22

622. **Multimedia production.** The number of information materials produced continued to increase with a focus on FAO's programmes and priorities. In addition to traditional printed materials, production spanned the full multimedia range: videos, CD-ROMs, special features for the FAO Web site, etc. Development of an integrated approach to the presentation of the World Food Day/TeleFood campaign continued with the production of brochures, booklets and interactive multimedia CD-ROMs. An integrated package of 19 CD-ROM multi-media presentations and supporting fact sheets covering a broad range of FAO's key areas of work was prepared and widely distributed in all working languages, plus Italian, Russian and Japanese.

623. As shown in table 5.1-2, the number of Internet pages produced directly by the Multimedia Group continued to decline due to the use by technical departments of tools and systems developed in collaboration with the Information Systems and Technology Division (AFI).

624. Special exhibits featuring attractive displays were prepared in the FAO atrium to launch the International Year of Rice, and to accompany the Committees on Forestry, Fisheries and Agriculture. Exhibit support was also provided at meetings organized by the technical departments, and for FAO participation in important international events such as the World Forestry Congress in Quebec, and the *Salon international de l'agriculture* in Paris.

625. The Photo Laboratory supported 362 official events at headquarters and a number of photographic missions were undertaken. More than 20,000 requests for images were filled by the Photo Library. With the shift of photography from traditional film to digital, the Photo Laboratory was closed.

**TABLE 5.1-2. MULTIMEDIA (SELECTED INDICATORS)**

Description	2000-2001	2002-2003
Exhibits and displays	41	51
Public information materials (excluding multimedia presentations)	181	582
Multimedia presentations (all working languages, plus Italian and Japanese)	0	130
Internet pages generated	3056	2440

626. The newly constituted Publishing Management Service used the multilingual capacity of the unit for the editing and production of FAO's high-profile publications and, at the same time, assisted technical departments to publish other technical material. In line with the corporate visual identity

concept, the Publishing Management Service GIII, in cooperation with selected technical units, developed a series of templates for technical reports which could be used by originators with appropriate desktop publishing software to facilitate document production. GIII made available information on matters relating to FAO's publishing process through a range of Intranet web pages.

**TABLE 5.1-3 PUBLICATIONS (SELECTED INDICATORS)**

Description	2000-01	2002-03
<b>Major publications</b>		
Books and monographs (all languages)	481	679
Booklets, brochures and leaflets (all languages)	362	683
Electronic products (all languages)	37	56
Periodicals (individual titles)	4	8
Yearbooks (trilingual)	11	6
Yearbooks (multilingual)		9

627. On the basis of proposals received from technical departments, 19 copublishing agreements were negotiated with commercial publishers. Copublishing allows FAO publications to reach markets that FAO might not be in a position to access and continues to be a cost-effective way of increasing the visibility of FAO titles. In addition, 30 agreements were put in place during the biennium for the publication of FAO titles in non-official languages, specifically Bangla, Farsi, Hindi, Italian, Khmer, Malaylam, Oriya, Polish, Punjabi, Russian, Thai, Turkish and Vietnamese.

628. Free dissemination to member countries of FAO publications and other information products was implemented during the biennium according to the approved quota distribution system.

629. Considerable effort was made to turn around the sale of FAO's information products through the Information Products Revolving Fund (IPRF) in the biennium, resulting in a surplus in 2003. The overall biennial result was a deficit of US\$ 236,000, which was less than the previous biennium. The merger, during the biennium, of the IPRF and the Money and Medals Programme (MMP) resulted in significant synergies and savings in terms of human resources.

## Major Programme 5.2: Administration

Regular Programme	US\$000
Programme of Work	43,835
Adjustments to Programme of Work arising out of Budgetary Transfers	(1,290)
<b>Final Programme of Work</b>	<b>42,545</b>
Expenditure against Final Programme of Work	42,353
Variance of Expenditure (Over)/Under Final Programme of Work	192
Budgetary Transfers as percent of Programme of Work	(2.9%)
Field Programme	US\$000
Extrabudgetary TF and UNDP delivery	0
Extrabudgetary emergency project delivery	0
TCP delivery	0
<b>Total Field Programme delivery</b>	<b>0</b>
Ratio of Field to Regular Programme delivery	0.0
Technical Support Services, professional staff cost	1

## Achievements

630. The Major Programme covers the Organization's accounting, financial control and reporting systems; assists programme managers and technical staff in the use of modern information technology; and develops and administers personnel policies, ensuring that FAO is served by competent and motivated staff.

631. The financial systems that were originally launched in 1999 were enhanced through the introduction of the new Web-based Budget Maintenance Module (eBMM) and the development of eTravel. Several corporate technical and administrative information systems were developed and enhanced, and a major upgrade of Oracle Applications was successfully implemented in 2002. Support also continued to be provided to the corporate decentralization policy with the rollout of the upgraded FAO Wide Area Network (WAN).

632. The Management Support Service (MSS) provides a range of central administrative support services, advice and management information to division directors and departmental managers in the areas of finance, budget, procurement requisitioning, personnel and travel, in accordance with the established rules and regulations of the Organization. The MSS also carries out, on behalf of the Assistant Director-General of AF, corporate responsibilities in other assigned areas of administrative services.

633. The following key indicators reflect the main categories of MSS output.

**TABLE 5.2-1. MANAGEMENT SUPPORT SERVICES (SELECTED INDICATORS)**

Description	2001 **	2002	2003	Total 2002-2003
Average number of staff at FAO headquarters serviced by MSS	2,045	2,048	2,095	2,072
Number of servicing actions processed by MSS	*	7,994	7,960	15,954
Number of travel entitlement actions processed by MSS	*	1,470	1,838	3,308
<b>Appointments</b>				
Number of short-term and fixed-term staff appointments processed	338	496	435	931
Number of consultants and Personal Services Agreements processed	5,260	5,380	5,892	11,272
<b>Separations</b>				
Number of staff separations processed	382	1,357	871	2,228
<b>Financial services provided</b>				
Requests for financial system assistance received	6,976	5,813	5,085	10,898
Number of staff trained in financial systems	*	53	257	310
Overtime processed	4,279	3,894	4,304	8,288
Journal vouchers processed	3,856	4,967	6,381	11,348
Letters of agreement processed	516	472	474	946

\* statistics not available for the previous biennium\*\* Figures cover only 2001, following the creation of the MSS in September 2000

### Programme 5.2.1: Financial Services

634. The programme covers the financial services in support of FAO's Regular Programme and extrabudgetary operations. It includes advising on financial and related policy issues; designing and managing the Organization's financial and cost accounting systems and procedures; maintaining the accounts; and, preparing the financial statements of the Organization for certification by the External Auditor. The programme involves management and accounting for about US\$ 1.4 billion in funding per biennium.

635. As part of the work on further strengthening the control environment, a new Finance Division intranet site was created to communicate authoritative policy and procedural documentation to user groups both in headquarters and decentralized offices.

636. The new Web-based Budget Maintenance Module (eBMM) provides improved budget management functionality, and the development of eTravel has simplified the processing and certification of lump sum entitlement payments. The upgrade of Oracle Applications to the Web-based version provides opportunities for further streamlining of the business processes in the Organization.

**TABLE 5.2-2. FINANCIAL SERVICES (SELECTED INDICATORS)**

		2000-01	2002-03
Staff on payroll (monthly average)		4,200	4,190
Travel authorizations processed		25,500	31,500
Payments processed (excluding payroll)		*	74,000
Receipts processed		*	14,000
Vendor accounts managed		*	16,000
Support to FAOR and Project offices	Replenishment requests processed	*	371
	Number of offices supported	140	137
Projects	Projects opened	*	1,900
	Project budget revisions processed	*	2,100
Investments managed	(US\$ million)	169	452
Systems access requests processed		*	8,000

\*statistics not available for the previous biennium

637. An in-depth review of the how the Organization manages cash and investments was performed leading to the introduction of significant changes in the management of the investment portfolio. Two new investment management contracts were negotiated and the portfolio was diversified.

638. To take advantage of synergies with the other administrative support functions, at the end of the biennium the Travel Group was moved from the Finance Division to the Management Support Service.

### **Programme 5.2.2: Information Systems and Technology Services**

639. The biennium saw further consolidation of the Oracle Financials Phase I implementation. Major improvements were achieved by the upgrade of Oracle Applications featuring more user-friendly screens and a stabler environment. Improvements have been made to the Data Warehouse, which now provides an increasing variety of data and reports to permit decentralized managers to remain aware of their financial position and improve budget management. An enhanced Budget Maintenance Module based on Web technology was released in early 2003 and made available to a wider group of users including some decentralized offices.

640. The Organization's technical information systems grew substantially in terms of the number of systems developed and additional substantive information available for dissemination through the WAICENT Framework where evidence of increased use of FAO's data is apparent from the indicators in table 5.2-3. Common and reusable components and system frameworks were developed in the key demand areas. Particular emphasis has been placed on collaboration with other agencies and regional and country entities in information system support of programmes such as the Food Insecurity and Vulnerability Information and Mapping Systems (FIVIMS), the Global Plan of Action (GPA), and the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES).

641. The Programme contributed to other major areas, such as FAO Intranet and Extranet, Divisional Web Publishing System, Field Programme Management Information System and Dynamic

Database Publication System. For the World Food Summit: *five years later* the participant registration system was enhanced. User support for the many visitors was provided on an extended-hours basis.

642. The WAN project executed during the biennium has improved the capabilities of decentralized offices and aided the decentralization process, by providing access to FAO Intranet systems, standard FAO Email accounts, and reliable access to administrative applications. All Regional and Subregional Offices were connected to the WAN by the end of 2003, as were 63 FAO Representations and 3 Liaison Offices. Implementation has been deferred in a small number of offices which have regulatory or technical obstacles to overcome. A follow-on project was approved by the Information Management and Technology Committee (IMTC) at the end of 2003, its scope being to connect the remaining FAO Offices to the WAN.

643. Information and communications technology (ICT) infrastructure was significantly enhanced with the migration to current versions of Windows. This was initiated during 2003 and will be progressively implemented during 2004-05. A number of projects in the information systems (IS) and ICT areas, funded from US arrears, commenced in 2003, including the relocation and renovation of the Computer Centre. Outsourcing of the legacy "mainframe" processing environment to the UN International Computer Centre in Geneva was implemented in January 2004, as part of the efforts to consolidate the ICT environments to enable better strategic focus and efficiency gains.

644. Security of information and information systems was a concern for management, and an information security policy development was initiated. Continued efforts were undertaken to combat cyber attacks (viruses, worms, etc.) and remedial action applied (system patches, etc.). User guidelines were developed and user education based on them is on-going.

**TABLE 5.2-3. INFORMATION SYSTEMS AND TECHNOLOGY (SELECTED INDICATORS)**

Description	2000-01	2002-03
<b>Support of administrative and technical applications</b>		
Financial and human resources systems (change requests)	545	717
Administrative system support (person years - staff and consultants)	65	61
Technical systems support (person years - staff and consultants)	38	70
Technical information systems	59	85
Number of FAOSTAT statistical data collections	48	57
<b>Use of administrative and technical applications</b>		
Data warehouse reports produced (in thousands)	177	305
Transactions posted in general ledger (in millions)	5.9	5.5
Number of Oracle users	1,794	2,510
FAOSTAT records downloaded by external users (in millions)	442.4	866.8
Internet, average number of hits per month (in millions)	16.6	40
Intranet, average number of hits per month (in millions)	1.5	1.62
<b>User support</b>		
Help desk calls per month	700	585
<b>Use of headquarters infrastructure, servers and network services</b>		
Total number of servers (OS390, UNIX, Windows)	145	180
Total disk space on servers (GB)	8,800	10,050
<b>Use of telephone exchange (PABX) and audiovisual services</b>		
PABX new installations, moves and de-installations	5,345	9213
Video conferences	319	550
Assistance to audio-visual or interpretation equipment in meeting rooms	2,506	4,445
<b>Use of messaging services</b>		
Headquarters e-mail accounts	3,800	4,400
E-mail accounts in decentralized offices	1,063	1,300
Number of messages sent to or received from the Internet (per day)	25,300	70,000
Incoming and outgoing telexes	12,714	7,200
Incoming and outgoing faxes from the central facility (pages)*	69,951	76,711

\* Many divisions in HQ have their own fax machines and traffic from them is not included.

### Programme 5.2.3: Human Resources Services

645. The Programme, carried out by the Human Resources Management Division (AFH), covers the development of human resources (HR) policies and procedures; management studies and job classification; position management and control; support to recruitment of staff; salaries and allowances administration; social security provisions; staff training; administration of appeals procedures and consultation with staff representative bodies; and overseeing and monitoring the administration and servicing of staff.

646. The development of several policies was initiated concerning the introduction of innovative human resources management practices that sought to promote a more supportive work/family environment. These included, *inter alia*, policies on spouse employment and paternity leave. Following a trial period, a teleworking policy was adopted that provides staff members the possibility of a greater degree of flexibility in their working hours, work location and leave planning.

647. The Organization was also actively involved in promoting innovative human resources policies through UN inter-agency bodies, including the International Civil Service Commission (ICSC), the Human Resources Network and the High-Level Committee on Management (HLCM) of the CEB. The policies being reviewed under such bodies include inter-organization mobility, a common senior management service, the pay and benefit system, gender balance in organizations and hazard pay for locally-recruited staff.

648. AFH organized workshops with line managers to develop a broader approach to human resources planning. Recommendations that provide a basis for a workforce planning system were developed relating to job profiles, recruitment, selection, promotion and succession planning, development, training, mobility and the use of consultants. With a view to improving the quality of vacancy announcements and raising awareness on the recruitment process in the Organization, recruitment guidelines were made available internally and a new vacancy announcement format, introducing the use of selection criteria, was implemented in 2003. A number of steps were initiated to address the issue of limited number of applicants from under- and non-represented countries. Consideration has been given to recruitment missions in non- and severely under-represented countries in 2003. In addition, efforts have been made to target Web sites in those countries when posting FAO Vacancy Announcements.

649. The non-staff Personal Services Agreement (PSA) was introduced in 2002 to standardize, as well as to reduce, the number of non-staff contractual instruments used by the Organization. The PSA has provided AFH and other FAO stakeholders a clearer definition of the circumstances under which all types of non-staff resources should be used.

650. FAO actively participated in the sessions of the United Nations Joint Staff Pension Board (UNJSPB) and its Standing Committee. Tools were developed in collaboration with the Pension Fund secretariat to enhance the self-servicing modules for Fund participants and retirees, both at headquarters and in the field. AFH continued to provide social security benefits to the staff and achieved reductions in premiums of various benefits through a regular competitive tendering process among international companies.

651. The Language Skills Programme continued to promote the development of multi-lingualism in the five official languages and Italian for newcomers, including new standardized Arabic and Chinese language programmes and proficiency assessment opportunities made available for staff. AF and GI Departments collaborated to deliver communication skills training in key areas to staff and to promote a "communication culture". The Computer Skills Programme continued to support the Oracle system and standardized information technology tools. The FAO Staff Orientation Programme was offered on a regular basis to enable new staff to learn about the Organization so as to help them to effectively perform their duties as quickly as possible upon arrival at FAO. The Project Cycle Overview Course was delivered in English to staff from the decentralized offices and updated with inputs and collaboration from stakeholder departments.

652. AFH continued to review and respond to staff grievances and monitor disciplinary cases. The division also provided timely advice to line managers regarding work-related disputes, with a view to resolving such disputes at an early stage and keeping the number of administrative appeals and grievances as low as possible. A revised Policy on the Prevention of Harassment was issued in June 2003, with provisions for addressing cases of harassment by way of mediation.

653. In order to provide support to all these initiatives, the Human Resources Management System (HRMS) project started in 2002 with the development of the Project Charter and its endorsement by Senior Management. Current business processes in the areas of Appointment and Administration, Consultants, Personnel Files, Payroll, Recruitment, Staff Development, HR Planning, Post Management, Policy and Procedures and Legal Matters were documented. A User Group including representatives of all HQ departments and Regional Offices was formed and regular meetings have been started. Availability of arrears to fund the implementation phases was confirmed.

654. The Medical Service continued to carry out its routine functions as well as the additional services which were introduced in the previous reporting period, In-House Physiotherapy and Work Station Assessments, which contributed significantly to reduction of loss of time at work and compensation costs. Focusing on prevention and health promotion, the Medical Service has successfully introduced a programme on cardiovascular risk factor prevention and headache/migraine reduction in addition to the already available cancer screening programmes.

**TABLE 5.2-4. HUMAN RESOURCES MANAGEMENT SERVICES (SELECTED INDICATORS)**

Description	2000-01	2002-03
<b>Staff with fixed-term/continuing appointments (as at end of biennium)</b>		
Headquarters	2102	2161
Decentralized offices	1251	1258
Total	3353	3419
<b>Staff training days (participants x duration)</b>		
Professional and career development courses	2483	2340
Orientation, average course duration 1 day	72	495
Computer skills, average course duration 1 day	4601	3616
Language skills, average course duration 5 days	15537	20809
Communication skills, average course duration 1.5 days		724
Retirement, average course duration 2 days		773
Project Cycle, average course duration 6 days		194
<b>Insurance and compensation claims</b>		
Medical insurance claims handled	184537	188098
Staff compensation claims handled	267	220
<b>Staff Separations &amp; Pensions</b>		
Number of new retirement pension payments	445	371
Number of new disability pension payments	29	20
Pension separation queries	5200	5400

## PWB Chapter 6: Common Services

Regular Programme	US\$000
Programme of Work	42,922
Adjustments to Programme of Work arising out of Budgetary Transfers	(490)
<b>Final Programme of Work</b>	<b>42,432</b>
Expenditure against Final Programme of Work	42,178
Variance of Expenditure (Over)/Under Final Programme of Work	254
Budgetary Transfers as percent of Programme of Work	(1.1%)

### *Achievements*

655. This chapter of the PWB covers the cost of common services – communications, procurement, building maintenance and security at Headquarters and decentralized offices – under the management of the Administrative Services Division (AFS).

656. Overall, purchasing operations experienced a tremendous increase during the biennium with emergencies reaching a high of 96.5% of all purchasing. In addition, by virtue of the provisions of Security Council Resolutions No. 1472 and 1483, the Procurement Service handled contracts related to the 59% component of the “Oil for Food” programme, as well as for Locally Generated Funds for Northern Iraq, for an amount of US\$ 810,580,194, which was unprecedented in the history of the Organization.

657. The Italian Ministry of Public Works started renovation works in Building A to meet the European Fire Safety and Evacuation laws. The works included the restructuring of the David Lubin Library and the construction of three new emergency evacuation stairs to meet the requirements posed by the occupancy of the conference rooms present in building A. The emergency stairs were delivered in time for the 2003 Conference, while the new David Lubin Library is scheduled for delivery in early 2005.

658. Following the attack against the UN building in Baghdad in August 2003, the UN System adopted new minimum operating security standards. FAO has increased its safety and security, by taking a number of steps including new access control procedures, an increase in the number of guards at Headquarters and anti-intrusion equipment.

659. Efficiencies in communications, records and archives are emerging as the Digital Records Management System is being developed and further applied.

**TABLE 6.0-1.COMMON SERVICES (SELECTED INDICATORS)**

Description	2000-01	2002-03
<b>Contractual services</b>		
Contracts awarded/revised	1,688	1,796
Total value, US\$ million	40.1	856.7
<b>Purchasing</b>		
Purchase orders handled, including field	4,916	4,562
Total value, US\$ million	271.1	309
<b>Communications</b>		
Incoming pouch bags	10,356	8,647
Outgoing pouch bags	21,780	(*) 25,520
Incoming mail (letters/parcels)	60,500	52,000
Outgoing mail (letters/parcels)	1,426,000	1,250,000
<b>Building maintenance</b>		
Maintenance interventions	21,000	20,046

(\*) FAO has increased the use of courier-based pouch, resulting in smaller individual dispatches.



## Annex I

### Completion of 2002-03 Outputs by Programme

660. The 2002-03 PWB identified outputs for implementation under the technical and economic programmes. In the course of programme implementation it is sometimes necessary for modifications to be made in outputs, while others may be postponed or cancelled. New outputs may also be introduced to meet changing circumstances and specific requests. The following table summarizes changes that occurred by output type during the biennium. The rest of the Annex provides similar information by programme. Information on all planned and unplanned outputs is available in the PIR Outputs Database on the FAO Internet site at (<http://www.fao.org/pir>).

#### IMPLEMENTATION OF OUTPUTS, 2002-03

Description	Approved in PWB	Cancelled/postponed	Unplanned delivered	Total delivered	Delivered unmodified	Delivered modified	Percentage delivered
Coordination and information exchange	414	(33)	41	422	399	23	101.9%
Direct advice to Members and field programme support	305	(14)	41	332	324	8	108.9%
Information (products, systems, databases)	293	(26)	44	311	294	17	106.1%
International undertakings, agreements/conventions and standards	65	(4)	11	72	69	3	110.8%
Methodologies and guidelines (including pilot testing and demonstration)	240	(35)	19	224	200	24	93.3%
Studies and analyses	240	(22)	28	246	220	26	102.5%
Training (including training courses and materials)	125	(12)	4	117	107	10	93.6%
<b>Notional total</b>	<b>1,682</b>	<b>(146)</b>	<b>188</b>	<b>1,724</b>	<b>1,613</b>	<b>111</b>	<b>102.5%</b>

**DELIVERY OF BIENNIAL OUTPUTS BY PROGRAMME**

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
<b>210 Intra-departmental Programme Entities for Agricultural Production and Support Systems</b>							
Coordination and Information Exchange	14	(2)	17	29	27	2	207%
Information (Products, Systems, Databases)	6	(1)	0	5	5	0	83%
International Undertakings, Agreements/Conventions and Standards	4	0	0	4	4	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	5	(2)	0	3	3	0	60%
Studies and Analyses	6	0	0	6	3	3	100%
Training (including training courses and materials)	2	(1)	0	1	1	0	50%
<b>210 Total</b>	<b>37</b>	<b>(6)</b>	<b>17</b>	<b>48</b>	<b>43</b>	<b>5</b>	<b>130%</b>
<b>211 Natural Resources</b>							
Coordination and Information Exchange	12	(1)	0	11	11	0	92%
Direct Advice to Members; Field Programme Support	7	(1)	0	6	6	0	86%
Information (Products, Systems, Databases)	15	0	0	15	15	0	100%
International Undertakings, Agreements/Conventions and Standards	1	0	0	1	1	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	18	(3)	0	15	15	0	83%
Studies and Analyses	21	(2)	0	19	18	1	90%
Training (including training courses and materials)	7	0	0	7	7	0	100%
<b>211 Total</b>	<b>81</b>	<b>(7)</b>	<b>0</b>	<b>74</b>	<b>73</b>	<b>1</b>	<b>91%</b>
<b>212 Crops</b>							
Coordination and Information Exchange	32	(4)	0	28	27	1	88%
Direct Advice to Members; Field Programme Support	20	(1)	0	19	19	0	95%
Information (Products, Systems, Databases)	13	0	0	13	11	2	100%
International Undertakings, Agreements/Conventions and Standards	12	0	0	12	12	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	15	(2)	0	13	11	2	87%
Studies and Analyses	8	0	1	9	6	3	112%
Training (including training courses and materials)	9	(2)	0	7	7	0	78%
<b>212 Total</b>	<b>109</b>	<b>(9)</b>	<b>1</b>	<b>101</b>	<b>93</b>	<b>8</b>	<b>93%</b>
<b>213 Livestock</b>							
Coordination and Information Exchange	18	0	0	18	17	1	100%
Direct Advice to Members; Field Programme Support	7	0	0	7	7	0	100%
Information (Products, Systems, Databases)	12	(2)	0	10	10	0	83%
International Undertakings, Agreements/Conventions and Standards	1	(1)	0	0	0	0	0%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Methodologies and Guidelines (including Pilot Testing and Demonstration)	20	(4)	0	16	16	0	80%
Studies and Analyses	8	0	0	8	6	2	100%
Training (including training courses and materials)	3	(1)	0	2	1	1	67%
<b>213 Total</b>	<b>69</b>	<b>(8)</b>	<b>0</b>	<b>61</b>	<b>57</b>	<b>4</b>	<b>88%</b>
<b>214 Agricultural Support Systems</b>							
Coordination and Information Exchange	11	(2)	0	9	8	1	82%
Direct Advice to Members; Field Programme Support	10	0	0	10	9	1	100%
Information (Products, Systems, Databases)	14	0	0	14	12	2	100%
International Undertakings, Agreements/Conventions and Standards	1	0	0	1	1	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	11	0	2	13	9	4	118%
Studies and Analyses	21	(2)	0	19	13	6	90%
Training (including training courses and materials)	19	(3)	0	16	14	2	84%
<b>214 Total</b>	<b>87</b>	<b>(7)</b>	<b>2</b>	<b>82</b>	<b>66</b>	<b>16</b>	<b>94%</b>
<b>215 Agricultural Applications of Isotopes and Biotechnology</b>							
Coordination and Information Exchange	3	0	0	3	3	0	100%
Direct Advice to Members; Field Programme Support	6	0	0	6	6	0	100%
Information (Products, Systems, Databases)	5	0	0	5	4	1	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	6	0	0	6	6	0	100%
Studies and Analyses	4	0	0	4	4	0	100%
Training (including training courses and materials)	6	0	0	6	6	0	100%
<b>215 Total</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>29</b>	<b>1</b>	<b>100%</b>
<b>21 Total</b>	<b>413</b>	<b>(37)</b>	<b>20</b>	<b>396</b>	<b>361</b>	<b>35</b>	<b>96%</b>
<b>221 Nutrition</b>							
Coordination and Information Exchange	26	(5)	1	22	20	2	85%
Direct Advice to Members; Field Programme Support	13	(2)	0	11	11	0	85%
Information (Products, Systems, Databases)	11	0	1	12	10	2	109%
International Undertakings, Agreements/Conventions and Standards	13	0	0	13	12	1	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	17	(2)	2	17	11	6	100%
Studies and Analyses	6	(2)	0	4	4	0	67%
Training (including training courses and materials)	14	0	0	14	8	6	100%
<b>221 Total</b>	<b>100</b>	<b>(11)</b>	<b>4</b>	<b>93</b>	<b>76</b>	<b>17</b>	<b>93%</b>
<b>222 Food and Agricultural Information</b>							
Coordination and Information Exchange	29	(4)	0	25	25	0	86%
Direct Advice to Members;	49	(1)	3	51	50	1	104%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Field Programme Support							
Information (Products, Systems, Databases)	73	(8)	15	80	77	3	110%
International Undertakings, Agreements/Conventions and Standards	8	0	0	8	8	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	22	(4)	1	19	17	2	86%
Studies and Analyses	3	(1)	1	3	2	1	100%
Training (including training courses and materials)	7	(2)	0	5	5	0	71%
<b>222 Total</b>	<b>191</b>	<b>(20)</b>	<b>20</b>	<b>191</b>	<b>184</b>	<b>7</b>	<b>100%</b>
<b>223 Food and Agricultural Monitoring, Assessments and Outlooks</b>							
Coordination and Information Exchange	19	0	1	20	19	1	105%
Direct Advice to Members; Field Programme Support	1	0	1	2	2	0	200%
Information (Products, Systems, Databases)	25	0	5	30	29	1	120%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	5	0	0	5	5	0	100%
Studies and Analyses	15	0	0	15	15	0	100%
Training (including training courses and materials)	1	0	0	1	1	0	100%
<b>223 Total</b>	<b>66</b>	<b>0</b>	<b>7</b>	<b>73</b>	<b>71</b>	<b>2</b>	<b>111%</b>
<b>224 Agriculture, Food Security and Trade Policy</b>							
Coordination and Information Exchange	22	0	6	28	26	2	127%
Direct Advice to Members; Field Programme Support	12	0	0	12	12	0	100%
Information (Products, Systems, Databases)	3	0	0	3	3	0	100%
International Undertakings, Agreements/Conventions and Standards	2	0	0	2	2	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	3	(1)	0	2	0	2	67%
Studies and Analyses	33	(3)	2	32	26	6	97%
<b>224 Total</b>	<b>75</b>	<b>(4)</b>	<b>8</b>	<b>79</b>	<b>69</b>	<b>10</b>	<b>105%</b>
<b>22 Total</b>	<b>432</b>	<b>(35)</b>	<b>39</b>	<b>436</b>	<b>400</b>	<b>36</b>	<b>101%</b>
<b>231 Fisheries Information</b>							
Coordination and Information Exchange	13	0	1	14	14	0	108%
Direct Advice to Members; Field Programme Support	9	(2)	0	7	7	0	78%
Information (Products, Systems, Databases)	31	(9)	5	27	22	5	87%
International Undertakings, Agreements/Conventions and Standards	4	(1)	0	3	2	1	75%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	5	(2)	0	3	3	0	60%
Studies and Analyses	2	0	0	2	2	0	100%
Training (including training courses and materials)	3	(1)	1	3	2	1	100%
<b>231 Total</b>	<b>67</b>	<b>(15)</b>	<b>7</b>	<b>59</b>	<b>52</b>	<b>7</b>	<b>88%</b>

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
<b>232 Fisheries Resources and Aquaculture</b>							
Coordination and Information Exchange	26	(5)	8	29	29	0	112%
Direct Advice to Members; Field Programme Support	7	0	9	16	15	1	229%
Information (Products, Systems, Databases)	8	(1)	11	18	18	0	225%
International Undertakings, Agreements/Conventions and Standards	6	(2)	0	4	4	0	67%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	25	(7)	6	24	21	3	96%
Studies and Analyses	9	(2)	10	17	17	0	189%
Training (including training courses and materials)	3	0	0	3	3	0	100%
<b>232 Total</b>	<b>84</b>	<b>(17)</b>	<b>44</b>	<b>111</b>	<b>107</b>	<b>4</b>	<b>132%</b>
<b>233 Fisheries Exploitation and Utilisation</b>							
Coordination and Information Exchange	10	(1)	2	11	11	0	110%
Direct Advice to Members; Field Programme Support	19	(5)	5	19	19	0	100%
Information (Products, Systems, Databases)	13	(1)	4	16	16	0	123%
International Undertakings, Agreements/Conventions and Standards	0	0	3	3	3	0	0%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	21	(4)	5	22	20	2	105%
Studies and Analyses	10	(2)	4	12	12	0	120%
Training (including training courses and materials)	2	0	2	4	4	0	200%
<b>233 Total</b>	<b>75</b>	<b>(13)</b>	<b>25</b>	<b>87</b>	<b>85</b>	<b>2</b>	<b>116%</b>
<b>234 Fisheries Policy</b>							
Coordination and Information Exchange	23	(2)	0	21	20	1	91%
Direct Advice to Members; Field Programme Support	10	(1)	7	16	16	0	160%
Information (Products, Systems, Databases)	1	0	0	1	1	0	100%
International Undertakings, Agreements/Conventions and Standards	2	0	8	10	9	1	500%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	3	0	0	3	3	0	100%
Studies and Analyses	13	(2)	6	17	14	3	131%
Training (including training courses and materials)	1	0	0	1	1	0	100%
<b>234 Total</b>	<b>53</b>	<b>(5)</b>	<b>21</b>	<b>69</b>	<b>64</b>	<b>5</b>	<b>130%</b>
<b>23 Total</b>	<b>279</b>	<b>(50)</b>	<b>97</b>	<b>326</b>	<b>308</b>	<b>18</b>	<b>117%</b>
<b>241 Forest Resources</b>							
Coordination and Information Exchange	23	(1)	0	22	17	5	96%
Direct Advice to Members; Field Programme Support	17	0	0	17	16	1	100%
Information (Products, Systems, Databases)	7	0	0	7	7	0	100%
International Undertakings,	2	0	0	2	2	0	100%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Agreements/Conventions and Standards							
Methodologies and Guidelines (including Pilot Testing and Demonstration)	10	0	0	10	9	1	100%
Studies and Analyses	12	0	0	12	12	0	100%
Training (including training courses and materials)	3	0	0	3	3	0	100%
<b>241 Total</b>	<b>74</b>	<b>(1)</b>	<b>0</b>	<b>73</b>	<b>66</b>	<b>7</b>	<b>99%</b>
<b>242 Forest Products</b>							
Coordination and Information Exchange	21	(1)	0	20	20	0	95%
Direct Advice to Members; Field Programme Support	2	0	0	2	2	0	100%
Information (Products, Systems, Databases)	11	(3)	0	8	8	0	73%
International Undertakings, Agreements/Conventions and Standards	3	0	0	3	3	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	7	(2)	0	5	5	0	71%
Studies and Analyses	8	(1)	0	7	7	0	88%
Training (including training courses and materials)	1	0	0	1	1	0	100%
<b>242 Total</b>	<b>53</b>	<b>(7)</b>	<b>0</b>	<b>46</b>	<b>46</b>	<b>0</b>	<b>87%</b>
<b>243 Forestry Policy and Planning</b>							
Coordination and Information Exchange	13	0	0	13	10	3	100%
Direct Advice to Members; Field Programme Support	8	0	0	8	8	0	100%
Information (Products, Systems, Databases)	1	0	0	1	1	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	9	0	0	9	7	2	100%
Studies and Analyses	21	(2)	0	19	19	0	90%
Training (including training courses and materials)	8	0	0	8	8	0	100%
<b>243 Total</b>	<b>60</b>	<b>(2)</b>	<b>0</b>	<b>58</b>	<b>53</b>	<b>5</b>	<b>97%</b>
<b>244 Forest Programmes Coordination and Information</b>							
Coordination and Information Exchange	24	0	0	24	24	0	100%
Information (Products, Systems, Databases)	5	0	0	5	5	0	100%
International Undertakings, Agreements/Conventions and Standards	2	0	0	2	2	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	1	0	0	1	1	0	100%
Studies and Analyses	1	0	0	1	1	0	100%
<b>244 Total</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>33</b>	<b>33</b>	<b>0</b>	<b>100%</b>
<b>24 Total</b>	<b>220</b>	<b>(10)</b>	<b>0</b>	<b>210</b>	<b>198</b>	<b>12</b>	<b>95%</b>
<b>251 Research, Natural Resources Management and Technology Transfer</b>							
Coordination and Information Exchange	16	(3)	1	14	12	2	88%
Direct Advice to Members; Field Programme Support	12	0	1	13	13	0	108%
	14	(1)	2	15	15	0	107%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Information (Products, Systems, Databases)							
International Undertakings, Agreements/Conventions and Standards	1	0	0	1	1	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	8	(1)	0	7	7	0	88%
Studies and Analyses	13	(3)	0	10	10	0	77%
Training (including training courses and materials)	6	(1)	0	5	5	0	83%
<b>251 Total</b>	<b>70</b>	<b>(9)</b>	<b>4</b>	<b>65</b>	<b>63</b>	<b>2</b>	<b>93%</b>
<b>252 Gender and Population</b>							
Coordination and Information Exchange	14	0	0	14	13	1	100%
Direct Advice to Members; Field Programme Support	13	0	0	13	13	0	100%
Information (Products, Systems, Databases)	4	0	0	4	4	0	100%
International Undertakings, Agreements/Conventions and Standards	2	0	0	2	2	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	9	0	0	9	9	0	100%
Studies and Analyses	6	0	0	6	6	0	100%
Training (including training courses and materials)	10	0	0	10	10	0	100%
<b>252 Total</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>58</b>	<b>57</b>	<b>1</b>	<b>100%</b>
<b>253 Rural Development</b>							
Coordination and Information Exchange	5	(1)	4	8	8	0	160%
Direct Advice to Members; Field Programme Support	8	0	5	13	12	1	162%
Information (Products, Systems, Databases)	6	0	0	6	6	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	16	(1)	3	18	18	0	112%
Studies and Analyses	3	0	3	6	6	0	200%
Training (including training courses and materials)	5	0	1	6	6	0	120%
<b>253 Total</b>	<b>43</b>	<b>(2)</b>	<b>16</b>	<b>57</b>	<b>56</b>	<b>1</b>	<b>133%</b>
<b>256 Food Production in Support of Food Security in LIFDCs</b>							
Coordination and Information Exchange	9	0	0	9	9	0	100%
<b>256 Total</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>100%</b>
<b>25 Total</b>	<b>180</b>	<b>(11)</b>	<b>20</b>	<b>189</b>	<b>185</b>	<b>4</b>	<b>105%</b>
<b>311 Coordination of Policy Assistance and Field Programme Development</b>							
Coordination and Information Exchange	13	0	0	13	13	0	100%
Direct Advice to Members; Field Programme Support	2	0	0	2	2	0	100%
Methodologies and Guidelines (including Pilot Testing and Demonstration)	4	0	0	4	4	0	100%
Training (including training courses and materials)	6	(1)	0	5	5	0	83%
<b>311 Total</b>	<b>25</b>	<b>(1)</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>96%</b>

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
<b>312 Policy Assistance to Various Regions</b>							
Coordination and Information Exchange	18	(1)	0	17	16	1	94%
Direct Advice to Members; Field Programme Support	72	(1)	10	81	78	3	112%
Information (Products, Systems, Databases)	14	0	1	15	14	1	107%
Studies and Analyses	16	0	1	17	16	1	106%
Training (including training courses and materials)	9	0	0	9	9	0	100%
<b>312 Total</b>	<b>129</b>	<b>(2)</b>	<b>12</b>	<b>139</b>	<b>133</b>	<b>6</b>	<b>108%</b>
<b>313 Legal Assistance to Member Nations</b>							
Direct Advice to Members; Field Programme Support	1	0	0	1	1	0	100%
Information (Products, Systems, Databases)	1	0	0	1	1	0	100%
International Undertakings, Agreements/Conventions and Standards	1	0	0	1	1	0	100%
Studies and Analyses	1	0	0	1	1	0	100%
<b>313 Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>100%</b>
<b>31 Total</b>	<b>158</b>	<b>(3)</b>	<b>12</b>	<b>167</b>	<b>161</b>	<b>6</b>	<b>106%</b>

---

## Annex II

---

### **Report on Unscheduled and Cancelled Sessions**

#### **(1 January 2002 - 31 December 2003)**

661. In Resolution 21/67, adopted in November 1967, the Conference had authorized the Director-General to convene sessions of FAO bodies and expert consultations other than those approved in the Programme of Work and Budget (PWB), provided that such sessions be reported to the next Council session. Subsequently, the Council agreed at its 102nd Session (November 1992) that information on unscheduled and cancelled sessions should henceforward be provided in successive Programme Implementation Reports (PIRs). This PIR reports on unscheduled and cancelled sessions for the biennium from 1 January 2002 to 31 December 2003.

662. The starting-point of reporting for the 2002-03 biennium is the List of Scheduled Sessions given in Annex III of the PWB 2002-03 (C 2001/3).

663. The following data summarizes the movements during the reporting period 2002-03 which included 26 unscheduled sessions and 6 cancellations.

664. Details of these sessions are provided in the following pages, which follow the format of previous reports. Meetings that have no intergovernmental character, such as consultations of the FAO secretariat with stakeholders, as well as informal briefings of Permanent Representatives and non-FAO meetings held on FAO premises, are not included in this list.

**UNSCHEDULED SESSIONS APPROVED IN 2002-03 (26)**

<b>Programme entity</b>	<b>Session number</b>	<b>Title, location, date and remarks</b>	<b>Estimated direct cost (US\$)</b>	<b>Article of const. and category</b>
211P8	AGL 801	International Conference on Technical and Institutional Aspects of Irrigation Water Management	3,200	VI-4 (3)
212A3	AGP 819	Expert Consultation on Biotechnology: The Perspectives from Developing Countries and their Partners: Towards a Global Strategy in Plant Biotechnology for Food Security and Poverty Alleviation	NIL	VI-4 (3)
212P2	AGP 818	Technical Consultation on the Revised Version of the International Code of Conduct on the Distribution and Use of Pesticides	28,000	VI-5 (2)
213A7	AGA 813	Expert Consultation on Community-based VPH Systems	1,300	VI-4 (3)
214A4	AGSP 801	Expert Consultation on Strengthening Farm-Agribusiness Linkages in Africa	28,000	VI-4 (3)
221P2	CX 701-25	FAO/WHO Codex Alimentarius Commission – 25th (Extraordinary) Session	NIL	VI-1 (1)
221P2	CX 701-26	FAO/WHO Codex Alimentarius Commission – 26th (Extraordinary) Session	NIL	VI-1 (1)
221P2	CX 702-51	Executive Committee of the Codex Alimentarius Commission – 51st (Extraordinary) Session	NIL	VI (1)
221P2	CX 702-52	Executive Committee of the Codex Alimentarius Commission – 52nd (Extraordinary) Session	NIL	VI (1)
221P2	CX 716-19	Codex Committee on General Principles	NIL	VI (1)
221P6	ESN 814	Joint FAO/WHO Expert Consultation on Incorporating Quantitative Risk Assessment in the Development of Microbiological Food Hygiene Standards	500	VI-4 (3)
221P6	ESN 816	Joint FAO/WHO Expert Consultation on Acrylamide in Food	NIL	VI (3)
222P3	RAF 811	Agricultural Statistics Development	4,000	VI -4 (3)
222P3	RAP 826	Expert Consultation on Livestock Statistics	3,000	VI -4 (3)
222P3	RAP 903	Workshop on Strengthening Food and Agricultural Statistics in the Pacific in Support of Food Security and Poverty Reduction Strategies and Programmes	5,000	(4)
222S1	RAP 703-19	Asia and Pacific Commission on Agricultural Statistics (APACS) – 19th Session	24,000	VI -1 (1)

<b>Programme entity</b>	<b>Session number</b>	<b>Title, location, date and remarks</b>	<b>Estimated direct cost (US\$)</b>	<b>Article of const. and category</b>
234P3	FI 840	Expert Consultation on the Development of International Guidelines for Ecolabelling of Fish and Fishery Products	40,000	VI-4 (3)
234S1	RAP 824	APFIC Executive Committee – 69th Session	2,500	XIV (1)
241P1	FO 901	Training of National Correspondents on Assessing and Monitoring Forest Land Use and Changes	75,000	(4)
242A1	FO 819	Follow-up to the Expert Meeting on Harmonizing Forest-related Definitions for Use by Various Stakeholders	4,000	VI-4 (3)
242P2	FO 816	Expert Consultation on Forest-related Definitions	4,000	VI-4 (3)
242P2	FO 820	Expert Consultation on Developing an Action Programme Towards Improved Bamboo and Rattan Statistics	3,000	VI-4 (3)
242S1	FO 734-44	44th Session of the Advisory Committee on Paper and Wood Products	5,000	VI-4 (3)
243P1	RNE 901	Workshop on Forest Policies and the National Forest Programme in RNE	50,000	(4)
244S1	FO 709-14	14th Session of the AFWC Working Party on the Management of Wildlife and Protected Areas	30,000	VI-1 (1)
244S1	FO 728-23	23rd Session of the EFC Working Party on the Management of Mountain Watersheds	32,000	VI-1 (1)

**PLANNED SESSIONS CANCELLED IN 2002-03 (6)**

<b>Programme entity</b>	<b>Session number</b>	<b>Title and scheduled location</b>	<b>Estimated direct cost (US\$)</b>	<b>Reason for cancellation</b>
212P1	RAP 809	Expert Consultation on Strengthening Land Border Plant Quarantine Facilities in Asian Countries. Bangkok, 3 w.d. August 2002	3,000	Shift in priorities within limited funds
212P2	RAP 812	Expert Consultation on the Formulation of Plant Pest Management Curriculum Module Towards the Streams of Bachelor Degree. Bangkok, 4 w.d. November 2002	3,000	Shift in priorities within limited funds
212P2	RAP 814	Expert Consultation on the Development of Bio-Pesticides Use in Plant Pest Management. Bangkok, 4 w.d. April 2003	3,000	Superseded by the International Conference of Bio-Pesticides in Pest Management Systems held in April 2002
213A5	AGA 712-3	Intergovernmental Technical Working Group on Animal Genetic Resources for Food and Agriculture (3rd Session). Rome, 12-13 November 2003	32,500	Postponed to 2004
213A7	AGA 803	Expert Consultation on Early Warning Systems for Transboundary Animal Diseases. Rome, 3 w.d. October 2003	18,000	One of the two sessions was replaced by a regional Technical Advisory Meeting on GREP
234S1	RAP 807	Ad Hoc Working Group of Experts in Integrated Aquaculture Systems. Bangkok, 4 w.d. June 2002	3,500	Not approved by Asia-Pacific Fishery Commission

---

## Annex III

---

### **Geographical Representation of Professional Staff**

665. The principles of geographic representation of Member Nations followed by the Organization were established by the 27<sup>th</sup> session of the FAO Council in 1957. The proportion of a country's representation is based on the percentage of its contribution to the Regular Programme and the staff funded from the Regular Programme with continuing or fixed-term appointments are included<sup>7</sup>. The following tables show the countries that were not within the range of equitably represented countries as at 31 December 2001 (110 of 180 Member Nations) and 31 December 2003 (123 of 183 member nations), and the number of staff subject to geographical distribution policy by nationality and grade.

---

<sup>7</sup> Excludes field project staff, language staff, and staff on posts financed by Support Costs, Trust Funds and Other Funds.

**COUNTRIES NOT WITHIN RANGE BY REGION AS AT 31 DECEMBER 2001**

Region	Countries that have exceeded the top of their range	Under-represented countries	Non-represented countries
Africa	Algeria, Angola, Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Congo, Côte d'Ivoire, Democratic Republic of Congo, Eritrea, Ethiopia, Gambia, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Morocco, Niger, Nigeria, Senegal, Swaziland, Tunisia, Uganda, United Republic of Tanzania, Zambia	South Africa	Lesotho
Asia	Bangladesh, Cambodia, India, Malaysia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Viet Nam	China, Japan, Republic of Korea	Lao People's Democratic Republic, Maldives, Mongolia
Europe	Belgium, Cyprus, Hungary, Netherlands, Romania, Serbia and Montenegro*, Slovakia	Austria, Germany, Luxembourg, Norway, Slovenia, Switzerland	Armenia, Bosnia and Herzegovina, Israel, Malta, San Marino, The Former Yugoslav Republic of Macedonia
Latin America and Caribbean	Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Nicaragua, Paraguay, Peru, Trinidad and Tobago, Uruguay, Venezuela	-	Antigua and Barbuda, Bahamas, Grenada
Near East	Afghanistan, Egypt, Iraq, Lebanon, Libyan Arab Jamahiriya, Sudan, Syria	-	Bahrain, Kyrgyzstan, Oman, Qatar, Somalia, Tajikistan, Turkmenistan, United Arab Emirates
North America	Canada	United States of America	
South-West Pacific	Australia, New Zealand, Papua New Guinea	-	Kiribati, Marshall Islands, Niue, Palau, Solomon Islands

\* Previously Yugoslavia.

**COUNTRIES NOT WITHIN RANGE BY REGION AS AT 31 DECEMBER 2003**

Region	Countries that have exceeded the top of their range	Under-represented countries	Non-represented countries
Africa	Algeria, Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Chad, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Eritrea, Ethiopia, Gambia, Guinea, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Niger, Nigeria, Rwanda, Senegal, Swaziland, Tunisia, Uganda, United Republic of Tanzania, Zambia, Zimbabwe	South Africa	Namibia
Asia	Bangladesh, Cambodia, India, Malaysia, Nepal, Pakistan, Philippines, Sri Lanka, Viet Nam	China, Japan, Republic of Korea, Thailand	Indonesia, Lao People's Democratic Republic, Maldives, Mongolia
Europe	Albania, Belgium, Bulgaria, Croatia, Hungary, Luxembourg, Netherlands, Romania, Serbia and Montenegro*, Slovakia	Austria, Czech Republic, Germany, Israel, Norway, Poland, Slovenia, Switzerland	Armenia, Cyprus, Estonia, Latvia, Malta, Monaco, San Marino, The Former Yugoslav Republic of Macedonia
Latin America and Caribbean	Chile, Colombia, Costa Rica, Cuba, Dominican Republic, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Nicaragua, Peru, Trinidad and Tobago, Uruguay, Venezuela	Brazil	Antigua and Barbuda, Bolivia, Grenada
Near East	Afghanistan, Egypt, Lebanon, Libyan Arab Jamahiriya, Somalia, Sudan	Syrian Arab Republic	Bahrain, Kyrgyzstan, Oman, Qatar, Tajikistan, Turkmenistan, United Arab Emirates, Uzbekistan
North America	Canada	United States of America	
South-West Pacific	Papua New Guinea, Tonga	-	Kiribati, Marshall Islands, Nauru, Niue, Palau, Solomon Islands

\* Previously Yugoslavia.

**PROFESSIONAL AND ABOVE STAFF SUBJECT TO GEOGRAPHICAL DISTRIBUTION POLICY BY NATIONALITY AND GRADE AS AT 31 DECEMBER 2003**

National of	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Grand Total
Afghanistan				1			1			2
Albania							2			2
Algeria			1	1	1			1		4
Angola					1		1			2
Argentina			1	2	10		2	1		16
Australia			1	2	7	10	1			21
Austria						1	1	1		3
Azerbaijan							1			1
Bahamas					1					1
Bangladesh				1	1			1		3
Barbados				1						1
Belgium			1	2	7	11	2			23
Belize						1				1
Benin					2					2
Bhutan						1				1
Bosnia and Herzegovina							1			1
Botswana					1	1				2
Brazil				1	8	6				15
Bulgaria							2			2
Burkina Faso				1	1	1				3
Burundi							3			3
Cambodia				2						2
Cameroon				2		2				4
Canada				3	17	11	9	2		42
Cape Verde					1					1
Central African Republic					1					1
Chad					1			1		2
Chile			1	2	1					4
China		1	1	2		2	2			8
Colombia				1		2	2			5
Comoros						1				1
Congo		1		1		1				3
Cook Islands							1			1
Costa Rica				1	1			1		3
Cote d'Ivoire					2		1			3
Croatia						1	1			2
Cuba					1	2				3
Czech Republic							1	1		2
Democratic People's Republic of Korea						1				1
Democratic Republic of the Congo					1	1	1			3
Denmark			1		1	3	1			6
Djibouti				1						1
Dominica					1	1				2
Dominican Republic						2				2
Ecuador					1					1
Egypt		1				1		1		3
El Salvador					2					2
Equatorial Guinea				1						1
Eritrea			1	1						2
Ethiopia				1	1	1	2			5
Fiji					1					1

National of	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Grand Total
France		2	2	7	17	39	9	4		80
Gabon					1					1
Gambia					2					2
Georgia							1			1
Germany	1	3	4	15	28	23	2			76
Ghana						1				1
Greece			1	1	2	1	1			6
Guatemala						2	1			3
Guinea					1	1				2
Guinea-Bissau					1					1
Guyana					3	1		1		5
Haiti					1					1
Honduras						2				2
Hungary				1	1	1				3
Iceland			1							1
India			1	2	3	1		1		8
Iran				1		1				2
Iraq						1	2			3
Ireland				1		1	2	1		5
Israel						1				1
Italy	1	1	5	16	22	31	19			95
Jamaica	1		1			1				3
Japan	1	2	4	2	9	6	4			28
Jordan					1					1
Kazakhstan							1			1
Kenya			1				1	1		3
Kuwait					1					1
Lebanon			1			3				4
Lesotho					1					1
Liberia			1	1		1		1		4
Libyan Arab Jamahiriya				1	1	1	1			4
Lithuania							1			1
Luxembourg						1	1			2
Madagascar							1	1		2
Malawi				1	1	1				3
Malaysia				1	1	2				4
Mali					4	1	1			6
Mauritania					2		1			3
Mauritius							2			2
Mexico	1		1	5	5	1				13
Moldova							1			1
Morocco				4	3	1				8
Mozambique					1					1
Myanmar				1						1
Nepal					1	1				2
Netherlands	1		4	7	12	2				26
New Zealand				1	1	1				3
Nicaragua							2			2
Niger				1	1	1				3
Nigeria					2	1				3
Norway			1				3	1		5
Pakistan	1		2	1						4
Papua New Guinea						1	1			2
Paraguay								1		1
Peru				1	1	2		1		5
Philippines					1	4	1			6

National of	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Grand Total
Poland					1	1	1			3
Portugal					2	3	1			6
Republic of Korea				1		1		1		3
Romania						1	1			2
Rwanda					1	1				2
Saint Kitts and Nevis							1			1
Saint Lucia							1			1
Saint Vincent and the Grenadines						1				1
Samoa					1					1
Sao Tome and Principe					1					1
Saudi Arabia		1		1		1				3
Senegal			1	1	5					7
Serbia and Montenegro						1		1		2
Seychelles					1					1
Sierra Leone						1				1
Slovakia				1			1	1		3
Slovenia							1			1
Somalia					1	1				2
South Africa					1	1	1	1		4
Spain				4	7	3	5	5		24
Sri Lanka					2					2
Sudan				1	4	1				6
Suriname						1				1
Swaziland			1				1			2
Sweden			1	2	2	3	1			9
Switzerland			1		2	6				9
Syrian Arab Republic							1			1
Thailand			1							1
Togo					1					1
Tonga				1			1			2
Trinidad and Tobago				2		1				3
Tunisia				3	1	2	1			7
Turkey			1	1	1					3
Uganda			2		2	1				5
United Kingdom			2	9	32	28	10	6		87
United Republic of Tanzania		1	1				1			3
United States	1	1	5	16	37	45	20	10	1	136
Uruguay					3	2	1			6
Vanuatu							1			1
Venezuela			1	1	1	1				4
Viet Nam					2	1				3
Yemen						1				1
Zambia						2		1		3
Zimbabwe						2				2
<b>Grand Total</b>	<b>1</b>	<b>15</b>	<b>40</b>	<b>123</b>	<b>285</b>	<b>330</b>	<b>188</b>	<b>74</b>	<b>1</b>	<b>1,057</b>

## Acronyms

---

<b>AARINENA</b>	Association of Agricultural Research Institutions in the Near East and North Africa
<b>AF</b>	Administration and Finance Department
<b>AfDB</b>	African Development Bank
<b>AFH</b>	Human Resources Management Division
<b>AfriCover</b>	Land Cover Map and Geodatabase for Africa Project
<b>AGA</b>	Animal Production and Health Division
<b>AGAH</b>	Animal Health Service
<b>AGRIS</b>	International Information System for the Agricultural Sciences and Technology
<b>AGROMET</b>	Agrometeorology Group
<b>AGROVOC</b>	Multilingual Thesaurus of Agricultural Terminology
<b>AKIS/RD</b>	Agricultural Knowledge and Information Systems for Rural Development
<b>AMU</b>	Arab Maghreb Union
<b>AOAD</b>	Arab Organization for Agricultural Development
<b>AOS</b>	Administrative and Operational Support Services
<b>APCAS</b>	Asia and Pacific Commission on Agricultural Statistics
<b>APO</b>	Associate Professional Officer
<b>AQUASTAT</b>	Rural Water Statistical System
<b>ARTFISH</b>	Approaches, rules and techniques for fisheries statistical monitoring
<b>ASFA</b>	Aquatic Sciences and Fisheries Abstracts
<b>AsiaCover</b>	Land Cover Map and Geodatabase for Asia Project
<b>AUD</b>	Office of the Inspector-General
<b>BOAD</b>	Banque ouest-africaine de développement (see WADB)
<b>BSEC</b>	Black Sea Economic Cooperation
<b>CAAS</b>	Chinese Academy of Agricultural Sciences
<b>CARIFORUM</b>	Caribbean Forum
<b>CBD</b>	Convention on Biological Diversity
<b>CCA</b>	Common country assessment
<b>CCC</b>	Corporate Communication Committee
<b>CCRF</b>	Code of Conduct for Responsible Fisheries
<b>CDR</b>	Corporate Document Repository
<b>CEB</b>	United Nations System's Chief Executives Board for Coordination

<b>CEDAW</b>	Committee on the Elimination of Discrimination against Women
<b>CEE</b>	Central and Eastern Europe
<b>CEECFOODS</b>	FAO Centre for Central and East European food databases
<b>CEMAC</b>	Central African Economic and Monetary Community
<b>CFS</b>	Committee on World Food Security
<b>CFSAM</b>	Crop and Food Supply Assessments
<b>CGIAR</b>	Consultative Group on International Agricultural Research
<b>CGRFA</b>	Commission on Genetic Resources for Food and Agriculture
<b>CIP</b>	International Potato Center
<b>CIS</b>	Commonwealth of Independent States
<b>CITES</b>	Convention on International Trade in Endangered Species of Wild Fauna and Flora
<b>COAG</b>	Committee on Agriculture
<b>COFI</b>	Committee on Fisheries
<b>COFO</b>	Committee on Forestry
<b>CPF</b>	Collaborative Partnership on Forests
<b>CSD</b>	Commission on Sustainable Development
<b>CSO</b>	Civil society organization
<b>CUREMIS</b>	Current and Emerging Issues for Economic Analysis and Policy Research
<b>CWP</b>	Coordinating Working Party on Fishery Statistics
<b>EBRD</b>	European Bank for Reconstruction and Development
<b>EC</b>	European Community
<b>ECOM</b>	PAIA on Strengthening Capacity for Integrated Ecosystem Management
<b>ECOSOC</b>	Economic and Social Council (of the United Nations)
<b>ECOWAS</b>	Economic Community of West African States
<b>EMBRAPA</b>	Brazilian Agricultural Research Corporation
<b>EMPRES</b>	Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases
<b>EU</b>	European Union
<b>FAOINFO</b>	FAO Information Database
<b>FAOR</b>	FAO Representative
<b>FAOSTAT</b>	Corporate Database for Substantive Statistical Data
<b>FAOTERM</b>	FAO terminology database
<b>FARA</b>	Forum for Agricultural Research in Africa

<b>FCPMIS</b>	FAO Country Profiles and Mapping Information System
<b>FIGIS</b>	Fisheries Global Information System
<b>FIR</b>	Fishery Resources Division
<b>FIVIMS</b>	Food Insecurity and Vulnerability Information and Mapping System
<b>FMD</b>	Foot-and-mouth disease
<b>FMFH</b>	Feeding minds, fighting hunger
<b>FOSA</b>	Forestry Sector Outlook Study for Africa
<b>FPMIS</b>	Field Programme Management Information System
<b>FRA</b>	Forest Resources Assessment
<b>GAP</b>	Good Agricultural Practices
<b>GCP</b>	FAO/Government Cooperative Programme
<b>GEF</b>	Global Environment Facility
<b>GFAR</b>	Global Forum on Agricultural Research
<b>GI</b>	General Affairs and Information Department
<b>GIC</b>	Conference, Council and Protocol Affairs Division
<b>GIEWS</b>	Global Information and Early Warning System on Food and Agriculture
<b>GIII</b>	Publishing Management Branch
<b>GIS</b>	Geographic Information System
<b>GLOP</b>	Global Perspective Studies
<b>GMOs</b>	Genetically modified organisms
<b>GPA</b>	Global Plan of Action
<b>GREP</b>	Global Rinderpest Eradication Programme
<b>GTZ</b>	German Agency for Technical Cooperation
<b>HACCP</b>	Hazard Analysis Critical Control Point (System)
<b>HR</b>	Human Resources
<b>IAEA</b>	International Atomic Energy Agency
<b>ICARDA</b>	International Centre for Agricultural Research in the Dry Areas
<b>ICM</b>	Information and Communication Management
<b>ICPM</b>	Interim Commission on Phytosanitary Measures
<b>ICRISAT</b>	International Crops Research Institute for the Semi-Arid Tropics
<b>ICSC</b>	International Civil Service Commission
<b>ICT</b>	Information and communication technology
<b>IDB</b>	Inter-American Development Bank
<b>IDWG</b>	Interdepartmental Working Group

<b>IEMA</b>	Integrated Ecosystem Management Approach
<b>IFI</b>	International Financial Institution
<b>IICA</b>	Inter-American Institute for Cooperation on Agriculture
<b>ILO</b>	International Labour Organization
<b>IMARK</b>	Information Management Resource Kit
<b>IMO</b>	International Maritime Organization
<b>INBAR</b>	International Network for Bamboo and Rattan
<b>INFOODS</b>	International Network of Food Data Systems
<b>IPGRI</b>	International Plant Genetic Resources Institute
<b>IPM</b>	Integrated pest management
<b>IPOA</b>	International Plan of Action
<b>IPPC</b>	International Plant Protection Convention
<b>IPRF</b>	Information Products Revolving Fund
<b>IRC</b>	International Rice Commission
<b>ISNAR</b>	International Service for National Agricultural Research
<b>ISP</b>	Investment Support Programme
<b>IUF</b>	International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations
<b>IUU</b>	Illegal, Unreported and Unregulated Fishing
<b>LADA</b>	Land degradation assessment in drylands
<b>LatinFoods</b>	Latin American Network of Food Composition
<b>LDC</b>	Least developed countries
<b>LEG</b>	Legal Office
<b>LIFDC</b>	Low-income, Food-deficit country
<b>LinKS</b>	Local Indigenous Knowledge Systems
<b>LOBR</b>	Liaison Office with European Union and Belgium (Brussels)
<b>LOGE</b>	Liaison Office with the United Nations (Geneva)
<b>LOJA</b>	Liaison Office with Japan (Yokohama)
<b>LONY</b>	Liaison Office with the United Nations (New York)
<b>LOWA</b>	Liaison Office for North America (Washington, DC)
<b>MDGs</b>	Millennium Development Goals
<b>MRC</b>	Mekong River Commission
<b>MSS</b>	Management Support Service
<b>MTP</b>	Medium Term Plan
<b>NACA</b>	Network of Aquaculture Centres in Asia-Pacific

---

<b>NARC</b>	National Agricultural Research Centre
<b>NARS</b>	National Agricultural Research System
<b>NEMS</b>	News and Events Management System
<b>NEPAD</b>	New Partnership for Africa's Development
<b>NERC</b>	Regional Conference for the Near East
<b>NEX</b>	National Execution Modality
<b>NFP</b>	National Forest Programme
<b>NGO</b>	Non-governmental Organization
<b>NRM</b>	Natural Resources Management
<b>NWFP</b>	Non-Wood Forest Products
<b>OAU</b>	Organization of African Unity
<b> OCD</b>	Office for Coordination of Normative, Operational and Decentralized Activities
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OIE</b>	International Office of Epizootics
<b>OIRSA</b>	Organismo Internacional Regional de Sanidad Agropecuaria (see RIOPPAH)
<b>OPEC</b>	Organization of the Petroleum Exporting Countries
<b>OWS</b>	Old World Screwworm
<b>PAAT</b>	Programme Against African Trypanosomiasis
<b>PAIA</b>	Priority Area for Inter-disciplinary Action
<b>PBE</b>	Office of Programme, Budget and Evaluation
<b>PE</b>	Programme entity
<b>PGRFA</b>	Plant genetic resources for food and agriculture
<b>PIC</b>	Prior Informed Consent
<b>PIR</b>	Programme Implementation Report
<b>PIRES</b>	Programme Planning, Implementation Reporting and Evaluation Support System
<b>PROD</b>	PAIA on Integrated Production Systems
<b>PWB</b>	Programme of Work and Budget
<b>QINF</b>	PAIA on Definitions, Norms, Methodologies and Quality of Information
<b>RAP</b>	Regional Office for Asia and the Pacific (Bangkok)
<b>RBB</b>	Results-based budgeting
<b>REHA</b>	PAIA on Disaster Prevention, Mitigation and Preparedness and Post-Emergency Relief and Rehabilitation
<b>RF</b>	Regional forum

<b>RFB</b>	Regional Fishery Body
<b>RIOPPAH</b>	Regional International Organization for Plant Protection and Animal Health
<b>RNE</b>	Regional Office for the Near East
<b>RP</b>	Regular Programme
<b>RPFS</b>	Regional Programmes for Food Security
<b>RTVE</b>	Grupo Radio Televisión Española
<b>SAARCFOODS</b>	Food data network for SAARC - South Asian Sub-region
<b>SACOI</b>	Strategy to Address Cross-Organizational Issues
<b>SADC</b>	Southern African Development Community
<b>SADN</b>	Unit for Relations with the United Nations System
<b>SARD</b>	Sustainable agriculture and rural development
<b>SCF-RLC</b>	Seed Consultative Forum for Latin America and the Caribbean
<b>SEAGA</b>	Socio-Economic and Gender Analysis Programme
<b>SIDS</b>	Small Island Developing States
<b>SIT</b>	Sterile insect technique
<b>SOFA</b>	The State of Food and Agriculture
<b>SOFI</b>	The State of Food Insecurity in the World
<b>SOFIA</b>	The State of World Fisheries and Aquaculture
<b>SOFO</b>	State of the World's Forests
<b>SPAT</b>	PAIA on Spatial Information Management and Decision Support Tools
<b>SPFS</b>	Special Programme for Food Security
<b>SPS</b>	Sanitary and Phytosanitary Measures
<b>SSA</b>	Sub-Saharan Africa
<b>SSC</b>	South-South Cooperation
<b>TAC</b>	Technical Advisory Committee
<b>TAD</b>	Transboundary animal disease
<b>TBT</b>	Technical barriers to trade
<b>TC</b>	Technical Cooperation Department
<b>TCA</b>	Policy Assistance Division
<b>TCCT</b>	Technical Cooperation among Countries in Transition
<b>TCDC</b>	Technical Cooperation among Developing Countries
<b>TCDS</b>	Resources and Strategic Partnerships Unit
<b>TCI</b>	Investment Centre Division
<b>TCO</b>	Field Operations Division

---

<b>TCP</b>	Technical Cooperation Programme
<b>TF</b>	Trust Fund
<b>TSS</b>	Technical Support Services
<b>UN</b>	United Nations
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>UNCCD</b>	United Nations Convention to Combat Desertification in those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa
<b>UNCED</b>	United Nations Conference on Environment and Development
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDG</b>	United Nations Development Group
<b>UNDP</b>	United Nations Development Programme
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFF</b>	United Nations Forum on Forests
<b>UNFPA</b>	United Nations Population Fund
<b>UNGA</b>	United Nations General Assembly
<b>USDA</b>	United States Department of Agriculture
<b>UTF</b>	Unilateral Trust Fund(s)
<b>VERCON</b>	Virtual Extension, Research and Communication Network
<b>WADB</b>	West African Development Bank
<b>WAICENT</b>	World Agricultural Information Centre
<b>WAIR</b>	World Agriculture Information Resources Database
<b>WAN</b>	Wide area network
<b>WFD</b>	World Food Day
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization
<b>WISDOM</b>	Wood-fuels Integrated Supply/Demand Overview Mapping
<b>WSSD</b>	World Summit on Sustainable Development
<b>WTO</b>	World Trade Organization

