

conference

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

conférence

ORGANISATION DES NATIONS UNIES POUR L'ALIMENTATION ET L'AGRICULTURE

conferencia

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COMISION II

**Rome, 20-31 October 1995**

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PROCÈS-VERBAUX DES SÉANCES DE LA COMMISSION II  
DE LA CONFÉRENCE  
ACTAS TAQUIGRAFICAS DE LAS SESIONES DE LA COMISION II  
DE LA CONFERENCIA**



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PRIMERA SESION**

(21 October 1995)

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21 October 1995



منظمة الأغذية  
والزراعة  
للأمم المتحدة

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粮食及  
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de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

**CONFERENCE**

**CONFÉRENCE**

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Twenty-eighth Session • Vingt-huitième session • 28° período de sesiones

**FIRST MEETING OF COMMISSION II  
PREMIERE SEANCE DE LA COMMISSION II  
PRIMERA SESION DE LA COMISION II**

**21 October 1995**

The First Meeting was opened at 11.15 hours  
Mr Jacques Laureali, Chairman of Commission II, presiding

La première séance est ouverte à 11 h 15  
sous la présidence de M. Jacques Laureau,  
Président de la Commission II

Se abre la primera sesión a las 11.15 horas  
bajo la presidencia del Sr. Jacques Laureau,  
Presidente de la Comisión II

**LE PRESIDENT:** Mesdames et Messieurs les membres de la Commission II, nous sommes heureux de vous accueillir pour la très importante discussion que nous allons avoir.

Je voudrais vous rappeler quelques règles. J'ai commencé, malheureusement, sans que le quorum soit totalement atteint, parce que nous ne pouvons pas perdre de temps. Le quorum nécessaire pour commencer les débats de la Commission est de 58 membres.

Je voudrais vous rappeler également - et si je commence tôt, c'est pour cette raison - que nous avons une limite dans le temps puisque la Commission doit adopter son rapport pour le 26 octobre, de manière à le présenter en plénière le vendredi 27. Donc, nous avons un emploi du temps très resserré, conformément aux décisions de la dernière Conférence qui a demandé que l'on réduise au maximum le temps de la Conférence. Il s'ensuit que je vous demanderai d'être le plus bref possible dans vos interventions, de manière à pouvoir exécuter ce qui nous est demandé dans les meilleurs délais possible.

Le Comité de rédaction de la Commission II comprend: comme Président, Monsieur Aboul-Naga qui est en même temps le Représentant de l'Egypte, ainsi que l'Australie, le Brésil, l'Allemagne, la Guinée, le Japon, le Kenya, la Libye, les Philippines, la République de Corée, l'Espagne, le Venezuela et les Etats-Unis d'Amérique.

**II. ACTIVITIES AND PROGRAMMES OF THE ORGANIZATION**

**II. ACTIVITES ET PROGRAMMES DE L'ORGANISATION**

**II. ACTIVIDADES Y PROGRAMAS DE LA ORGANIZACION-**

**14. Programme Implementation and Programme Evaluation Reports 1994-95**

**14. Rapport d'exécution du Programme et rapport d'évaluation du Programme 1994-95-**

**14. Informes sobre la ejecución y la evaluación del programa de 1994-95-**

**LE PRESIDENT:** Je vous rappelle que le Rapport d'évaluation du Programme avait été examiné par le Comité du Programme, à sa session d'avril, qui en a fait rapport à notre dernière réunion du Conseil, c'est-à-dire la cent huitième session.

La réaction, tant au Conseil qu'au Comité du Programme avait été dans l'ensemble positive, il n'y avait eu que quelques demandes concernant l'amélioration de la présentation et certains éléments d'analyse.

Concernant le Rapport d'exécution du Programme, il avait été discuté par le Comité du Programme et par le Comité financier à leurs sessions de 1995, et présenté à la cent neuvième session du Conseil. Cette deuxième édition du rapport a été jugée utile, constructive et instructive par le Comité du Programme qui a également estimé que l'utilité de l'information et des données était sérieusement réduite par la nécessité de recourir, pour 1995, à des estimations, puisque l'année n'est pas achevée.

Le Comité du Programme et le Comité financier ont décidé de recommander, par conséquent, au Conseil, d'examiner la possibilité de modifier la date de rédaction du rapport, de manière à couvrir les données réelles pour toute la période examinée. Cela veut dire que le rapport serait retardé pour tenir compte des dernières données, par exemple de l'année 1995. Je rappelle en effet que, dans tous les raisonnements financiers, il est extrêmement important de partir du budget tel qu'il a été exécuté.

Voilà pour l'essentiel ce que je voulais vous dire, en vous rappelant tout de même la règle du quorum et en vous demandant vraiment que nous puissions avoir des travaux productifs qui ne nous laissent pas sur l'impression du dernier Conseil qui était une impression de divergences entre différentes positions, afin que nous puissions engager l'année budgétaire d'une manière convenable pour que l'Organisation puisse continuer à fonctionner quel que soit le niveau que nous déterminerons du budget.

Je vous remercie de votre attention et je donne immédiatement la parole au Secrétariat qui va vous présenter très rapidement chacun des deux rapports.

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** I will be very brief because under your working arrangements, I know you do not really require introductions for the reports. In the case of the Programme Evaluation Report, there are no changes to announce to that document and you have the reports of the Programme Committee and the Finance Committee.

In the case of the Programme Implementation Report, you have addressed the very issue which does cause some problems and which the Programme and Finance Committees both agreed required some change. The concern arose out of the fact that the vast majority of the data concerning 1995 are estimates and not actuals for obvious reasons.

In fact, they are estimates for the whole year because the document is prepared in the first quarter of 1995. This is a problem, particularly in this biennium, because it was in January that they learnt of a serious shortfall in contributions and had to cut back the resource allocations so when they made their estimates and made their appropriate submissions, they were not aware, in fact, of how serious the situation would be. For that reason, the report does not reflect under-delivery as much as it should. It does reflect under-delivery. If you attended the Plenary and heard the Director-General's speech, you will note that he commented on the fact that training was down 17 percent, that meeting participation was down 43 percent, the publications were down 6 percent. That is already in this report. On top of that, there were a number of areas where we have since had to make the decisions to postpone, cancel or delay activities. I have a rather long list of them. I do not want to read them all out. I have got a couple of examples to the Commission which might assist. For example, we have had to, under natural resources, cancel the biennial meeting of the Commission on Fertilizers. We have had to postpone or delay the implementation of the scheme for the conservation and rehabilitation of African lands. Under crops, we have had to delay our support work for the Asian Regional Working Group on Tropical Vegetables. There are a lot of examples. I think rather than take the Commission's time, I wonder if I can have your indulgence to include in the verbatim of the Commission Report the list of activities which we have either had to cancel or postpone. If that is the case, I would probably stop there and not take up any more time.

**LE PRESIDENT:** Je pense que tout le monde trouvera avantage à avoir la liste des projets qui ont été retardés, donc elle sera distribuée par le Secrétariat, dans le Verbatim qui sera présenté à la fin de notre réunion. Vous aurez cette liste lundi matin.

Sur cet aspect de l'exécution du Programme et du budget 1995, y-a-t'il des commentaires? Avez-vous des informations complémentaires à demander? Nous sommes là pour vous écouter.

**John Bruce SHARPE (Australia):** As a member of the Programme Committee and the Council, Australia has already had an opportunity to comment on these documents, and our views are reflected in their reports. However, there are a couple of points we wish to reiterate.

Firstly, I would like to address the Programme Evaluation Report. We applaud the intention expressed by the Director-General in his introduction at page 5 to pursue all appropriate measures to strengthen further the cost-effectiveness of our evaluation system and the intention to improve the analytical content of the programme evaluation report, including the assessment of cost-effectiveness, the impact on sustainability and programme results.

We are pleased to note in the summary introduction at paragraph 2 that the Fisheries Department is pursuing the possibility of undertaking, during the 1996-97 biennium, an in-depth study of the small-scale fisheries development programme, as recommended in Chapter 3 of the last report. This will be very welcome news to those small island member countries of the Southwest Pacific Region who have such a strong interest in this programme because of the importance of fisheries to their economies.

We note with approval the priorities of sub-programme 2.1.8.4. outlined at paragraph 99, and that here and in other areas the enlarged concept of food security is recognized. We are pleased to see that it goes well beyond food production only and includes stability and access to available supplies and a recognition of important factors such as trade links.

Australia finds the GIEWS early warning and emergency reports most useful and has been able to respond to urgent appeals on a number of occasions as a result of the information provided. Reference is made in the report to the success of the New World Screwworm Fly campaign in North Africa. Australia gave its support to this campaign and, in a practical way, contributed financially. We were extremely pleased with the successful outcome and FAO's efforts in bringing this about.

We were very interested in the chapter on Community Forest Development. The participatory community-based approach being promoted by FAO in forestry development through such programmes as the Forests, Trees and People Programme and Community Forestry Programme, is to be commended. The benefits of this approach can be seen in the Australian experience through the success of our land care and farm forestry programme.

I would now like to make some comments on the Programme Implementation Report. Under Decentralization at paragraph 6, we are advised that Operations Officers dealing with Asia and the Pacific for all types of projects, including forestry and fisheries, are to be transferred to the Regional Office in Bangkok before the end of this year. This is to be used as a pilot model for decentralization. This approach we welcome, and we will watch the results with interest.

We are pleased that Australia is to be one of the countries participating in FAO's arrangements for cooperation with academic and research institutions, as mentioned at paragraph 16.

My delegation notes with approval the list of savings actually realized at paragraph 28 and applaud the efforts being made by the Director-General in this direction.

We are pleased to see at paragraph 129 that foot-and-mouth disease is to be one of the diseases to be focused on by the EMPRES scheme. Work by FAO on foot-and-mouth disease in Asia and the Pacific Region was something Australia and the other members of the region advocated at their last regional conference.

Paragraph 157 refers to aspects of crop protection which are very important to those member countries producing both for the domestic and the export markets. In the case of the work of the Secretariat to the International Plant Protection Commission, FAO is to be congratulated on the Standards Development Programme it has undertaken. We strongly support this work as an ongoing component of the crop protection programme. Australia has a high regard for the work FAO is doing in the areas of Integrated Pest Management as outlined in paragraph 158. We continue to provide financial assistance to FAO's successful programme for the development and application of integrated pest control in rice in South and Southeast Asia. We are pleased to see that the experiences there are to be expanded to other areas and to other crops. In Australia we have for some time recognized the importance of IPM for our own agricultural production and have directed efforts to research in this area. The Cooperative Research Programme for Tropical Pest Management in Australia has developed world-recognized computer-based decision support tools for IPM and runs IPM courses for local and overseas students and researchers. We note from the report that efforts have been made to improve coordination of IPM activities among the various agencies involved in IPM development through a joint programme called the IPM facility. Given the expertise available in Australia, there may be mutual benefits in our involvement in this facility and further involvement in FAO's IPM work in general.

I come to an important issue contained in this report. We note with concern the information contained in Table 2.7 on page 18 relating to support costs and the extent of reimbursements received. That table indicates that of the US\$84.6 million of total support costs in 1994, reimbursements of only US\$34.9 million, or only 41 percent of the total, were received, leaving nearly 60 percent or nearly 50 million to be subsidized from the Regular Programme budget. This may be qualified following advice received yesterday from Mr Wade, but the amount involved is still considerable. My delegation believes in the principle of full cost recovery of support costs. At a time when insufficient funds will be available for a regular programme of work, which is generally agreed by the overall membership, a large portion of what is available should not be diverted from that purpose in order to subsidize projects of interest to a limited number of donor countries and the recipient countries involved. We understand that the World Food Programme is wisely moving away from this approach towards full cost recovery. Perhaps it is time for this Organization to take out again and dust off the consultant's report on this matter which was set aside early this year.

**LE PRESIDENT:** Merci, Monsieur le Représentant de l'Australie, pour vos intéressants commentaires à la fois positifs sur les aspects de l'action de la FAO et soulevant un problème en effet important, qui est celui du recouvrement des coûts d'appui. Je donne maintenant la parole au Représentant des Pays-Bas.

**E.J.M. BROUWERS (The Netherlands):** My comments will be limited to the evaluation report under consideration. First, I shall make some general observations on the report as a whole, followed by a number of brief remarks regarding specific chapters. As a general observation, I may state that in comparison to the previous evaluation reports, the report before us has gained considerably in quality. Still, there is room for improvement. As indicated by the Programme Committee earlier, the report is still too descriptive. It does not pay enough attention to input, output, results and impact. Furthermore, in our view, additional focus should have been given to the complementarity between the Regular and the Field Programme and the specific role of FAO vis-à-vis other international organizations. My delegation has taken note of the promises of the Secretariat in this respect regarding future evaluation reports. Furthermore, the Netherlands once again would like to stress the importance of the evaluation exercises as feedback for the implementation process. We have discussed this during previous occasions. We would like to hear from the Secretariat whether, and if so, which, concrete steps will be taken to improve this feedback process.

I will now turn to a couple of specific comments. The chapter on conservation and management of plant and animal genetic resources gives an interesting overview of activities undertaken by FAO in this field. It also shows clearly the weaknesses of the programmes. No information is provided concerning the integration of these issues into the other FAO programmes, for instance, into FAO activities with regard to food security and food production. Additional information on this by the Secretariat would be much appreciated.

The Report indicates that FAO has hardly undertaken activities regarding a scheme of conservation, due to lack of funding. It is our impression, however, that quite a few numbers of countries are interested in initiatives in this field and among them there is, of course, my own country.

On food information, early warning systems and world food security I would like to state that funding of those programmes shows a downward trend. The Netherlands, being a major donor to these programmes, is very worried about this. What measures does FAO have in mind to correct the situation?

Due to financial constraints the frequency of a number of publications mentioned in paragraph 1.2.3. has been reduced. Could FAO give any indication whether these publications meet a real demand and, if so, what can be done to improve the situation?

With regard to the Global Information and Early Warning System the Report mentions problems related to vacancies in the service. It seems, however, that for instance in the Netherlands sufficient expert input in this field is available. Considering the important and increasing responsibilities of the System, staffing should be given top priority by FAO.

On Community Forestry Development, I would like to stress that we are worried about one of the conclusions of the Report, namely that the Community Forestry Unit is under-staffed. We regret the absence of any recommendation to improve the situation. The fact that 25 percent of the projects lack a proper project design is equally worrying, and here I would like to refer back to my earlier comments on the feedback regarding evaluation reports.

On Control of Transboundary Plant Pests and Animal Diseases, the Report indicates that FAO carried out a review of the two latest locust control campaigns. The Netherlands would like to be informed about the results as soon as possible. We are also still very much interested in the outcome of the review concerning the periods 1986-89 of which the results have never been made public.

The idea of an emergency reserve fund for immediate action is an appealing one. However, in order to convince countries to contribute to such a fund, it seems that a number of conditions have to be met. In this light we urge FAO to speed up its efforts to obtain more insight into the cost-effectiveness of the locust control operations, their environmental impact and a realistic organizational structure of the locust control programme, an improved exchange of information concerning outbreaks and development of plagues, and improved donor coordination.

As stated in the Implementation Report, the Netherlands is willing to contribute financially to these efforts. A recent request by FAO for Dutch funding of chemicals within the framework of an operation in West Africa is, however, not compatible with this approach, since it lacks provisions for the monitoring of activity and environmental impact.

**LE PRESIDENT:** Merci, Monsieur le Représentant des Pays-Bas, d'avoir souligné un certain nombre de problèmes qui semblent, en partie d'ailleurs, relever de problèmes de financement. Il faut toujours avoir à l'esprit que l'on demande plus pour faire avec moins d'argent. Donc, c'est toujours l'un des problèmes auquel nous serons confrontés. Mais, vos remarques sont fort pertinentes et intéressantes. Je donne maintenant la parole au Japon.

**Kenji SHIMIZU (Japan):** My observations are mainly on the Report of the Programme Implementation Report. My delegation attaches importance to the Report contained in document C95/8, as it provides good material to facilitate our understanding and assessment of FAO's activities, such as the Programme budget and the Medium-Term Plan. It is commended that the content of the Report is streamlined and improved, mainly as a result of using charts or graphs. However, it still needs further improvement, in particular in its analysis of efficiency or cost benefits of the Programme as pointed out in the Report of the 73rd Session of the Programme Committee.

Now I wish to make some specific comments on a chapter-by-chapter basis.

Chapter one - Decentralization: my delegation considers that decentralization should be implemented with full care and preparation so as to avoid interruption of the on-going activities.

Chapter two - Resources: This organization, as you know, is now facing the trend of declining resources, mainly as a result of the reduced support from the UNDP. There may be no positive development on the trend in the future too, and it may be more important to review the programmes based on this trend of declining resources rather than seeking external resources. Of course we know that they are also important.

On the support costs, my delegation fully supports the efforts of the Director-General to reduce the costs, the results of which are still awaited and it is premature to assess them at this stage. However, at this juncture I wish to stress the importance of interaction between the programmes and the review of programmes, as explained very well by Mr Wade at the last session of the Council.

Chapter three - Training: paragraph 51, grass-level training. FAO should play a catalytic role in promoting grass-level training with the help of the countries concerned, using officials or experts who have participated in the training courses organized by FAO. FAO should not be directly involved in this extension training at the grass-level, but encourage the countries concerned to use the experts trained already under FAO's scheme.

With regard to the participation costs, this may be one of the areas to review as this Organization is suffering from financial constraints.

With regard to publications, there is still room for improvement to reduce the costs, for example by use of Internet and CD-ROM and joint publications with other organizations.

In relation to the use of consultants, we know there is some progress going on in the Secretariat. However, more use of consultant services may be another area to be further considered in the light of the growing share of personnel expenses in the budget.

As to the Field Programme and the percentage of projects in LDCs, while UNDP's fund proportion has been increased since 1986, the reverse is the case with the trust funds. I wish the reason for this to be clarified, because this programme is a matter of major concern to the international community. This is also the case for FAO.

With regard to evaluation, evaluation is a very important exercise and my delegation is always interested in its improvement. It can be further improved and more balanced if it reflects the views of all the parties concerned, in particular the donors.

Chapter four - the Special Programmes for LIFDCs and EMPRES: some resources to implement those special programmes, in particular the initial costs such as planning, may be financed from the regular budget by means of using the savings made in other areas, or by using external resources. However, there is no sign of financial improvement in the foreseeable future.

Chapter five - the Technical and Economic Programme: as for Major Programme 2.1: Agriculture, it may be important that the next Report should spell out FAO's projected activities on Chapter 14 of Agenda Item 21, namely sustainable agriculture and rural development, because the subject is one of the important tasks for FAO to address.

In relation to world food security, FAO should strengthen and expand its level of activities on the world food and agricultural situation. This is an area where FAO has a clear advantage. In relation to plant pests and animal diseases and the resources in this area, there is also a large potential to be developed which would greatly contribute to food production and agriculture development. However, in so doing, cooperation with other relevant organizations is very important to make full use of their expertise. On planting and phytosanitary measures, the standard-setting work should be done with a view to formulating an effective standard based on scientific knowledge. Nobody is convinced without scientific justification.

On Major Programme 2.2: Fisheries, one thing I wish to stress here is that Japan fully appreciates FAO's cooperation with our initiative to host the World Fisheries Conference on Sustainable Contribution of the Fisheries to World Food Security, and we wish the Secretariat to extend its continued support to ensure the success of that conference.

Chapter six deals with Development, Support and Project Operations. On Major Programme 3.1: Field Programme Liaison and Development, it should be stressed that the improved interactions between project operations and normative work is the key to the success of the ongoing decentralization process.

With regard to Major Programme 3.3: Country Offices, in the light of the serious financial constraints facing FAO, it may now be necessary to look into the programme of these countries' office systems as a whole in terms of efficiency and effectiveness in order to work out a programme based on the development of the situation now facing FAO. My delegation supports the Director-General's initiatives to recruit national professional officers and we may be able to develop further such measures as, for example, having a joint office with the UNDP. The UNDP is now the regional coordinator of systems at country level. The resolution to this effect was adopted at the General Assembly in New York. Alternatively it could share the financial responsibility with a hosting country, or it could objectively assess the activities or outcome of the country offices, for example by introducing a reporting system on a number of the projects implemented by the office concerned.

Chapter seven concerns Major Programme 1.2: Policy Direction and Planning. The activities of monitoring and auditing should be further strengthened in light of the importance of promoting the transparency and accountability of the budget, as well as the activities.

In relation to FINSYS and PLANSYS, it is of great regret that there is no substantial information available on the measures taken to correct the situation. This is despite the huge loss of the resources for some years. It is still not clear as to why, how and who, or what measures were taken.

**Suharyo HUSEN (Indonesia):** Thank you, Mr Chairman, for giving me the floor. I will limit myself to fairly general observations on the Report C 95/4 and Report C 95/8.

As this is the first time I have the floor, allow me on behalf of the Indonesian delegation to congratulate you on your election, Mr Chairman, Vice-Chairman, as well as other Officers concerned with the 28th Session of FAO Conference.

My delegation is in agreement with the Director-General's views that FAO is an important and essential component in the management of FAO which deals with the world population whose lives depend on agriculture and in particular to learn from experience and lessons for the constant search for improvement as well as better accountability and institutional memory.

Therefore while the Organization has already considerable experience in this field it will continue to pursue all appropriate measures to strengthen and further the cost-effectiveness of these programmes, of which the Programme Evaluation Report forms an important part. Furthermore, my delegation would like to express our appreciation to the Director-General for his consistency in implementing the special duties assigned by the FAO Council at its June meeting to make in-depth profiles of selected programmes for priority areas such as Sub-Programmes for Conservation and Plant Genetic Resources and Animal Genetic Resources, Sub-Programmes for Food Information and Early Warning Systems and World Food Security as well as Community Forestry Development.

With regard to the review of Programme Evaluation, my delegation would like to see the conclusion of the review especially after the forum with regard to the Field Programme due to some factors such as the recent change in UNDP policies and modalities which in fact have significantly affected FAO's operations, inter alia, by reducing the support costs income from projects as well as the increasing competition from UNOPS, formerly Projects Services, NGOs and private consultancies. In my delegation's views, those materials should become the tools for FAO to have more specific orientation on the projects in the interests of Member Nations to increase food and agricultural production especially in support of their food security.

Finally, my delegation would also like to express our appreciation of the document before us.

**Franco GINOCCHIO (Italy):** The Italian delegation would first of all like to congratulate the FAO Secretariat for the good quality of the documents concerning the Programme Evaluation Report and the Programme Implementation Reports. We would like to make a few comments on Document C 95/4, as we attach great importance to the efforts made by FAO in seeking to improve the content of the Programme Evaluation Report in order to allow Member States to identify the results already achieved and the longer term impact of sustainability of the programme results.

With regard to the second chapter of this document, we have focused our attention on the two Sub-Programmes 2.1.7.3 Global Information and Early Warning System and 2.1.8.4 World Food Security. In the summary of this document it is underlined that the Sub-Programme 2.1.7.3 has functioned efficiently by meeting increased demand for assistance from the world community.

Paragraph 118 highlights the fact that the Department of Humanitarian Affairs entrusted FAO with overall responsibility for crop monitoring and for the assessment of the food needs in the agricultural field of the countries affected by emergencies.

With regard to Sub-Programme 2.1.8.4 we have noted that the Food Security Assistance Scheme was followed by an independent external team in 1986 which pointed out the positive achievements of this programme to identify additional problems like the inadequate coordination of donor assistance and the insufficient impact on access to available food supplies by the most vulnerable groups of population. We think that the evaluation made for this sub-programme is very important also for the Special Programme in support of Food Security initiated in 1994 as it allows FAO to learn from past experience and to give to the Member States a better knowledge of the goals that the Organization is best suited to achieve through the new Special Programme on Food Security.

Concerning chapter three, the Italian Delegation attaches great importance to the evaluation made of the Sub-Programme 2.3.3.4 concerning Forestry Development. We appreciate in particular the information given in paragraphs 211 to 221 which explains the effects and impacts of the Community Forestry Programme including the Forests, Trees and People Programme. We have noted that the sterile evaluation of the Forests, Trees and People Programme, which took place in 1994, highlighted that the Programme has resulted in satisfactory progress. However, this evaluation has underlined the fact that future efforts should be made by FAO and other relevant institutions for the purpose of improving the regional countenance of the Programme.

We have taken as important examples the Sub-programmes dealt with in chapters two and three in order to show the importance of the results of the Programme Evaluation Report and finding the immediate terms and priorities which are illustrated in the Medium-term Plan for 1996-2001. We will make further comments on the examination of the Medium-term Plan.

**Patrick PRUVOT (France):** La délégation française avait déjà eu l'occasion de dire au Conseil combien elle avait apprécié la qualité des documents (Rapports d'exécution et d'évaluation) présentés et salué les efforts du Secrétariat pour les améliorer constamment. Nous ne reviendrons donc pas sur le contenu de ce rapport utilement complété ce matin lors de la déclaration du Directeur général mais nous souhaitons nous associer à la déclaration faite par le Représentant de l'Australie en ce qui concerne le remboursement des dépenses engagées par l'Organisation à l'appui des projets financés tant par le PNUD que sur les fonds fiduciaires, le Programme de coopération technique ou le Programme alimentaire mondial. Nous tenons à saluer les efforts de la FAO pour réduire ces coûts en cohérence d'ailleurs avec les restrictions budgétaires actuelles, et ceci grâce à la rationalisation des procédures et à la décentralisation. Mais nous pensons que le Secrétariat devrait encore approfondir cette question, comme le PAM d'ailleurs a entrepris de le faire, afin d'assurer un taux de recouvrement meilleur. Enfin la délégation française profite de cette occasion pour marquer son accord ainsi qu'il a été dit au début de cette séance, avec toute démarche visant à adapter la date de parution des rapports de manière à y refléter les données réelles et définitives du biennium. Merci.

**LE PRESIDENT:** Je remercie le délégué de la France et je passe la parole au délégué de la Suisse. Comme je l'ai annoncé, je donne la présidence à notre ami pakistanais; je vous retrouverai moi-même lundi matin pour aborder les points 15 et 16 qui sont les plus difficiles. J'insiste sur la nécessité de respecter les horaires. Nous avons un temps d'interprétariat limité et nous devons terminer nos travaux le 25 octobre.

**Shahid RASHID Vice-Chairman of the Council, took the chair**  
**Shahid RASHID Vice-Président du Conseil, assume la présidence**  
**Ocupa la presidencia Shahid RASHID, Vicepresidente del Consejo**

**Lothar CAVIEZEL (Suisse):** Au nom de la Suisse, j'aimerais à mon tour remercier le Secrétariat pour les deux rapports sur l'exécution et l'évaluation du Programme 1994-95 qui nous ont été soumis. C'est avec intérêt que nous avons lu ces deux rapports qui donnent une bonne vue d'ensemble sur l'exécution et l'évaluation du Programme. Nous insisterons essentiellement sur le rapport concernant l'évaluation. Nous considérons l'évaluation comme un exercice indispensable dans toute bonne gestion qui recherche l'efficacité et veut assurer la transparence. Nous sommes conscients des trois types d'activités de la FAO, à savoir les activités normatives, les activités d'action spéciales et les programmes d'action et les projets de coopération technique traditionnels. Nous sommes d'avis que la FAO devrait se concentrer surtout sur les activités normatives et que ses programmes d'action spéciales et ses projets de coopération devraient essentiellement servir à renforcer ses activités normatives. Il nous semble en outre de toute première importance que notre Organisation définisse les types d'activités de terrain dans lesquels elle devrait s'engager en priorité afin que les programmes de terrain reflètent mieux l'avantage comparatif de la FAO et la synergie avec les activités techniques relevant du Programme ordinaire. Nous espérons par ailleurs que la concurrence croissante, en particulier des ONG et des sociétés-conseils privés, incite la FAO à constamment améliorer la qualité de ses programmes et projets. Nous apprécions en outre les bons résultats obtenus par notre Organisation, en particulier d'une part du Système mondial d'information et d'alerte rapide et d'autre part de la lutte contre les acridiens et la lucilie bouchère. Nous sommes par ailleurs d'avis que la FAO peut encore apporter des améliorations à son type de fonctionnement, et nous pensons en particulier que la FAO devrait sérieusement alléger son processus de recrutement du personnel et simplifier le processus d'envoi sur le terrain des consultants, notamment pour les arrangements de voyage qui sont gérés séparément du recrutement; la même chose pour les opérations d'achat de matériel et la sous-traitance. Nous apprécions les importations quantitatives fournies sur la réalisation des projets, mais nous sommes resté sur notre faim en ce qui concerne les informations qualitatives. Nous aimerions obtenir dans les rapports futurs des informations plus précises sur les résultats des visites d'appui technique aux projets car notre expérience montre que l'essentiel est l'enseignement tiré de ces visites afin d'ajuster aussi bien les projets en cours que d'en tenir compte dans l'élaboration de nouveaux projets. C'est avec plaisir que nous avons pris connaissance que la FAO a déjà fait

appel á un bon nombre de consultants nationaux et nous I 'encourageons á intégrer encore davantage de nationaux dans les missions de terrain.

**Ms Astrid Bergquist (Sweden):** As many of the views my country shares already have been expressed by previous speakers, I will limit my intervention solely to Chapter three of the Programme Evaluation Report document C 95/4.

Sweden appreciates very much the Secretariat's very detailed and critical examination of the progress made and difficulties encountered in the Community Forestry Programme. Representing a country so dominated by forests and forestry activities, we have always considered forestry activities to be a very important part of the FAO programmes. Therefore, we are pleased to see the importance given to the Community Forestry Development Programme. We are pleased that we have had the opportunity of supporting this programme over the years.

A number of lessons have been learned over the years from the Community Forestry Programme, including the Forestry, Trees and People Programme, which in the view of my delegation could serve as very useful inputs to the new CSD panel on forests which was the result of the negotiations at the CSD meeting in New York in early spring, and then later on endorsed by ECOSOC. Perhaps the most important reason is that projects and activities that stress the participatory approach, as they have done in the Community Forestry Programmes, take much more time to develop and are much more complicated than the traditional projects. There are no quick fixes to progress in this field.

Paragraph 224 in the document certainly states a number of these problems encountered. One of the most important that I would like to draw attention to is as stated in paragraph (c) the need for clear land-tenure arrangements. The point on land-tenure systems and conflict management is stressed as well in other paragraphs. Paragraph 217 is a case in point. Perhaps that is one of the reasons why there are difficulties in the paucity of clear evidence of economic viability of many of the community forest problems. It could have its reasons in difficulties in land-tenure systems.

We are also pleased to note within forestry development programmes the stress given to gender issues. Also here we feel that the experience made so far could give valuable input to the CSD panel when it discusses the participatory approaches involving indigenous people and local people in forestry activities. We feel that the lessons learned in the programme could certainly serve as useful lessons for other organizations dealing with forestry development.

**Harald HILDEBRAND (Germany):** At the 108th Session of the Council my delegation made detailed reference to the Programme Evaluation Report. Therefore, I would only like to repeat the general conclusion drawn last June, also reflected in the report, that future programme evaluation reports should be more analytical and provide more concrete statements on cost effectiveness, sustainability of results and impacts of the programme activities.

Specific remarks by my delegation regarding the programme activities on genetic and animal genetic resources were submitted at that time to the Secretariat in writing.

Now I would like to deal with the Programme Implementation Report in document C 95/8. My delegation is grateful to the Secretariat for this careful and detailed account of the 1994-95 programme activities. As indicated in the foreword of the Director-General, it presents indeed a useful factual overview of resources committed, key activities undertaken and major outputs produced under the Regular and Field Programmes during the years 1994-95.

The biennium meeting has coincided with the ongoing restructuring of the organization. Therefore, my delegation welcomes the progress achieved in this complex process as reflected in Chapter 1 of the Report. In this connection my country fully supports the efforts of the Director-General to implement the four new cooperation schemes. May I just add that Germany has decided to join the Agreement for Cooperation with Academic and Research Institutions, and has offered the services of the first two scientists under the scheme.

The figures and details in Chapter 3 of the Report provide a good overview of quite diverse services helping member countries use and adapt technological know-how for the improvement of their national capacities. Of course, the impact of technical meetings, training sessions and staff technical support on the improvement of national performance in food and agriculture is difficult to assess, but in the view of my delegation this is a priority sphere where FAO is able to deploy its long-standing experience and accumulated knowledge to the benefit of recipient countries. This is also confirmed by the evolving structure of TCP projects described in paragraph 98. Although emergency assistance in the future will be of some importance, advisory and training services in 1994 have accounted for 81 percent of the TCP expenditure. Such a trend might allow early and priority-oriented planning of such projects.-

My delegation has taken note with great interest of the updated information on the FAO special programmes, that is to say, for higher food security by increased output and productivity in low-income food deficit countries and EMPRES. In view of resource constraints both in FAO and with potential donor countries and organizations, maximum synergy and complementarity with ongoing programmes and projects must be sought. Likewise, my delegation stresses the need to concentrate the LIFDC programme on those recipient countries where the political commitment by governments is evident, as mentioned in paragraph 118. This must be seen as the decisive prerequisite. Likewise, national execution should be a predominant feature of the special programme.

My delegation appreciates the intention of FAO and UNDP that joint projects be reoriented under the new task force towards food security and the special programme.

Let me now briefly comment on Chapter 5 relating to the technical and economical programmes. This part deserves special attention in view of its high share of the regular budget, about 70 percent, and the relevance of agriculture, forestry and fisheries in the work of FAO as a whole. The progress described for the key areas of these major programmes cannot but be a general quantitative summary. The juxtaposition of the programme thrust and progress shown for many of the priorities set in agriculture, fisheries and forestry seems plausible. However, conclusions on sustained progress are difficult to draw without having concrete project results.

On the whole, my delegation appreciates FAO's technical contributions in these key areas to UNCED follow-up, particularly this year's 3rd Session of the Commission on Sustainable Development and the United Nations Conferences held in 1994 and 1995 on Population and Development, Social Problems and on Women.

Finally, may I add that supplementary updated information on the implementation of major, perhaps unforeseeable, expenditure for 1995 would have been welcome and particularly helpful for the subsequent debate in this Commission on the Programme of Work and Budget for 1996-97.

**Pedro Agostinho KANGA (Angola):** Monsieur le Président, prenant la parole pour la première fois, je voudrais joindre ma voix à celle des délégués qui m'ont précédé pour vous féliciter de votre élection à la présidence de cette importante commission, ainsi que les autres membres du Bureau.

Nos félicitations s'adressent aussi au Secrétariat, pour la manière très claire et concise dont ces documents nous sont présentés et sont élaborés. Il va sans dire que ce deuxième Rapport d'évaluation, qui couvre l'exercice biennal 1994-95, nous fournit une base utile à l'examen des résultats de certains programmes et activités. Malgré les maigres ressources, beaucoup de programmes ont été exécutés avec efficacité.

Nous nous félicitons de certaines améliorations apportées qui ont permis de faire ressortir le fond des problèmes.

S'agissant, Monsieur le Président, du Programme de développement de la pêche artisanale, qui est d'une grande importance, il est indispensable que le Département des pêches entreprenne, au prochain biennium, l'étude approfondie qui permettra de réexaminer l'efficacité du programme et la stratégie de suivi.

Nous ne pouvons passer sous silence et ne pas reconnaître l'importance et l'efficacité pratique des systèmes d'alerte rapide et d'information sur l'alimentation qui ont été mis en place dans notre sous-région de la SADC, ce qui a permis à nos gouvernements et à la communauté des donateurs de déployer à l'avance l'aide

alimentaire et de la distribuer en un temps record et sans engorgement notable durant la sécheresse de 1992 en Afrique australe. A cet égard, nous ne pouvons que remercier la FAO et les pays donateurs.

En ce qui concerne les maladies des animaux, nous reconnaissons l'importance de la surveillance efficace et de la lutte contre les maladies transfrontières du bétail. Nous souhaitons que les leçons tirées de la réussite de la lutte contre la lucilie bouchère soient appliquées à d'autres insectes comme la mouche tsé-tsé.

Dans ce Rapport d'évaluation, Monsieur le Président, nous avons constaté que bon nombre de programmes importants n'étaient pas exécutés. A cet égard, il est important que la FAO dispose des ressources adéquates dans le cadre du programme ordinaire pour assurer la continuité des activités fondamentales.

Monsieur le Président, s'agissant du Rapport d'exécution du Programme 1994-95, notre délégation loue les efforts déployés par l'Organisation pour mettre à exécution certains programmes malgré les difficultés financières qu'elle connaît en ce moment.

Nous aussi, nous partageons les inquiétudes du Directeur général quant à la situation financière précaire de l'Organisation et nous exhortons tous les pays membres à payer leur contribution.

Il ne fait pas de doute que ce rapport est instructif, utile et riche d'informations. C'est aussi avec satisfaction que nous constatons que les activités ont été exécutées conformément au Programme de travail et budget et aux révisions apportées pour tenir compte de la restructuration.

Au paragraphe 167, il est dit qu'un document a été élaboré sur la stratégie révisée de lutte contre la trypanosomiase animale africaine. Vu l'importance que mon pays attache à ce problème, nous aimerons en avoir une copie.

Sans hésiter, nous manifestons notre satisfaction de voir au paragraphe 176 qu'une version portugaise est en préparation du Thésaurus multilingue AGROVOC; nous vous remercions d'avoir pensé cette fois-ci aux pays d'expression portugaise.

Pour terminer, Monsieur le Président, ma délégation approuve les observations pertinentes sur les aspects spécifiques du Comité des finances, contenues dans le rapport de la session conjointe du Comité du programme et du Comité financier.

**VICE-CHAIRMAN:** Thank you for your comments and I believe your request has been noted by the Secretariat.

**Patrick K. LUKHELE (Swaziland):** First of all, I wish to commend the Secretariat for preparing the very informative documents before us, namely the Programme Evaluation Report and the Programme Implementation Report. Since these documents have already been extensively discussed by some relevant government bodies of this Organization, I wish to confine my comments to one specific issue in the Programme Implementation Report.

From the onset I wish to state that my delegation fully supports the efforts of the Director General to decentralize the operations of the Organization. Having said that, I wish to refer to Chapter 1 of the Programme Implementation Report in C 95/8, particularly with respect to the issue of decentralization as reflected from paragraphs 4 to 12. My delegation concerns the functional relationship amongst regional, sub-regional and country offices. Our main fear is that, unless very clear guidelines are developed, bureaucratic problems may arise leading to delays in the delivery of services to member countries. It would be most beneficial if such guidelines could be made available to us.

Lastly, Mr Chairman, I wish to congratulate you and other members of your bureau on your election to guide our deliberations in this important Commission.

**George APOSTOIU (Roumanie):** La délégation de la Roumanie s'associe sincèrement aux opinions des autres délégations qui ont donné une appréciation positive aux Rapports d'exécution et d'évaluation soumis à notre examen. Documentation exacte et interprétation pertinente, voilà les qualités des deux documents. En félicitant le Secrétariat de son travail, la délégation de la Roumanie voudrait saisir l'occasion pour faire un bref commentaire visant l'utilisation des consultants des pays en 1992-94 dans différents programmes de la FAO. Tout en appréciant, Monsieur le Président, la qualité des consultants en provenance des pays mentionnés dans le graphique 3.12, la délégation de la Roumanie ne peut pas noter avec beaucoup de satisfaction le niveau extrêmement insignifiant du pourcentage de 3 % de consultants recrutés dans les pays en transition. Vous convenez avec moi que c'est peu par rapport à la qualification des experts en provenance des pays en transition et à leur potentiel humain, scientifique et d'expérience. J'ajoute, Monsieur le Président, la capacité de ces pays, prouvée plusieurs fois, de former des cadres des pays en développement. En espérant une correction de cette disparité à l'avenir, les pays en transition sont toujours prêts à coopérer dans ce secteur dans une mesure plus importante.

**Mohamed Walid AL-TAWIL (Syria) (Original language Arabic):** The Syrian delegation is satisfied with the tone and content of the two reports, the Implementation and the Evaluation Reports, and supports the efforts to restructure the organization in an effort to introduce streamlined expenditures and to improve the level of efficiency in its activities in particular concerning the programme of technical cooperation between developing countries as well as the two special programmes; the one relevant to food production in support of food security and the EMPRES programme. We also applaud the initiatives relative to the aforementioned programmes.

Having said that, we experience a certain degree of embarrassment in considering the resources available to the Organization being somewhat decreased; and this will seem to become worse in the future, with respect to the resources and the disposal position in the past. Indeed, this shortfall or weakness of resources in the programmes of the Organization is also having a negative impact on the resources it does provide to developing countries, and especially in supporting the capacity of developing countries to produce food. This impact, negative impact, has already been remarked on and noted in the form of a certain amount of shortfalls especially in the field of training activities. We would like to reiterate the appeal to all the member countries of this Organization to honour their commitments and pay their contributions in full.

In conclusion, we would like to draw attention to the need to assign greater interest to matters of research, transfer of leading edge technology and training, and this to assist developing countries in improving their research capacities; we feel the necessary priority should be granted to such an activity and the necessary resources should be allocated as well. Drought and the problems of desertification and deterioration of pasture land and grazing land are equally acute problems which menace the efforts deployed by our countries in the area of food and livestock production, and we would like to see certain activities of FAO focus more on those aspects of assistance provided to developing countries, and also witness a reinforcement and strengthening in assistance to developing countries relative to scientific research and the application of leading edge technologies.

**R. FOX (United Kingdom):** May I open my short statement by congratulating the Secretariat on the overall clarity of these two documents. Considerable effort has obviously gone into making these as accessible as possible. We have a number of comments that we hope the Secretariat will find useful and constructive on both the programmes that are described and on the content of the reports themselves.

First, dealing with C 95/8, we note that moves will continue to increase the specialization of FAO staff in dealing with either the normative or the field support functions of the Organization. My delegation recognizes the value of such specialization up to a certain point but we wish to emphasize very strongly the need, acknowledged in the document, to ensure that Headquarters and field-based experience remains mutually supportive and reinforcing. FAO must not at its centre become too academic an institution.

Second, we note the reviews that have taken place in the Departments of General Affairs and Information and of Administration and Finance. We hope that these will provide the basis for reforms to improve efficiency and to ensure that in the present resource situation FAO's operation and programmes can, as far as possible,

be maintained. We welcome the cost reductions already achieved but emphasize the need to continue the downward pressure.

Third, my delegation would be grateful for more information than is provided in C 95/8 on how FAO will seek to increase further the support cost reimbursement percentage. There is a clear need for this in the present resource situation.

Turning to the content of C 95/8, the separation of reports on the quantitative and qualitative aspects of work can be useful to ensure that each receives proper emphasis but my delegation believes that each aspect must be covered for all items presented. One general point is that more work remains to be done in preparation of reports such as this on output rather than input measures despite the difficulty, that we recognize, of developing output measures and the need for proxy indicators in some circumstances. For example, no qualitative analysis is presented for the section on training. This is simply a list of numbers saying nothing about how training needs were identified and how participants were identified or what follow-up there has been to establish what use has been made of this training. The same applies to the section on meetings. Some were clearly part of important and well-recognized processes but what impact or outcomes have there been for others? The section on publications refers to activity and to indicators for this. There is no indication, however, of how the need for the various publications was identified, nor the demand, nor how useful these had proven to be for recipients.

On FAO's database systems, although my delegation has consistently emphasized the importance we attach to the maintenance of these; in the report on database activities, we would have hoped to have seen some indication of usage made by outside agencies. Finally, we do not really see the point of the tables covering consultants employed, travel and staff time devoted to support of field programmes when, again, these are unrelated to specific outputs.

The same point on the need to emphasize outcomes relates to the later section on qualitative aspects of programme performance where there are many references to, for example, encouragement of activities and tools released. Whilst my delegation found this a useful section of the report in relating activities to intentions, again, we would have wished to see more reference, however brief, to uptake and effect. Such references need not be confined to formal evaluation reports. To take only one example, paragraph 182 of C 95/8 contains the following sentence: "Land tenure issues are important, particularly for countries in transition, and an expert consultation was convened on this subject". My delegation is well aware of the importance of land tenure issues in general and can recognize the potential value of an expert consultation. We would have preferred, however, to have been told something of the outcome of this consultation.

Finally, turning to the evaluation section of the implementation report and to C 95/4, the evaluation report itself, my delegation generally welcomes these reports and the progress they reflect in many programmes. We recognize that in terms of the internal evaluations referred to in C 95/4, more work is in hand to improve the attention given to cost-effectiveness and to sustainability aspects of projects and programmes. We look forward to seeing the results of this work. My delegation would be grateful for information on two items arising from these reports. First, we would like to know what procedures are in place within FAO to ensure that the results of the evaluations are transparently taken into account in future project design. Second, we would like to know at what stage external evaluations of the type reported in C 95/8 as undertaken for technical cooperation activities, will be commissioned for regular programme activities to supplement the work of the in-house evaluation team.

**Mohamed Joe BANGOURA (Guinée):** La délégation guinéenne vous félicite pour votre élection à ce poste et remercie le Secrétariat pour la documentation relative aux Rapports d'exécution et d'évaluation que nous avons bien reçue. La Guinée appuie sans réserve la proposition de budget formulée par le Directeur général de la FAO et soutient le programme et les priorités qui en découlent. A ce programme, il faudrait citer le système d'information et d'alerte rapide sur la situation alimentaire et la sécurité alimentaire, la prévention des ravageurs et maladies des animaux et des plantes, la gestion de l'eau et de la pêche ainsi que leur développement, la lutte contre la désertification, la réduction des pertes après récoltes, la femme dans le développement. Nous sommes persuadés que ces programmes apporteraient un développement à notre pays.

**Waheed KHAN (Bangladesh):** My delegation would like to thank the Secretariat for preparing a most comprehensive Programme Implementation Report for the 1994-95 biennium. On behalf of the delegation, I would like to make some general comments on the Programme Implementation Report for 1994-95. The report contains a number of improvements in its coverage of progress in implementing regular and field programmes in the current biennium. Progress in the ongoing restructuring of the Organization, which includes Headquarters restructuring, decentralization, strengthening of national capacities and improved management practices, is encouraging. We expect that a more concrete picture in terms of benefits to Member Nations as well as efficiency improvements and cost reduction will emerge during the coming biennium. The overview presented in the report of FAO's resources and expenditures for regular and extrabudgetary funding is very informative, but the downward trend of field programme resources is always something to be worried about. We believe the Secretariat will take appropriate measures to make more efficient use of the resources to minimize negative impact on programme delivery under the field programmes. The decline in support costs is also a matter of concern because of the pressure it will create on the regular programme resources. We hope the Secretariat will continue to make vigorous efforts to reduce FAO's share of support costs wherever possible. The status of implementation of the special programme of food production in support of food security in the Low-Income Food-Deficit Countries and the EMPRES shows satisfactory progress. We are confident that FAO will continue to attach high priority to the effective implementation of the activities under these two special programmes in the coming biennium.

Chapters dealing with both qualitative and quantitative overview of activities and outputs delivering technical and economic programmes provide substantive information of the progress achieved in these areas. You all know, as the Director-General himself acknowledged in the introduction, no major progress has been made in the report regarding the analysis of achievements against planned targets, including cost aspects. Such analysis is extremely important in properly assessing the efficiency and effectiveness of programme implementation. We hope the Secretariat will make progressive improvements in this regard in the coming years, circumventing the practical difficulties and limitations that may be encountered in such an exercise.

Finally, we associate ourselves with the recommendations of the Programme and Finance Committees relating to the timing of the report. The incorporation of actual data for the entire reporting period will facilitate better assessment of the report. As such, we endorse the view that the report should be presented to the Council in the autumn of the year following the end of the biennium.

**Avraam LOUCA (Cyprus):** I wish first of all to congratulate both you and the Vice-Chairman for your election. My delegation welcomes the new way of reviewing together, under Item 14, the programme implementation and the programme evaluation report for 1994-95. These reports are surely interlinked, and despite the difference in scope, they can be viewed as two sides of the same coin. In our view, this arrangement enables the Member Nations to get a global view of the resources committed for activities undertaken and/or implemented under the regular and field programmes, along with the successes and difficulties experienced in the implementation of selected programmes. The preparation of these two reports was not an easy task to perform, and I wish to commend the Secretariat for achieving this task. The biennium under review has been an extraordinary period for FAO, having in mind the courageous efforts of the Director-General, Mr Jacques Diouf, to invigorate this Organization by sharpening its mission as well as by revamping the organizational structure, its management and operational processes. As we all know, the relevant proposals of the Director-General concerning programme priorities, changes in the structure of the Organization and progressive decentralization have been approved by the 106th Session of the FAO Council in June 1994. Inevitably, the new process towards the said improvements in FAO has actually begun in the second half of 1994. On the other hand, the financial difficulties which have confronted this Organization during the recent past still prevail.

Very briefly, we wish to express our views on specific issues covered by the two reports. Referring to Chapter 1 of the Programme Implementation Report, we do appreciate the progress made concerning the restructuring and decentralization process and at the same time express the wish that this process be completed as early as possible. Similarly, while welcoming the signing by a considerable number of countries of the agreement on the use of experts for TCDC and TCCT, we suggest that efforts be intensified to make these agreements operational. The same applies for the other two agreements on research institutions and the use of national and UN and FAO retirees. In view of the substantial decline in extrabudgetary funds and support costs elaborated in Chapter 2 of the same report, we wish to stress the need for intensifying the FAO efforts

and the dialogue with bilateral and multilateral donors including financial institutions for securing the funds required, especially for field programmes and special programmes.

Referring to the programme evaluation report, document C/95/4, which under five chapters covers selected sub-programmes, the review of project operations and FAO activities for control of plant and animal diseases, we do appreciate the comprehensive analysis and the style of this report. We also welcome the progress achieved on the work of the Global Information and Early Warning System on Plant Genetic Resources and in managing locusts and screw-worm.

In the conclusion of each one of the chapters, we particularly underline the numerous sound proposals concerned with organizational issues, staff requirements, the strengthening of institutional capabilities, training information arrangements, etc. Surely these proposals, together with the relevant observations and assessments made can prove very useful for both the evaluation of the implemented programme activities and for improving cost effectiveness, programme formulation and work planning.

Finally, we suggest that in view of its great value and importance, the Programme Evaluation Report gradually covers all the major FAO programmes and activities.

**Kenji SHIMIZU (Japan):** Thank you, Mr Chairman, for giving me the floor again. I will be very brief.

The statement made by my delegation on the Programme Implementation Report should be read together with the statement made at the Plenary of the last Council meeting under Agenda Item 10.

**The meeting rose at 12.50 hours.**

**La séance est levée à 12 h 50.**

**Se levanta la sesión a las 12.50 horas.**

21 October 1995



منظمة الأغذية  
والزراعة  
للأمم المتحدة

联合国  
粮食及  
农业组织

Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

Organisation  
des  
Nations  
Unies  
pour  
l'alimentation  
et  
l'agriculture

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

**CONFERENCE**

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Twenty-eighth Session • Vingt-huitième session • 28° período de sesiones

SECOND MEETING OF COMMISSION II  
DEUXIEME SEANCE DE LA COMMISSION II  
SEGUNDA SESION DE LA COMISION II

21 October 1995

The Second Meeting was opened at 15.15 hours  
Mr Shahid Rashid,  
Vice-Chairman of Commission II, presiding

La deuxième séance est ouverte à 15 h 15  
sous la présidence de M. Shahid Rashid,  
Vice-Président de la Commission II

Se abre la segunda sesión a las 15.15 horas  
bajo la presidencia del Sr. Shahid Rashid,  
Vice-Presidente de la Comisión II

- II. **ACTIVITIES AND PROGRAMMES OF THE ORGANIZATION** (continued)-
- II. **ACTIVITES ET PROGRAMMES DE L'ORGANISATION** (suite-
- II. **ACTIVIDADES Y PROGRAMAS DE LA ORGANIZACION** (continuación)-
  
- 14. **Programme Implementation and Programme Evaluation Reports 1994-95** (continued)
- 14. **Rapport d'exécution du Programme et Rapport d'évaluation du Programme 1994-95** (suite)
- 14. **Informes sobre la ejecución y la evaluación del programa de 1994-95** (continuación)

**Al an AMEY (Canada):** The information contained in an effective programme implementation report is of utmost importance to management as a tool for monitoring performance and to the membership as a means of defending, before our parliaments, continued membership in international organizations. Thus it is that in welcoming this report and recognizing certain improvements compared to its first edition, we would like to underline the conclusions contained in paragraphs 2.7 and 2.9 of the Programme Committee Report. Accountability is neither effortless nor costless but is part of the cost of doing business and protecting organizational credibility. The Programme Committee also touched on the issue of timing of the issuance of the Report. From the Canadian point of view it would appear that the council following the end of the biennium with actual cost figures would be preferable for us. However, two years from now, at the next Conference, it will be most important to have a much shorter document outlining major achievements in the 1996-97 biennium.

It is important that there be close correspondence between the presentation of specific planned activities in the Programme of Work and Budget and the reporting of the operational results in the Programme Implementation Report. The continuing omission in this report of resources input data that, in association with specific outputs, is particularly regrettable because it obviates judgements on relative costs and value added and deprives us of important information on which to base future and informed policy and programme choice.

Similarly, the absence of a systematic and coherent presentation of quantitative and qualitative data on variances in specific programme implementation detracts importantly from what should be one of the major functional activities of the report at an accountability level for both management and the membership alike. In this respect, we would underscore, as we did at the Programme Committee, the need for substantive improvements of data to address their shortcomings, and particularly of better and more explicit and comprehensive expenditure data concerning which we continue to await a proposal from the Secretariat respecting practical responsibilities and which would also be presented to the next sessions of the Finance and Programme Committees for their consideration.

Like Australia, the United Kingdom and Japan, we too were struck by the extent to which the Field Programme captured Regular Programme resources. But what is not at all evident is the extent to which the Membership participated actively and directly in setting the policy guidelines and directions and in overseeing the activities associated with these resource allocations. We believe this matter requires detailed consideration in the Programme Committee.

We are grateful for information on the monitoring of field costs and the reimbursement for such expenditures as this is a key area of concern for the Organization. In the first place, having support costs at the level of 28 percent of programme delivery is much too high. The support cost for most Canadian bilateral and NGO projects is only half that much. Having such a large cross-subsidy from the Regular to the Field Programme means that normative programmes at Headquarters are underfunded or not implemented, as Mr Wade has indicated this morning, and the Organization does not perform the work that is mandated to perform. Having 26 percent of staff Headquarters' time devoted to the Field Programme is far too much. Other organizations and bilateral donors receive a very significant subsidy from the FAO over which this Governing Body has no control. Although steps have been taken to reduce costs through national Professional Officers and other means, the FAO should commit itself to eliminating or reducing this subsidy within a set timeframe. One way to do this might be to accept no new programmes unless the incremental costs are fully met. Eliminating this cross subsidy is a prime way to lower the FAO's budget.

In overall terms for training, the staff seem to enjoy only one course per year. In view of the greatly changing technology, productivity and qualitative improvements requested of the FAO, this would argue for a much more substantial staff training programme. We hope that the decline in meetings is indicative not of lower output but of more efficient ways of getting things done and would encourage such a trend. The decline of publications is also supported. We look forward to receiving the review of the Communications Policy which is underway.

The management of Field Programmes presents a number of delegate challenges; to mention only one, the medium project size is US\$250 000 which is very small by international standards. More efficient ways must be found to manage these small projects, because, as pointed out in paragraph 94, these types of projects make disproportionately large demands in terms of technical and administrative support. The decentralized programme should relieve the burden of managing these small programmes from Headquarters staff to make the management of Field Programmes more cost-effective.

A general concern is reflected in many areas of FAO activities, whether training projects, projects by the investment centre, or other respects, is the declining of attention going to Africa which by most standards is the continent most needful of attention.

As well we would note with concern the 7 percent fall-off in the participation of women in training activities and the fact that the capture of resources devoted to training is about 21 percent. I need not remind this meeting that women constitute more than 50 percent of the human population and they make a disproportionate effort in respect of household food security.

Clearly, more vigorous and better targeted efforts are needed to improve FAO's efforts in this area. Turning now to the evaluation section of the PIR, the Canadian delegation still continues to be concerned about the area of project design which should be a matter of pride for a normative body such as the FAO. The proportion of poorly designed projects has increased from 20.5 percent in 1989-1991 to 31 percent in 1992-94. When this item was discussed at the last Council, it seems that only "informal negotiations" were used to integrate the lessons of experience into the new projects. The evaluation function needs to be integrated more formally into the design of new projects. The question of sustainability is also very important as only 28 percent of projects had considerable or very substantial impact. Given the scarce resources with which we are working, having this level of success is rather sobering and should be a subject of vigorous follow-up by the Secretariat. Having the evaluation function more firmly entrenched into the project approval process is a cost-effective way of improving the FAO's field performance. While being very appreciative of the evaluation function and the important work that has been achieved, fundamental improvements are necessary to realize the evaluation function's potential within FAO.

Whereas the Canadian delegation approves the concept of the special action programme of food production for low-income food-deficit countries, we continue to be concerned about the details. Specifically, the Programme seems to be funded partly by not filling posts in the food and agricultural policy area. I hope and expect that the full lessons of experience were included in designing the pilot projects and that they are replicable quickly over a wide area and are of a sustainable nature.

With regard to the format of the achievements of the technical and economic programmes, we are pleased to see more specific details of the programme outputs than was seen in the last report.

In general, the Canadian delegation notes with great interest the actual achievements of the agriculture programme. The external demands imposed by UNCED, the ICN follow-up and new responsibilities of the WTO have driven some of the FAO programmes. We are generally pleased with the results achieved so far. However, great vigilance must be maintained so that the programmes forthcoming in the future are adequately safeguarded.

Canada is also supportive of the major programme thrusts in forestry and the work that has been accomplished which is supportive of UNCED follow-up. We specifically support the efforts of the FAO on monitoring the world's forest resources and producing the forest resource assessment, collaborating with the private sector on the pulp and paper survey and trade and policy studies, promoting the implementation of national forest action plans and increasing community and individual participation in forest resource management through the Forest, Trees and People Programme. With respect to the global forest resource

assessment, as recommended by COFO, we would like to see more qualitative information on environmental and human resource aspects incorporated into the work on assessments.

We are appreciative of the information provided in Chapter 7 as the efficiency of the management of the Organization drives the whole Organization. New management approaches, practices, computer hardware and software become new driving forces in the search for excellence and world-class performance. Therefore, we are heartened by the recommendation of the last meeting of the Programme and Finance Committee to recommend a management review of the Organization. I believe that the last review was done in 1989, and FAO is due for another.

We participated extensively in the work of the Programme Committee and are associated with its findings and conclusions respecting the PER. That Committee expressed its disappointment with the analytical quality of the report deeming it to be essentially descriptive in scope. It is regretted that clear links to the associated PWB elements that would have transformed both documents into meaningful operational tools were insufficiently present. It also noted that the presentation of inputs, outputs, results and sustainability of impacts, as requested by the membership at the 27th Session of the Conference, had not been featured amongst the expected improvements.

Of greatest concern is the apparent fact that the PER is not yet systematically used as a management tool that yields remedial action in response to identification and analysis of issues and of problems in operational performance. The most obvious measure of this is the absence, in the PER, of stress on feedback to and from managers and of monitoring of implementation of agreed remedial actions, and paragraphs 266, 292, 293 and 297 are particularly germane to this point. In this context, we strongly endorse the Programme Committee's recommendation for the establishment of mechanisms to ensure two-way feedback in proactively responding to recommendations contained in the PER.

Finally, and in conclusion, I should like to re-emphasize my delegation's views of the current interdependence of the PIR, PWB and the PER and of the need for these three documents to mirror and complement each other in their substantive comments if we are to appreciate the concept of accountability within the FAO.

**Larry FERGUSON, (New Zealand):** New Zealand has a few brief comments only that it wishes to make. Much of what we would have said has already been said by other delegates. New Zealand has the honour of chairing the Codex Alimentarius Meat and Milk Products Committees. We would wish to commend and express our gratitude for the excellent work undertaken by FAO staff in support of the important work of these two committees. We know that the staff that support those committees recognize the importance that the work that they undertake has in setting food standards for those who both export and import food. We know that they are aware that the processes of those committees need to be supported and need to be speeded up to recognize the flexibility inherent in having food standard setting processes that are based on good science.

This question of efficiency brings me through to the comments made in the foreword to the Programme Implementation Report. We cannot emphasize enough the importance of good planning and performance monitoring, monitoring of outputs and achievements rather than activities, to an organization such as this. Such mechanisms enable members to make informed decisions about the programmes they wish to support, and such mechanisms enable the organization to manage itself so that it efficiently and effectively achieves what the members of it are asking it to do. We note with some sympathy the comments made about the complexity of this process, about the concerns about cost-effectiveness, and about finding performance measures, both qualitative and quantitative, that are relevant. Our experience is that pursuing these types of reforms, particularly in times of tight resources, is not a luxury; it is a necessity. We support and encourage the Organization to embrace the challenge that pursuing these reforms will present to it and to pursue the very real benefits that will accrue from their implementation. Those benefits will accrue not just to the members of this Organization, but to the Organization itself in managing itself.

**Teleki RAMOTSOARI (Lesotho):** My delegation would like to join the other speakers in congratulating you and your team and also to commend the Secretariat on this comprehensive report. For one, we appreciate the issue of decentralization, but the issue of the creation of national Professionals is not clearly defined in the

report. We would like to see a clear progress report today about the performance in this regard, whether the performance is positive or negative.

We would like also to join other members who raised concerns about the generalized decentralization. In this regard, the concern here is generally to clearly define the roles of each sub-region, the roles of each region, the roles of national offices, so that we streamline what other offices are doing in order to avoid duplication in programmes.

**VICE-CHAIRMAN:** Thank you, Lesotho, for that statement. The distinguished delegate of Tunisia had to leave before delivering a statement. She has requested that her statement be placed in the verbatim, so that will be done. Now I would like to call upon the distinguished delegate of the USA.

**E. Wayne DENNEY (United States of America):** I will restrict our comments to the Programme Implementation Report, as my delegation believes that the discussion of the programme evaluation report was covered extensively during the June Council meeting. The United States values the PIR as a useful mechanism for taking stock of current programme delivery before we embark into another biennial programme of work. The current version of the PIR is substantially improved by providing us with considerably more information on output indicators as well as providing some expenditure data. While further improvements and refinements can certainly be made, which hopefully will result in a shorter document, we congratulate the Secretariat for responding to the many suggestions made at the last Conference. We note the Director-General's explanation for not being able to analyse outputs achievements against planned targets and trust that we will see that information in our next report.

When we have fully comparable expenditure data, output measurements and the ability to determine where we have made progress and compare it with what our objectives were, then the PIR will be both an assessment and a planning tool. This is essential if we are to improve performance implementation. The chapter referring to decisions taken by the June 1994 Council has received considerable discussion in other fora. We are not yet in a position to gauge how the restructuring and decentralization will affect the way in which programmes are being implemented. Hopefully, the potential benefits identified in paragraphs 20 to 23 will be realized. However, it can be expensive to establish new offices and relocate people, it also takes considerable time for the various functional units to effectively interact. We are concerned about the short-term costs in the current budgetary climate. We also need to have an assessment of the results as we proceed. The chapter on resources is rich with tabular information. Chapter 3 provides us with a lot of output indicators depicting trends that are consistent with the Director-General's overall initiatives. The evolution of Field Programme expenditures by region is somewhat surprising, with a decline noted for Africa and the upsurge for Latin America and the Caribbean.

Tables 3.24 and 3.25 are somewhat puzzling and difficult to interpret. We question how cost-effectiveness and sustainability are determined, and question the Director-General's emphasis on specialist programmes. In order to increase food security and to curtail transboundary pests and diseases it is appropriate to have a chapter devoted to these programmes.

The Programme to enhance food security appears to have some potential but it will take some time to see how individual countries benefit. What we see here suggests, however, that a regular on-going evaluation is needed to assess the results before a major expansion is undertaken. We appreciate the selected country elaborations provided on page 64.

The EMPRES programme has a proven track record and is making considerable progress across a broad spectrum of threatening plant and animal pests and diseases.

The presentation of achievements in FAO's Technical and Economic Programmes is informative and well-organized in describing on-going programmes and their associated objectives. For the most part, this chapter factually describes the status of activities in the various set programmes.

We are pleased to see the progress noted on the development of sustainability indicators, the useful initiatives of the Joint Division in Vienna in improving the safety and quality of food by irradiation and the many

nutrition-related activities following the Conference on Nutrition. Some of the work on rural development, especially that which deals with communications, does not seem so well focused.

Paragraph 195 examines the work being carried out on the development, maintenance and improvement of data bases. In our view, this is fundamental to FAO's credibility and is something that FAO does well. We would be most interested in seeing the inter-country comparison of agricultural output and productivity for the 103 countries analysed.

The work on supply indicators and the prevalence of undernutrition should provide valuable input to the 1996 World Food Security Summit. Similarly, the improvements made in the world food model should enable FAO to expand the Uruguay Round projections to the year 2010 for discussion at this Summit.

We are pleased with the progress made in streamlining the work on individual commodities as reflected by the meetings of the intergovernmental groups. This does not imply that less internal analysis should be done. FAO member countries need the data and analysis, but can get by with fewer meetings.

We still have concerns with respect to the possibility of duplication and feel that it could be useful to consolidate the International Rice Commission with the Intergovernmental Group on Rice. We know that they have different programmatic thrusts but this might be helpful to the rice community. If the IGG on grains duplicates the work of the International Grains Council and/or OECD's grains meetings, then they should be consolidated.

Finally, we are aware of the valuable work being done by the International Vine and Wine Office, but are less sure how this impacts on FAO's Intergovernmental Group on Wine.

The presentations on forestry and fisheries are well done and accurately portray the important work being carried out in these two sectors.

Regarding Chapter six, we agree that TCP projects can play an important role in overall field activities and we hope that TCP projects can begin to be a more integral part of FAO's food security initiatives.

Paragraph 277 notes the effective work being carried out by national correspondents to extend FAO's outreach programme. This appears to be quite successful and could be used in some countries where there are currently country representatives.

Finally, reflecting on what other members have already stated, we associate ourselves with Australia, France, the United Kingdom and Canada on the importance of FAO getting full cost-recovery for support services and, like Swaziland, we would also find it useful to clarify the respective roles of regional, sub-regional and country offices. We agree with the United Kingdom that having more accompanying qualitative analysis would strengthen future analyses.

**ZHANG XIGUI (China) (Original language Chinese):** First of all, I would like to thank the Secretariat for preparing document C 95/8 for the Conference. The Report, with large amounts of facts and figures, describes the resource commitment to the Regular Programme and the Field Programme.

In relation to key activities and output, this could help member countries to make timely prediction and judgements on the implementation of FAO's biennial Programme of Work in the context of total budget level. The Report dealt with the work carried out by FAO in this current biennium, its achievements as well as the problems facing us now.

During 1994 and 1995, FAO has been carrying out restructuring and decentralization. This is also a period of shortage of resources in implementing FAO's Regular Programme and Field Programme. In spite of all this, FAO still managed to make progress and achievements. We would like to express our satisfaction at this.

We are in favour of the Director-General's policy on the transparency of management and the emphasis on efficiency. This biennium is a special period for FAO so we shall further sharpen our mandate and responsibilities, rationally adjust our structure, management and professional processes, and take all possible

steps to streamline our administration, reduce expenditure further and encourage consultation and cooperation among member countries. We will try to mobilize more resources to provide policy and planning advisory services to member countries, particularly to developing countries, provide more technical assistance, and enhance the programme implementation capacity of developing countries. FAO should place service for member countries as a top priority and we wish to show our determination to revitalize FAO with actual achievements.

In relation to the implementation of resolutions made at the 106th Session of the FAO Council, we are pleased to note that great progress has been made in the following areas: firstly, the Headquarters restructuring; secondly, the delegation of authority down to the Field Offices, the continued emphasis on the cooperation with partners and the use of national capacity. However, we believe FAO will continue its efforts in the field of restructuring and streamlining and constantly consolidate the progress made in the above-mentioned areas, so as to fully play FAO's role as a leading agency in international agricultural development and enhance its work-efficiency and further improve its image.

The Chinese Government has been maintaining a close and friendly relationship with FAO, and we have actively supported the restructuring measures proposed by the Director-General. Our government has signed, in the last year, with FAO the cooperative agreement on the utilization of our national experts in helping TC-DC programmes and we have also submitted to FAO curriculum vitae of 33 specialists of various professions. Our government is willing to continue to submit curriculum vitae of more experts to FAO so as to further promote TC-DC.

In terms of strengthening the countries' capacities, we support the decentralization policy and to decentralize the authorities of professional service institutions to provide direct service for Member Nations. In this regard FAO's country representation office should play a key role in identifying the actual needs of each country and provide administrative help. The preliminary experience of sending an NGO to the country representation shows that we could recruit highly qualified staff in the countries concerned. These NGOs have good relations with all other departments and ministries concerning the countries and they are well-versed in the political economic and cultural situations of their countries. Those NGOs are quite familiar with the working procedures of their governments. All these things could benefit the work of the NGO representative office in the country. Also these can achieve savings for FAO.

However, we believe this process of recruiting NGOs is rather slow. We are told this process should be completed by the end of this year. However, in the Programme Implementation Report, this has not been reflected. We believe that to replace internationally recruited officers with NGOs is a very good restructuring measure proposed by the Director-General. This measure has not only strengthened FAO's cooperation with all member countries and increased the responsiveness of FAO's country representative office, but also can help us to save money. Therefore we believe that in terms of recruiting NGOs we should carry out our work in accordance with rules set out by FAO and no discrimination should be imposed.

In the course of recruiting NGOs, the departments concerned within FAO should conduct consultations with the government and FAO country office and should respect the opinions of those member countries, so as to achieve maximum results in accordance with the proposal made by the Director-General, and so as to satisfy the needs of the new priorities set out by the Council.

**Winston RUDDER (Trinidad and Tobago):** The Republic of Trinidad and Tobago sits on the Programme Committee and in the Council and therefore, on behalf of the wider membership of the Organization and the interests at the national and sub-regional level, we have been able to comment very fully on these documents that are here before us for consideration, C 95/4 and C 95/8. Accordingly, it is not my intention to bore you since you have had the reports of the Programme Committee and the Council to consider. We fully support the views of the majority expressed therein.

I merely want to highlight one or two points which I think should be made on an occasion like this before the wider Commission and ultimately Conference will. I think it is important for us to recognize the qualitative difference that these documents we are caused to reflect upon show compared with the documents we have had to examine in previous Conferences. I have referred to them elsewhere as being extremely user friendly and I therefore wish to commend the Secretariat for taking note of the concerns raised by the membership in

this regard and seeking to reflect these concerns in reorganized, restructured documentation and we are grateful for that.

I wish to make the point that we do hold the view that the Programme Evaluation Report and the Programme Implementation Report constitute two main components or building blocks, if you will, of what one would perhaps describe as an important credibility system and screen by which we assess this Organization in terms of its transparency, in terms of the usefulness of the information it provides the membership with to enable the membership to make some judgements about performance, and therefore to have the credibility to continue to recognize the Organization both as a centre of excellence and as an Organization in support of developing countries who need the development assistance that the Organization is set up to provide.

Let me state, therefore, at the very outset that as far as Trinidad and Tobago is concerned and the sub-region of which I have the honour to be a member, the Organization passes the credibility test. Of course, in making that observation, we are fully aware of the fact that there are improvements yet to be made and this has been acknowledged by the Secretariat. We would urge the Secretariat therefore to take the very sound and useful suggestions that have been made progressively in the Committees and Council, and perhaps no doubt in the course of the Conference to make even further improvements. I get the distinct impression the Secretariat is so disposed to do this.

We note and we support the vision and view expressed in the Director-General's introduction to the Programme Evaluation Report and we acknowledge that to some very great degree. The extent of the changes that we would have required to enable the kind of evaluation that we would have preferred would have been clearly dependent on the base document, that is, your Programme of Work and Budget. In consequence, one would expect that as of the coming biennium, which our Programme of Work re-configured and restructured in a way that provides information that leads to a greater and more in-depth evaluation, ultimately one would see a significant improvement in the quality of the Evaluation Report in terms of its usefulness not only to the Organization itself but to the membership in its assessment.

We want, like Australia, to commend and applaud the work done in respect of small-scale fisheries, particularly in so far as these affect and impact upon the small island developing states of the Caribbean. We know to some degree the work has been aborted in the past biennium having regard to the funding constraints on the Organization, a point adverted to by the Director-General in his statement to Conference this morning. We regret that but we understand.

Chairman, may I make a comment on the issue of decentralization and the reorganization that has taken place? First of all I think it highly regarded by our delegation and indeed as commented upon by other delegations we have quite a detailed indication in the Programme Implementation Report of the extent and progress in respect of the implementation. We do not only have a view and a recommendation but we, in the sub-region in the CARICOM, have the physical effect, the change, in so far as we now have a Director of the sub-regional office and we want to express our gratitude for the alacrity with which the Director has responded. I know some of the posts have to be filled as yet and the office has to be fitted out to deal adequately with the needs of the region.

Just to give you an indication of how that office has already begun to be useful, within the last six months or so we have had two major catastrophic events of varying proportions and kinds. One is that the hurricane season has not treated us too kindly. The effectiveness of the regional office in terms of ready response, a kind of iron and air, as it were, as to what is informing the house so that the house can assist. The other point has to do with the affliction of one of the so-called pests that concern us and confront our agriculture from time to time, the hibiscus mealybug, and because we have a sub-regional perspective there has been an opportunity at least for the house to become more quickly aware of the situation and be poised to begin to respond. Of course, as I said before, more needs to be done in terms of outfitting. We want to link very directly the changes that are taking place in the house in terms of decentralization and restructuring with the ongoing efficiency and effectiveness with which the Organization will become available to deliver in terms of responding to the needs of the country.

We urge the need for putting in place with the greatest dispatch the supporting systems with respect to management information particularly because, as you devolve and you decentralize, and as you adopt a new empowerment and governance, you are then empowering those more closely central to the action to take

action. You need a mechanization at the centre to be able to control not from the command and control perspective but at least to control in a responsible way and to know what is happening.

I think it is with a high degree of urgency that that aspect of the decentralization and restructuring has to be attended to.

I also wish to reflect very briefly on this issue of support costs and the "subsidization" which exists as between Field and the Regular Programmes. Let me first of all make the point that there exists a real synergy between the Regular Programme and the Field Programme. To seek to disaggregate and compartmentalize in discrete bits and pieces for analysis hurts to a point but does not reflect the full flavour of what exists.

I also believe that yesterday is necessary for the Organization to capture responsibly the costs associated with these Field Programmes but I think one has to do a keen balancing act as to the extent to which this has to be aggressively pursued at this particular point, vis-à-vis keeping it in mind as to the objective to be obtained in context of the changes that are being made to increase efficiency and effectiveness with which the Organization is operating.

To put it mildly, Chairman, I think you would not wish to scare the donors and I know you would not wish to put the recipient countries in a state of disadvantage as a result of that act. What I am saying is that a sense of balance has to be established. Yes, we must recover costs but the costs must be in the context of increased effectiveness and efficiency such as the actions to be pursued are likely to yield so that the dialogue has to continue and has to proceed and an element of reasonableness must inform that dialogue.

Chairman, I think that is the thrust of the comment I would wish to make on these two documents and in particular with respect to the Programme Evaluation Report I personally look forward to the changes coming in the next round having regard to the changes that are in the Programme of Work and Budget for 1996-97.

One additional point; the advice that has been given by the Programme Committee in respect of the useful changes in timing of that document, the Programme Implementation Report is something that I would urge the house to accept because it would be much more useful as a document to inform the house and inform the membership.

**Mme Seydou OUSSEINI AMINATA (Niger):** Je profite de cette occasion pour vous féliciter de votre élection. La délégation du Niger se joint aux autres pour exprimer sa satisfaction quant à la présentation des deux rapports. Toutefois, j'espère que les différents commentaires et observations qui ont été déjà formulés seront pris en compte afin d'améliorer la qualité de ces rapports. Dans mon intervention, je tiens à exprimer la reconnaissance de mon pays à la FAO qui, malgré les difficultés financières qu'elle rencontre, ne cesse de multiplier ses interventions afin de nous assurer une sécurité alimentaire et nutritionnelle qui constitue une des premières priorités de mon pays.

**Marcos I. NIETO LARA (Cuba):** Señor Presidente, permítame saludarlo, felicitarlo a usted y a los demás Miembros de la Mesa por la elección para que dirija los debates de esta Comisión. Señor Presidente, mi Delegación está de acuerdo con que debemos ser breves en el tiempo, sobre todo porque ahorramos dinero cuando ahorramos tiempo. Sin embargo, me permitiría mencionar que en algunos temas tal vez requiriéramos una información más detallada por parte de la Secretaría. No obstante ello, felicitamos al señor Wade por la breve presentación que nos hizo y creo que la Secretaría una vez más merece nuestro agradecimiento por los valiosos informes que pone a nuestra disposición.

Señor Presidente, hay dos temas sobre los cuales creemos que el Informe debe ser mejorado y ampliado. Ello se refiere al Tema de la Cooperación Técnica entre Países en Desarrollo. En este aspecto debemos resaltar que ha sido una iniciativa del Director General, adoptar con redoblados esfuerzos e impulsar el Programa de Cooperación Técnica entre países en desarrollo, habida cuenta de que es una cooperación de bajo costo, de gran eficacia y que muchos países en desarrollo han demostrado y han probado capacidad suficiente para proporcionarla en abundancia y con caridad.

Quisiéramos mencionar además, que no se nos brinda una información amplia sobre el Programa de Cooperación Técnica, pero aún la poca información que se nos da nos llena de preocupación.

El PCT que ha sido tan defendido reiteradamente en esta misma sala por la mayoría de los Estados Miembros, al parecer se ha interrumpido, porque sólo se señala información de lo ocurrido hasta el año 1994, y dentro de esto debemos mencionar que el nivel de ejecución ha sido bajo si lo comparamos con lo ejecutado en bienios anteriores.

Quisiéramos pedir que la Secretaría nos aclarara sobre este particular, nos diera una información más amplia, porque seguimos considerando que el Programa de Cooperación Técnica es enteramente válido como elemento catalítico y que la Organización no puede desprenderse o desentenderse de él.

Señor Presidente, al examinar el Informe de ejecución del Programa y establecer una comparación de sus resultados con la penuria de recursos que ha tenido que enfrentar la FAO, no podemos menos que felicitar y apoyar plenamente la labor que viene realizando el Director General y la Secretaría para capear una situación tan difícil, cuando las necesidades del mundo en desarrollo lejos de disminuir aumentan continuamente.

**C. DE MARCIN (Belgique):** La plupart des commentaires que nous voulions faire ont été exprimés par les délégations qui nous ont précédés. Et à ce stade des débats, cette délégation voudrait seulement interroger le Secrétariat sur un aspect particulier de la discussion qui s'est déroulée ce matin. Plusieurs délégués ont appelé le Secrétariat à renforcer la synergie entre les activités normatives et celles du programme de terrain, en particulier celles financées par les contributions extrabudgétaires. La Belgique, qui finance un programme assez important de fonds fiduciaires, souhaiterait savoir si le Secrétariat aurait éventuellement identifié à ce jour des activités financées par des fonds volontaires qui ne correspondent pas aux buts de l'Organisation, ou s'en écartent de manière significative au point que l'on puisse conclure à une dérive. La question nous semble d'autant plus pertinente qu'à notre connaissance, ce sont les mêmes divisions qui prennent en charge l'identification et la formulation des projets quelle que ce soit la source de leur financement.

**Sra. Martha Catalina VAZQUEZ VAZQUEZ (México):** Queremos agradecer la valiosa información que la Secretaría de la FAO nos ha proporcionado sobre las actividades de la Organización durante el presente bienio. Nos complace advertir las diversas acciones que se han emprendido en el ámbito de la restructuración. En el presente informe se observa que en términos reales los gastos totales de la FAO en relación con el Programa Ordinario han aumentado muy poco entre los bienios de 1986-87 y 1992-93, sin embargo, en 1994 se registró un acusado descenso del 15 por ciento sobre una base anualizada con respecto al bienio de 1992-93. Los gastos extrapresupuestarios que corresponden en gran medida al Programa de Campo alcanzaron un nivel elevado en el bienio 1990-91 y descendieron luego en forma acelerada, llegando en 1994 al 69 por ciento del volumen de 1986-87. Este descenso se refleja también en los gastos de apoyo. Deseamos hacer una mención especial a las actividades que ha realizado la Organización en materia de capacitación. Al respecto, observamos con preocupación la menor participación de las actividades pecuarias en relación a las que se realizan en las áreas de agricultura y desarrollo rural.

Finalmente, cabe señalar que la Delegación ha tomado nota del Informe en cuestión y, apoya la sugerencia del Consejo en el sentido de que en la elaboración de futuros informes deberá intensificarse aún más su contenido analítico y evaluativo, lo que permitirá en alguna forma mejorar la eficacia de los programas de la Organización partiendo de la evaluación de sus programas.

**HyunWoo CHO (Korea, Republic of):** At the outset my delegation would like to offer our congratulations to you and the Vice-Chairmen on your election. In addition, my delegation would like to commend the Secretariat for preparing the detailed analytical Programme Evaluation Report 1994-95, as well as the Programme Implementation Report 1994-95. My delegation's intervention will be focused on the improvement of management through the restructuring and decentralization of the Organization. We believe that all of these reformative measures must be continued with a well organised time schedule which will enable the FAO staff to avoid confusion.

Secondly, among the programmes implemented top priority should be given to food security in the developing countries. I would like to express our deep concerns about Special Programme on Food Production in Support of Food Security in the Low-Income Food-Deficit Countries. My delegation supports the Organization's implementation of the programme with high priority. In order to improve the food security situation of developing countries, my delegation believes that FAO should make further efforts to facilitate the small family farming that is affected by the trade liberalization agency in agriculture as small-scale farming is one of the useful tools for sustainable agriculture.

Finally, my delegation would like to express our appreciation for all your efforts of cost-effectiveness in carrying out various FAO programmes.

**H. Pradeep RAO (India):** Mr Chairman, at the outset may I offer my sincere congratulations to you and the Vice-Chairmen on your election. My delegation would also like to commend the Secretariat for the painstaking work evidenced in the production of these two documents, the Programme Implementation Report and the Programme Evaluation Report.

It is also evident to all others here that the need and the significance of the evaluation process cannot be overemphasized.

Most of the delegations here have already focused attention on the key aspects of these two documents and I would not like to go into great detail. As has already been said, time is money.

However, I would like to stress two specific points which have been raised by two of my predecessors. One regards the point made by the delegate of the United Kingdom where he laid great stress on focusing on the output of particular programmes. I think this point has been extremely well made and we must remember that the evaluation process focuses on outcome, and that is the issue that is often addressed to member countries.

Secondly, in the context of the restructuring and evaluation process which is currently ongoing and which we hope will proceed with more expedition, we would agree with the delegate from Swaziland who specifically pointed out the need for guidelines for the functioning of regional, sub-regional and country offices. Clarity in this regard is also a concern of my delegation to prevent an outbreak of bureaucratic red tape and bottlenecks.

Lastly, I would also like to express my agreement with the views of the Cuban delegation on the operation of the technical cooperation programme. As he has mentioned, this issue has been raised many times on the floor of this house and it is necessary that in the interests, especially of the developing countries that the TCP programme further be strengthened.

**Ms Faith INNERARITY (Jamaica):** The delegation of Jamaica wishes to join the previous speakers in congratulating the FAO for these two very useful documents before us for review.

In reference to document C 95/8, the Programme Implementation Report, I would like to make comments in respect of two things, first of all, the restructuring of the Organization, which includes creation of sub-regional offices in various areas, such as the Caribbean. As already emphasized by the delegate of Trinidad and Tobago, this is a very important step forward for us in the Caribbean sub-region. There have already been positive indicators of the role of this office.

Secondly, in respect of the general structure of the Organization, the delegation of Canada referred specifically to proposals for a management review of FAO. I would like to inquire whether at this time embarking on such a process would not in some way remove the programmes of the Organization when a restructuring process is already in motion. I wonder how these two would go together in terms of the length of time, the planning, the costs and so on.

The third issue to which I would like to address attention is that of the Technical Cooperation Programme between developing countries. This again is a very welcome initiative on the part of FAO. It is indicated in the report that CVs have been obtained for over 1 700 persons. In terms of following through on the agreements which a number of countries, including my own, have signed I wondered whether it would be

useful for FAO to provide, maybe in a summarized format, an indication of the kind of expertise that has been offered by the various countries that we could look and see what is available and we could approach the countries on a ballot roll basis in organizing projects and programmes and getting the kind of assistance which we require. At times we have needs and we are not quite sure which countries to approach for this. So I would like to know from the FAO if this is something being considered and if not, whether it could be provided as a service to us because we are anxious to see this programme really get off the ground.

**DEPUTY DIRECTOR-GENERAL:** First I wanted to address two themes that came across, one perhaps best indicated by "how we can stop the decline in the Field Programme" and the second, "how we can reduce Regular Programme expenditures for the Field Programmes". We could do the latter in a manner that would prevent accomplishing the former. We would do so if we would immediately move to full cost recovery. We share fully the objective of increasing extra-budgetary resources. As a matter of fact, you will soon be taking up the Medium-Term plan and then subsequently the Programme of Work and Budget and if one is a betting person I suspect that you would think the odds on an increase in extra-budgetary resources might be better than an increase in Regular Programme resources. We also share the objective of reducing Regular Programme expenditures for the Field Programme. How can we simultaneously accomplish both objectives? With respect to the Field Programme decline, as you have noted in the documents before you, the sharpest decline by far has been with respect to UNDP funded projects. As a matter of fact, tentative, maybe somewhat shaky estimates for 1995 indicate that we may be turning the corner on Trust Fund projects.

There are different ways that we are utilising to seek to reverse the trend towards fewer extra-budgetary resources. One way to do so is to see to it that the projects are better prepared. Among the initiatives that the Director-General has taken, after noting the long experience of the investment centre in the preparation of financial projects, is to assign to that division an overall responsibility for monitoring and overseeing the preparation of all projects. The fundamental reasons behind this are that there is the long experience, there is a methodology, there is an approach that has proven of value. We have in fact prepared for the financing institutions; I do not recall the latest number but I think it is over US\$45 billion worth of agricultural projects.

We hope also to be able to reverse the decline by drawing fully and more effectively upon evaluation findings. Further, we are searching for additional partners and the Director-General has reported this morning in a summary form on progress that has been attained there. You will recall that he has established a new unit to interact with the private sector and the non-governmental community. This is in a search for more partners and additional resources.

We also can increase our work wherever there is the opportunity with our present partners. It would also be helpful if we had a project preparation facility. We do not have a project preparation facility and because we do not, we have to use Regular Programme resources to prepare projects. Those costs do not get recovered in the project document. The Trust Fund donor picks up a project that has been prepared. There are others in the system that have project preparation facilities and of course that also is a subsidy to their programmes. I think every Trust Fund donor to FAO has a trust fund with the World Bank for project preparation. We would encourage you to have one with us. That, incidentally, would be a way of reducing Regular Programme expenditures for the Field Programme.

Turning now to other ways of reducing Regular Programme expenditures for the Field Programme, I want to step back just a little bit to note that some years ago extra-budgetary resources were rising rather rapidly and we used support cost income to fund some Regular Programme posts that were working partially on Field Programme activities but also partially on Regular Programme activities. You will recall that at the last conference two years ago a good number of formerly support cost funded posts were shifted to the Regular Programme to overcome that situation.

I also wanted to note for the record, as I recently noted for the Council, that the focus here is on Regular Programme expenditures for the Field Programme but we need to keep in mind that a good number of our Trust Funds are in support of normative activities and so there is in fact a subsidy, if you will, to the Regular Programme from the Trust Funds.

Now turning more directly to additional ways of reducing Regular Programme expenditures, first with respect to support cost income, which is at 13 percent in the general case for Trust Funds. As you well know, you have agreed that with respect to UNDP there is a common agreement and the subsidy is greater. You have agreed to that policy. We did not establish that policy. We get a lower share for support cost income. It was explicitly decided that there would be a subsidy from the Regular Programmes for UNDP projects. So the only way to uncouple from that one is for you to go back, those of you who are members of the Board for UNDP, and to other places in the UN system, and to see whether you wish to renegotiate those costs and conditions.

Turning back to the 13 percent for Trust Funds: one, the Director-General, after noting that two years ago there was no agreement on the proposals to increase the percentage for support costs, decided that the better way would be for us to become more efficient. You will note that in a good number of his initiatives are those that lower the costs of providing operations and administrative services. It is operations and administrative services that are to be provided from support cost income, not technical services. In particular, the agreements that have been mentioned, and that I will come back to a bit later, certainly lowers the costs of the consultancy services and so forth that are provided. Another way of reducing these costs is through the transfer of operation staff from Headquarters to regional offices. The one unit for our Asia/Pacific region will be moving, hopefully by the end of this year and it turns out that the cost of support staff per unit is lower there than here and there are some savings. These are however reflected in the Programme of Work and Budget but that is an avenue. One could visualize over the years that if this works well, and it should, we can move additional operational units to the other regional offices and therefore save some money.

The final step is with respect to technical backstopping, so called backstopping services to ongoing projects. This is an area where most of our Trust Fund donors recognize to improve the quality of the projects and to improve the performance it is necessary to put into the project budget itself sufficient resources to see that it is technically backstopped appropriately.

We, however, in some cases are still providing a subsidy to Trust Fund projects for technical backstopping. That should be reduced in the future; in fact, it really should be eliminated. It is in the interest of the donors. Mention has been made of the ratings for the various projects. I would note parenthetically that our ratings are not appreciably different, it appears, than almost anybody else's, but they are not good enough. Part of the reason is because we do not have a project preparation facility, so we end up having to prepare on the cheap, especially when we have strong pressure to reduce regular programme expenditures, for technical services.

Turning now to some of the other areas, there were several comments about the special programmes, but I do not recall any major specific questions. The comments that were made seemed to me to be in accord with the policies and procedures that we are following. The Special Programme for Food Production is country-owned. We have put out a new concept paper that is to be made available to every member of the Conference. I do not know if you have found it yet in your cubbyholes, but it should be there. It was also made available to the representatives here in Rome, as well as members of the Council; at least it was supposed to have been. If you do not find it there in the next day or two let me know and we will see to it that it is available.

I might point out that the expenditure in this biennium from the Regular Programme for the Special Programme on Food Production in Low-Income Food-Deficient Countries is a little less than 5 million dollars, and that represents about three-quarters of one percent of the total expenditures of the Organization in this biennium. It is a very small programme; it is a very important programme. It has great potential for the countries, but it is still at a very embryo stage. We are active in fifteen countries; nine of those are about to complete their first demonstrations. In this month and the next month, most of the rest of them will be in the demonstration phase. We have prepared guidelines for the preparation of the demonstrations, for the identification and analysis of constraints and for monitoring and evaluation and assessment of the demonstrations. The Council has taken a decision that the committee that should receive regular reports on the Special Programme for Food Production is the Committee on World Food Security. At the January 1996 session, the agenda will be very much crowded by the review of the documents for the World Food Summit, but there will be an update of progress on the Special Programme, and in the 1997 session there will be the opportunity for a full review of the first two or three years of the Programme.

A number of members mentioned the various agreements, and in particular the TCDC agreement. Updated figures: we have 76 countries that have signed the agreement. 56 of those have provided CVs of experts. We now have 3 690 candidates' CVs. So far 610 of those have been evaluated and have been placed in the roster. Unfortunately, only 13 have been used. There are 70 in process. The programme is now starting to move. I might ask, however, in connection with this programme, that those who have signed the agreement might consider establishing a small fund to cover the responsibilities that they have assumed under that programme to avoid having to go on a case-by-case basis and negotiate the amount for each one of these experts. It could facilitate considerably the process.

There were comments about the NPO programme, National Professional Officers. The procedures that are being used are precisely the same as those for the recruitment of any other Professional Officer. The representative is asked to establish a panel, interview candidates, submit to Headquarters a short list of five or six best. The submission goes to the Professional Staff Selection Committee. They make their recommendations and the selection is with the Director-General. As of today, there are 43 submissions, submissions from 43 countries, that have reached the office of the Director General. The others are in process. The authorized or number of established NPO posts is 65, so progress is being made.

There were comments about the organizational and normative balance. I believe a near consensus was that this is a very strong plus for the Organization, in that it is essential to have a balance between operative and normative functions. I think the point was made and continues to need to be made that the normative side and the operations side strengthen each other, and that in the restructured organization what is essential, is to make certain that the normative side does not isolate itself from the field, and the field does not isolate itself from the normative. I could go into details on how we are seeking to ensure that, but in the interest of time I will move on to other topics.

There was a comment about joint offices. Maybe Mr Wade wishes to address that matter more fully, but I would simply note that in a good number of cases our host government provides office space to us free of charge, and in many cases it is easier for our Member Governments to provide office space or a tangible facility than it is to go back to their appropriations process and get a few dollars to pay in cash for the rent or the space. In almost all cases when we do have co-located offices with UNDP or others, we of course have to pay. On balance, usually you will find that if you insist that we have joint offices with the other agencies, you will need to come up with more resources for the Programme of Work and Budget.

Comments were made about FINSYS/PERSYS. The overall situation is that we are on schedule to be able to purchase an accounting package before the end of this year. It is the accounting component of the financial information system that is in the greatest need of replacement. There are some problems with respect to the personnel side, but they are not major. The one that needs to be corrected is the accounting side, and that is under way.

A footnote on the business of the computerized system: The money that has been spent by FAO is large, but to give you a comparative figure, the system that is under development at the UN has now captured in excess of 70 and is moving towards 80 million dollars. We certainly did not spend that much for FINSYS/PERSYS. We did not spend half that. We spent a lot of money, but we did not spend that much. And the other thing is that these programmes have served us. Since we started the development, there has been a whole market that has developed, and there are package solutions to most things. They do need some fine tuning to fit our own unique circumstances, but we no longer have to go through this laborious process of the writing of our own software, developing our own software.

There were comments by at least two, I think in connection with Codex Alimentaris, where the point was made that good science needs to be the foundation. I could not agree more. There was a question about the functions of the regional, sub-regional and country offices. With country offices, the FAO Representative represents the Director-General and the Organization in the country to which that person is accredited. That person is the interface between our member countries and the problems that they have and the requests that they make of their organization for assistance come through them to Headquarters.

Under the restructured organization, the representatives' first point of call for assistance from an expert is the Sub-regional Office. If they cannot get it at the Sub-regional Office, they ask at the Regional Office. If they cannot get it at the Regional Office, they ask Headquarters.

The difference is that under the old system, the first call was basically to Headquarters. By putting more people closer to the work, there will be savings and, we hope, improved timeliness in responding to the requests of member countries. The Sub-regional Representative reports for certain aspects to the Regional Representative. The country representatives do not report to the Sub-regional or the Regional Representatives. The Regional Representatives and the Sub-regional Representatives are the senior officers for the identification of priorities of the region and sub-region and are responsible for monitoring the overall implementation of a Programme of Work and Budget, including extra-budgetary work as well as Regular Programme work.

For each specific programme or sub-programme, however, it is the technical officers that have the responsibility, so in each regional office you see in your diagrams an agricultural group or economic group, etc. These are linked with their partners in the other regional offices through the Headquarters. In other words, Regional Representatives and Sub-regional representatives have a responsibility for the administrative and managerial supervision on a day-to-day basis.

The technical units at Headquarters have the responsibility for technical supervision and the implementation of a programme of work.

There were considerable comments about inputs and outputs. I would include within that comments about small projects, participatory approach and so forth, only to make the point that one needs to address these kinds of issues with considerable care. If we are not careful, we might end up using only a pure efficiency criteria. We could probably have highest efficiency, highest output per unit of input if we would only take the non-risk or little-risk actions, if we would avoid trying to work with the disadvantaged, with the least developed and so forth. That would not be in accord with the philosophy and the charter of this Organization, my point being that we need to make sure that we keep in mind the distinction between efficiency and effectiveness.

A footnote on the concern over the decline in the number of women in training. We are not satisfied with those results. However, I gather that the comment was addressed more to the other members in the room, because we do not have the opportunity to decide who should be trained.

Finally, in relation to the comments about a management review, which has turned out to be one of the favourite topics recently, those who listened to the Director-General's statement this morning must conclude that we have been into a detailed management review for a good number of months now. You are starting to see the results. The results, some of them, are included in the Programme of Work and Budget, some of the savings that have resulted from that in-depth management review. Any further reviews, as the members feel necessary, need to be undertaken taking full account of what has been done over the last 18 or 19 months. I could leave it at that point. In other words, as the representative from Jamaica was saying, certainly we would not want to step backwards and re-do what has already been done. If one engages in any further reviews, it should be with a view to moving from where we are to see if there is any further opportunity for gains in efficiency and effectiveness.

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** Mr Hjort has been so thorough that most of the notes that I have made will not be required. However, I have one or two issues I would like to address and then, with your permission, Mr Kato, the Chief of the Evaluation Service, would like to address one or two issues as well.

First of all, there is a wide range of comments about the methodological aspects of the Programme Evaluation Report and the Programme Implementation Report, and I think we agree with the statement of the distinguished delegate of Trinidad and Tobago who said that those two together represent a package of credibility of the Organization. If we can make these two documents work, and people believe they are getting value for money, then this is what will keep the Organization going and well-funded.

There were complimentary comments and there were suggestions for improvements, and we have noted the suggestions for improvements, but I would like briefly to tell you what we are doing so that you know we are not just sitting here, letting time pass us by. We specifically have as an objective over this biennium to improve the programme management system in FAO. We started that some time ago and carried out a series of studies to try to identify the state of the art techniques which could be applied in our rather complex

circumstances. Here we were concerned about not implementing a whole series of costly techniques, which did not produce the results but rather to find those techniques which do work in organizations that deal in international fora, for example, and deal in policy advice and those areas which are a little hard to measure in their utility.

We have carried out a study of the work being undertaken in the United States of America, mostly as a consequence of the Government's Programme and Results Act 1993. We have surveyed the OECD's group's work. As you know, they have a programme management improvement between countries.

Finally, we very recently received a report from an academic institution in the United Kingdom, which concentrates on defining the terms and how they should be applied in a logical framework. It is from there that we are now working on how this can be applied to FAO's situation.

The next step, once we have developed our ideas, will be to consult managers internally, because these things have to be solved inside and the primary purpose of the whole exercise is to improve programme management.

A secondary purpose is to be able to provide good documents to you and to the outside world which demonstrate that we do manage our programmes well.

Moving on from there, there were specific questions. One point Mr Hjort made was that there are normative projects. In other words, the projects or trust funds are not just about operational activities. Many of them are in fact normative themselves and they are reinforcing the Regular Programme directly. The donors who support these projects are supporting the normative work of the Organization, and paying the support costs on that normative work. I think an example is worth a thousand words sometimes. One very good one is the Forestry Resources Assessment Programme. I will just give you a little information about it.

Between 1989 and 1995 that Programme has attracted approximately US\$5.6 million in extra-budgetary resources. In the same period, the Regular Programme funded US\$1.1 million, so you can see the leverage that was occurring there. That money came from ten different donors, and I think they deserve to be mentioned: the African Development Bank, the EEC, Finland, France, India, Italy, the Netherlands, Sweden, Switzerland and the United States of America. What they allowed us to do was, in fact, to carry out the work under the Forestry Resources Assessment Programme and to carry out what, I think, can only be described as normative activities. The main contribution of the extra-budgetary support was in providing an essential capacity for assessing global forestry resources for 1990, which was completed and the planned assessment for the year 2000, especially in developing countries.

It included the enhancement of FAO's Forestry Resource Information System - FORIS, as it is known, which is a data base, but also the development of the manuals and the guidelines and the software for forest resource monitoring and assessment. It included the identification of priority requirements for developing countries and the provision of technical support for national capacity building in this area. It also provided a contribution to cooperation and collaboration between FAO and the other agencies that are involved in this work.

The point I wish to make is that this is money that would otherwise have had to have come from the Regular Programme budget, so I do not think that we can put all trust funds in the same category.

The arithmetic of table 2.7, to which people point, includes the subsidy to that Programme. I do not think you can really see that as a subsidy to Regular Programme. The subsidy was by the ten donors to the Regular Programme, not in the opposite direction.

Mr Hjort also covered the question of support costs and I will not repeat the figures except to refer you perhaps to the verbatim record of the Council on this very item. There we go through some of the figures to demonstrate that the US\$98 million of subsidy, as it is called, when it comes down to the reality of what might be recoverable in any sense, is a very small figure because trust funds are only 58 percent of the total, so you cannot take the figure of US\$98 million. You have to take 58 percent of the US\$98 million. If you exclude administrative and operational support, because the Director-General's and your strategy is that we reduce costs instead of increasing the rates, then you have to take out another percentage. If you exclude those technical support services, which you expect us to carry out, such as project identification and

formulation, then again you have to exclude some more. My rough calculations are that out of the US\$98 million, US\$12.5 million is the maximum scope for charging on technical support services, so I need to say that as a warning, that this is seen as a magic solution to budgetary problems. Yes, it would help but it is not going to be the solution to the sort of problems that we are facing.

Actually there were some very interesting ideas which came out of the debate. There were some specific questions concerning publications. There was a reference, in fact, to the cut-back in key early warning system publications, Food Outlook, Food Crops and Shortages. Yes, we believe that there is some loss there, there is a demand, and we are not responding to that demand. In fact, the point that has been made to me is that the whole concept of early warning is buying time for action. In other words, the quicker you get the information out, the quicker you can act, and if you delay in putting the information out, you cut down the time available for effective action. A readership survey of the Reports of the early warning system was carried out in 1992, and it indicated satisfaction from a large proportion of the readers with the frequency of the reports at that time, when there were eleven issues of Food Outlook, Food Crops and Shortages each year. Now we have halved the number of issues. We are about to do another survey. If they come back saying it does not matter, we have saved some money, but I fear that they will come back complaining.

On the question of publications in general and is there a demand, can we cut back more, and so on, can I say that we are bringing this issue into the methodology on programme planning? We will be trying to find more measures not only of input and output but outcome and impact. You should note, mind you, that that is already on the agenda. In fact, the whole issue of programme management is on the agenda very strongly. It is not dependent just upon us to respond internally. For the programme reviews of selected topics in 1996, which is an agenda item for the Programme Committee, you will find that the second one is an in-depth analysis of one selected programme as a model to improve programme presentation and to facilitate programme assessment. In fact, the Programme Committee has selected Programme 2.1.1 which is the Natural Resources Programme to be that model and the input of all of the things I was discussing before will be going into developing that model and hopefully coming up with a solution that is workable.

At the same time the other issue that relates to the Programme Evaluation Report for 1996-97 is, in fact, recorded in the Report of the Programme Committee which is a thematic topic and evaluation of FAO publications and information activities. In that we hope to be able to demonstrate some useful results.

The distinguished delegate of Japan raised some very interesting points as well. He asked that, for the next evaluation report of SARD, Sustainable Agricultural Development, be considered. I should say that the Director-General has taken up a new practice which is to consult the Programme Committee on what is covered in the Evaluation Report and he has done so on this occasion. The Programme Committee has selected a number of areas which are directly related to SARD, in particular water development and management, fisheries resources, technology development and transfer, but, of course, the issue is broader than that. It is only part of the total picture.

A question was raised on external evaluations to the Regular Programme in general I think. I suppose we use them most of all when people really want to see credibility, independence and so on demonstrated to its absolute best. Although I have to say that from what you have said, and from what we feel, our evaluation service is given complete independence to report on what it wants. It actually suggests the topics generally and so we do not seem to have a serious problem there. External evaluations are very, very expensive in comparison to the mix of using your own staff with consultants providing the expertise where you are short. You really need to have a good reason for having a purely external evaluation because it is much more costly.

I think Mr Hjort covered the issue of FINSYS/PERSYS. He also mentioned the issue of joint premises. The Director-General's view is that we should be as economical as possible on the question of premises and if that means sharing in the UN system he is more than happy to do so because he supports that concept. On the other hand, 37 out of 84 of our premises are provided free of charge. When we go into shared premises, we tend to have to pay and we tend to pay the full commercial rates for our share of the building. It is not always true. There are some shared premises that are provided by the Government.

I think, Mr Chairman, I have covered everything. I would just like to comment that there were some very specific questions. We are trying to arrange for the delegates who asked those questions to receive answers directly so as to avoid taking up too much time. I think at that point if I may, Sir, I would pass to Mr Kato.

**M. KATO (FAO Staff):** I would like to respond to a couple of other points. One is actually itself a question raised by the US delegation about project evaluations, specifically the definition that we are using in assessing cost effectiveness and sustainability here in Tables 3.2.4 and 3.2.5. The assessment given by Project Evaluation-Missions are summarized in the Programme Implementation Reports.

In terms of definition - although both concepts are very complex - we are using a very pragmatic concept so that the various missions can understand and apply it fairly flexibly depending on the circumstances. Essentially in the cost effectiveness questions we asked the evaluation missions to judge whether a particular project has been designed and implemented with attention to appropriateness of input methods, techniques involved in achieving and producing output and achieving the result. Secondly, it is a question of settling these technique input approaches. They represent the least cost approach. Again that is a very broad definition but essentially that is a standard we asked the mission to consider so they have to apply that depending on the context and content of the project.

As we said in the report, here we have to use the result with some caution because the concept itself is rather complex. We cannot guarantee that all the missions understand it properly and we can apply that.

Similarly for the sustainable effect we asked permission to consider the extent to which the project outputs have reached the target group intended and have been accepted and used for them in the way that the benefits of the project would accrue to these people in a continuous manner; so again this is a very qualitative and broad criterion.

In addition, as the report says I think, 1994 was the first time it was introduced and so we are testing in a way how well these concepts are grasped by the missions and how consistently they can apply them in their judgement, but we realize probably that there is a great deal of scope for refining them but it is best to start out with something practical.

A number of delegations referred to this evaluation and pointed out the disappointing assessment and the quality of the project design. I think two years ago at the Council Session I gave some explanation of this and in so saying I am not trying to be self-congratulatory or in any way self-complacent but although the data I have here is somewhat old compared to UNDP's assessment of the Technical Cooperation Projects we find we share the same problems. The project design rated very poorly. In the UNDP's case this is referring to 1990-91 figures and the percentage of the projects covering 810 projects rated good in project design 16 percent, and percentage of the project rated poor in project design is 31 percent. We have now, in comparison, 21 percent good for 1992-94 and poor 31 percent. As I say, it is not something I am trying to justify but I think it simply points out that many of the projects we deal with are very, very complex. We really cannot be complacent and we have to make further efforts to improve.

Another issue that was raised was feedback of evaluation. This was raised by several speakers, particularly the Netherlands, United Kingdom and Canada. The New Zealand delegation also referred to it. It is certainly our most important concern on feedback of evaluation. I think really the key in this respect is how to integrate well the evaluation into the management process in an institutionalized way.

I think within FAO's practices as regards individual field projects this process is very well established, usually tripartite arrangements with all parties participating in preparing the terms of reference for the evaluation mission which specifies the purpose, what sort of issues they should concentrate on and so on, and when the evaluation mission complete their report then it is scrutinized, commented on by the parties concerned and there is a regular project management review which considers the recommendations of evaluation missions and take appropriate action. I think it is an ongoing process and there is usually satisfactory feedback. There is more difficulty when we turn to a more aggregate level or institutional level when we look at 70 to 80 projects evaluated per year or several hundred over a period.

What are the lessons arising from this? At the moment we are doing several things. One is within the Evaluation Service we undertake annually and periodically a synthesis of project evaluations. We try to synthesize the key findings with respect to the project design qualities, the implementation aspects and the project results. We sometimes go into it sector by sector from time to time so that irrigation sector projects take 50 to 60, then try to learn lessons from them and then we communicate this within the house.

We also bring these findings to the Field Programme Committee which is an overall committee that brings the middle-level managers together within the house about Field Programme matters. In 1993 the Field Programme Committee, after discussing the result of our findings on project design, decided to establish a task force on how to improve project design process and also appraisal to be specifically more systematic. Unfortunately, because of the recent reorganization process we have not been able to make much headway but in the meantime we have been working to improve training sessions in the house where approximately 100 staff, both in Headquarters and in field, participate in project design monitoring. In addition we intend to participate in the process of streamlining the project formulation and appraisal process under the new system that is now taking shape after reorganization.

I hope this process will provide a more systematic opportunity for feeding back lessons from evaluations.

In terms of the Regular Programme Reviews, the feedback takes place largely through the work of the Programme Budget Evaluation Office in coordinating the medium development or the Medium-Term Plan, the biennial PWB annual work plan. I think, as Mr Wade explained, we are working jointly very heavily and trying to improve the project structure and that will also make programme monitoring evaluation easier.

However, as I said, there is still a very long way to go in this area. We need to institutionalize the process so that evaluation can be firmly an element of the planning and programming process in the house. In the meantime, we conduct these programme reviews, review the topic evaluations as we try to work directly with the programme managers. We work directly with them in terms of information and discussions. Sometimes they take part of the investigation although we finalize the analyses, we make the judgement, but we sit and review our findings within recommendations, particularly with the senior management such as division directors, Assistant Directors-General responsible for the programme. In this way, a rather informal way that is, we try to maximize the quickest way of feedback. The people who actually manage the programme will learn from the lessons, and they sometimes have very good suggestions as to how to reformulate, how to change the way of doing business.

Essentially, I think that is my response to the questions raised in this regard.

**VICE-CHAIRMAN:** Thank you, Mr Kato, for the explanations and also Mr Wade for the earlier response to questions from the floor.

Are there any supplementaries? Are delegates seeking any further clarifications on these two reports? It appears that there is full and complete satisfaction with the response of the Secretariat to the various questions raised.

I will, of course, not attempt to summarize this discussion because that would be a very hazardous task I can see. There were a lot of points, some general and some specific. Given the very adequate responses that have been made from the Secretariat, there is not any great need for me to give a point-by-point summation. Of course, all the points will be captured in the report that will be prepared by the Drafting Committee. However, I would like briefly to highlight some of the general points that have been made about the stress on the qualitative aspects of evaluation reports and about the need for more input and output data.

I think there was general endorsement on the timing of these reports to be made available in the autumn of the year after the end of planning.

In this regard as to the comments on representation of the report, I think there was a general feeling that these certain aspects should be more clearly highlighted. There were, of course, specific comments about the special programmes of food production in support of low-income food-deficit countries and also the need to continuously monitor and continue with an ongoing evaluation of these programmes was mentioned.

Specific questions on NPOs and NCDCs, regional and country offices have been raised and answered by the Secretariat.

There was some additional information requested, such as the question from Jamaica on the use of TCDC experts by Member Nations as a service, and whether that is possible.

I believe that Mr Wade said that some of these specific questions can be answered on a bilateral basis.

This, of course, is not a comprehensive summary of all the points raised. It is just to highlight some of the points that were present in a number of the interventions.

Ladies and Gentlemen, if there are no further comments at this stage on item 14 of our agenda, I can say that Commission II has taken note of these two reports and that the comments and observations will be appropriately reflected in the report to the Plenary.

We have concluded the discussion on item 14.

Ladies and Gentleman, we still have some time at our disposal. As has been said, time is money and, therefore, the proposal is to move on to the next item, the Medium-Term Plan for 1996-2001. I would now request that we proceed to take up that item and I will ask the Deputy Director-General to make a presentation.

- 15. **Medium-term Plan 1996-2001**
- 15. **Plan à moyen terme 1996-2001**
- 15. **Plan a plazo medio para 1996-2001**

**DEPUTY DIRECTOR-GENERAL:** We do very brief introductions. We talk a lot after we have listened to the members.

The document is the Medium-term Plan C 95/9. You will note that it is a much thinner document than previous versions. That was appreciated by the Programme and Finance Committees. Their conclusions based on their review of this document appear in document CL 109/4 from the Programme Committee in paragraph 2.10 to 2.22 and from the Finance Committee in paragraphs 3.10 to 3.12.

The main change in this document is that it no longer presents the Plan by programme, sub-programme, and so forth. It takes the broader view, in this particular case, the two overriding priorities of the Organization: food security, and sustainable agriculture and rural development.

The Director-General raises in his introduction two questions for the Committees and now the Conference. How frequently should the Medium-term Plan be updated? For your guidance on this, the Programme and Finance Committees agree that it should be updated every two years.

A second question was, should there be resource projections in the plan for the out years? The Committees are split. The Programme Committee says no and the Finance Committee says yes. Therefore, you have a choice but we do need your recommendations on this matter.

I believe that is all I need to say.

**John Bruce SHARPE (Australia):** We would like to congratulate the Director-General and the Secretariat on their preparation of this document. My delegation endorses its main thrusts.

Obviously, considerable effort, thought and analysis of the views expressed by members in the FAO fora, including regional conferences, has gone into what we feel is a very useful document.

Where this document is useful is in that it addresses the needs of the members of the Organization and proposes for their consideration a plan of action for the next six years.

The Organization will out of necessity need to react to changed circumstances in the short term as they occur, which will alter the immediate priorities for its work. We have seen this happen already in the periods covered by the previous two Medium-term Plans and to the associated Programmes of Work and Budget.

The value of the Medium-term Plan is that priorities agreed by the governing bodies for the medium to longer term are not lost sight of. Even though the allocations to the programmes concerned may in the short term decline, their priority status remain. It helps to focus the longer-term direction of FAO.

We feel that the Director-General has been very wise, as mentioned in his foreword, in "avoiding the divisiveness" linked to seeking to include resource projections in the Medium-term Plan. This approach was also endorsed by the Programme Committee.

Many governments are not prepared to make financial commitments so far ahead, and certainly not for up to six years. There is a risk that Conference endorsement of a Medium-term Plan involving resource projections, no matter how purely indicative, may lead to an unrealistic expectation that resources will be forthcoming no matter what the variation in the forthcoming situation prevailing at the time, either globally or for individual contributing countries.

A question has been put to members in the Director-General's foreword as to whether the frequency of the preparation of this plan should be maintained or whether it should be reduced. We are very much in favour of it continuing as a rolling six-term plan prepared for the consideration of each conference.

In turning to the contents of the plan, we appreciate the selection of the two main themes in Chapter 2, food security and nutrition and sustainable agriculture and rural development. Who could not recognize the importance of improving the nutritional status of people everywhere and, as stated at paragraph 75, the fundamental fact that sustainable agricultural and rural development is essential to the maintenance of universal food security?

Paragraph 76 sets the goals of food security of all and the progressive elimination of chronic under-nutrition. It then extensively lists the supportive action FAO needs to pursue. There are some 15 or 16 mentioned and there are none with which we would disagree.

We would, however, take the opportunity to stress a couple that we see to be particularly important. They are: when monitoring progress towards national objectives, review the food safety and quality situation; assess measures to reduce instability in food supplies, especially through better control and use of water; review the opportunities for internal and external trade in food and agricultural products and provide assistance in the formulation of policies and programmes to enhance trade.

Paragraph 86 states very bluntly that food security is FAO's priority of priorities and so it should be. But to address food security properly and for the longer-term well-being of the world's population we need to look at the aspects that make up food security.

We agree with the way food security is defined in the opening of paragraph 87, the three dimensions for achieving it and the factors mentioned which go towards bringing it about, including better control and use of water, well-functioning markets and the ability to move food from surplus to deficit areas.

We agree with the sentiments expressed at paragraph 100 that food security demands good quality and safe food and that these are also important elements in the promotion of food trade at national, regional and international levels.

In this regard we are pleased to see at paragraph 102 that particular attention is to be given to the Codex Alimentarius Commission and that there will be an extension of the coverage of its scientific-based standards, guidelines and other recommendations to a wider range of food commodities.

Paragraph 104 refers to the efforts FAO will be making in the medium term in the area of controlling pesticide residues in food. We commend the work being carried out by the FAO/WHO Panel of Experts on Pesticide Residues in Food and of the associated expert committees who contribute significantly to this work -the Joint Meeting on Pesticide Residues and the Joint Expert Committee on Food Additives.

We understand that the sheer volume of work of the latter two committees has increased considerably in recent years and we are pleased to see that this has been recognized in the report of the September session of the Programme Committee. It notes that streamlined procedures and extra budgetary support would contribute to the alleviation of that problem.

We are particularly impressed with the programme FAO has outlined on water and irrigation under the heading Major Action Towards Food Security. We wholeheartedly support it. The dry continent of Australia has battled with arid land farming for over two hundred years.

While we have made mistakes, overall we have achieved success in this type of farming and have been able to enjoy its rewards. We know full well the benefits which can be derived from the approach FAO is contemplating in this Medium-Term Plan even though the scale being contemplated in each case may differ.

We caution however, that the FAO Plan should aim to prevent problems associated with irrigation such as salination and pollution of ground water. Serious consideration should be given to possible long-term effects before encouraging the expansion of irrigation into new areas. Any planned expansion of irrigation should ensure that adequate water remains to sustain the natural environment.

We note the acknowledgment at paragraph 112 that higher incomes from trade contribute significantly to improved food security and living standards and a better economic environment and that trade liberalization, as exemplified by the Uruguay Round Agreement, will be one of the main concerns of agricultural trade policy in the years ahead.

The trade related activities of FAO which are included as one of its main strategic thrusts over the next two years has our highest priority and strong support. We believe that the activities outlined in paragraphs 112-117 will contribute significantly to world food security. These include the assistance to be given to help countries meet their commitments under the Uruguay Round Agreement on agriculture, the work of the Codex Alimentarius Commission and the implementation of the International Plant Protection Convention and the key role it will play in connection with the SPS Agreement.

We also endorse the special emphasis to be given to cooperation and collaborative activities with the WTO as mentioned at paragraph 103.

We support the sentiments expressed at paragraph 77 regarding the importance of how we use our natural resources and the need to formulate and implement sustainable development strategies and FAO's role in this over the next six years.

We support responsible fisheries being included as another main thrust, because of the importance of fisheries to the countries of our region. We are pleased to see the importance to be placed on the implementation of the Code of Conduct for Responsible Fisheries at paragraph 106.

The contribution that sustainable agriculture and rural development can make to future world food security is unquestioned by my delegation. In this regard we support the main thrusts listed in the Medium-Term Plan under this heading and in particular improved management of natural resources, follow up to UNCED, forests management and conservation and women in development.

In relation to the countries of our region, we were pleased to note that in the context of SARD under "Actions in Critical Areas" that the needs of small island developing states will continue to be addressed. As pointed out at paragraph 164 rural areas in these states tend to undergo multiple degradations under population pressure and the influence of urbanization and tourism.

My delegation is impressed with the comprehensive list of areas of cooperation between FAO and other bodies included in Chapter 3. The chapter is called FAO in Partnership. We welcome the information contained in that chapter and congratulate FAO on its efforts in this regard.

**Raphaël RABE (Madagascar):** Monsieur le Président, étant donné que c'est la première fois que ma délégation prend la parole, je voudrais joindre ma voix à celles de toutes les délégations qui se sont exprimées

pour vous féliciter ainsi que le Bureau. Nous voudrions aussi féliciter le Secrétariat pour la qualité des documents à l'examen et remercions M. Hjort pour les explications utiles qu'il a données.

Nous accordons notre appui à toutes les propositions qui nous sont soumises, mais nous voudrions insister sur certaines actions qui nous semblent primordiales et pour lesquelles la FAO possède des avantages comparatifs indéniables.

Au paragraphe 13 du document, nous pensons, nous aussi, que suite à la mise en application de l'accord relatif à l'agriculture, il s'avère effectivement nécessaire que la FAO surveille de près les conséquences des fluctuations de prix sur la sécurité alimentaire des pays encore importateurs de produits alimentaires.

Au paragraphe 35, nous convenons avec le Secrétariat que de nombreux pays auront besoin d'un soutien important pour élaborer leur politique d'aménagement du territoire afin de faire la part des forêts, des zones à boisier et de celles à consacrer à d'autres activités.

Le paragraphe 38 est important dans la mesure où il permet de réaffirmer les rôles fondamentaux de la FAO. Nous sommes d'avis, nous aussi, qu'il n'y a pas lieu de favoriser un rôle au détriment des autres. L'équilibre doit être établi entre rôle normatif et rôle opérationnel, comme l'a dit M. Hjort et comme d'ailleurs la Conférence l'a confirmé en 1989, lorsqu'elle a reçu les résultats d'un examen des rôles et mandats de la FAO. Ainsi, c'est tout récemment que la Conférence a confirmé l'importance de ces rôles qui doivent être égaux et donc remplis de manière égalitaire par l'Organisation.

Nous appuyons chaleureusement les propositions contenues aux paragraphes 55 et 67, qui concernent des actions à entreprendre en Afrique.

Pour ce qui est du chapitre "Eau et irrigation", nous sommes convaincus que l'eau mérite un place spéciale, comme l'indique le Directeur général dans ce document, et comme il l'a dit aussi dans son discours.

Il faudra aider les Etats qui en ont besoin, bien entendu, dans toute action permettant d'aménager et de mettre en valeur les petits périmètres en garantissant notamment la maîtrise de l'eau.

Mais nous pensons, Monsieur le Président, qu'il faudrait peut-être insister sur la nécessité de mettre en place, ou en tout cas de promouvoir la mise en place d'organisations d'usagers de l'eau. De telles organisations devraient assurer le bon fonctionnement des réseaux.

Concernant le Codex Alimentarius, à plusieurs occasions, nous-mêmes et de nombreuses délégations de pays en voie de développement avons insisté pour que l'on cherche les voies et moyens d'accroître la participation des pays en développement dans les sessions des Comités du Codex et de la Commission.

Il est dans l'intérêt de toute la communauté internationale que les pays en développement disposent de la connaissance et des possibilités de mettre en oeuvre les normes du Codex, ne serait-ce que pour la santé, pour garantir que les produits exportés -et bien entendu importés- par ces pays soient conformes aux exigences sanitaires fixées par le Codex.

Nous sommes absolument d'accord avec le Secrétariat pour ce qui est dit au paragraphe 110: la FAO a un rôle important à jouer dans la mise en oeuvre des codes sur la pêche, et nous appuyons bien entendu tout ce qui est dit au paragraphe 114 qui concerne les activités commerciales et le caractère hautement prioritaire accordé aux études et informations concernant l'incidence de la mise en oeuvre des accords du Cycle de l'Uruguay sur les marchés des produits agricoles, halieutiques et forestiers.

Le paragraphe 133 traite du renforcement des capacités nationales dans la collecte des données et bien entendu de l'exploitation des dites données. Nous pensons que c'est un élément très important et que la FAO a toute la capacité, l'expérience et le savoir-faire pour aider les pays. C'est une des fonctions normatives que la FAO assure avec un haut niveau de performance et nous soutenons vraiment ce qui est proposé aux paragraphes 133 et 134.

**Mme Fatma LARBI (Tunisie):** Prenant la parole pour la première fois, je voudrais joindre ma voix à celle des délégations qui m'ont précédée pour remercier le Secrétariat de la qualité des informations contenues dans les documents C 95/4 et C 95/8.

De même, ma délégation souhaite féliciter le Directeur général et le Secrétariat de la FAO pour les efforts déployés durant l'exercice 1994-95 pour l'exécution des programmes approuvés par la Conférence et par la 106ème session du Conseil et ce malgré les contraintes budgétaires que connaît malheureusement notre Organisation.

Monsieur le Président, ma délégation a écouté avec attention la présentation du point 14 et souhaiterait formuler deux remarques d'ordre général: la première porte sur la possibilité dans les rapports futurs du programme d'exécution d'inclure dans les tableaux une colonne portant des indications sur les réalisations des programmes durant la dernière année de l'exercice biennal, même si ces informations ne sont que des estimations. La deuxième concerne le rapport d'évaluation de certains programmes jugés prioritaires, elle porte essentiellement sur la possibilité pour le Secrétariat d'inclure dans ce rapport des informations régionalisées des résultats d'évaluation de ces programmes. Je ferai ensuite une suggestion adressée au Secrétariat sur la possibilité de combiner ces deux rapports et de nous présenter pour le prochain exercice 1996-97 un rapport portant à la fois sur l'exécution du programme et l'évaluation de certains programmes. Cela permettra peut-être de réaliser des économies, d'améliorer l'efficacité et facilitera aux Etats Membres l'exploitation de ces rapports.

Enfin, ma délégation souhaite que tous les Etats Membres apportent leur soutien financier à notre Organisation afin d'aider le Directeur général et le Secrétariat dans la poursuite de leurs efforts de consolidation et de perfectionnement des services rendus par notre Organisation à tous les Etats Membres<sup>1</sup>.

**The meeting rose at 17.45 hours.**

**La séance est levée à 17 h 45.**

**Se levanta la sesión a las 17.45 horas.**

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<sup>1</sup> Texte reçu avec demande d'insertion au procès-verbal

23 October 1995



منظمة الأغذية  
والزراعة  
للأمم المتحدة

联合国  
粮食及  
农业组织

Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

Organisation  
des  
Nations  
Unies  
pour  
l'alimentation  
et  
l'agriculture

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

CONFERENCE

CONFÉRENCE

CONFERENCIA

Twenty-eighth Session • Vingt-huitième session • 28º período de sesiones

THIRD MEETING OF COMMISSION II  
TROISIEME SEANCE DE LA COMMISSION II  
TERCERA SESION DE LA COMISION II

23 October 1995

The Third Meeting was opened at 9.30 hours  
Mr Jacques Laureau,  
Chairman of the Commission II, presiding

La troisième séance est ouverte à 9 h 30  
sous la présidence de M. Jacques Laureau,  
Président de la Commission II

Se abre la tercera sesión a las 9.30 horas  
bajo la presidencia del Sr. Jacques Laureau,  
Presidente de la Comisión II

**LE PRESIDENT:** Je voudrais vous indiquer que, dans l'espoir de trouver sur le point 16 un compromis entre les différentes délégations et les différentes positions, afin que nous ne restions pas dans la situation où nous étions au Conseil, je propose de constituer un groupe de discussion informel qui se tiendrait ce soir à 17 h 30 après notre réunion plénière. J'ai prévu que les différents présidents des groupes régionaux puissent y participer ainsi que le Japon, l'Espagne, les Etats-Unis, le Gabon, le Pakistan pour l'Asie, le Brésil pour l'Amérique latine, la Syrie pour le Groupe du Moyen-Orient, la Belgique comme Président du Groupe de l'OCDE et bien sûr mon pays puisqu'il assure la présidence, et l'Egypte qui assure la présidence du Groupe des 77. Voilà ce que je vous propose de manière à ce que l'on puisse préparer les discussions qui commenceront cet après-midi sur le point 16.

**II. ACTIVITIES AND PROGRAMMES OF THE ORGANIZATION** (continued)

**II. ACTIVITES ET PROGRAMMES DE L'ORGANISATION** (suite)

**II. ACTIVIDADES Y PROGRAMAS DE LA ORGANIZACION** (continuación)

**15. Medium-term Plan 1996-2001** (continued)

**15. Plan à moyen terme 1996-2001** (suite)

**15. Plan a plazo medio para 1996-2001** (continuación)

**Pedro Agostinho KANGA (Angola):** C'est avec une grande attention que nous avons lu le document C 95/9 intitulé: Plan à moyen terme 1996-2001. Ma délégation félicite le Secrétariat de la présentation qualitative de ce document qui est très bien élaboré, clair et concis. Ce document, basé sur un cadre politique général nous présente les objectifs stratégiques futurs et concrets que la FAO s'est engagée à mettre en oeuvre ainsi que des renseignements sur ses partenaires extérieurs et nous aussi sommes d'avis que l'intervalle de deux ans pour la mise à jour du Plan à moyen terme soit maintenu car il donnera à l'Organisation le temps d'ajuster les priorités en fonction des circonstances. Nous souscrivons aux défis à relever par les Etats Membres et par l'Organisation ainsi que le rôle fondamental de la FAO tel que décrit au chapitre 1 du document C 95/9.

Il est regrettable de constater, comme décrit au paragraphe 41 que les ressources extrabudgétaires mises à la disposition de l'Organisation ont baissé et que les ressources du budget ordinaire n'ont enregistré aucune croissance réelle mais avec l'augmentation du nombre des Etats Membres et des demandes d'aide, il est pratiquement impossible que la FAO puisse fonctionner. A cet égard, il est vraiment indispensable que les Etats Membres paient leur contribution et que l'on mette à la disposition de l'Organisation des ressources extrabudgétaires suffisantes destinées au fonctionnement de certains organes.

S'agissant des prises accessoires et des rebuts, ainsi qu'il est stipulé au paragraphe 28, il n'est pas vraiment admissible de voir de grandes quantités de poisson capturées et rejetées dans un monde où sévit la faim. A cet égard, des mesures doivent être prises pour réduire ce gaspillage et trouver une solution afin que les richesses servent à la consommation humaine et à la transformation en farine de poisson qui constitue un aliment important pour l'élevage.

Nous nous félicitons et nous encourageons la FAO à procéder au renforcement des réseaux interrégionaux et régionaux ainsi qu'à la création de nouveaux réseaux tel que stipulé aux paragraphes 173 et 174 du document C 95/9. Il ne fait aucun doute que ces réseaux garantiront la disponibilité et la sécurité à long terme du matériel génétique ainsi que la sécurité alimentaire et qu'ils encourageront l'établissement de liens concrets en vue de la collecte, de la conservation et de l'utilisation des ressources génétiques.

A cet égard, nous ne pouvons que manifester notre satisfaction face à l'établissement d'un réseau qui s'occupera des cultures traditionnelles des pays d'Afrique australe et qui nous permettra de les rassembler et de garantir leur conservation.

Nous souscrivons à la place de choix qui est accordée à l'eau, élément indispensable à la production. Les activités commerciales envisagées sont importantes et nous souhaitons que les accords du cycle d'Uruguay apportent des effets positifs au commerce mondial. En ce sens, nous appuyons les activités commerciales décrites aux paragraphes 112 et 114 du document.

Nous tenons également à souligner l'importance du Codex Alimentarius en ce qui concerne l'application des accords de l'Organisation mondiale du Commerce (OMC) et de l'accord relatif aux mesures sanitaires et aux obstacles techniques.

En ce qui concerne l'agriculture et le développement rural durable, nous appuyons toutes les activités énoncées sur ce point.

**Hiroaki KISHI (Japan):** Firstly, I would like to touch briefly upon the overall aspects of the Medium-term Plan. The first thing to mention is that the structure of this Medium-term Plan focuses on a small number of important issues which make this plan more effective and easier to understand than the previous ones. Turning to long-term planning issues, in view of the importance of longer-term world food security, we agree with the role of FAO to that end. However, in considering it, it may be necessary to discuss fully the nature of the longer-term plan, especially the difference between that and the Medium-term Plan, as well as the content and the time span to be covered.

Turning to Chapter 1, we generally support the content of this. Obviously, freedom from hunger and malnutrition is one of the most important missions of FAO. It is therefore important that the FAO promotes and assists sustainable agricultural development. In this regard, we expect the current structural reform of Headquarters and the decentralization will greatly contribute to making FAO a more efficient and effective organization in the fulfilment of its missions. Moreover, my delegation considers that FAO, as a specialized agency tackling issues of world food and agriculture, should have more input to international discussions in areas such as agriculture, trade and the environment in various fora. It is also desirable that this Organization, which is responsible for world food security, provide appropriate advice to other international organizations discussing matters relating to food and agriculture.

Mr Chairman, as to each sectoral area, I would just refer to areas on which my delegation puts greater stress. In the area of agriculture, the most important problems are posed by population increase and environmental and resource constraints. In this regard, a sustainable increase in agricultural production is most important. In the area of fisheries, we firmly believe that in capture fisheries appropriate marine resource management will enable fisheries to make a stable contribution to food security. Therefore clear priorities should be established for the consideration and implementation of management practices for sustainable development in capture fisheries in addition to developments in aquaculture.

In the area of forestries, it is no doubt important to promote a sustainable forest management.

In addition, we would like to suggest that close sectoral activities between forestry and agriculture are increasing their importance and are one of the unique areas for FAO having a comparative advantage.

Finally, Mr Chairman, I would like to touch upon the questions raised by Mr Hjort regarding resource projections. As a member of the Programme Committee I support the conclusion of the Programme Committee. Thank you.

**Ahmad Rusli JOHARDE (Malaysia):** Thank you, Mr Chairman. The Malaysian Delegation would like to take this opportunity to congratulate the Director-General and his staff for having presented to the Assembly a comprehensive and succinct six-year plan outlining and focusing the scope of trust and FAO's concern and mission into the 21st century. My delegation concurs with the content and proposals incorporated in the Plan. We would, however, like to make some observations and comments.

While we take stock of our past successes on many fronts and are mindful of our failures, the challenges ahead as outlined in the Medium-term Plan are equally daunting. It requires more concerted effort and renewed commitment from all parties to ensure that the Plan is made concrete into a viable and successful action plan and programme.

Drawing upon FAO's 50 years' experience in multilateral and bilateral cooperation, we could at least afford not to frustrate the aspirations and future of peoples around the world dependent on the agricultural sector, especially the 800 million unfortunate people whose regular food requirements continue to be deprived.

As elucidated in the Plan, with the expected slowing down in growth of the agricultural sector and impending erosion of food security, it is imperative that the Plan succeeds so as not only to bring back the necessary confidence amongst us to strive and work harder, but also to gather and attract the required resources from national governments and donors alike. In this regard, it is my delegation's concern that the FAO's partnerships and networking, especially with the private sector and NGOs, be further explored and expanded to the full so that the aspirations of the Plan are communicated and their active participation is sought in realizing our common goals.

The Plan cautions us of the increasingly thin and dwindling resources at our disposal. Resources critical to the growth of agriculture are continually being syphoned to other attractive and so-called strategic sectors of the economy but not always put to better use for humankind and Mother Earth, as is evident from the continuing investment in armaments, emerging and consuming and polluting technologies. In this context, among the early victims to be adversely affected by such budgetary constraints are research and human resource development. At the same time, agriculture requires a research and technological breakthrough parallel to that of the Green Revolution in the 1960s and 1970s so as to catapult production and productivity to greater and unprecedented heights. In this regard it is my Delegation's concern that we multiply our efforts in soliciting national governments and donors and increase investment in agricultural research.

Concurrently, adequate incentive and infrastructure facilities should be provided to attract greater private sector participation in agricultural research. These benefits should also further extend to ensure that the fruits of research could be enjoyed by the private sector through their direct participation in production as well as through contractual arrangement, with the small farmers.

As regards human resource development, continuous upgrading of knowledge and skills should not be allowed to lack because of resource constraint, as its long term benefit should outweigh the cost, though this is not necessarily apparent and tangible to impatient decision-makers and planners. In specific situations a higher initial investment in human resource development infrastructure may be required if member countries are to capitalize on the electronic knowledge base and information highway as well as to subscribe to new modes of training such as distance learning.

The focus on human resource development is consistent with my delegation's interpretation of the people-centred development in which people and their well-being take precedence over the commodities they produce. We believe that the more knowledgeable and skilful farmers are, the more active and relevant will be their participation in their institutions and national economy.

Mr Chairman, my delegation would like to request the Secretariat to consider giving greater focus and priority on value-added activities for rural population under sustainable agricultural and rural development. While primary production remains an important element in food security, nutrition and income generation, value-added activities and products including agro-tourism could provide the needed boost to farmers' income. For example, agro-tourism has generated numerous direct and indirect spin-offs in terms of new economy activities and new products that have benefited the rural population at large.

In conclusion, my delegation would like to acknowledge FAO's wide-ranging expertise and experience and direct services rendered to Member Nations especially in policy assistance and database formulation, and lastly, FAO's continuing efforts to streamline and decentralize its administrative machinery operations and procedures. The Malaysian Delegation is confident that the main strategic plan consisting of food security and nutrition as well as sustainable and rural agriculture and rural development will light up the path of agriculture and rural communities into the next millennium. Thank you.

**Patrick K. LUKHELE (Swaziland):** Once again I wish to thank the Secretariat on the very informative document before us, that is the Medium-term Plan document C 95/9.

My delegation concurs with the observation of the Director-General in the Foreword page V that this Plan should provide the various bodies of this Organization such as this Conference with an instrument for assisting in planning the future direction of FAO without necessarily including financial resources.

Coming to the main body of the report, Mr Chairman, I wish to express my Delegation's appreciation to the Secretariat for re-stating for us the mission or basic roles of the FAO as contained in paragraph 38.

The suggestion to reduce FAO statutory bodies in order to reduce costs as contained in paragraph 44 is very interesting indeed. "Perhaps the Secretariat may want to elaborate on this issue at this meeting.

On the issue of investment support, particularly with respect to paragraph 62, my delegation is pleased that the Secretariat estimates do confirm that sub-Saharan Africa does require an incremental investment of 50 percent over past years in order to cope with the future population growth and consumption demand over the next twenty years.

Regarding the issue of food security and nutrition my delegation supports the analysis beginning on paragraph 80. However, we wish to caution against compounding the food problem in countries such as sub-Saharan Africa by suggesting a complete set of possible solutions. It is my delegation's very considered view that the priority in tackling this problem should be production and productivity. It is in this context that my delegation fully supports the Secretariat's emphasis on water resource and irrigation development beginning in paragraph 91. I would, however, appeal that the interventions in irrigation development be extended, funds permitting, to other deserving countries, such as those in Southern Africa, because of very urgent needs.

The recent Symposium in Quebec together with the Ministerial meeting there, convinced my delegation that the millions of poor and hungry people in developing countries require more opportunities to produce their own food than we have previously cared to admit. Consequently, my delegation whole-heartedly welcomes the sections on placing people and women at the centre of development as reported in paragraphs 180 to 181, 182 to 185 and paragraph 190.

Lastly, Mr Chairman, my delegation supports the idea of a six-year rolling plan reviewed every two years.

**LE PRESIDENT:** Merci d'avoir rappelé que c'est la décision qui nous est soumise.

**D.P.D. VAN RAPPARD (The Netherlands):** Thank you, Mr Chairman. We are pleased to discuss the third Medium-Term Plan after the resolution in '89 approved the introduction of such a plan. After the first and rather lengthy document we dealt with 4 years ago, we compliment the secretariat with the format of this document. The volume has been reduced considerably and the text is concise and transparent, due to the references made to the concerning parts in the PWB.

The last conferences have been stressing the relation between the Implementation - Evaluation Report, MTP and PWB. These mentioned references are a good effort to make these relations visible and we request to see these back in the next MTP.

The document is based on two overriding themes: Food Security and SARD, which have been mentioned already in other fora. Efforts have been made to cluster FAO's activities under these two themes in a cross-sectoral approach and stressing "FAO in partnership". The MTP emphasizes these are no separate themes, but my delegation thinks in the document there is no obvious relationship between these priority areas.

For my country, UNCED's Agenda 21 and in particular Chapter 14, for which FAO is task-manager, is the framework here.

As in the Den Bosch Declaration, Chapter 14 states that the main goal of sustainable agriculture and rural development is increasing food security Establishing the requirements for SARD needs adaptations in many areas.

In the view of my delegation, FAO should apply this approach and subsequently use this framework for the relevant themes and priority areas.

For achieving this, FAO has to continue vigorously the process in moving away from technical production towards a much broader approach in making the production measures of food security an integrated part of SARD. This implies that overriding theme number two, SARD, will not be restricted to ecological, social and sustainability aspects.

Regarding UNCED, my country is disappointed that FAO's role in CSD's framework and its decisions are not highlighted explicitly.

Finally, may I make some comments to the Director-General's proposal for a long-term plan. My country can support such a plan in principle, but it requires further consideration particularly regarding frequency and its relation to the Medium-Term Plan. This should in my country's view be continued.

**Harald HILDEBRAND (Germany):** Thank you Mr Chairman. The Secretariat has made a commendable effort in submitting this document short in length at a time when FAO is still in the restructuring process started just 18 months ago, when serious resource limitations again afflict programme planning and execution and when the challenges and expectations ahead are enormous.

In view of the uncertain budget situation, I would like to reiterate what paragraph 43 says -I quote "with respect to FAO's basic role in monitoring and reporting the current situation and outlook for crops, livestock, fisheries, forestry and food" (end of quotation) - that there is still scope for reduction. These proven and vital functions must be preserved because they are indispensable for well-targeted actions by FAO and Member States. Paragraphs 47 and 48 paint a rather optimistic picture of the ultimate effects of the restructuring process in terms of cost effectiveness of assistance measures for countries. The various steps which are expected to favour such a development such as stronger use of national staff, administrative stream-lining in country offices, establishment of sub-regional offices and new cooperation arrangements must be consistently implemented and monitored in order to achieve this goal of higher performance. TCDC and its promotion by FAO should not be omitted in this connection. However, in the view of my delegation, care should be taken for the adequate balance of TCDC tied versus free funds in the Regular Programme. Tying a disproportionately high percentage of Regular Programme funds to TCDC could reduce flexibility and might prevent the staff from mobilizing know-how where available.

My delegation fully endorses food security to rank as top priority in FAO's medium-term planning. This concept implies two important goals: increased production and better access to food for those lacking the means to produce or to buy it. Therefore, production-oriented measures cannot go along without rural development aiming at poverty alleviation and income generation.

As regards the Special Programme in support of food security in food deficit countries, my delegation feels somewhat concerned about the large number of countries that are eligible to be incorporated in this ambitious scheme. This very broad approach could result in hopes and expectations FAO might be unable to fulfil even if many partners were ready to contribute to this Special Programme.

My delegation hopes that FAO, in compliance with its task-manager responsibility for Chapter 112 of Agenda 21 and the UNCED Forest Principles, will fully and actively support the work of the Intergovernmental Panel on Forests, which has just started work under the Commission for Sustainable Development (CSD).

The vital importance of biological diversity for sustainable food production and agricultural development, and in particular the high rank of plant genetic resources, are properly reflected in the Medium-Term Plan. Under paragraph 170, reference is made to the revision of the International Undertaking, and the technical, legal and political implications of its adaption to the Convention on Biological Diversity. As the revision process was

intended to culminate with the 4th International Technical Conference in 1996, but has now come to a temporary halt, my delegation would like to stress the need for continuity of this particular aspect. The further preparation of the mentioned Conference and its follow-up must take account of this.

Finally, Mr Chairman, my delegation feels grateful for the well-structured Chapter 3 of the Document. This overview of FAO's manifold relations of partnership and cooperation reminds us of two things: the Organization can rely on many traditional and new partners and should make the best use of these relations with a view to sharing services and avoiding duplication of efforts. But this, in turn, implies the not easy task of good coordination, which, in view of a large number of partners, must not be higher than the effect of cooperation and sharing of services.

On the whole, my delegation is ready to approve the Medium-term Plan as a flexible guideline to FAO's work over the next six years.

As regards the further procedure for the Medium-term Plan, my delegation supports the practice of a rolling six-year plan which would be updated every two years. However, in view of the experience we have had in the past, resource projections should not be included.

**Sra. Virginia PEREZ PEREZ (Venezuela):** Antes de referirnos al Programa de trabajo, mi Delegación desea hacer la siguiente precisión: si bien es cierto que las dificultades financieras nos hacen estar muy atentos sobre el contenido, alcance y forma del programa, también es cierto que no sería conveniente en estos momentos y, con la presión que ocasiona la aprobación del PLP, iniciar un proceso de eliminación o recortes de programas.

No creemos conveniente que se supriman programas y subprogramas por el solo motivo de reducir costos. Las reducciones y recortes deben basarse más bien en un análisis profundo de los programas y proyectos y la decisión de suprimirlos debería ser ocasionada más por la ineficacia y la no vigencia de los proyectos y/o programas que por la falta o escasez de recursos.

Un trabajo de tal envergadura no debe ser realizado por la propia Organización pues no arrojaría, necesariamente, un resultado totalmente objetivo. Por tal motivo, sugerimos que este trabajo debe ser ejecutado por un pequeño grupo de consultores externos. Mi delegación regresará a este punto al tratar el PLP.

Lo que nos debe preocupar en esta ocasión son las actividades que contribuyen a fortalecer el papel de la FAO como centro de excelencia en el sector de la agricultura y la alimentación, sus funciones de información y de asesoramiento en políticas y asistencia técnica.

Mi Delegación desea reiterar su apoyo a los programas que nos han sido presentados.

Mi Gobierno asigna gran importancia a los siguientes temas:

- a) Seguridad Alimentaria Mundial en especial en apoyo de la seguridad en los países de bajos ingresos y déficit alimentario, agua y riego; inocuidad y calidad de los alimentos, en particular en las áreas de sanidad vegetal y pesca responsable; normas sanitarias y análisis, asistencia y asesoramiento en materia de políticas y programas.
- b) Agricultura y Desarrollo Rural Sostenible: lo relativo a recursos humanos y capacidad institucional, mejoramiento de semillas; uso idóneo de los insumos y mejoras de la ordenación de los recursos naturales; indicadores y apoyo a la adopción de decisiones en favor de la agricultura y desarrollo rural sostenible; ordenación y conservación de bosques; ordenación de cuencas hidrográficas y desarrollo sostenible de tierras áridas.
- c) Actividades de la FAO en asociaciones: Creemos que, incentivando y reforzando las actividades de la FAO en asociación con otros organismos y programas de las Naciones Unidas, así como con organizaciones internacionales no gubernamentales e intergubernamentales e instituciones dedicadas a temas relacionados con la agricultura y la ganadería, se coadyuvará al aprovechamiento de las ventajas comparativas y cada uno de

ellos en su determinado campo de acción, logrando una mayor eficiencia y eficacia en la utilización de los recursos disponibles, a la vez que una disminución, con grandes posibilidades de eliminación de los solapamientos en sus actuaciones.

Ahora quisiéramos hacer algunos comentarios específicos en relación con los programas y proponer que la FAO ofrezca sus servicios a una mayor variedad de participantes en las actividades de desarrollo y del sector privado.

Deseamos también-que se refuerce el Programa Principal: Montes, para lo cual es preciso apoyar las actividades inherentes a la evaluación de recursos forestales, criterios e indicadores y planes nacionales de acción forestal.

Mi delegación apoya decididamente las actividades del Capítulo 3: "Servicio de Desarrollo a los Estados Miembros" y del Capítulo 4: "Programas de cooperación técnica". El impulso a la aplicación y puesta en práctica de los acuerdos CTPD/CTPT debe ser decisivo. A nuestro entender, la FAO debe seguir brindando apoyo a los programas de cooperación técnica, que deben ser considerados prioritarios para la Organización.

En relación con el Capítulo 7, quiero reiterar la importancia que mi país otorga al Programa Principal: Agricultura. Deseamos manifestar nuestro respaldo al reforzamiento de los programas para América Latina y el Caribe.

Quisiéramos resaltar muy especialmente la conclusión expresada en la reunión conjunta del Comité del Programa y de Finanzas en cuanto a la necesidad de conseguir un justo equilibrio entre las actividades normativas y las operacionales.

**George APOSTOIU (Roumanie):** La Roumanie apporte son appui au Plan à moyen terme et félicite le Secrétariat pour la qualité du document présenté. Réalisé d'une manière équilibrée, le Plan saisit correctement les axes d'une stratégie qui guideront l'activité de la FAO au cours des six prochaines années: l'agriculture et le développement durable, la sécurité alimentaire, l'état nutritionnel pour des millions de personnes, surtout dans les pays en développement.

C'est un document qui sollicite avant tout notre intérêt pour un avenir que nous tous sommes appelés à construire.

Il est intéressant de remarquer que la conception du Plan semble, si je ne me trompe pas, mise sous le signe d'une constatation politique qui ne peut pas nous échapper. Je cite l'introduction du Directeur général: "Une manifestation récente de la fin d'un monde bipolaire, la multiplication des opérations de maintien de la paix, risque d'avoir l'effet certainement non recherché de réduire à la position longue les activités de développement, par ailleurs fort utiles, des organisations internationales."

Aujourd'hui nous sommes à un tournant dans l'histoire de notre institution. C'est pour cela que nous avons besoin d'une perspective jalonnée correctement. La délégation de Roumanie considère que la nouvelle rédaction du Plan à moyen terme correspond à une option rationnelle et traduit assez fidèlement les conclusions des derniers Conseils.

J'aimerais quand même faire quelques remarques.

Pour le chapitre 1, s'agissant du soutien de l'investissement, la FAO propose d'accorder son appui aux pays de l'Europe - je suppose qu'il s'agit des pays en transition - pour formuler les mesures et réformes institutionnelles nécessaires à leur passage à l'économie de marché, et pour faciliter l'établissement de liens plus étroits avec l'Union européenne et les marchés mondiaux. La thèse est correcte mais elle ne doit pas être limitée uniquement aux politiques, ainsi que cela pourrait résulter du paragraphe 59 du Plan.

J'aimerais ajouter qu'il faut trouver le moyen pour arriver à un équilibre entre l'action de la FAO et celle des bailleurs de fonds dans les pays de l'Europe centrale et de l'Est pour accroître l'apport de ces pays au système agricole international.

La Communauté européenne est d'ailleurs consciente, et nous l'avons constaté à la réunion de Killarney, du potentiel de ces pays pour la production de biens alimentaires, de leurs possibilités de coopération et de réflexion sur les questions agricoles et alimentaires.

La sécurité alimentaire mondiale peut être confortée par la revitalisation du potentiel productif agricole de ces pays où la part du secteur privé est devenue importante.

L'intervention de la FAO pour réviser la dynamique de la modernisation agricole et la croissance des capacités de ces pays dans l'utilisation des ressources naturelles dont ils disposent pourrait se révéler fondamentale.

En second lieu, le développement durable pour les pays en transition: le Plan indique une fois de plus correctement qu'il sera important de tenir compte des nouvelles tendances à la privatisation et du retrait de l'Etat de certains types d'activités dont d'autres agents économiques, en particulier du secteur privé, sont plus aptes à s'occuper. Notre délégation souhaite une intervention urgente de la FAO qui viserait à la maximisation des avantages nets du développement économique, tout en maintenant ou en améliorant, au cours des années, la qualité des ressources naturelles et des services qu'elle procure.

Une intervention optimale serait d'assurer aux pays en transition l'assistance d'une contribution directe et bénéfique de notre Organisation.

Troisième point: La FAO et ses partenaires. La délégation de la Roumanie souscrit à la réflexion du Directeur général. Au-delà des liens privilégiés avec les Etats, il faut également compter aujourd'hui avec de nouveaux partenaires, tels que les ONG et le secteur privé. Notre Organisation doit continuer à renforcer sa coopération avec les autres organismes internationaux ainsi qu'avec les donateurs bilatéraux.

D'autre part, il faudra réfléchir à une intégration rationnelle de l'aide financière et de l'aide technique à l'appui des stratégies nationales de développement. S'il y a amplement matière à progrès à cet égard, je me réjouis de constater que l'importance du problème est de plus en plus largement saisie.

**Mohamad Walid AL-TAWIL (Syria) (Original language Arabic):** My delegation supports the Medium-Term Plan 1996-2001.

We would like to thank the Secretariat for preparing this document which gives the details of the efforts made regarding status of food and agriculture in the world today. It also refers to the main challenges facing our countries, which are trying to achieve sustainable agricultural and rural development.

It seems that the challenges ahead are still large and the natural resources in many countries are limited and threatened. A heavy investment is required in order to tap the unexploited national resources. The developing countries also need assistance in planning, and the use of appropriate technologies. There is a need for this assistance to be extended by FAO to most member countries. In general, we welcome the programmes and projects which mobilize human resources in developing countries in order to enable these countries to solve problems they are facing.

In my country we are undertaking major efforts in order to increase our food production to meet the increasing population needs. Of course, we have agricultural development but we face two major problems. First of all, we face the problem of drought; second, we face the problem of the deterioration of our natural resources. We notice that the Plan has covered these two aspects but, in spite of that, we think special attention should be given to the programmes and projects in the following areas: strengthening the research institutions in the developing countries; transfer of technology to the developing countries; combatting desertification and the maintenance of forests and grazing lands; making use of the genetic resources, not only their collection and maintenance but to make use of these genetic resources in scientific programmes; solving the problems of desertification and drought through the use of new seeds and plants that can resist drought; pollution; the quality of foodstuffs; integrated pest management, and, finally, the study of the impact and effects of the Uruguay Round on the economies of the developing countries.

**Aguinaldo LISBOA RAMOS (Cap-Vert):** Je tiens à saluer le Secrétariat pour la qualité du document C 95/9, qui est concis et clair et nous présente les perspectives stratégiques de la FAO pour la période de 1996 à 2001. La proposition d'élaborer un tel plan tous les six ans et de le réviser tous les deux ans mérite l'appui de ma délégation.

Je suis heureux de constater que la priorité de la FAO demeure la sécurité alimentaire et le développement agricole et rural durable. En effet, il est douloureux de constater qu'à la veille du Troisième millénaire, 800 millions de personnes souffrent encore de malnutrition et que la situation doit encore devenir plus critique en Afrique subsaharienne où la pression démographique est toujours forte et la production d'aliments se maintient plus ou moins stable et où la capacité d'importations est faible. Ma délégation espère que des ressources suffisantes seront mises à la disposition de la FAO et des pays en développement de façon à inverser cette tendance. Je pense particulièrement au Programme spécial pour le fonds d'alimentation à l'appui de la sécurité alimentaire dans les pays à faible revenu et à déficit vivrier, au PCT et au PCTC et aux programmes techniques qui visent à augmenter la production et la productivité agricoles. J'aimerais voir les activités du PSPA s'étendre rapidement au plus grand nombre de pays. La dégradation de l'environnement et des ressources naturelles, la destruction des forêts et la surexploitation des ressources halieutiques sont des défis auxquels la FAO continuera de s'attaquer avec détermination. Une solution devra être trouvée aux problèmes des techniques peu respectueuses d'un aménagement correct des ressources halieutiques qui entraînent de grands gaspillages de cette importante source de protéines animales, de même en ce qui concerne la conservation des cultures après-récolte.

L'assistance technique, les informations et les conseils que la FAO donne aux Etats Membres seront facilités et améliorés par les mesures de restructuration et de décentralisation déjà en cours. L'adoption par cette Conférence du Code de conduite de la pêche responsable est une mesure importante pour la pêche et l'aquaculture. Puissent les conditions être maintenant créées pour le mettre en oeuvre. La FAO donne déjà une contribution significative à la commercialisation, à la conservation et au contrôle de la qualité des aliments. L'attention accrue qu'elle accorde à ces activités sera appréciée par les Etats Membres surtout dans le cadre de la mise en oeuvre des accords d'Uruguay Round, de la libération du commerce à tous les niveaux et de l'application des normes du Codex Alimentarius.

Je suis heureux que la coopération avec les organisations régionales de coopération et d'intégration soit renforcée et que les liens avec les ONG et le secteur privé soient également renforcés à l'avenir. Je pense notamment au CILS, Comité inter-Etats de lutte contre la sécheresse au Sahel et aux bénéfices que cela apportera aux pays sahéliens.

Enfin, j'aimerais porter à l'attention de cette Commission le fait que j'apprécie le document qui a été élaboré et j'espère qu'il sera possible d'apporter d'autres améliorations de caractère significatif.

**Omar TOURAY (Gambia):** The delegation from The Gambia greatly appreciates the quality of the documents presented today, including the one we are now discussing, C 95/9.

I say this not as a comment but basically to highlight some of the contents of the documents with which the Gambia is very pleased. We hope that FAO will be able to implement the items that we consider are priority areas.

With reference to paragraph 55, which talks about policy assistance on a regional basis, we suggest that, included in this paragraph should be policy assistance in the area of agriculture and marketing, in particular for the African region where we see very little activity in terms of exchange of agricultural products between African countries. To understand the role that marketing could contribute to regional economic cooperation and to regional food security is of paramount importance to the African region; it should be assisted in this particular area.

Paragraph 48 refers to cooperation or increased efforts to reach out to NGOs in the private sector. We wish, once again, to underscore this activity.

We believe that it is very important because the NGO community and the private sector have very important roles to play in terms of supporting agricultural development throughout the world, but more so in

sub-Saharan Africa where we have seen, through structural adjustment, public sector institutions becoming smaller and some of their roles being taken over by the NGOs and the private sector. So we feel that FAO should not miss this chance in terms of reaching out to these two very important communities, i.e. the NGO and the private sector.

Another area which we have seen mentioned in the document is the development of peri-urban agriculture. I think this is very important particularly again for sub-Saharan Africa where we see a lot of rural overdrift. A lot of people are moving out of the rural areas to the urban areas and they have the skills. Instead of leaving them to be lost in the city to become drug addicts and pickpockets and just loafing around, I think one could assist the governments to reach out to these people and resettle them to take over activities in peri-urban agriculture, such as small-scale horticulture, small-scale dairy and animal fat programmes, etc.

Another area which my delegation also supports is the EMPRES programme and the impact which we believe it will have on international trade and food security. I think that this should be given a lot of emphasis and we should make sure that it is implemented on a timely basis.

We also welcome the emphasis that is now being given to value-added technologies in terms of product development. Particularly if you talk about the loss of sub-sectors, the sort of projects that one has seen in the past always led to an increase in numbers of animals. At the end of the day we always talked about the numbers degrading the land. At the same time, because we did not include in these projects any value-added technologies in terms of product development, there was no linkage to markets and what we finally got at the end of the day was very negative, because all we did was consolidate and compound the traditional production system where people owned no animals and then the benefits to the economy were not forthcoming where we had degradation and where we had a lot of animals but very few animal products available, and where even animal products were available, particularly during the rainy season, because the technologies were not available to conserve. In the midst of plenty there was still poverty in the sense that most of the products like milk could not be preserved and could not be marketed. In fact, what we then had was a negative impact on nutrition and the income of the people who own these animals.

In short, Gambia totally supports this document and, like the former speakers, we hope that it will come under review every two years.

**Winston RUDDER (Trinidad and Tobago):** The Medium-Term Plan, together with the other documents which we have reviewed in Commission II so far, the Implementation Report and the Evaluation Report, constitute the main platform and the context within which we are about to discuss the Programme of Work and Budget for 1996-97. In our view, this document provides a strategic framework for the functioning and operation of FAO in the medium term and, as such, we recognize it and its potential as a very important marketing tool for promoting the significant role of this Organization, not only within the membership at large but with its partners and potential partners. I go so far as to say that an appropriate synopsis of this document should be available for consideration by our prime ministers and heads of government because it puts into perspective what the Organization is all about.

Like Australia and others before us, we commend the Secretariat and the Director-General in particular for having responded to the comments made in respect of the previous Medium-Term Plan and providing us with a very useful and concise document which allows us to clearly understand the thrust and direction of FAO over the next six years. In that regard, we completely endorse and support the major planks of this trust, i.e. the focus on food security and nutrition on the one hand and sustainable agriculture and rural development on the other.

Mr Chairman, we are very pleased to see a reaffirmation of the mission and mandate of this Organization as contained within the document and in particular the effort which is being made to reemphasize the fact that FAO must remain, as it was intended to be when it was established, an Organization that seeks to strike a balance between a mix of normative and field-related activities. In our view this is very critical. In that regard, we especially commend the observations and commitments made in paragraph 57 in respect of the Latin American and Caribbean Region adverted to by my colleague from Venezuela, focusing upon what constitutes for us some of the main areas in policy-related support with which we are concerned, namely, the whole question of adjusting to the Uruguay Round, the policy adjustments that we must undertake related

thereto, the issue of food security, the issue of policies and strategies for dealing with trade and trade-related matters.

With respect to food security, we wish to assure you of our equal concern and support for the focus on the issue of chronic malnutrition and food insecurity. We completely endorse the range of actions that have been indicated from paragraph 84 onwards and commend the Organization for focusing not only on production and productivity considerations but also trade and trade-related matters. I think this is an important underpinning for dealing with malnutrition and food insecurity.

With respect to sustainable agriculture and rural development, we point in particular to paragraphs 42-45 focusing on the sound use of inputs, a particularly important consideration in small islands and small developing states which are in fact land constrained and which in the intensification of agriculture could go awry and cause worse effects if we do not have sound use of inputs.

The positive role of forests and an integrated approach to forestry development, adverted to in paragraphs 155-159, is extremely important and therefore we emphasize that work should continue unrelentingly to incorporate forestry research in the activities of the Agricultural Research Centres. That is critical.

We note too, with complete endorsement and support, the focus upon paragraph 164 in relation to small-island developing states, particularly in relation to fisheries development and other aspects of natural resource development, and the emphasis on gene banks in paragraph 173.

Some other delegations have made reference to paragraphs 180 and 181 relating to a people-centred approach to development and the question of the gender issue, and we completely endorse that. We have seen in programmes upon which we have commented in the Evaluation and Implementation Report that their success has in large degree had to do with the extent to which people participated and not merely collaborated in the implementation, but in terms of the conception of the programmes and projects, and therefore identified with their collaboration. Chapter 3 speaks of the extended partnerships in which this Organization has been involved, and in fact it underscores the integrated approach that FAO uses in dealing with its overall mandate, and that is to be commended. My wish and hope is that it is reciprocated by the organizations with which this Organization cooperates.

Mr Chairman, to speak directly, we support the view, as we did in the Programme Committee, that this report should be updated on a biennial basis and remain as a strategic Medium-term Plan for six years updated biennially. I think that it is useful and important.

We also agree that we will cause divisiveness within the Organization to speak about financial commitments over the medium term. However, I wish to see in the Medium-term Plan, in so far as in my view it is a strategic document, some more specific reference to process, to give us the assurance that the intent in terms of the delivery of programme and services as indicated here will in fact come about as a result of what the Organization intends to do by improving its processes and its mechanisms. In short, Mr Chairman, I would wish to see strategies enunciated in relation to mechanisms, guidelines and processes in order to ensure that what is put here may be delivered.

I support entirely the comment of my colleague from Japan who sees a relationship between the decentralization and the restructuring activities and the capacity and capability of the Organization to deliver on the Medium-Term Plan. Therefore, if we are agreed that this could be a useful marketing tool and that we have that within this cover, it improves it considerably. I commend the Organization in this regard.

One last comment, Mr Chairman. I am a little bit concerned about the continuing emphasis on the need for an external management review of FAO. I think that this is completely uncalled for in the circumstances of what has happened over the last two years. I believe that we should allow the Director-General and his management team to manage and deliver and hold them accountable for delivering, and not seek to get involved with micro-managing the Organization. I say this in the context of the concerns which led to that observation, which is merely not that we should have a management review but that management should in their continuing review of the Organization seek to deal with the issues of staff vacancies and so on. That is the context in which the idea and concept of a management review came to be brought forward for consideration.

In fact, what we should be concerned about as the membership is the extent to which the expanded membership of this Organization, accelerated over the last few years, has in fact called for some real reorganization of the arms of governance in terms of ensuring the ability of small, unrepresented countries in these organs continuing to have their interests best satisfied and balanced.

**The meeting rose at 10.45 hours.**

**La séance est levée à 10 h 45.**

**Se levanta la sesión a las 10.45 horas.**

23 October 1995



منظمة الأغذية  
والزراعة  
للأمم المتحدة

联合国  
粮食及  
农业组织

Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

Organisation  
des  
Nations  
Unies  
pour  
l'alimentation  
et  
l'agriculture

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

**CONFERENCE**

**CONFÉRENCE**

**CONFERENCIA**

Twenty-eighth Session • Vingt-huitième session • 28° período de sesiones

**FOURTH MEETING OF COMMISSION II  
QUATRIÈME SÉANCE DE LA COMMISSION II  
CUARTA SESIÓN DE LA COMISIÓN II**

23 October 1995

**The Fourth Meeting was opened at 14.45 hours  
Mr Jacques Laureau,  
Chairman of Commission II, presiding**

**La quatrième séance est ouverte à 14 h 45  
sous la présidence de M. Jacques Laureau,  
Président de la Commission II**

**Se abre la cuarta sesión a las 14.45 horas  
bajo la presidencia del Sr. Jacques Laureau,  
Presidente de la Comisión II**

- II. **ACTIVITIES AND PROGRAMMES OF THE ORGANIZATION** (continued)
- II. **ACTIVITES ET PROGRAMMES DE L'ORGANISATION** (suite)
- II. **ACTIVIDADES Y PROGRAMAS DE LA ORGANIZACION** (continuación)
  
- 15. **Medium-term Plan 1996-2001** (continued)
- 15. **Plan à moyen terme 1996-2001** (suite)
- 15. **Plan a plazo medio para 1996-2001** (continuación)

**LE PRESIDENT:** Je suis reconnaissant à ceux qui savent être à l'heure d'être ici. Moi même, je suis allé à la cérémonie papale, mais je suis à l'heure. J'insiste auprès de vous pour être vraiment ponctuellement à l'heure et éviter ces dix minutes d'attente avec les interprètes qui sont présents et ne peuvent pas travailler.

Nous avons encore 19 orateurs qui doivent parler du Programme à moyen terme de la FAO. Je vous propose donc, étant donné la longueur des interventions de ce matin, que chacun s'en tienne à une déclaration qui ne dépasse pas cinq minutes, et surtout que ces déclarations ne répètent pas ce qu'il y a dans le document.

Il y a deux points à aborder. Il y a d'abord la question posée par le Secrétariat et le Directeur général d'avoir un document tel que celui qui nous a été présenté pour six ans, qui sera remis à jour tous les deux ans. Il faut donc que tout le monde s'exprime sur ce point. En second lieu il faut indiquer, sur la substance, les points ou les orientations nouvelles par rapport au document, et non pas répéter ce qu'il y a dans le document car nous perdons du temps.

Concernant la réunion informelle qui se tiendra dans la salle de Malaisie après cette séance de la Commission II, la composition de ce groupe doit être équilibrée, ce sera le reflet des positions prises au Conseil, l'objectif étant de trouver si possible un compromis avant l'ouverture officielle de nos travaux sur le point 16.

J'insiste sur les limites de temps impartis pour les interventions et je ne voudrais pas être obligé de jouer le rôle impopulaire du président qui coupe une intervention si elle est trop longue.

Je vous remercie de votre attention.

Je donne la parole au représentant de la Mauritanie.

**Sy ADAMA (Mauritanie):** Monsieur le Président, vous me permettez, à l'instar de mes collègues, de vous adresser mes félicitations ainsi qu'aux membres du Bureau.

Le document élaboré par le Secrétariat nous permet d'apprécier les efforts et les performances remarquables que l'Organisation a su manifester récemment, et nous met en confiance pour les performances futures et pour la justesse des orientations et des mesures d'assainissement que le Directeur général et son staff ont pris.

S'agissant du Plan à moyen terme, ma délégation souscrit aux grandes orientations et programmes soulignés par le document et ma délégation est solidaire avec la définition des enjeux et des missions de la FAO à l'aube du troisième millénaire.

Ma délégation reste cependant convaincue que la lutte contre la pauvreté doit demeurer un axe fondamental des enjeux car en fait, au-delà des ressources de base nécessaires à la production agricole, le droit à l'alimentation et à la sécurité alimentaire reste un problème de revenu. Ce faisant, les différents programmes devront inclure cette préoccupation et cette donnée fondamentale et l'intégrer dans un objectif, particulièrement dans la zone subsaharienne.

Le même souci se traduira par un élargissement des programmes spéciaux tel celui sur la production alimentaire mais aussi celui sur l'EMPRES. En cela, nous aurions souhaité que le rôle catalyseur et mobilisateur de la FAO en faveur de la lutte contre les fléaux soit renforcé.

Ma délégation souscrit également à l'élargissement du mandat de la Commission des ressources phytosanitaires pour englober l'ensemble des ressources phylogénétiques.

Elle estime cependant que des programmes plus hollistiques au niveau régional, voire continental, seraient de nature à mieux asseoir une gestion pleine et satisfaisante des ressources naturelles, compte tenu de la complémentarité et de l'interdépendance qui les animent.

Au regard des axes stratégiques, ma délégation souscrit aux axes identifiés et croit fermement à la possibilité et à la priorité qu'il faut accorder à la sécurité alimentaire, à la nutrition, et dans ce cadre il est nécessaire de renforcer et adopter rapidement le Code de pêche responsable.

De même qu'au niveau des axes stratégiques sur l'agriculture et le développement durable, les actions dans la zone critique doivent être renforcées parce qu'elles contiennent beaucoup de populations dites marginales.

Ma délégation, enfin, croit fermement indispensable de créer autour de la FAO un élan de solidarité et de confiance comme cela sera concrétisé au Sommet mondial de l'alimentation, prévu en 1996. A cet égard, nous invitons les uns et les autres à une mobilisation sans commune mesure avec les Conférences précédentes pour faire de ce Sommet une renaissance, un nouveau départ pour une coopération franche des intéressés, responsable parce que plus humaine.

**E. Wayne DENNEY (United States of America):** Thank you very much Mr Chairman. We thank the Secretariat for providing us with a Medium-term Plan for 1996-2001, recognizing that the tasks of restructuring the Organization and reorienting its programme focus made it more difficult to prepare a strategic forward-looking document. We agree with much of what is said in the document. Its brevity is a positive feature. The Director-General's ideas of looking at cross-sectoral approaches building on partnerships, recognizing comparative advantages and reflecting on what FAO's roles should be without dwelling on budgetary aspects are all ideas we support.

We largely agree with the main priorities indicated but the document also has a number of shortcomings in our view. It focuses too much on FAO's top priorities and restates much of what we see in the current PWB. In future Medium-term Plans we would like a document that is about the same size as this one, but one that is more comprehensive and forward looking, one that deals with the PWB without restating it. One way to achieve this goal is to merge the medium-term plan with the PWB. This would of course lead to a large document but it would also result in a tighter fit. We also support a two-year update of the Plan. Chapter 1 provides a very interesting and necessary overview to the document. FAO has many challenges and several of them are mentioned. We agree with concerns expressed about the continual high population birth rate in certain regions and the lack of adequate agricultural research expenditures and the importance of upgrading human capital through education and training. We also view the spread of IPM and IPN techniques as important areas for FAO to be involved in to promote sustainable agriculture. The trade-offs between increased production and environmental protection that are referred to in paragraph 16 are important to know about and we believe that FAO can help identify them.

We believe it is too early to be ascribing likely future production benefits from the Special Programme on Food Production in support of the food security in Low-Income Food-Deficit Countries. This Programme is still in its infancy. When mature it may realize potential but it is too early to judge the impact the Programme will have on a country's agricultural output.

The Section on the mission of FAO is very useful and informative. We largely concur with what is said. Improving fundamental data collection capacity at the national level is a role FAO will always have. Streamlining governments' arrangements and curtailing publication costs as outlined in paragraphs 44 and 45 are important areas to pursue to make FAO more efficient. We appreciate some of the efficiencies achieved in making more lean country offices, given the expanded role accorded to regional offices and sub-regional offices under the restructuring scheme, but we question the very existence of many country offices, especially in regions where other organizations also have country networks in place. While we appreciate the increased collaboration between FAO and the Inter American Institute for Cooperation in Agriculture (IICA). This remains an example of how FAO's activities in country offices overlap with work being performed elsewhere. A consolidation of FAO and IICA country offices should be explored following a similar initiative adopted at last month's ministerial meeting of the Inter American Board of Agriculture.

Noting the regional patterns of FAO's work is useful and informative. While these bear overtime it is important to recognize the demands placed on the Organization for services and technical assistance are multi-faceted. In future medium-term plans it would be useful to have an update on how regional programmatic thrusts are changing. It is unfortunate that FAO's extrabudgetary resources have gradually declined in recent biennia and we hope that major Trust Fund contributors will find it appropriate to increase their Trust Fund contributions, but with most countries facing budgetary constraints, reversing this downward trend may pose a significant challenge. The strategic thrusts outlined in Chapter 2 are generally on target in our view. As noted earlier much of what is found here is a little more than rephrasing of what can be gained by the PWB. The importance of nutrition, food security, pest and disease eradication and genetic resources conservation are well recognized. We are pleased to see an increased emphasis on small-scale low-cost farmer-managed irrigation projects. We fully support FAO's thrust on trade-related activities including the development of scientifically based standards under the CODEX Alimentarius Commission and the International Plant Protection Convention. Increased collaboration with the World Trade Organization will become more important. FAO's projections of the implications of the Uruguay Round should be extended to the year 2010 and serve as an input to the World Food Security Summit. Paragraph 114 provides an excellent overview of the kind of policy advice and technical assistance FAO can provide to help developing countries.

Improvements in data quality and management and greater utilization of electronic communications via the World Agriculture Information Centre (WAICENT) is a positive and long-awaited development. As the document notes, this should be especially useful in communicating information to and from the field. We are somewhat confused by the paragraph 129 reference to joint departmental management of WAICENT and would appreciate Secretariat clarification on this.

In the area of sustainable agriculture and rural development we are pleased to note the interdisciplinary approach that FAO plans to follow. The redirecting of subsidies from fertilizers and pesticides towards IPM and IPN appears to be moving in the right direction. We agree with the use of market mechanisms to determine prices. The statement that use of improved genetic material can increase risks for farmers may be a bit misleading. The definition of "improved", in our view, relates more than to merely increased yearly potential.

Finally the section on Plant Genetic Resources gives an upbeat scenario on what the revised international undertaking will do about the likelihood of using it as a protocol to the Convention on Biological Diversity and the ability of the World Information and Early Warning System to play a significant role in developing periodic reports on the state of the world plant genetic resources. We admire the Secretariat's optimism but question whether or not these events will occur as described. We are pleased with the increased FAO focus on animal genetic resources and are convinced that the domestic animal diversity information system will be extremely useful in helping countries introduce national action plans and establish national networks.

**XU NANSHAN (China) (Original language Chinese):** Mr Chairman, the Chinese Delegation has closely studied the Medium-term Plan 1996-2001 of FAO. We find that the programme is very well drawn up, it lists the different challenges that the Organization will have to confront and indicates the historic tasks that have been put upon its shoulders on this threshold of the third biennium. The current situation and its prospect have been studied in detail in this document. Stress is laid on the strategy to be followed in the efforts of the following areas: food security, efforts towards nutrition, sustainable development for agriculture and rural areas with many different partners. This is why we believe that it is essential while putting the accent on these points that that meets the criteria of different and diverse countries.

FAO has adopted a series of important measures aimed at ensuring food security. Above all, it has taken the initiative of supporting special projects for cereal production in different countries. These programmes, which are deployed with no hindrance in China, are supported by local government up to central government in some instances.

Many different technicians and farmers have now been trained. FAO on three different occasions has sent working groups into the field to provide assistance. We fully believe that these different projects, these special programmes, will be crowned with success. We would like to see more budgetary resources used to complete the ordinary budget which are limited in scope.

The Government of China, like other governments, is very interested in sustainable development in agriculture. We hope that FAO will assist different governmental organizations in our country with a human resources policy and in working on their institutions on the management of inputs and agricultural output.

In conclusion we would hope that FAO and the governments of other countries will work together. We are ready to work and cooperate with FAO to help achieve this Medium-term Plan and are ready to make the contribution required of us.

**Lothar CAVIEZEL (Suisse):** Au nom de la Suisse, j'aimerais remercier le Secrétariat du rapport qu'il nous a préparé. C'est avec un très grand intérêt que nous avons examiné ce rapport concernant le Plan à moyen terme pour la période 1996-2001. C'est un plan glissant sur six ans qui, à notre avis, doit être mis à jour tous les deux ans. Ce plan doit nous permettre de placer les activités de la FAO dans le contexte d'une stratégie claire et réaliste qui répond aux principaux défis qui concernent notre Organisation, à savoir l'élimination de la faim, de la malnutrition et de la pauvreté dans le monde. Face à ces défis il est utile et nécessaire de poser, de temps à autre, et particulièrement à l'occasion de la Conférence bisannuelle, les questions sur notre Organisation.

Notre première question concerne des priorités accordées aux activités de notre Organisation. La FAO doit-elle accorder la priorité à l'établissement et à la dissémination de normes concernant l'agriculture et le développement rural y compris la forêt et la pêche ou doit-elle plutôt l'accorder au maintien de l'extension des activités d'assistance technique? A notre avis, il faudra chercher une réponse à cette question en ayant à l'esprit l'avantage comparatif de la FAO par rapport à d'autres organisations internationales de même que par rapport aux agences bilatérales, aux ONG et au secteur privé.

Ayant bien écouté ce qui a été annoncé hier par notre Directeur général Adjoint, M. Hjort, nous restons néanmoins convaincus que la FAO devrait avant tout se concentrer sur le rôle normatif et que l'assistance technique devrait surtout servir à renforcer ces activités normatives. Grâce à son rôle normatif, la FAO est d'abord un centre d'information sur l'alimentation et l'agriculture y compris pêche et forêt. Son rôle est de collecter, d'analyser et de diffuser ce type d'informations aux pays membres. La FAO est en outre une tribune où les gouvernements peuvent oeuvrer ensemble en vue de rechercher des solutions viables aux problèmes communs. Elle peut également donner des avis indépendants sur les politiques, les lois, les stratégies et l'assistance technique. C'est en fonction de ce rôle premier que la FAO devrait fixer ses priorités et réorganiser l'Institution.

En ce qui concerne les projets de coopération, nous nous apercevons que la mobilisation de ressources extrabudgétaires semble devenir de plus en plus difficile. A notre avis, ceci s'explique en grande partie par les nouvelles orientations de bon nombre de donateurs qui estiment, comme la coopération Suisse, que les projets de coopération technique sont surtout l'affaire des institutions financières internationales. Ces dernières s'occupent également des pays les plus pauvres par l'intermédiaire de leurs fonds tels que l'IDA et les fonds des banques régionales de développement de même que le Fonds international de développement agricole, le FIDA ici présent à Rome. C'est donc avec ces fonds que la FAO devrait améliorer sa collaboration en vue d'y apporter toute sa connaissance spécifique sur l'alimentation et l'agriculture. Nous sommes aussi d'avis qu'elle devrait également renforcer sa coopération avec les ONG et le secteur privé.

Pour les pays les plus pauvres, en Afrique et en Asie, nous encourageons la FAO à renforcer ses activités normatives qui seront d'un plus grand bénéfice pour ces pays que quelques petits projets par-ci par-là. Notre Organisation devrait apporter ses analyses spécifiques tout particulièrement dans sa collaboration avec la Banque mondiale aux quatre niveaux suivants: premièrement, l'élaboration et la mise en oeuvre des programmes d'ajustement structurel concernant le secteur agricole. Deuxièmement, la participation aux diverses initiatives régionales de coopération et d'intégration économique et l'harmonisation correspondante des politiques. Troisièmement, la participation aux réunions d'examen des politiques - ce qu'on appelle communément le "Policy dialogue" - aux tables rondes et aux réunions consultatives sectorielles où d'importantes négociations entre gouvernements donateurs et organismes de financement multilatéral ont lieu. Quatrièmement, ce qui nous tient tout spécialement à coeur: le renforcement des capacités locales. Dans cette nouvelle optique, nous soutenons l'effort promis de réduction des coûts des publications qui devrait en même temps permettre une amélioration sensible de la qualité des informations fournies. Cette réduction des coûts sera certainement facilitée par l'utilisation d'INTERNET avec ses autoroutes de l'information et elle devrait

aboutir à une meilleure dissémination des normes alimentaires et agricoles en vue de promouvoir un développement économique durable dans le monde.

**Georg NIELSEN (Denmark):** The Danish Delegation would like to commend the Secretariat on the format and presentation of the document in front of us. We like the short presentation. We perceive the Medium-term Plan as an important mechanism in improving the dialogue among member countries within the priorities of the Organization.

In our view the priorities in the Medium-term Plan for 1996-2001 are able to form the basis for further discussions on the relative importance attached to various programmes. We appreciate that the Plan identifies the two major themes, food security and nutrition, and sustainable agriculture in rural development. We have considered whether this document should have been presented in the technical committees, COFI and COFO and COAG, before it discussed here at the Conference but have come to the conclusion on this issue must take place in the superior body of FAO rather than in the technical committees since it is a matter of priority setting for the future PWBs.

Amongst the challenges presented in the document, FAO in the planning period first of all has to face its main task of helping to ensure humanity's freedom from hunger. The result of the Uruguay Round will start to have an important influence on agricultural production and trade and therefore also on food security. The elaboration of standard regulations regulating trade will be important.

Sustainability will, no doubt, still be the key word in the planning period. A condition for maintaining the momentum for the enhancement of sustainability is that we will have to be able to increase production in the critical areas of the world. As stated in paragraph 14, future yields or gains are likely to be based on evolutionary rather than revolutionary changes and will require more support and adaptive research.

Denmark agrees with the basic roles of FAO as presented in paragraph 38. With 175 Members and a heavier demand on the Organization in a time of tight budgets in all international organizations, we, the Member nations, and the Secretariat have to agree on the main areas where FAO will play its role and set the agenda. Savings will have to be made in the programmes financed from regular budgets in order to free financial resources for their new tasks which have higher priorities. It should be possible to reduce the number of meetings even further and to reduce the cost of meetings and documentation for these.

The number of committees and commissions has to be reduced in this period. We would also ask the Secretariat to look into the possibilities for further privatization of FAO's documentation services.

The Danish Delegation agrees with most of what is said about direct services to Member Nations and supports the view that the Organization needs to give priority to those countries which are likely to require direct assistance in tackling their present problems in food and agricultural development.

As for the field operations, it is important to maintain a balance between the core activities and the field operations in order to achieve an optimal synergy between the two. The Technical Cooperation Programme has been shown to be a good programme that should be continued but, with priorities we have to make, we must make better use of the programme within the limits of the last few years.

As stated at the beginning of my intervention, the Danish Delegation appreciates that the plan identifies the major themes of food security and nutrition and sustainable agriculture in rural development. We support the statement in paragraph 85 that food security is FAO's priority. That leads naturally to a close link of this priority with the work in all categories of lower income food-deficit countries, not least those poorest in natural resources.

We are able to support what is stated on nutrition and would like to point out that FAO has a particular role in food safety and quality. This is an area where FAO's comparative advantage should be used in the period, for example, in assisting developing countries to implement effective quality control measures. We support the text on policy analysis assistance and advise and hope that there can be savings in the budget within the period as modern technology develops worldwide.

With regard to sustainable agriculture and rural development, we would like to stress paragraph 150 and support FAO's priority on further development in biophysical, social and economic indicators for agriculture in the rural sector, especially the integration of the information for the sake of land uses and policy makers. The paragraphs on biological diversity are also pointing at problems where FAO has comparative advantage in exploring and coordinating the work of the coming six years.

Mr Chairman, we see the world of fisheries as an excellent example of the leadership role FAO can play. We would like to see a similar role within forestry and agriculture in general.

We have a comment about what is stated about people-centred development. Rural partners, both men and women, must become actively involved through organizations of their own choice in shaping low production technologies and also in determining the scope for their sharing of benefits from global policies. The FAO Plan of Action for Women in Development should be continued in the period. Considering the crucial role that women play in efforts to achieve food security, especially at the household level, Denmark believes that this role should have been emphasized more strongly throughout their whole Plan.

Finally, this statement has been prepared in consultation with the other Nordic countries, Finland, Iceland, Norway and Sweden.

**LE PRESIDENT:** Je vous remercie de cette déclaration qui recouvre, en effet, les préoccupations de nombreuses délégations. Qu'elle ait été un peu plus longue s'explique donc.

**P. PRUVOT (France):** A l'instar de nombreuses autres délégations, la délégation française salue tout d'abord l'effort du Secrétariat. Celui-ci nous présente, en effet, un rapport clair et concis, articulé autour d'une analyse transectorielle selon deux axes stratégiques: la sécurité alimentaire et la nutrition, d'une part, et le développement durable, d'autre part. Nous relevons que les tableaux synoptiques permettent un croisement très profitable et très utile avec le Programme de travail et budget.

Pour ce qui concerne l'analyse générale, nous voudrions faire quelques observations. Si le choix de l'Horizon 2010 se justifie, en effet, pour la fiabilité des statistiques, il nous paraît en revanche trop proche pour faire se dessiner les tendances lourdes. A cet égard, l'Horizon 2025 ou 2030 semblerait plus justifié. On aurait pu alors mesurer les conséquences de la poussée démographique par rapport à l'évolution de la production agricole et alimentaire et faire apparaître de grandes zones de péril en Afrique et en Asie du Sud tandis que d'autres zones - l'Inde ou la Chine, par exemple - seront de moins en moins autosuffisantes.

J'aborderai maintenant très rapidement les enjeux qui sont développés dans ce document. Ils sont, dans l'ensemble, très clairement exposés. Cependant, l'analyse des perspectives mériterait d'être plus fouillée en ce qui concerne l'évolution des besoins des zones urbaines. De même, dans les secteurs de l'agriculture, des forêts et des pêches, il convient de ne pas viser seulement à développer l'exploitation, certes durable, des ressources mais également et surtout à corriger les politiques et pratiques actuelles. Les tendances dans ces secteurs risquent, en effet, d'accélérer le processus de dégradation des ressources et de réduire d'autant les chances de succès d'une révolution doublement verte, dont nous avons déjà parlé.

A cet égard, pour reprendre ce que vient de dire notre collègue du Danemark, le plan à moyen terme ne nous paraît pas aborder suffisamment les éléments sociologiques à prendre en compte pour que les acteurs du développement - les agriculteurs, les ménages, les femmes surtout et aussi les groupes les plus vulnérables - puissent être associés à la définition des politiques de redressement, point particulièrement évoqué à Québec.

Sur le chapitre des missions que s'assigne l'Organisation aux paragraphes 38 à 72, les préoccupations budgétaires sont partout présentes et sous-jacentes, et l'appel indirect aux fonds extrabudgétaires tel que mentionné, en particulier, au paragraphe 43 nous semble une menace pour le mandat de l'Organisation. Celle-ci n'est en effet ni une agence de développement ni une organisation capable d'accepter de "travailler à la carte".

Enfin, en ce qui concerne le contenu technique des deux axes stratégiques, nous sommes d'accord avec l'analyse proposée, notamment sur les forêts. Un point d'une importance particulière nous semble être celui

des ressources phylogénétiques et animales. Nous voudrions, ici, soutenir l'idée de rendre cohérents les conseils aux politiques nationales et les conventions et accords internationaux pertinents qui auront été améliorés ou conclus entre-temps.

Pour terminer, nous approuvons la proposition d'un plan tel que proposé sur six ans et nous considérons qu'une mise à jour tous les deux ans serait la solution la meilleure.

**Miss Fatimah HASSAN J. HAYAT (Kuwait):** My delegation is most pleased to see in general terms how clear and brief this report has been. My delegation is also in agreement with the proposal to review the content of this plan every two years. The tasks included in the first chapter are in the view of my delegation of the utmost importance. FAO should continue to invest its analytical efforts in order to help to develop national and international policies for sustainable agriculture. FAO should continue to pioneer the effort to integrate the important elements that bear an impact on the development of agriculture and all the private sector enterprises involved in that sector. FAO must take into account the real needs of all Member States. It must also bear in mind the estimates of potential resources and lay out plans to optimize the use of existing resources.

As regards the Middle Eastern Region, we have urged the Organization to set out given priorities for our region such as water and irrigation and better use of marginal lands. Unfortunately the present Plan has given no degree of priority to these proposals.

The programmes aimed at fighting locusts have not been given a high priority either. We believe that consultative groups should be convened as soon as possible in order to consider the fight against locusts, as was done in the case of other pests.

As for desert locust, we will go into this problem in a working group and we will be expressing our opinions through the delegation of Algeria in relation to that particular point.

There are two priorities that were adopted in the framework of our strategic thrusts, food security and nutrition on the one hand and sustainable agriculture and rural development on the other. We quite agree with these thrusts.

As regards food security, my delegation considers that an holistic approach must be adopted in order to solve these problems, be it in relation to the different factors and the way they interact between them. We also would like to express our full support of the Special Programme regarding the strengthening of food production in low-income food-deficit countries. This is a decision which was adopted by the last June Council and it is part of the major objectives that was laid out pertaining to food security. We also agree with the emphasis that has been laid on the **EMPRES** project.

We would also like to associate ourselves with the call launched by the Director-General to all Member States so as to mobilize extrabudgetary resources enabling the Organization to increase the allotments to these projects and extend their coverage. We would also call upon Member States to grant this assistance in good time in order to grant a greater flexibility to the Organization.

**Hyun Woo CHO (Korea, Republic of):** My delegation would like to present its compliments to the Secretariat for preparing the concise and to the point document C 95/9 for this important session of the Conference.

Generally, my delegation believes that the Medium- and Long-term Plan of FAO will contribute to FAO's activities positively as a guideline during the coming six years, and my delegation supports the proposal that it should be updated every two years.

My delegation would like to express its support for the activities of FAO in trade-related issues as outlined in paragraph 114.

As indicated in paragraph 113, my delegation would like to express its concern about the impact of the Uruguay Round which is likely to lead to somewhat higher prices on world markets, particularly for basic foodstuffs and unstable agricultural commodity markets. As described in paragraph 12.13, food-importing countries are likely to face higher costs considering the fact that the population growth in developing countries and the unpredictable variables such as weather will exceed the food production increase.

In this context, my delegation would like to support the FAO in giving high priority to studies and information on the impact of the implementation of the Uruguay Round Agreements, which focuses on the need to assist developing countries in preparing for the next round of trade negotiations on agriculture, especially including sustainability and environmental issues.

My delegation would like to cordially request FAO, as a way of assisting developing countries in sustainable agriculture, to launch a study on the impact of small-scale farming in relation to food security and sustainable agriculture.

**LE PRESIDENT:** Je vous remercie de cette courte intervention qui contient une ou deux idées innovatrices.

**Alan AMEY (Canada):** The Canadian Delegation welcomes the opportunity to comment on the contents of the Medium-term Plan. This is an essential framework tool which should complement the other three planning documents and help FAO focus on its medium-term priorities extending beyond the Programme of Work and Budget.

A principal role of FAO is to document, articulate and bring to the attention of policy-makers the problems associated with finite natural resources in the context of expanding human needs, increasing environmental degradation and still shocking levels of poverty, hunger and malnutrition.

The 50th Anniversary ministerial meeting in Quebec City was only the start of a process leading to the World Food Summit intended to raise the consciousness of world leaders to the problems associated with the growing conflict between resource needs and availability. The challenge facing us in the period to the end of the millennium and beyond is to put into place sustainable ways in which to address food security issues that will have positive effects on growth, incomes, trade, environmental protection, population and prevention of genetic erosion. We look to FAO and other international institutions to help provide operational leadership on these questions within the scope of their respective mandates.

Canada is in broad agreement with some of the key factors that will influence the natural resource situation as outlined on pages 3-8. Some of the figures might be subject to debate but perhaps in a more specialized forum. In this respect, we note that a critical omission among the key factors identified at the outset is the national decline in resource allocations to agriculture in many countries, which doubtlessly dwarfs the fall-off in ODA flows.

As has been mentioned by Germany and Venezuela, there is a well-focused programme of continuing assistance to the Intergovernmental Panel on Forests by FAO in terms of its UN system task managerial role in UNCED follow-up. Core priorities within the Regular Programme should include qualitative improvements to world forest resource assessment and the state of forest reports, assistance to countries in the implementation of national forest strategies and increased emphasis on implementing a community forestry programme. FAO has a critical role to play in assisting the development of criteria and indicators for sustainable forest management. There is also a need for greater international consensus on voluntary, non-legislative schemes for certification of forest products from sustainably managed forests.

While we understand the generalized resource constraints that face multinational and multilateral institutions, we are not in agreement respecting the claims of resource stagnation on the Regular Programme. We believe that resources have been more than adequate on the Regular Programme for FAO to fully perform its core functions as defined in paragraph 38. It is primarily in the effective discharge of its advocacy role and not via the capture of extrabudgetary funds for project implementation that the FAO maximizes its influence and the multiplier effect of its own efforts in attracting resources to agricultural uses. On this point, we would draw attention to the fact that the attraction of extrabudgetary resources, advocated as a concerted effort in

paragraph 42, is not without opportunity costs for the Regular Programme, which currently provides an important subsidy to the implementation of extra-budgetary projects.

We agree with the broad strategic outline contained in the Medium-term Plan and with the emphasis accorded to food security and nutrition. On this point, we would recall the first principle of the successful pursuit of the food security objective. As affirmed by the International Conference on Nutrition and repeated in this document, the primary responsibility for protecting and promoting food security and nutritional well-being of populations resides with individual national governments and it is for each government to prioritize and implement a coherent set of policies and actions suitable to that end.

We would also note that, as recognized by the Quebec City ministerial meeting and in the paper itself, food security is a multi-faceted problem encompassing not only production but also access, distribution and stability in respect to each of these. It is important to recognize that other UN bodies, national governments, the private sector and NGOs all have valuable roles to play in attaining food security. As recognized in paragraph 23, increased production alone is not sufficient for attaining food security. If FAO is to specialize in the food production aspects, it will be vitally important to involve and also be involved with other actors in the necessary process, which is multi-dimensional and multi-institutional, so that their respective specialties can be invoked and concerted in a coherent and comprehensive approach to food security. We welcome in this regard the indication of FAO's seriousness of approach to partnerships as contained in the Medium-term Plan.

Regarding the Special Action Programme on food production in support of LIFDCs, pilot projects must be designed with a critical eye for potential for replicability and sustainability in the local environment. Like the United States we think that before embarking on an expansion phase it is essential to first determine whether they meet the tests of replicability and high returns. In this regard, irrigation is a potential key component of increased production. However, there have been both successes and failures in this regard. Water management as endorsed by the Programme Committee might be a better focus. We agree that food safety and quality are also important aspects of international food security and the movement towards harmonization of import and food standards will benefit consumers and international trade. Other trade-related aspects of FAO work are also beneficial to these ends.

Concerning SARD, we are in general agreement. However, in paragraph 170 there is a reference to the revised international undertaking as a protocol to the Convention on Biological Diversity. Since this item is still under consideration within the Commission, it is premature to speculate as to the ultimate legal form the undertaking might take.

Chapter 3 highlights, however summarily, an important aspect of FAO's work, that is, partnership with other organizations. We are pleased with the emphasis given to this aspect and we look forward to fleshing out the details implied by this section.

At the Eighth regular meeting of the Inter American Board of Agriculture a resolution was passed encouraging FAO and IICA to work even more closely together. We support that resolution.

While we find this Medium-term Plan to be an interesting departure from its predecessor, there are some shortcomings which we would like to note. Firstly, the scope of the document is narrower than in the past. This may have a certain benefit in terms of brevity but some important topics may have been left out. Perhaps Chapter 3 could be omitted in future documents and the current topic, FAO in partnership, could be covered by collaboration with the UN system later on in our agenda.

The second problem we find, like the United States, is that much of the content tends to overlap the Programme of Work and Budget, which dilutes the message to be delivered. Finally, we would like to see this document issued on a two-year basis in the future.

**Stelios PAPACHRISTODOU (Cyprus):** Mr Chairman, the Medium-term Plan for the period 1996-2001 submitted to the FAO Conference analyses carefully the present situation and proposes future strategic moves. We wish to commend the Secretariat for having prepared such a concise yet clear and comprehensive Plan. The first impression of meticulous work is given by the Director-General's foreword where he proposes some innovations and singles out the key points of the Plan that could be used as a base for FAO's course in the

next few years. With reference to the practice of preparing and submitting the Plan at less frequent intervals, we wish to propose that such an arrangement could be examined on a trial basis.

The emphasis placed on poverty, chronic undernutrition and food insecurity is appreciated, having in mind the still increasing population trend. We agree with the analysis of the quantitative and qualitative features concerning food and agriculture and welcome the role of FAO in assisting the Member Nations to tackle their relevant pressing problems.

The detailed examination of the dimensions of Sustainable Agriculture and Rural Development and of the factors affecting food security and nutrition, two top-priority themes, meets with our full agreement. Similarly, the proposed actions for the protection and promotion of food security and the nutritional well-being of people are endorsed. Cyprus places particular importance on the contribution that information collection and dissemination makes to policy-making, and welcomes the deep involvement of FAO in direct assistance to strengthen national capacities for policy analysis.

The special reference made to "partnerships" is justified and this feature should be considered seriously having in mind the budgetary stringency we are facing.

Finally we wish, once again, to express our delegation's support for this Plan and our belief that it will serve as a guideline for FAO to formulate strategies for the future in pursuing its mandate.

**José ROBLES AGUILAR (México):** En primer lugar deseamos señalar, como lo han hecho varias delegaciones, el adecuado formato del documento que está bajo nuestra consideración. El plan presenta un claro panorama sobre los desafíos que la Organización enfrenta en el mediano plazo.

Coincidimos con las prioridades establecidas, en particular con el objetivo de la seguridad alimentaria. Estimamos válidas las propuestas actividades para mejorar la calidad y cantidad de alimentos en el mundo.

De igual manera, deseamos poner de relieve las tareas de asistencia técnica al desarrollo que se proponen. Consideramos que estas acciones deben seguir constituyendo, como hasta ahora ha sido, un aspecto clave de las actividades de la Organización. Ello, sin detrimento de las acciones normativas.

Finalmente, queremos destacar algunos aspectos de especial interés para mi país, que nos gustaría que se vieran reflejados en el documento, en particular por lo que se refiere al fortalecimiento de las actividades de la Organización en el manejo del agua de riego.

De igual manera, deseamos expresar nuestra particular atención en que la FAO enfatice sus actividades en el uso intensivo de la ganadería, en especial por lo que se refiere al papel que esta importante actividad cubre en el plano alimenticio.

Nos gustaría también ver reflejadas en el texto, las acciones que competirá a la Organización realizar a la luz de la próxima aprobación por esta Conferencia del Código de Conducta para la Pesca Responsable.

**Marcos I. NIETO LARA (Cuba):** Señor Presidente, mi delegación tiene la complacencia de saludar a la Secretaría por este documento tan bien elaborado que nos ha presentado. En dos períodos anteriores había sido examinado con mucha pertinencia el Plan a Plazo Medio y también se señaló en reiteradas ocasiones el efecto sinérgico que podía producir con otros documentos que son objeto de examen en la Conferencia. Me refiero al PLP y me refiero también a la Ejecución y evaluación del programa. Creemos que este conjunto de documentos refuerza nuestra capacidad de análisis y refuerza la calidad de nuestras deliberaciones. Por eso apoyamos el trabajo de la Secretaría.

Mi delegación desea apoyar firmemente, las prioridades establecidas por la FAO y quiere hacer hincapié en el trabajo de asociación que pueda establecerse con otras instituciones para buscar los efectos sinérgicos y aprovechar eficientemente y con mayor amplitud las ventajas comparativas que posee la FAO.

Quisiera además, dentro de este marco, del marco de la cooperación y de la asociación, reconocer la validez del Programa de Cooperación Técnica entre Países en Desarrollo. Creo que esto es algo que habrá que seguir intensificado en etapas futuras, porque cada día los países en desarrollo demuestran que avanzan y que tienen cada día mayores capacidades para poder complementar esfuerzos, necesidades y ventajas comparativas entre ellos, y la FAO sería, naturalmente, el hilo conductor para poder aprovechar mejor esas capacidades.

Nosotros tenemos que lamentar que estamos hablando de un plan estratégico, un plan que se encuentra en el umbral del siglo XXI, donde todavía no se vislumbra con claridad la solución a los problemas de la pobreza y el hambre. Por eso nos permitimos hacer un llamado para que no escape a ninguno de nosotros la necesidad y el compromiso universal que tenemos todos de contribuir con el financiamiento, con nuestro trabajo y nuestro esfuerzo para que la Organización siga ocupando el lugar de liderazgo que le corresponde en el siglo futuro.

**Larry FERGUSSON (New Zealand):** I have a few brief comments. First, some general comments. We believe that the Medium-term Plan sets out clearly the Secretariat's views of the environment in which it will be operating and the priorities it will have to pursue. We agree that this Plan needs to be a living document and regularly reviewed and updated so as to provide the strategic direction for the Organization and to provide us, the members, with the ability to make informed decisions about the proposed Programme of Work and Budget. There is, however, room for improvement in this document if it is not to be a mere list of platitudes. It concentrates on the activities the Organization will undertake. It does not set out the goals and objectives it wishes to achieve. This body should be concerned with what is to be achieved, not with mere "busy-ness".

Some specific comments: we note the reference to the Cairo Population Conference and the focus on integrating the population dimension into FAO's policy advisory work. We would note that reference could usefully be made to the population issue in paragraphs 78 and 81. We agree with the importance of developing indicators of sustainability for land management. We stress the importance of developing measures in partnership with local land managers so that they can be effectively used by those land managers. With respect to food security, we wish to state our strongly held view that national food security is not an end in itself. In particular, it should not be used as a reason to protect national agricultural industries.

The best guarantee of food security will come through a free and fair international trading environment and policies which promote efficient resource allocation across the whole of an economy - policies which seek to maximize sustainable production in all areas of the economy. With respect to fisheries we agree it is necessary to put greater effort into fisheries research, data collection and advice on effective and efficient fisheries management to enable developing nations in particular to maximize sustainable production from their fishery resources.

With respect to forestry, we make a plea that the Organization does not overlook the opportunities available through plantation forestry.

Finally, and by no means least, we refer to the food standard setting activities of this Organization. We reiterate the importance of the work of Codex and IPPC in ensuring fair, efficient and safe international trade in food and food products. With an increasing world trade in agriculture, and in particular with greater involvement by developing nations in that trade as both importers and exporters, this work will become more and more important.

**C. DE MARCIN (Belgique):** Nous avons lu avec intérêt le Plan à moyen terme présenté et nous l'approuvons dans les grandes lignes.

Nos remarques iront au Programme Spécial évoqué aux paragraphes 87 à 90.

Nous ne pouvons qu'approuver ce Programme dans la mesure où il a pour but d'accroître la production et la productivité alimentaire au plus vite dans les pays à faible revenu et à déficit vivrier, et ce en mettant l'accent sur les zones à haut potentiel.

Il n'en reste pas moins que la méthodologie adoptée nous semble toujours comporter quelques risques sur plusieurs aspects. Il est notamment impératif dans cette action de tenir compte du feed-back des autres projets

qui ont été menés dans la région par d'autres organismes ou ONG. Si ce point est mentionné dans le Programme de travail et budget, il n'apparaît pas dans le Plan à moyen terme. L'élément nous semble cependant suffisamment important pour qu'il soit mentionné dans le Plan à moyen terme et ce d'autant plus que cet aspect des choses n'apparaît pas dans les Plans d'opérations que nous avons été amenés à examiner. Il est pourtant impératif que la phase pilote repose sur les expériences acquises dans le passé. Il serait en effet regrettable dans cette phase pilote de recommencer des actions maintes fois entreprises et par lesquelles les goulots d'étranglement sont connus. A ce sujet, il serait peut être souhaitable de renforcer les capacités d'analyse des équipes nationales qui élaborent les Plans d'opérations.

Enfin, tenant compte des difficultés financières prévisibles, et l'incertitude de disposer suffisamment de fonds extrabudgétaires pour le Programme, il serait hasardeux de se lancer dès à présent dans de nombreuses missions d'exploration et de missions de formulation sans avoir la garantie de disposer de ressources suffisantes pour assurer la phase d'expansion.

Il conviendrait peut-être à ce sujet d'établir une nouvelle priorité dans les pays bénéficiaires en privilégiant les pays les plus pauvres qui pour la plupart sont situés sur le continent africain.

**LE PRESIDENT:** Je vous remercie de ce commentaire qui a porté sur un point particulier. C'est le genre d'approche qui doit être fait ici.

**Mrs Laura DI BELLO (Italy):** Thank you, Mr Chairman. The Italian Delegation wishes to congratulate the FAO Director-General for the concise document "Medium-term Plan 1996-2001", which takes into account the important contributions given this year by the FAO technical committees. We appreciate that the Director-General has based this Plan on in-depth analysis of the challenges that FAO has to face in today's world and on appropriate description of the roles that FAO has to play in accordance with its mission. We are aware that the main challenges that FAO has to face are the great numbers of people who are still affected by hunger and malnutrition, the low rate of increase of agricultural production, especially in sub-Saharan Africa and in southern Asia, the growing degradation of natural resources, the extension of desertification and the overexploitation and irrational management of fisheries.

We can agree with the tasks described in paragraph 38 that FAO has to carry out in order to meet successfully these challenges. Moreover, it is necessary to meet adequately the specific needs of all the regions of the world, including Central and Eastern Europe, where some countries need technical assistance in the process of privatization of the agricultural sector.

We agree with the intersectoral priorities illustrated in Chapter 2 which are focused on two fundamental subjects, food security and nutrition and agricultural development, which constitute the heart of FAO activities. We appreciate that FAO is willing to take into consideration the agricultural needs of the regions where less-endowed lands exist, such as dry and mountainous land, and of the small island states.

This delegation shares also the concern expressed by FAO for the possible boycott of some forest products which reflects similar issues in the agricultural field. We think that afterwards we should reinforce the instruments of interdepartmental cooperation in order to face the problems of restrictions on international exchanges and the commercial aspects of ecocertification.

Now we would like to make a suggestion which has been formulated by our financial authorities who are worried about the possibility of implementing this plan in the current situation which is characterized by the restrictive financial policies of the principle contributors of the Organization. Notwithstanding that, we are aware of the difficulties of forecasting, with great precision, the activities of FAO for the three bienniums covered by the Medium-term Plan, we would like to advise FAO Secretariat to examine the possibility of adding another chapter to this Plan showing possible indications on the forecasted programmes for the next three biennia. This chapter might include, if possible, indicative figures of the maximum and minimum amount of resources required by FAO in order to implement this Plan.

We think that these further indications which could be presented next year to FAO technical committees, would be timely and could help the main contributors to allocate the resources required.

In conclusion, we approve the Medium-term Plan 1996-2001 and we hope that further efforts will be made with the purposes of improving this plan.

**R. FOX (United Kingdom):** Thank you Mr Chairman. Can I open by saying that my delegation agrees that this document should be reviewed and up-dated on a regular basis. We would like, however, future revisions of the Plan to refer back to previous plans and to give some comment on how robust the previous analysis has proven to be.

Mr Chairman, in order to devote our brief statement primarily to strategic issues my delegation will avoid dealing with much of the detail contained in the Medium-term Plan presented as C 95/9. We would however, like to emphasise in particular our strong support for FAO's work in connection with implementation of the Code of Conduct on Responsible Fisheries, and for its normative functions in relation to forestry issues. We would also like to stress the importance we attach to completion of work on the WAICENT system, including that element of the programme that supports national capacity development.

Mr Chairman, turning to more strategic issues my delegation is bound to say that we are somewhat surprised and a little disappointed with this document as a medium-term plan. This disappointment arises mainly from what is not in the plan rather than with what it contains; as it stands the paper attempts to describe future workplans and in some cases to outline performance measures. We very much welcome this format although more work on objective setting appears to be needed. However, Chairman, I would like to highlight a few examples of what my delegation believes to be omissions from the paper.

First, a medium-term plan could usefully reflect where an organization expects to be at the end of the planning period in terms of its work programmes. The analysis should encompass a view of the situation likely to exist at that stage. The present plan perhaps describes the situation that FAO expects to confront both somewhat briefly and narrowly. For example, there could be more indication of how the growth - that we can expect to continue - of private sector enterprises, and of the community-based sector, will shape FAO's future programmes.

Second, Mr Chairman, there are rather too few numbers in the plan. Future resource levels cannot of course be predicted, but percentage allocation shifts, related to the analysis of future needs I have referred to, could well have formed part of this plan, as for example could any foreseen shifts in regional focus.

There is similarly, we feel, rather too little information on the organization's main resource which is its staff. Restructuring and decentralization are underway now, but are we to assume the changes now in hand are believed to be sufficient and final? How is the staff resource expected to continue to develop? Training, career development and succession planning should form a key section of a plan such as this.

Finally, Mr Chairman, we are also rather concerned at the relative lack of analysis of how developing and developed country, and international agency capacity, is likely to change. The plan presented suggests essentially that FAO will continue to fulfil simply the same functions, in the same proportions, as it does now. Instead, we would hope to see that FAO will look for opportunities to narrow, focus and refine its activities, in particular as developing country capacity increases. The full range of activities described in the present plan may be necessary, but a much clearer and more convincing needs analysis might have been given.

Overall, Mr Chairman, my delegation believes that the analytical capacity, that we know to exist within FAO, is not as well reflected in the present Plan as it might be, and we look forward to receiving a clearer picture of future intended change.

**Mohamed Joe BANGOURA (Guinée):** J'aimerais tout d'abord remercier Monsieur le Directeur général adjoint pour son excellente introduction à ce point de l'ordre du jour.

Monsieur le Président, ma délégation vous félicite pour votre élection et remercie le Secrétariat pour la documentation. Le Plan à moyen terme doit nous permettre de placer les activités de notre Organisation dans le contexte d'une stratégie qui répond aux principaux défis. Nous savons tous que le Directeur général était en

conformité avec le Conseil en préparant le Programme de travail et budget sur la base d'une croissance zéro et en valeur réelle.

Ma délégation apporte son appui au Directeur général pour sa proposition de budget de six ans et sa révision tous les deux ans.

**H. MONGI (Tanzania):** Thank you Mr Chairman for giving me the floor at this time. Like other previous speakers my Delegation would like to thank FAO for a relatively short and concise document.

Mr Chairman, Tanzania supports the Medium-term Plan as presented in document C 95/9.

With regard to food security, my delegation commends FAO for according priority to food security and nutrition and we accordingly support the major actions proposed in paragraphs 84-86.

As to the Special Programme on Food Production in support of Food Security in Low-income Food-Deficit countries my delegation fully supports FAO initiatives made so far and the planned strategy towards implementation of the programme. Tanzania is one of the countries implementing this programme. We in Tanzania feel the programme which is still in its pilot phase will be successful given that its in-built participatory approach of small homogenous farmers groups has raised the farmers' response and increased their expectations.

Mr Chairman, Tanzania supports FAO's initiatives towards ensuring sound water management as contained in paragraphs 91-94. Water management is very crucial for countries which face frequent droughts.

Mr Chairman, Tanzania supports EMPRES project and commends FAO for giving it high priority. Similarly, my delegation endorses information monitoring. We believe this is very important especially in countries like Tanzania which has liberalized crop marketing and should adopt new methodologies for monitoring production and market information.

We endorse the document on the Code of Conduct for Responsible Fisheries and hope that FAO and donor nations and agencies will ensure its full implementation. Tanzania has many widespread inland and coastal fish resources which are an important source of both rural employment, income and animal protein for the rural population as well as the majority of the poor.

Mr Chairman, as regards forestry we endorse the proposal and believe success in sustainable management of trees and forests, will depend on the use of proven forestry practices and indigenous knowledge. New practices being developed by various countries would be tested and proven to be effective before they are applied internationally. We propose that credit and rewards should be given to professionals who develop indigenous ways of managing forests and trees sustainably.

Mr Chairman, Tanzania supports FAO proposals put forward for trade and trade-related activities. We know less developed countries stand to gain little from the Uruguay Round Agreement but we hope in future this trend might improve. In this respect FAO could assist these countries to develop agricultural policies that are geared towards this success.

Mr Chairman, like other delegations we endorse the Medium-term Plan of six years to be reviewed every two years.

**F.I. SORIBE (Nigeria):** Mr Chairman, thank you very much. The Nigerian Delegation commends FAO on the Medium-term Plan document. We endorse the six-year Rolling Plan to be reviewed every two years.

The Nigerian Delegation wishes to support the emphasis given to the crucial role of water in agriculture given in paragraphs 91-94.

As we are most aware a great number of sub-Saharan African countries cannot support the growing population in the next century based on low technological input rainfed agriculture. The role of irrigated

agriculture cannot therefore be over emphasized. This is more so because of the continued threat of drought and desertification, particularly in Sahelian regions.

We urge FAO to pay careful and special attention to capacity building and institutional strengthening in Sahelian countries giving emphasis on participatory development.

**Ms Malgorzata PIOTROWSKA (Poland):** Mr Chairman, it is indeed sad to see the columns depicted on the first page in the document before us and to have to admit that in spite of all our efforts over 50 years to overcome hunger and malnutrition, we still have nearly 800 million people suffering from chronic undernutrition. This justifies a priority purpose in the Medium-term Plan for FAO to erase hunger and malnutrition in the world, to bring all those black columns in the graph down to the zero line. We find the presentation and analysis of the situation in this document highly accurate and relevant leading to consistent operative conclusions in the medium term for several reasons such as the rate of population growth in the poorest countries is the highest while the rate of food production increases is the lowest. The Special Programme on Food Production in support of food security in low-income food-deficit countries deserves our strong support. These countries must be shown that we do have the technology to vastly increase the indigenous food production to keep pace with the population growth. Having said that we strongly agree with the concerns raised in the document concerning the steady erosion of the natural resource based for food and agriculture production and the emphasis put on the primary importance of sustainability. Unfortunately it is difficult to say how with presently known technology we can drastically increase food production in sensitive areas without impinging on our natural resources and fragile environments.

Turning to the medium-term outlook for fisheries, it is indeed alarming to see that continued overfishing of the largest species is gradually leading to a serious decline in fish capture. In this context the future policies must emphasize serious restrictions on ocean fishing and a call for international agreements on responsible fisheries in international waters. In this context the plan rightly underscores aquaculture as a fast growing complement and supplement to the world's fish production.

Turning to forestry which is a priority area for Poland, it is indeed alarming to see the enormous annual waste of deforestation in the developing world primarily as a result of clearing agriculture production. The Pope rightly points out that in the long run, increased agricultural activity will save the forests from total destruction. World food security and sustainable development are thus inseparable.

With budgetary constraints the governing bodies and the Secretariat of FAO will have to seek ways to attain the set goals. In the long run, forestry analysis, assistance and advice combined with normative functions may well become in the long run the main pillar of the Organization. Steady efforts should be made to consolidate FAO's comparative advantage and improve cooperation with other UN bodies to reduce overlap.

Indeed FAO must be a universal agency as special efforts should be made to make its activities including formation, detailed analysis and publications directly useful for the end users. In Europe FAO has not offered an orchestrated coherent response to the needs of its more and more numerous members from central and eastern Europe. Without relating the value of assistance rendered to these countries, Poland included, there has been so far a trend to enhance the scope of this assistance not to identify clearly the FAO role and involvement in this sub-region. Taking into account the activities of other international organizations and financial institutions in this area it is to be hoped that the long awaited establishment of sub-regional offices for central and eastern Europe will organize FAO for greater involvement in farms which should in no way divert FAO's attention from its global commitments.

In summary Mr Chairman, we find ourselves in agreement with the analysis and actions envisioned by FAO for the medium term until the year 2001.

**Jaime GARCIA Y BADIAS (España):** Felicitemos a la Secretaría por el documento presentado y por las mejoras que presenta con relación a documentos anteriores y de conferencias anteriores.

El Plan a Medio Plazo refleja las prioridades de la Organización, sobre las cuales deseamos manifestar algunos comentarios.

Respecto al Capítulo 1, apoyamos su enfoque y sus desafíos, que creemos reflejan la misión de la Organización y su empeño en la lucha contra el hambre en el mundo.

Entendemos que conviene resaltar la especial importancia que el papel de la mujer juega en ofrecer la posibilidad del cambio en la familia, en el acceso al crédito, en la educación y en la propiedad de la tierra. Para nuestra delegación, tanto el papel de la mujer como la posibilidad de potenciar y mejorar la formación de las poblaciones, son elementos básicos en el esfuerzo para aumentar la participación popular en el proceso de desarrollo.

El equilibrio en el medio ambiente, basado en un desarrollo sostenible, es básico. La FAO debe, efectivamente, mantener la prioridad acordada hasta ahora en las actividades de seguimiento de los acuerdos adoptados en la Conferencia de Río.

España se felicita en particular de las prioridades acordadas en y sobre la seguridad alimentaria tal y como reflejó la Declaración de Barcelona sobre los derechos alimentarios del hombre. Esta debe ser una prioridad permanente en la Comunidad Internacional. En ese contexto la FAO debe, efectivamente, incrementar sus esfuerzos para el alivio de la pobreza. A finales del Siglo XX, se hace imperativo el asegurar los aportes nutricionales y vitamínicos mínimos para aproximadamente un tercio de la población mundial que sufre en la actualidad deficiencias básicas en su dieta.

Nos felicitamos de todo el proceso por el cual parece que la puesta en marcha del Código de Conducta para una Pesca Responsable, será pronto una realidad. Deseamos indicar que la aplicación del Código de Conducta debe favorecer ante todo y primordialmente el control de los recursos pesqueros y debe favorecer unas prácticas sostenibles de las capturas. Esperamos y deseamos que este ejemplo de la pesca sirva de modelo para otras áreas de actuación de la Organización.

Creemos, señor Presidente, que el Plan a Medio Plazo, debe ser en toda Organización una previsión de trabajo de gran utilidad que permita estimar las prioridades, orientaciones y previsiones de futuro y que, en esta ocasión, creemos que es ponderado y bastante bien elaborado.

**José Manuel DE MENDONCA LIMA (Portugal):** Monsieur le Président, je peux vous assurer que je serai très bref. Qu'il me soit permis, d'emblée, de féliciter le Secrétariat pour la qualité du document. Il examine effectivement plusieurs questions importantes pour l'avenir de l'agriculture mondiale et la satisfaction des besoins alimentaires. Il est concret et précis.

Nous attendons avec une attention particulière les résultats des objectifs déjà consignés dans la déclaration à présenter au Sommet de 1996, notamment en ce qui concerne la nutrition et la sécurité alimentaire.

Le rôle de la FAO et son programme d'action sont clairs. Le document définit avec précision les objectifs de l'Organisation. A cet égard, ce qui est particulièrement important pour nous, ce sont les questions relatives à la gestion des marchés et aux échanges commerciaux, à la sécurité alimentaire, comme nous l'avons déjà dit; c'est aussi la priorité accordée au développement durable en tenant compte des implications environnementales, la préservation des ressources naturelles, notamment les ressources hydriques, forestières et halieutiques, et enfin, les orientations en ce qui concerne les codes de conduite, notamment dans le domaine de la pêche. A cet égard, il convient de faire des efforts plus efficaces dans le domaine du Codex alimentarius, de la protection et des ressources phytogénétiques.

En conclusion, cette politique et ces orientations doivent être évidemment en accord avec les politiques des programmes nationaux ainsi que le renforcement des organisations non-gouvernementales.

**LE PRESIDENT:** Il reste trois orateurs: l'Indonésie, le Pakistan et le Brésil. Je me permettrai ensuite de faire un résumé de la discussion et M. Wade répondra aux questions qui ont été soulevées.

**Herijanto SOEPRAPTO (Indonesias):** Mr Chairman, first of all I would like to extend our appreciation to the Director-General of FAO for preparing the Medium-term Plan 1996-2001. This Plan reflects the

importance given by FAO to future activities dealing with the food and agricultural situation in the world. It is the duty of FAO to accord a high priority on the international agenda to the solution of food and agricultural problems and advocate the adoption of discussions by member countries that would contribute finally to the solution of the problems in the world.

A recent global gathering revealed the profound extent to which both developed and developing countries need to commit themselves seriously to work on the basis of shared responsibility.

Having said that, it is my delegation's view that the Medium-term Plan should take into account the recent outcome of international conferences.

We welcome some elements in this Plan which have taken into consideration the outcome of those conferences, such as the World Summit on Social Development, the International Conference on Population and Development and the World Conference on Women.

Along these lines we would like to draw the attention of this meeting to next year's World Food Summit. We hope that FAO can anticipate the outcome of this Summit in order that the idea of the Summit can adequately be reflected in the Medium-term Plan.

My delegation would like to see more emphasis given to South-South cooperation, with a view to achieving the greater collective self-reliance of the developing countries, including in the field of food and agriculture.

Moreover, whilst we welcome FAO's technical cooperation, paragraphs 71 and 72, my delegation would like to refer to the new direction of TCDC adopted by the high level on TCDC in its meeting in New York in response to the UN General Assembly Resolution 49/96. The new direction call is for TCDC to be reoriented so as to enable it to focus on strategic initiatives that would have a major developmental impact on food and agriculture in a large number of developing countries.

My delegation would like to see South-South cooperation and TCDC being given more attention in the Medium-term Plan.

**LE PRESIDENT:** Je remercie le Représentant de l'Indonésie pour cette idée qui, en effet, pourrait être développée.

**Shahid RASHID (Pakistan):** Like others, we applaud the preparation of the 6th year Medium-term Plan for consideration. This Medium-term Plan is of particular significance because it covers the period of transition to the 21st century, a century which is also the beginning of a new millennium.

We are pleased to note that the main strategic thrusts have been clearly identified in the Plan -- food security for all and the elimination of malnutrition. These matters must remain central themes for FAO activities.

The focus on providing special support for food production in low-income food-deficit countries is one that we all whole-heartedly endorse. In this regard we would, however, like to stress that an increase in productivity should be sought within the context of conservation and the sustainable use of natural resources. We must pursue plans which avoid the pitfalls of our past action in this regard when there were numerous negative side-effects.

Problems like waterlogging and salinity, soil erosion and land degradation should be addressed but alongside any programme seeking the enhancement of food productivity. The approach, therefore, has to be a comprehensive one. The focus on the water and irrigation sectors is most important. We hope it will receive the attention it deserves. The overall approach towards sustainable agriculture and rural development was a key feature pertaining to poverty alleviation, forestry conservation, responsible fishing and the preservation of biodiversity, which we fully endorse.

One area in which FAO would be required to play an increasingly active role is in agricultural trade. This subject is closely linked to the larger question of food security as policy measures, following the agreement on agriculture, will have to be taken with a view to seeking the greatest benefit from trade liberalization.

Many developing countries are still uncertain about the long-term effects, effects which may be adverse or beneficial and require policy assistance from FAO. FAO should strengthen its capacity in this respect.

We would also like to see the strengthening of FAO's Investment Centre services which will have a key role in future programme activities.

In concluding, Mr Chairman, we would also like to endorse the fact that the Medium-term Plan should be prepared on a six year rolling basis and up-dated every two years. It should take into account the changing needs of different regions.

**Nedilson RICARDO JORGE (Brazil):** I have brief comments regarding the substantive content of the document, its format and periodicity. As for the format of the document, we find it adequate. In fact, there is no need to repeat in the Medium-term Plan all aspects which have already been mentioned in the Programme of Work and Budget. We think that inserting references to the Programme of Work and Budget wherever appropriate is an adequate way to shorten the document while maintaining the depth of its contents.

As to periodicity, we would be prepared to accept reviewing the full document of the Medium-term Plan at every other conference and in between the FAO Secretariat could prepare a very short document containing only the changes to the last approved Medium-term Plan and other useful information related to it. We will, however, join the consensus formed in the Commission on this matter.

As to the contents of the document, we support the range of ideas expressed therein, in particular Chapter 2, the main strategic thrusts. We fully agree that food security and nutrition should be the highest priority for FAO. We consider that providing food for all is, in fact, the most important objective of our Organization.

We think that indicative budget percentages and/or indicative budget trends should be mentioned in the Medium-term Plan. These percentages or trends might even consist of a separate annex that would not be approved or endorsed by the Conference but would still provide useful data to understand the priorities of the Medium-term Plan.

Although the document is very good in general, Mr Chairman, there is one aspect of it where we see room for improvement. We consider that on some occasions the document lacks certain precision when dealing with very important issues. It is possible that the FAO Secretariat did not have much time to consider the relevant divisions of FAO and that more careful consultation could have led to an even more finely-tuned document. One striking example of what I am mentioning is found in paragraph 170 where it says that the revised undertaking is expected to become a binding instrument, probably as a protocol to the Convention on Biological Diversity. The question here is "by whom?", since this has not been discussed in the Commission yet. We think that, despite this last comment, the document is of high quality, the general thrust of which we are pleased to support.

**Pinit KORSIEPORN (Thailand):** Briefly, in principle my government supports the Medium-term Plan.

I merely want to highlight one point which is related to paragraph 152. May I give you an example? As you may know, rice cultivation in wetlands normally contributes significantly to global warming through the emission of methane and carbon dioxide into the atmosphere. The rising world temperature will have unfavourable implications for rice growing countries, especially in the tropical and equatorial belt, where the bulk of the world's output originates. These findings are not contradictory to the report recently released by the Intergovernmental Panel on Climate Change.

According to this report, the scientists believe that the earth has entered a period of climatic change that is likely to cause widespread economic, social and environmental dislocation over the next centuries if emissions of heat-trapping gases like carbon dioxide and others are not reduced. Furthermore, natural ecosystems being

untended, it would be even more vulnerable than cropland. Some forests would disappear, crop yields would reduce and plant growth would stunt.

This issue which I have raised in relation to rice-growing countries needs more attention not only from the world community but also international organizations including FAO. We strongly feel that it is essential that FAO, the only UN specialized organization in food and agriculture, should be alert at all times to the changes that might cause undesirable effects to food and agriculture. It is in this connection that I think this paragraph needs to be clarified. Another question is how the FAO will cope with this in view of the climate change related to food.

**LE PRESIDENT:** Je remercie le délégué de la Thaïlande de son très intéressant commentaire qui fera partie de la liste des éléments nouveaux ressortant du débat.

Si vous me le permettez, je vais maintenant essayer de procéder à une sorte de résumé de ce que j'ai retenu de cet intéressant débat.

Première constatation, tout le monde a salué le caractère concis et utile du document qui nous a été présenté. Je n'ai pas non plus entendu d'objection à l'idée du Directeur général de présenter un Plan à moyen terme de six ans actualisable tous les deux ans. A cet égard, certains délégués ont indiqué que les Plans de six ans en six ans devraient faire l'objet d'une évaluation comparée, et certains ont même dit de ne faire apparaître que les éléments nouveaux par rapport au Plan ancien.

La question d'un Plan à long terme a été évoquée par certains délégués. Il faut reconnaître que cette idée a un certain nombre de mérites, car il y a des facteurs lourds d'évolution, comme celui que vient de mentionner notre collègue de la Thaïlande sur le réchauffement climatique, il y a des facteurs lourds comme la démographie, il y a enfin les négociations internationales, comme les Négociations d'Uruguay, qui ont des effets qui dépasseront la période de six ans.

La question de l'opportunité d'un Plan à long terme s'enchaînant sur un Plan à moyen terme reste posée. Je pense que tout le monde trouverait avantage à avoir ces perspectives à long terme, puisque l'horizon 2025-2030 permet à certains facteurs d'évolution d'apparaître clairement.

Sur le fond, ensuite, j'ai noté plusieurs remarques. La première est une exigence d'équilibre des fonctions décrites dans le mandat de la FAO entre les aspects normatifs, y compris d'ailleurs à l'avantage des plus défavorisés, et l'assistance technique qui ne doit pas être trop dispersée et qui n'aurait alors aucune valeur.

J'ai noté également que, tant en matière de pêche que d'agriculture et de forêt, pour ce qui concerne la durabilité, la notion de normes d'indicateurs de gestion et la relation de ces normes de capacités de gestion avec les opérations de terrain devraient être soigneusement élaborées pour permettre un prolongement de la fonction normative vers les fonctions de terrain. A cet égard, certains ont insisté, encore que ce soit fait dans le document, sur la nécessité de rappeler d'une manière très précise les objectifs de la Commission du développement durable. Certains ont souligné la nécessité d'une approche intersectorielle, notamment en ce qui concerne la forêt et l'agriculture, où il faut avoir une approche globale.

La question de la maîtrise de l'eau a été soulignée par différentes délégations et les projets de petites irrigations, par exemple, cités comme un exemple d'activité possible pour la FAO.

La question de l'adaptation au rôle que va jouer le marché, à la suite des Négociations d'Uruguay, et la problématique de la modernisation des marchés dans les pays les moins développés ont été soulignées par de nombreux orateurs, qui, à côté d'aspects proprement techniques, souhaiteraient qu'il y ait des politiques d'assistance aux politiques nationales pour favoriser l'accès au marché mondial de leur production et les aider aussi à supporter les conséquences des Négociations d'Uruguay.

Beaucoup d'intervenants ont aussi appuyé la dimension humaine du développement, et notamment réclamé une approche non pas simplement générale mais détaillée des problèmes microsocologiques, qu'il s'agisse par exemple des associations d'agriculteurs, qu'il s'agisse des femmes, qu'il s'agisse de l'accès à la terre, qu'il s'agisse du rôle du crédit rural.

Enfin, quant à l'élargissement du partenariat, le rôle du secteur privé et des ONG a été rappelé comme le fait le rapport, mais certains ont beaucoup insisté en articulant leurs raisonnements sur la manière de coopérer avec les institutions financières internationales qui doivent prendre leur part du développement rural et du développement agricole.

En matière de recherche, l'obligation de la rendre accessible au plus grand nombre de pays possible et de faire suivre pays par pays les efforts entre pays développés ou au sein des pays en voie de développement par des actions de formation et de vulgarisation, a été largement soulignée.

Des problèmes plus précis ont été soulevés qui n'entrent pas dans le cadre de ces idées générales: les problèmes de la coopération Sud-Sud. Comment est-ce que l'Organisation peut favoriser cette coopération Sud-Sud?

La question des petits ensembles insulaires et des équilibres propres à ces petits ensembles géographiques a été soulevée.

La question de ce que peut faire la FAO dans les pays d'Europe orientale qui sont en voie de transition a été évoquée pour regretter que l'action de la FAO ne soit pas assez dynamique.

La question de la production dans les zones périurbaines a été soulevée par quelques délégations. Il est vrai que c'est un problème très important, avec le phénomène d'urbanisation.

Enfin toute une série de problèmes sur le plan administratif et budgétaire ont été abordés. Certains ont demandé que l'on mesure les effets de la décentralisation qui est sensée apporter des économies à l'Organisation, pas seulement la décentralisation du Siège vers le terrain et les bureaux régionaux et locaux, mais aussi voir s'il n'y a pas double emploi entre les bureaux régionaux et les bureaux locaux pour faire des économies administratives à ce niveau.

La question des frais de documentation a été indirectement posée à propos des possibilités qu'offrent aujourd'hui l'information et les réseaux internationaux de communication qui sont en train d'émerger. Je pense qu'on avait à l'esprit Internet, etc.

Certains ont dénoncé le recours trop souvent systématique à un appel aux ressources extrabudgétaires qui ont tendance à alourdir le Programme ordinaire au détriment des fonctions principales de l'Organisation.

Dans le même sens, certains ont appelé l'attention de l'Organisation sur la nécessité, dans le Plan à moyen terme, voire à long terme, de fixer des objectifs en ce qui concerne les différents types d'actions non pas en terme financiers mais de pourcentages respectifs. C'est en effet une idée assez intéressante. Il faudrait voir avec le Secrétariat si une telle présentation est possible.

J'espère que je n'ai pas oublié quelque chose d'important. Je vous remercie du débat qui pour ma part m'a apporté beaucoup. Je vous remercie des apports complémentaires au rapport que vous avez de la sorte apportés.

Je donne la parole à M. Wade, il est prêt à répondre aux questions directes ou indirectes que vous poserez au Secrétariat.

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** It was a very interesting debate and a great deal was said but most of it, of course, was an expression of response to what we had put in the Plan. As far as I could see, there were only a couple of areas which needed some further clarification on our part. Both of them relate to areas where neither the Medium-term Plan nor the budget go quite far enough in explaining where we are going, principally because when we prepared the documents we had not taken these to the extent that we now have.

The first concerned a question from the distinguished delegate from the United States of America on paragraph 129 of the report and what we meant by the idea of Technical Departments joining forces, it being an inter-departmental arrangement and how it was going to work. In fact, of course, the World Agricultural

Information Centre is one of those topics which is supremely cross-sectoral; there is no department that it does not touch. The big problem in creating a successful information centre was to try to find a way of getting all the various sectoral interests to work together. In fact, you need the substantive know-how of the data, you need statistical knowledge to be able to produce good standards and common methodologies, and nowadays you need a great deal of technological skill in the use of computers and communications. We also need to instil the sciences of classification and categorization, the library sciences, etc., to produce a composite which will function.

The technique originally was to establish an inter-departmental working group which eventually became the Steering Committee for the World Agricultural Centre chaired by the Deputy Director-General with the membership of all the Assistant Directors-General of the Technical Departments plus, of course, Administration and Finance because of the Computer Division, and the General Information and Affairs Department because of the Library.

That probably sufficed during the development phase, but what we are now doing is looking at what structure is needed to maintain this thing from now on. It is not in the documents yet, or at least it is only very partially in the documents, because it is still under review, but I think it is starting to become clearer.

The first major group is the WAICENT Coordinating Group which would remain administratively within the Statistics Division of the Economic and Social Department but which would be its own separately identified group in the organigrams, and in fact that is starting to appear in the document already, but it reports to the Steering Committee, it does not report to the Director of the Statistics Division except for administrative matters.

That means it receives input not only from the Economics Department but from Fisheries, Forestry and ESC for Early Warning Data, etc. The second structural aspect is to establish within AFC a technical applications branch that is largely directed towards providing the necessary level of state-of-the-art technology support for WAICENT. As you probably know, we have gone for a form of client server. We are using a very portable code. We expect that code to be available to national institutions and statistical bodies so that they use exactly the same processes to develop the data to a consistent quality and standard.

Finally, the third group, which does not appear at all in the document, is within the GI department. Under the GI restructuring one of the points that have been brought very much to the surface is the importance of that department taking a role in corporate communications and information. It always had, in a way, but it had a very traditional view of it: a library with books and so on. In fact, they have a magnificent store of data, much of it in electronic form. It seems that really that belongs in WAICENT too. If you think of AGRIS and CARIS and FAO's library itself, most of which is at least referenced electronically, all this belongs in WAICENT. Added to that, the General Affairs and Information Department also has the primary responsibility for the dissemination of information products, so you can see how the connection comes in.

So the three major organizational groups are the WAICENT coordinating group within the Statistics Division, the technical applications group within the Computer Services Division, and finally a group as yet unnamed which will consolidate the technical capacity in the libraries of FAO to provide the FAO information input into WAICENT.

The only other related question, Mr Chairman, that is worth mentioning is privatization possibilities, particularly in the area of publications. In fact, part of the restructuring effort of GI is also looking at the financial frameworks within which GI would operate. I think we are all agreed internally that we will try very hard to set up an internal financial framework which, first, does not trap the resources for use by the GI department without the divisions who are producing publications making free decisions about whether they produce or do not produce and, second, we want to set it up so that the divisions have the choice as to whether they use the internal resources to produce or they go outside to produce. That way we feel that the mechanisms for efficiency, will start to come into play more firmly than they have in the past.

Mr Chairman, there was a very wide range of interventions but I do not think I should get into discussion on them. We have taken note of them. We will take them into account in the next effort we make on this Plan and we thank everybody for their very kind comments.

- II. **ACTIVITIES AND PROGRAMMES OF THE ORGANIZATION** (continued)
  - II. **ACTIVITES ET PROGRAMMES DE L'ORGANISATION** (suite)
  - II. **ACTIVIDADES Y PROGRAMAS DE LA ORGANIZACION** (continuación)
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- 16. **Programme of Work and Budget 1996-97**
  - 16. **Programme de travail et budget 1996-97**
  - 16. **Programa de Labores y Presupuesto para 1996-97**

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** First of all, I almost do not wish to make an introduction at all. You have the document. You know the history. We started with the outline at US\$731.7 million. The Programme and Finance Committees urged us to bring that down and we brought it down to US\$704 million in this Summary Programme of Work and Budget. The Programme and Finance Committees and the Council urged us into maximum absorption of cost increases and you can see in this document that we have done that and we are down to US\$697.8 million. We did report on what cost increases were being absorbed. We also reported on what efforts were being made on costs savings and where we were on additional costs savings but, rather than repeat that, Mr Chairman, I will refer distinguished delegates to the verbatim for the Council. It is document CL 109/PV/1. In fact, there is a Revision 1 version but it does not affect this. You will find that my introduction there is excessively long but it covers all the issues that would otherwise have to be repeated here. On that note, Mr Chairman, unless there is something specific you would like me to address, I will stop and we can get on with it.

**LE PRESIDENT:** Je dois dire que votre introduction est un peu courte car je crois qu'un certain nombre d'Etats Membres avaient souhaité bénéficier de votre compétence technique pour voir quelles étaient les marges d'économies possibles d'abord sans toucher au programme et puis éventuellement en réexaminant le programme. Je pense que c'était là une demande vigoureuse de la part des Etats Membres et comme nous arrivons à l'échéance des trois jours et qu'il va falloir se décider, je voudrais vous demander des informations supplémentaires sur ce sujet ou bien des fourchettes de chiffres qui puissent être présentées à l'ensemble des membres de la Commission II. Certains avaient parlé de la nécessité d'un meilleur recouvrement des coûts d'appui. Certains ont évoqué aujourd'hui encore la réduction des frais de publication et de distribution de la documentation, d'autres ont parlé des voyages et d'autres enfin des possibilités d'économie à travers la décentralisation et visant les doubles emplois soit entre le Siège et le terrain, soit sur le terrain entre les bureaux régionaux et les bureaux locaux. Enfin, d'autres ont signalé que dans nos réunions de direction de "Government Bodies", il y avait certainement redondance de documentation et des sessions trop longues et qu'il était certainement possible d'économiser dans ce domaine.

Pouvez-vous nous éclairer sur ces différents aspects afin que nos débats soient facilités? Je pense être le porte-parole de tout le monde malgré l'existence des trois grands regroupements d'opinion que nous connaissons.

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** Chairman, if you would like me to go into some more depth on that issue, I will do so. The discussion since the 108th Session of the Council has been about what further savings could be made. As you will see in the document itself, there is already very extensive information on the savings that have been made out of the restructuring process. If you look at paragraph 124 and following there is a list of the cost benefits of the process that we are undergoing at the moment. Of course, these are estimates of what we expect to save. Some of them are very solid, such as the savings on NPOs versus International Programme Offices. Some of them are not so solid, for example, the consequential savings of the new arrangements for obtaining human resources, for example academics in research institutions, TCDC and so on. These will depend on the speed with which we can implement these modalities. However, these are the savings that the Director-General felt he could commit himself to making and to using in the budget document to fund the priorities that had been approved in the 106th Session of the Council. Those major priorities are also listed in the following section, so you can see a rough balance sheet of resources, income and expenditure.

However, coming out of the subsequent programme and Finance Committee meetings and the 109th Session of the Council, we have of course some ideas which could result in further savings. I will go through each of those now with a view to trying to give you a feel for scope. In many cases I cannot give you a figure on

what the savings will be, simply because we are in a position of researching each of these issues now, and we do not yet know what the final benefits will be. Let me try and see if I can be of assistance.

The first one that was mentioned in the reports was savings on travel. This does seem to be an area of hope. We have had an internal review of our travel arrangements and we have examined that report. The Director-General has now asked us to go ahead and look at the precise financial consequences for each of the recommendations. It is rather complicated because it involves moving away from a single contract with an international travel agent, who gives us a substantial discount on all services which are put through that agent, to something more diverse. It could involve changes from non-endorsable tickets to endorsable tickets. It could perhaps involve changes from contracts with a travel agent to contracts with airlines. It could involve decentralization of procurement of travel. We believe, for example, that there are opportunities to purchase tickets in the countries in which we work which might be more economical than purchasing here in Rome.

What are the savings you can make on this exercise? Let me give you a feeling for the total figures. In 1994 the Regular Programme funded travel for about US\$33 million. Of that amount, 55 percent was for fares and the balance was for Daily Subsistence Allowance. Daily Subsistence Allowance is not something where there is much scope at all. In fact, there is not really any scope because the rates are set by the International Civil Service Commission under Article 11 of the statutes of the Commission and we are obliged to follow. So it not as if we can change the rates of DSA that are paid. Therefore, when it comes to savings, we are dealing with the fares content of travel, and in a biennium that would be about US\$36 million, based on the statistical data of 1994. That US\$36 million is the figure after we have received the discount from the travel agent. What one has to do then is look at the extent to which one could save on the US\$36 million. This is where we get into very deep water because there is some capacity for a percentage saving on that US\$36 million, noting that there is a saving already in there because of the discount. What is the percentage that would apply? Is it 5 percent? Is it 10 percent? I am afraid I have to leave the guess to you because we are not in a position to advise you on what that figure is. The Director-General's instructions to me are that we are not to give the governing bodies guesses on which they will make decisions if we are not confident that we can support those guesses. So the guess is yours, ladies and gentlemen, not mine.

I will move to the important issue of Field Programme support.

The argument that has come up is to say there is a large contribution from the Regular Programme in support of Field Programme activities.

Now, I will not go into the polemics about which way that contribution is running. Is it the Field Programme that is supporting the Regular Programme? Or vice-versa? Let me just deal with the arithmetics of it, the financial figures. The argument is derived from the Programme Implementation Report which you discussed on Saturday and in fact there is a particular table in that report. We are talking now about C 95/8. In paragraph 43 there is a table 2.7, which suggests that in 1994 total support costs exceeded the reimbursements from the various donors by US\$49 million - in other words there is a US\$98 million contribution from the Regular Programme in support of the Field Programmes. It sounds good. If we can get rid of that, that is US\$98 million more in the Regular Programme but we have to be very careful with that figure. It would be completely misleading to tell you that. The first point is that that figure refers to the cost of all Field Programmes so the first difficulty we face is that it includes UNDP, Trust Funds and TCP; and for UNDP we specifically have no control over the extent of support costs levied. In fact it was UNDP's Governing Council that changed the rate from 13 percent project-servicing cost to an average of about 10 percent on all of IPF projects.

At the same time they added a small facility for technical support to projects, which is worth so far around about US\$2 million a year - very much less than the cost of that process when you see from Table 2.6 that technical support services are actually running at around about 10 percent of the value of the project's input. Actually US\$2.5 million is very, very much less than 10 percent so we are losing not only on the administrative and operational support at 10 percent, but we are also losing on the technical support.

The problem here I am afraid lies with Member Nations. It is Member Nations that accepted these particular proposals. It is yourselves that proposed in fact the changes in the UNDP governing council arrangements, and we have no option but to follow so we have to exclude that part of the arithmetic from the US\$98 million

saving and I do suggest that if you feel that this is the right way to go, i.e., that there should be greater recovery, then you also have to act in the UNDP Governing Council to do something about it.

If we deal now just with Trust Funds, which would appear from what I have heard to be the target for increased recovery of support costs then we are talking about 58 percent of that programme in 1994. Now that 58 percent itself will consist of two elements: administrative and operational support and then what we call technical support. In the case of administrative and operational support, you will see again from that same document and from the table above that the cost of providing administrative and operational support is about 16.8 percent of project inputs. The standard recovery rate is 13 percent, so you see you have a gap. I have to say the average is not 13 percent because emergency projects get special treatment. There are some exceptions to the rule but if we can get the 13 percent mandated in the rules presently we would have a 3.8 percent gap versus cost.

At the last Conference the Secretariat proposed some substantial changes to the recovery mechanisms which also involved recovering more of the support costs but there was not consensus and the Director-General was asked to consult with Member Nations to try and see what could be done. He did that. He carried out informal consultations in 1994 and the conclusion he came to was that consensus did not exist. The preconditions did not exist and furthermore the Organization could not afford to lose the benefit of Trust Fund work as it was of benefit not only to Member Nations but also to the normative capacity of the Organization. So his conclusion, which incidentally was endorsed by the 106th Session of the Council, was that we would not increase the support cost rate of 13 percent but rather we would identify ways of reducing the 16.8 percent and that is now under implementation at this time.

A major aspect of that is decentralization of operations. Why does decentralization of operations save money? Everybody knows decentralization costs you more, or at least in the normal environment it can cost you more. We have, however, a very special situation which is that we run our operations from Rome and much of the operational support is not actually Professional staff but it is General Service support staff who carry out all the personnel actions for field personnel, do all the procurement actions, and who generate the enormous amount of paperwork that goes into supporting this very large programme. On average, across the regional offices, those support staff will cost something like 40 percent of the cost of the same staff in Rome, even if you don't change efficiencies and you just keep the same numbers. You have what is effectively a 60 percent reduction in the cost of that particular category. I estimate that this change alone will take us from 16.8 percent cost to between 13 percent and 14 percent so here we can see a major improvement in the relationship occurring.

Now, given that this approach has been approved, Mr Chairman, the Director-General's view is that now is not the time for him to propose a change in rates. He, first of all, should implement what has been decided to test and see whether in fact these forecasts turn out to be true and move along from there.

In the budget for 1996-97 you have the first stage of implementation in the form of an operations unit being shown in our Bangkok office. This is the trial one. We hope to develop and adjust all the necessary procedures and the infrastructural support needed for decentralized operations and, given successful implementation of that, apply it to Africa, Latin America and to the Near East.

This leaves us, Mr Chairman, with technical support to projects. Now here there seems to be more consensus. That is, recipient governments, donors, and the Organization all agree that technical support is essential. All of our evaluations show we should be putting more money into technical support to projects and it is clear that it needs to be paid for. The Director-General therefore intends that there should be a process of improved planning for technical support services in project documents and in project budgets such that we agree with donors what services will be provided and what missions will be mounted, etc., what reviews, appraisals, evaluations will be carried out, so that we have them in the project budget and then charge for that cost. Charging for that cost will reduce the cost to the Regular Programme.

What is the scope for savings arising from these charges? If we assume that the entire amount of technical support services which is included in that table in the Programme Implementation Report, that is US\$28.4 million, is potentially chargeable as a starting point, and we say that 58 percent of it is from Trust Funds, (and remember we cannot do anything about the other aspect), then we see we have got a figure of US\$16.5 million that might be recoverable in a biennium. However, the definition of technical support

services includes items such as project identification, technical monitoring and backstopping at Headquarters. Various things like the project task force meetings at Headquarters, and a series of things that either are very difficult to charge, (i.e. meeting times at Headquarters for a project task force are a little bit difficult to check and rather difficult to convince donors they should pay for), or project identification, which many people would say are part of our Regular Programme activities. If you exclude the ones I mention, the US\$16.5 million comes down to about US\$9 million. So the potential we see at this stage is about US\$9 million.

Bear in mind (and I am sorry about all the caveats but it is my job as budget person to give you the realities) that the current situation is that we have projects of, say, an average three years' duration in progress at the moment and it is unlikely that donors are going to completely revise those agreements and sign new ones so any implementation of this process has got to be gradual. You can see, therefore, that you are not going to produce US\$9 million overnight. It is going to be over a period of years that we improve that situation. How much of the US\$9 million is getting into the realm of guessing, which is not my job.

Mr Chairman, further restructuring is an area which people have considerable hope for, and we too. We have two major areas under consideration at the moment, the effects of which are not included in the document.

The first is the Department of Administration and Finance. This a longer-term effort, of course, because it requires certain things to be done in terms of policy process and procedure, before you can deal with structure. In fact they have done a great deal of work. They have produced a major report on streamlining - a 130-page report of detailed recommendations to avoid duplications in the processes as they occur now. There has been very heavy involvement of the departments. They have provided 34 pages of detailed analysis of departmental comments. As a consequence, we felt we were in a better position to implement the new management support unit structure. This involves delegations from the AF Department, the Administration and Finance Department, to the Assistant Director-Generals of each of the departments who have their own management support unit to carry out the administrative actions that are necessary. So this is, in effect, a decentralization of the authority to get on with things. It means the departments do not have to go back to the central unit for approval for everything. They can take responsibility and accountability for their own actions. Revisions of further delegations for the field are in progress. However, there is a necessity to create a supportive infrastructure that allows the Director-General to make those delegations. One of the most important ones that the Director-General has approved and is in the process of being implemented is the implementation of local audits of the field offices in the sub-regional offices and the provision or decentralization of some of our internal audit staff to the regional offices. Once that control or monitoring function is well in place, the Director-General will then be in a position to delegate a great deal more to the field so that if things do go wrong he finds out quickly and can take corrective action and can of course maintain the accountability that is necessary for any form of decentralization.

The other major work that is underway, of course, Mr Chairman, which is a prerequisite for the restructuring of the AF Department is FINSYS. There, as I think you have been informed, and I will cover it very briefly, we are in the process now of going out for tender for a new package solution. It has got to be tried and tested. It has got to run on existing hardware. We hope to procure the package by the end of this year assuming all goes well. We have the assistance of Coopers and Lybrand, one of the big eight accounting firms, in developing the specifications that assist us in evaluating which package would best meet the rather different needs of this Organization in terms of currencies and the international setting in which we operate.

Now, it is a rather long cycle of implementation for these sorts of changes. These are not the sorts of changes you make overnight so there is a problem with saying that in 1996 to 1997 the costs of that department will come down in an extraordinary way. In fact, if anything, our problem will be to support the implementation sufficiently strongly so that FINSYS II is not like FINSYS I and is a successful implementation which results in improved information flow and reduced administrative costs. I should add that AF Department has made an extraordinary effort in this budget. They are down by 12 Professional posts and 67 General Service posts. Admittedly some of that is to do with the NSU structures but there are real reductions in that department in 1996-97.

The GI Department is further ahead with its organizational restructuring. It has issued a report which has come out very recently under the title of "Proposals for a Corporate Communications Policy and for the Restructuring of the GI Department". That has been subject to extensive consultation internally. It has, I think, been accepted in principle by the Director-General although he now wants to see the financial

implications of the new structure. The report was more about the policy issues than the financial consequences, so we in Budget are now working very closely with GI trying to work out the sorts of financial frameworks I have referred to under publications so that we can have a more competitive environment.

There are no estimates of the savings from that process, but just to give you a little bit of the feel for the possibilities, Publications itself is in the budget document about US\$33 million. It already shows a programme reduction of US\$4.5 million so we have not failed to do something. The GI Department itself, as an organizational unit, has a budget of some US\$50 million. So that is the base. What the savings will be, I simply cannot say yet. There is not enough work completed on the process, which actually is a very complex one.

The next category of savings was the regrading of Professional posts. Paragraph 114 of the document describes the fact that the Director-General was specifically trying to improve the structure of posts so that we could attract younger Professionals with state-of-the-art qualifications; in fact, in the document you already see a decline in the number of P-5 posts, but at the time of preparation we were not able to complete the work that we have been doing all through the structure; so there are a further 25-32 downgradings from P-4 to P-3 still subject to work on applying the International Civil Service Commission's Classification Standards. However these are likely to produce savings of about US\$1.3 million.

Measures to increase income was another area which was suggested. One which may yield some resources is the incentive scheme. If Conference decides to eliminate the current incentive scheme whereby a discount in effect is paid to those Members who pay their assessed contributions before 31 March. There miscellaneous income will rise by that amount. I am not quite sure about the exact figure but I think it is about US\$1.2 million.

There are other suggestions, there quite a few of them, in fact, such as selling the information products we have and selling the electronic information we have. These are being investigated but we are a long way from being able to know how likely it is that this will generate a great deal of extra income. Fund raising through joint ventures with the private sector and NGOs possibly is another source. We have talked about technical support services and increased earnings from that area and maybe there are possibilities from the sale of FAO items such as the UNICEF example of Christmas cards. Can I say, mind you, that in my personal view the scopes for big money in this area is not that enormous. I do not think that this is going to resolve our budgetary problems. The next area is non-staff human resources and what possible savings we can make in that area. Two suggestions were made by the Committees. The first concerns the accelerated applications of the new agreements. We are talking about the use of retirees, the use of academics from research institutions, the use of TCDC experts and TCCT experts. The Director-General has instructed that we should accelerate the implementation of these new arrangements and he is very determined. This is despite some difficulty in the implementation process, not so much the retiree scheme, which is going well or the academic scheme which looks it will take off well, but with the other two schemes that require rather a lot of coordination between the contributing government and the recipient government. The modality is harder to manage and we have to look at that.

I am reluctant to suggest that there will be much greater savings in this area. Why? Because the budget already identifies US\$8.4 million worth of savings. If you take out more than that, we may be deluding ourselves about the rate of implementation of these schemes. It is possible that we can do better but I am not confident about it and I am just giving you a straight view of what I feel about the capacity of implementing these new arrangements.

The second suggestion in the same area was to reduce the reliance on staff and increase the reliance on consultants, so change this ratio of staff to consultants. Consultants, generally speaking, are cheaper than staff. There is scope here and in fact we have already built into this budget quite a switch in this ratio and you can see that by looking at the amounts of budgeted resources. You find in 1994-95 that we expected to spend about US\$3.5 for staff against each dollar spent on consultants. That is a global ratio; I am talking about all staff, General Service and everything. This is not the ratio of Professional staff to consultants.

In 1996-97, that figure has fallen to three dollars so you have a 16 to 17 percent improvement in terms of lowering the ratio relationship of staff to consultants. Now we have to do more work on this and we have agreed that it requires a review to come up with what is possible and what is not possible. There are issues.

Clearly the quest for economy drives you to push the ratio down, whereas the quest for effectiveness, which demands adequate supervision from staff, drives it in the opposite direction. A balance has to be found. We also have to bare in mind that one of FAO's great comparative advantages is the length of experience, the broad experience of its staff so we do not want to throw that out of the window.

Cost of governance, Mr Chairman, you mentioned. Yes, here I have to say the situation is a little confused because in a way it depends a great deal on what comes out of this Conference in terms of changes or in terms of its delegations to the Council to make future changes. The Director-General has made proposals to reduce the length of meetings as you can see by this meeting itself and the previous Council meeting, also the Programme and Finance Committees have been trimmed back, documentation and rules have changed. There is a ceiling of 6 400 words on all documents. If we want to get an exception to that, we have to go to the Deputy Director-General and get him to sign off. Even in the big documents you will see that we have reduced the Programme Evaluation Report, we have reduced the size of the Medium-term Plan. We are under instruction to make very specific efforts to save money in these areas. Those savings are there in the budget now. However, there are other suggestions coming from various delegations about improvements in governance and I think that they will generate some savings and we will work with you as you crystallize your ideas to try to put a figure on those savings. The only one I am aware of specifically, no there are two actually - is one Finance Committee Member proposed that the Summary Programme of Work and Budget be eliminated and replaced by an Outline Programme of work and Budget document slightly expanded, of course, and that the Joint meeting in January be taken out of the system. That has some savings but not very large. The cost of the meeting is about US\$82 000. The cost of the summary Programme of Work and Budget is US\$186 000. We would guess that the savings would be about US\$50 000 being that you still want an expanded version of the Outline.

The suggestion on Verbatims, that needs some more analysis but Verbatim recording costs us about US\$1 000 a day. It would depend on how widely it is applied, but it gives you a figure on which you can work plus anything else that you yourselves come up with in reducing Governance.

There have been some suggestions on reducing the number of Commissions and Statutory Bodies. This, of course, is again something for the Governing Bodies and not the Secretariat, but we do have analysis of which one seems to have become defunct and we will eventually be able to produce some information on possible opportunities to at least streamline the list of them even if they do not save much in costs.

Mr Chairman, that just about covers the scope for savings and in the Council. We did of course draw your attention to the risks that exist in this budget, I will mention them very briefly rather than go over it in detail, as it is in the Verbatim. Briefly the risks are that cost increases of around about US\$19.5 million are not foreseen in this budget document even though we now know they may occur. This of course includes the International Civil Service Commission's recommendation for increases in the salaries of Professional staff which may or may not go through the General Assembly. In fact, we know there is some resistance about those recommendations. However, if they went through, it be a part of the extra US\$19.5 million.

Please recall that this document is prepared at 1665, the previous budge rate so that the comparisons are valid. If the exchange rate is Lire 1 600 on Friday when you vote then that is US\$9.1 million of bad news.

These are issues which should be taken against potential savings so that you do not create a situation where you believe you have kept the budget purely on a cost saving basis but actually you are damaging the programme. If you have to take a reduction in the budget, please do recognize what it means and we should be able to come back to you and say well, what it meant was this, we have reduced these programmes based on the criteria that are established for setting priorities.

Mr Chairman, I am sure now that I have overstayed your invitation and I will stop there.

**LE PRESIDENT:** Je remercie M. Wade de cette tentative d'explication. Je souhaiterais qu'il nous donne ces explications par écrit car je vois qu'il a un texte écrit et je pense qu'il serait utile à tous les membres de la Commission d'en disposer.

Là s'arrête le rôle du Président car je vois que le représentant de l'Australie demande la parole. Mais il y a un deuxième aspect qui n'a pas été mentionné, et je le rappelle pour mémoire: si l'on est obligé de réduire le programme autour de fonctions essentielles de la FAO, quels seront les critères à prendre en compte pour ces réductions de programme? M. Wade a abordé cette question vers la fin de son exposé et je le mentionne simplement.

**John Bruce SHARPE (Australia):** Thank you Mr Chairman. I do not wish to make my delegation's intervention on this item at this time, but I would like to take the opportunity of thanking Mr Wade for that information. I thought it would be opportune to ask now do we have a figure, a total figure? He has gone through quite a bit of information. I realize that some of it is still in the process of being considered and we cannot expect to have figures for those areas. However, 'if you are excluding the possibilities of the salary increases that are likely to come through and exclude things like the exchange rate, what is a ball park figure taken right at the lowest end. Have we got a figure, a minimum figure on what all of those cost declines are going to come to or likely to come to.

Thank you.

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** I guess the answer is no because there are too many of them that are at the level of being guesses. What I am saying is that it is improper for me to guess a figure which you will use for your decision-making if I cannot be confident, as a professional officer of this Organization, that that is a reasonable estimate, and I cannot. There are some figures which we have quoted, as you have heard, which are firm. I am not saying that all the figures are in that situation but the big areas, which are possibly technical support services, GI and maybe AF (but AF is really 1998-99) and some of the other ones I went through, are at the stage where it is a guess and I just cannot tell you a reasonable figure at this time.

Inside and outside these meetings I have been under great pressure to give that figure because it would be very easy if I could say, "Well, we could do cost-savings of US\$50 million and we do not have any problem; it will not hurt the programme", but it is an illusion. There is not a great deal of movement in the programme in the short term. We have taken so much out in this budget - US\$43 million is quite a lot of money - that you must not have the illusion that it can be done so easily. You see little bits and pieces, US\$1 million here, US\$3 million there, maybe US\$5 million here, etcetera, but you are taking in those sorts of ball park figures, not the figures of US\$40 million, US\$50 million or, as the Distinguished Delegate from the United States of America would like to see, US\$100 million. You are not going to get those sorts of figures without programme reductions. I am afraid the answer is no. I am not being uncooperative. Believe me, I am being professional in giving you what is proper advice at a time like this.

**LE PRESIDENT:** Nous vous remercions. Vous allez nous distribuer votre commentaire - et pour une fois je ferai dérogation à mes principes - en langue anglaise.

Je pense que l'autre versant des choses, qui est de trouver un programme finançable, doit également être envisagé dans nos discussions. Nous ne pouvons pas commencer maintenant, parce qu'il est cinq heures et demi, mais l'idée de retenir quelques critères généraux, pour définir quels sont les programmes réellement prioritaires de la FAO, est un deuxième versant de discussion qu'il faut avoir, en même temps que l'aspect des ressources, pour voir où nous nous situons.

Je vous remercie en tout cas pour vos explications, pour la distribution de votre document, pour tous les efforts que vous avez faits aujourd'hui. Je clos la séance en demandant à chacun de se préparer pour demain.

**The meeting rose at 17.45 hours.**

**La séance est levée à 17 h 45.**

**Se levanta la sesión a las 17.45 horas.**

24 October 1995



منظمة الأغذية  
والزراعة  
للأمم المتحدة

联合国  
粮食及  
农业组织

Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

Organisation  
des  
Nations  
Unies  
pour  
l'alimentation  
et  
l'agriculture

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

CONFERENCE

CONFÉRENCE

CONFERENCIA

Twenty-eighth Session • Vingt-huitième session • 28° período de sesiones

FIFTH MEETING OF COMMISSION II  
CINQUIÈME SEANCE DE LA COMMISSION II  
QUINTA SESION DE LA COMISION II

24 October 1995

The Fifth Meeting was opened at 09.45 hours  
Mr Jacques Laureau,  
Chairman of Commission II, presiding

La cinquième séance est ouverte à 9 h 45  
sous la présidence de M. Jacques Laureau,  
Président de la Commission II

Se abre la quinta sesión a las 09.45 horas  
bajo la presidencia del Sr. Jacques Laureau,  
Presidente de la Comisión II

- II. **ACTIVITIES AND PROGRAMMES OF THE ORGANIZATION** (continued)
  - II. **ACTIVITES ET PROGRAMMES DE L'ORGANISATION** (suite)
  - II. **ACTIVIDADES Y PROGRAMAS DE LA ORGANIZACION** (continuación)
- 
- 16. **Programme of Work and Budget 1996-97** (continued)
  - 16. **Programme de travail et budget 1996-97** (suite)
  - 16. **Programa de Labores y Presupuesto para 1996-97** (continuación)

**LE PRESIDENT:** Nous avons eu hier soir une réunion informelle très intéressante où les différents points de vue ont pu s'exprimer de façon franche et directe et compte tenu du fait qu'il régnait une ambiance d'amitié et non pas de langue de bois, il me semble que nous avons établi un contact utile en cherchant à harmoniser les différentes positions qui avaient été exprimées au Conseil. Je remercie tous ceux qui ont participé à ce groupe et je pense qu'il serait utile de le réunir à nouveau ce soir étant entendu que le Représentant de l'Égypte M. Adel Aboul-Naga en parlera au Groupe des 77 de manière à ce qu'il y ait une représentation plus équilibrée qu'hier soir.

Je demanderai à M. Wade s'il a bien indiqué la liste des programmes qui n'ont pas été exécutés en 1994-95, comme il nous l'avait promis lors de la première réunion qui a porté sur le programme. Vous deviez distribuer le commentaire que vous avez fait hier relatif à la limite, selon vous, des économies possibles.

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** On the first point, which concerns the items which were either cancelled or postponed in the implementation of 1994-95, we have arranged for those to be included in the verbatim, which should have now been published. It should be in the Conference verbatim. I did not realise it was not in there. We will arrange for that to be corrected and I will come back to you as soon as possible with the timing of the correction.

On the second point, which concerns the introduction made last night, I confirm we have made arrangements that at least the verbatim of my introduction, if necessary as an extract, will be produced this morning and published so that you will have all it this morning.

**LE PRESIDENT:** Je vais encore poser deux questions à M. Wade de manière à faciliter le débat. Il est clair, d'après nos contacts informels de couloir, que le niveau budgétaire sera vraisemblablement inférieur au niveau proposé pour que le programme de travail soit finançable, c'est-à-dire que le niveau des ressources sera malheureusement réduit - et vous connaissez le jugement politique que certains pays portent sur cette affaire, mais il faut être réaliste.

Par conséquent, il y a un problème technique qui se pose: celui de la réduction progressive des moyens donnés à la FAO pour travailler; en effet, cette réduction ne peut pas être brutale car on ne peut pas passer, du jour au lendemain, d'un budget théorique de 697,8 millions de dollars E.U. à n'importe quel chiffre inférieur. Cela ne peut se faire que d'une manière progressive. C'est pour cela que la documentation que nous demandons sur le premier point est importante.

A cet égard, nous voudrions savoir quel serait le niveau exact d'exécution budgétaire du programme pour 1994-95 car cela pourrait peut-être être le point de départ d'une diminution réaliste.

Il y a donc deux aspects: premièrement, la progressivité en cas de baisse du niveau budgétaire, parce que toutes les mesures d'économie proposées nécessitent du temps; et deuxièmement, l'état des dépenses prévues pour l'exercice biennal 1994-95 afin de savoir si le niveau n'est pas légèrement plus bas que celui qui nous a été proposé.

Je ne pose pas ces questions dans le but de gêner M. Wade mais dans celui de posséder des éléments réels pour raisonner. Une fois que nous aurons ces deux éléments, j'ouvrirai le débat.

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** I will start with the second question because it is easier. The current forecast of total implementation for 1994-95 is US\$653 million, that is, US\$20 million less than the approved level. I should say that there are a couple of caveats. The first is that it includes approximately US\$4 million for the procurement of the new package for FINSYS PERSYS. That is not certain expenditure because we have to be satisfied with the tender process that we are now going through, and the timing is fairly tight. That is reflected in the Report of the Programme and Finance Committees to the Council. However, it is a reasonable estimate of the figure.

The second question, which was more of a statement, concerns how one would approach a gradual reduction. I hope you are not asking me for a figure on the gradual reduction because I am not in a position to give that. There are two technical problems. The first is that the appropriation is designed at the moment for a budget of US\$697 million and if you decide not to approve a budget of US\$697 million, you have to find some way of reflecting it in the appropriation. Given the time that is available between now and the day of the vote, the only way to do that will be to show it as a one-line adjustment and then create a clause in the appropriation regulation to say that the Director-General will come back to the Programme and Finance Committees and the Council with the consequences of whatever reduction is eventually approved.

The way in which a gradual reduction would occur I do not see as being a problem except in the sense of the absolute amount involved. If the absolute amount involved is something manageable, then the approval of a biennial budget would be sufficient for the Director-General to scale down operations over a biennial period. It will tend to mean that expenditures will be higher in the earlier part of the biennium than in the latter part of the biennium. That is inevitable. However, he has taken certain precautionary steps because of his concern that certain Member Nations were speaking of rather draconian cuts. As you know, a lot of posts have been held vacant, so there is some flexibility in the system enabling us to respond, but not without damage to the programme, of course. These are posts such as the Assistant Director-General for Fisheries, and the Director of Statistics post was vacant although it has now been filled. From a purely financial point of view, there is a capacity in the system at the moment to slow down expenditures.

That is my response to the questions, Chairman. I am not sure it answers what you asked.

**LE PRESIDENT:** C'est exactement la réponse que j'avais imaginée. Ces points ayant été éclaircis, je vais maintenant ouvrir le débat. Les représentants qui désirent prendre la parole sont ceux des pays suivants: l'Australie, l'Angola, le Japon, la Belgique, l'Espagne, les Etats-Unis d'Amérique, le Venezuela, le Royaume-Uni, l'Iran, le Mexique, la Syrie, la Chine, le Tchad, les Philippines, la Mauritanie, l'Autriche, l'Italie, Trinité-et-Tobago, la Tunisie, la Norvège et Madagascar.

Bien entendu, cette liste n'est pas close. Je vais donner immédiatement la parole au représentant de l'Australie et je vous demanderai, dans vos interventions, de ne pas forcément répéter ce qui a été dit au Conseil mais d'essayer d'avoir une vue dynamique de la manière dont nous pouvons sortir de la situation dans laquelle nous nous trouvons.

**John Bruce SHARPE (Australia):** In the current economic climate the all-important issue here is what the increase in the assessed Member Nation contributions towards this budget will be. What is being proposed is an increase of US\$66 million or 10.67 percent. Many member countries, both developing and developed, will have difficulty in meeting their assessed percentage of this increase. This comes at a time of increasing and competing international demands on limited national resources. Trying to do more with limited or decreasing resources is a challenge many governments, including my own, are facing. The reality is that there will be insufficient money to implement this proposed Programme of Work unless further economies can be made.

We appreciate that this is the Director-General's first Programme of Work and Budget and recognize that in coming to office he inherited a difficult financial situation. We fully appreciate that an organization as large as FAO cannot be turned around overnight. We commend the efforts already made by the Director-General as set out in the agenda document regarding costs and savings. It has been Australia's position right across the UN System that cost increases be minimized to the maximum extent possible. Nobody doubts that a genuine effort has been made to cut costs, streamline the Organization and restructure it so as to make it operate more efficiently. However, the sums involved will obviously not be enough. As members of the Programme

Committee, we urged the Director-General to explore the areas of possible further costs savings identified in the September reports of the Programme and Finance Committees. If we are to be really serious, we need to look at where the larger pockets of money are located.

The first place to look is at the level of arrears. If countries both developed and developing were to meet their financial obligation to the Organization, the monies received would go a long way towards the implementation of the proposed budget.

The equity considerations in a situation which continues on year after year are very real. There is always a shortfall in the total of what should be received and the actual level of contributions made by members. This means that those countries who regularly meet their financial obligations to the Organization carry a disproportionate share of the cost of the programmes carried out, in many cases in countries who have made no effort to meet theirs. While my comments apply equally to developed as to developing countries, there is particular inequity for those developing countries who do not meet their obligation in part or in full, despite facing the same problems in doing so, as others who do not.

In reporting to this Conference, the Programme and Finance Committees have outlined for consideration a number of areas of possible savings, some of them involving the large pockets of money referred to earlier. It is these areas in particular which will determine whether and to what extent the work of the Technical and Economic Programmes and the priorities contained within will be able to be carried out in the forthcoming biennium.

One such area is Support Cost Funding whereby the Organization, from its Regular Programme Budget subsidizes the Field Programme. From the figures provided by Mr Wade, this involves a minimum US\$9 million. This money should be available to the Regular Programme. I have commented elsewhere when discussing the Programme Implementation Report what Australia's views are on this subsidization. We oppose it.

The special programme Food Security for Low-Income Food-Deficit Countries is another area involving a significant amount of funding. It has increased from US\$3.3 million to some US\$10 million. There are other associated costs involved, and we would like the Secretariat to provide these, so we are able to ascertain the total cost of this programme. While Australia has given its support to this special programme and continues to do so, perhaps at this time it may be too ambitious in terms of its scope and the number of countries involved.

The question was raised in the Programme Committee as to why portions of the cost involved could not be met from the TCP which stands at a considerable US\$82 million. Given the financial conditions we face this seems to be a very sensible suggestion.

On the question of the proposed supplementary Appropriation Resolution at paragraph 55, my country cannot support it as it stands. The membership would have many and varied priorities for the use of additional moneys which may become available and the three purposes proposed are either too limiting or include areas to which some of the members would not be able to give their support. The Programme and Finance Committees also recognized this when the matter was discussed and the Report stresses the difficulties of achieving consensus.

On the question of possible borrowing by the Organization, our delegation continues, as it has in the past, to be strongly opposed to any suggestion of borrowing by the Organization. An organization such as FAO should budget within its available funds and expected receipts. Again, an inequitable situation arises for those members who meet their financial obligations to this Organization but have to meet the additional cost of interest resulting from the actions of those who do not.

A working group has been established to try and work towards a consensus on the level of the budget over the next few days. Hopefully that consensus will be achieved. My delegation feels that in reaching that consensus, and indeed as part of it, the membership needs to receive reassurances as regards the future of the Organization and what it faces. We need undertakings from the Director-General that certain issues will be addressed, and, where that is already happening, that efforts in these directions will continue. Firstly, we need improved accounting procedures and increased transparency so that the membership is kept aware of actual

expenditure taking place. Each meeting of the Finance Committee should be informed of the Organization's actual financial situation and the exact amount of expenditure at that time. That expenditure should not exceed the availability or expected availability of funds. Secondly, we need improved project evaluation whereby the least efficient elements of FAO's work are readily identified, given low priority status or, better still, removed from the Programme of Work. The limited available funds should be directed at areas of work where there is a proved record of success or where FAO's comparative advantage is self-evident. Thirdly, we need reassurance that the recognized efforts as regards cost efficiencies will continue, that they remain a permanent feature of FAO's financial administration and that they are not merely an exercise carried out in association only with the determination of a particular budget level. The fourth point is the need to increase, wherever possible, the miscellaneous income of this Organization. I think the \$11 million that is referred to in the document is very low. I realize there may be difficulties in increasing that level but every effort should be made to see that it is maximized as much as possible.

I would like to turn to the Programme of the Work now. As always, Australia is pleased to see prioritization in FAO's Programme of Work and Budget. This is the only way to make the best use of limited resources available. We are in general agreement with the priorities outlined in the programme framework. There are, of course, areas we would have wished to see get a higher priority, but we fully understand that it is not possible to include all the priorities of all of the members. Those that are listed, however, appear to reflect the wishes of a broad cross-section of the membership.

We would like to make some brief comment on those priorities listed. FAO is familiar with the high priority Australia gives to FAO's work in the facilitation of trade in agricultural products. It is an important means of improving the economies of both developing and developed countries and most importantly making a significant contribution to global food security. In this regard, the Sub-programme 2.2.4.2 is important as regards its work on improving the functioning of and access to agricultural commodity markets, as is the emphasis mentioned at paragraph 37.4 to be given to assisting developing countries in assessing the national and regional implications of the Uruguay Round Agreements in preparation for the WTO discussions on furthering the process of agricultural trade reform. We also attribute a high priority to FAO's work on Codex Alimentarius.

In the area of crop protection and quarantine, we feel that in the case of the Secretariat to the International Plant Protection Convention, FAO should be congratulated on the Standards Development Programme it has undertaken. We strongly support this as an ongoing component of the Crop Protection Programme.

Under the EMPRES Trans Boundary Animal Disease Programme, we note with satisfaction the reference to the expansion to other diseases such as foot-and-mouth. We remind FAO of the view of the last Regional Conference for Asia and the Pacific that FAO's work on this disease should target that region. We see agricultural research as a major contributor to food security and as benefitting the rural sectors of both developed and developing countries. We again give priority to FAO's research work.

On the question of fisheries, this Programme of Work and Budget registers a decline in allocation to the Fisheries Programme of US\$1.5 million in real terms. I would like to express my country's disappointment in that decline. We refer again to the importance of this industry to the economies of many of the small island Member States of the South-West Pacific. We are, however, pleased to see that the Programme of Work and Budget includes in this area the development of a Fisheries Programme for Small Island Developing States, and ask that this include the small island nations of the South-West Pacific. We support FAO's work under Programme 2.5.5, Coordination and Promotion of Sustainable Development.

Other areas on which my delegation places priority include PGR, Forestry, and Women in Development.

Finally, Mr Chairman, I would like to comment favourably on the display of advanced technology we have seen in the foyer to this Conference Hall over the last week. This is an area in which FAO will have to keep up if it is to remain effective, and we applaud its efforts in that regard.

**Pedro Agostinho KANGA (Angola):** Je voudrais tout d'abord féliciter Mr Wade de la présentation claire et qualitative du document intitulé Programme de travail et budget 1996-97.

Le Programme de travail et budget soumis à l'examen a été préparé selon les recommandations de la 108<sup>ème</sup> session du Conseil, sur la base d'une croissance 0 en valeur réelle, avec une absorption maximale des accroissements des coûts supplémentaires par rapport au Sommaire du Programme de travail et budget.

Nous nous félicitons des mesures de rationalisation prises par le Directeur Général, qui contribueront certainement à l'accroissement d'une organisation efficace.

Nous pensons que le Directeur Général a fait le maximum possible pour donner satisfaction aux exigences des uns et des autres.

Nous sommes attachés aux programmes qu'il nous a proposés, et approuvés par les deux comités, car nous ne trouvons aucun programme dans lequel il faille effectuer des coupures. Dans ces conditions, le Programme de travail et budget doit être exécuté tel que proposé.

A cet égard, notre délégation appuie le niveau de 698 millions de dollars qui est le minimum acceptable, car nous savons que le budget de certaines organisations du Système des Nations-Unies ont enregistré une hausse nettement supérieure à celle du budget de la FAO, sans qu'il y ait désapprobation de la part de ces mêmes Etats Membres qui prônent le principe de la croissance 0 de la FAO.

A titre d'exemple, nous pouvons citer l'OIT dont le budget a progressé de 24,2 pour cent, l'OMS de 2,45 pour cent, l'OAC de 3,7 à 7,7 pour cent par rapport à la période précédente pour ne citer que celles-ci parmi tant d'autres, et l'IICA a approuvé un budget égal à celui de la période précédente.

Il est à souligner aussi qu'au cours des 6 dernières années, la FAO a connu le plus faible taux d'augmentation de la contribution des Etats Membres. Le pourcentage de l'OIT a progressé de 41,60 pour cent, de l'OMS de 32,23 pour cent et de 11,49 pour cent seulement pour la FAO.

A cet égard, il est vraiment incompréhensible et inacceptable que l'on punisse une organisation aussi importante, sinon la plus importante du Système des Nations Unies, à qui nous demandons tous de résoudre la situation de 800 millions d'êtres humains pauvres et affamés, mais à laquelle en contrepartie on refuse d'octroyer les moyens nécessaires pour venir en aide à ces millions de déshérités de la terre.

Je crois que nous devons méditer sur une phrase du Directeur Général lors de sa déclaration; "A l'heure où vous prendrez des décisions qui seront lourdes de sens, pensez surtout à ces images d'enfants affamés et d'adultes faméliques qui ne cessent de hanter nos consciences."

D'une manière générale, nous souscrivons aux propositions contenues dans le grand Programme agricole et système de soutien consacré à des éléments essentiels du mandat FAO, et le grand Programme politique et développement alimentaire et agricole, en particulier l'assistance aux pays pour la mise en oeuvre de leurs plans nationaux d'action pour la nutrition, et l'importance qui doit être accordée aux travaux du Codex Alimentaire, notamment en ce qui concerne l'application des accords de l'OMC sur les mesures sanitaires et phytosanitaires, et sur les obstacles techniques du commerce.

S'agissant du grand Programme Pêches, nous appuyons les conclusions en matière de pêche identifiées lors de la 21<sup>ème</sup> session du Comité des pêches et de la réunion ministérielle. Une priorité doit être accordée pour la mise en oeuvre du Code de conduite pour la pêche responsable, ainsi que la pêche artisanale et l'aménagement intégré des zones côtières.

Pour les forêts, nous nous félicitons de l'augmentation des ressources par rapport au Sommaire du Programme de travail et budget. Nous souscrivons aussi aux mesures proposées pour la production alimentaire, à l'appui de la sécurité alimentaire dans les pays à faible revenu et déficit vivrier; parmi les initiatives celles visant à utiliser davantage les compétences nationales, chaque fois que cela s'avère nécessaire. Comme on peut le constater, ce budget ne peut pas appuyer de façon importante ce programme et l'essor agricole des pays en développement, notamment ceux qui, pour des raisons d'ordre naturel ou autres, se trouvent dans les situations les plus graves.

C'est aussi dans ce contexte que nous réitérons notre appui au budget qui nous est proposé, conscients du fait que la situation actuelle n'offre pas d'autres alternatives.

**Kenji SEIMIZU (Japan):** Thank you, Mr Chairman. Some views on the PWB have been stated in the Agenda Items 10 and 12 of the 109th Session of Council held just before this Conference. Therefore I do not wish to repeat them again here. I just want to stress the importance to work out a mutually acceptable budget for 1996-97 as early as possible. This would enable us to start the work to establish the sound financial base of this Organization under the continuously limited resources with a view to revitalizing this Organization truly as a centre of excellence.

Having said that, Mr Chairman, I wish to make some specific observations on the PWB contained in the document C 95/3. This statement should be read together with the statements at the last Council session and the suggestions contained in those statements would be reflected in the work ahead, I hope.

First, about the Draft Resolution on the supplementary appropriation contained on the page 32 of the document C 95/3. Generally it may be premature to consider the resolution under the growing uncertainty of the financial situation of this Organization. Specifically my delegation has a great caution with the FINSYS/PERSYS replacement scheme and the increase of the appropriation level of TCP. I wish to elaborate further about the FINSYS/PERSYS system at a later stage.

On arrears, it is a basic obligation for any Member Nation to pay the assessed contribution. The situation however, is deplorable. US\$120 million is outstanding. Early payment or settlements of arrears by Member States concerned is strongly urged. The prompt actions to establish a sound financial base and at least the contributions for 1994-95 as agreed at the last Conference should be paid by all countries concerned.

Chapter 1, on the process of FINSYS/PERSYS replacement, my delegation is extremely concerned about the replacement scheme in light of the huge amount of loss involved so far and lack of information on its cause, responsibility and measures taken. The loss is a serious damage to our Organization. The replacement programme if necessary should be implemented with extreme care and full preparation. The experience and lessons should be fully reflected in the replacement programme. Its transparency and accountability should also be fully secured.

My delegation needs assurance about the success of the programme. If the Secretariat just replaces the old with the new computer system, it would be totally a repeat of the failure. This lesson is a good example to justify the need to conduct the management review as recommended by the last session of the Council just held before this Conference.

Chapter 2, Fisheries. Paragraph 747 says the programme had to reduce its involvement in the interactions between marine mammals and fisheries. In this respect, fishing itself is questioned by some people in the world. Fisheries is a very useful source of food, traditionally and it will be more important in the future under the possible development of food insecurity in the 21st century. Therefore we must look into all potential areas to be developed and the activity on interactions is one of the areas. This activity should be considered from its contribution to the food security.

Programme 2.3.3 about the reduction of post-harvest loss and the use of fishery resources. This activity is equally useful and it should be further promoted like the activities on responsible fishing and the development of aquaculture. On Fisheries Policy and Planning, my delegation welcomes the assistance in the implementation of the Declaration of the Kyoto Conference on Sustainable Contribution of Fisheries to Food Security as contained in the paragraph 805. To recall, the last 1994-95 Programme Implementation Report said that FAO established the FAO Advisory Committee on Fishery Research (ACFR). My delegation urged at the last COFI Meeting to the effect that ACFR should make a technical development as well as study on research conducive to the balance between demand and supply addressing towards the year 2050, and that was supported at the meeting. My delegation does wish that ACFR will positively consider, as necessary, the related activities in response to the Kyoto Declaration.

Mr Chairman, last year at the meeting of CITES, the decision was adopted and it requested the relevant organizations including FAO to collect and provide information on sharks. My delegation considers that FAO should positively respond to the request as it would contribute to sustainable and reasonable use of fishery resources as well as to the food supply. FAO should appropriate the necessary funds for the information collection activities requested by the CITES.

Recently, Mr Chairman, there is a trend of globalizing the fishery problems such as large-scale gill-net fishing or mix-catching of fisheries. My delegation is of the view that there is no organization like FAO with its expertise that is able to positively contribute to the solution of fishing problems. FAO should take a lead actively before the problems on international fishing are specifically raised by others.

About the country offices, my comments made already in relation to the relevant parts of the Programme Implementation Report should be referred to here also. Technical Cooperation Programme contained in Chapter 4, the Director-General has a discretion on the project to be funded under this scheme based on the TCP criteria as described in the paragraph 1077, as my delegation has occasionally stressed the importance to enhance transparency on the TCP. The criteria is a useful instrument but that is not complete. It still needs further improvement in particular by an appropriate arrangement at an intergovernmental level because the project cost is fully financed from the regular budget consisting of assessed contributions. This is a particular concern to Japan as one of the major contributors.

Chapters 5 and 6, Support Services and Common Services. These two services are provided by the two departments, namely the Administration and Finance Department and General Affairs and Information Department. The reform measures for those departments were not included in the Director-General's first initiative. The reform of the two departments is still awaited. My delegation feels that the improvement of performances and procedures is necessary but not enough. As my delegation suggested at the last Council meeting, the two departments could be possibly merged into one. If that is difficult, one of the two ADG posts could be graded down to a D level post. In short, this Organization may need a review of the structure in other areas also from the post-wise point of view in particular its senior posts. This exercise would further streamline and rationalize the structure of this Organization. The current restructuring process would be a more meaningful one in terms of efficiency and effectiveness.

**Fernando GERBASI (Venezuela):** Si bien es cierto que las dificultades financieras nos hacen estar muy atentos sobre el contenido, alcance y forma del programa de trabajo, también es cierto que no sería conveniente en estos momentos y con la presión que ocasiona la aprobación del Programa de Labores y Presupuesto iniciar un proceso de eliminación o recortes de programas que podría ser contraproducente al efectuarse de manera intempestiva.

No creemos conveniente que se supriman programas y subprogramas con la sola intención de reducir costos. Las reducciones y recortes deben basarse más bien en un análisis detallado de los programas y proyectos y la decisión de suprimirlos debería ser ocasionada más por la no vigencia o relativa ineficacia de proyectos y/o programas que por la falta o escasez de recursos. Un trabajo de tal envergadura no debe ser realizado por la propia Organización, pues no arrojaría, necesariamente, un resultado totalmente objetivo. Por tal motivo, sugerimos que un trabajo de tal naturaleza sea ejecutado por un pequeño grupo de consultores externos, escogidos a título personal y capaces de evaluar la vigencia e impacto, en el marco de los objetivos de la Organización, de los programas y proyectos que ejecuta, de los métodos de trabajo, de los medios de difusión. Para ello se requiere una auditoría, pero no de los recursos financieros sino de lo sustantivo, para poder convenir a futuro cuáles recursos financieros serán necesarios para llevar adelante la Organización.

Lo que nos debe-preocupar en esta ocasión son las actividades que contribuyen a fortalecer el papel de la FAO como centro de excelencia en el sector de la agricultura y la alimentación, sus funciones de información y de asesoramiento en políticas y asistencia técnica.

Venezuela es partidaria de la coordinación de esfuerzos para reestructurar y vigorizar la FAO, y consideramos viables las propuestas contenidas en el Programa de Labores y Presupuesto para 1996-97, por lo que el nivel del presupuesto de la Organización debe reflejar los requerimientos financieros para ejecutar todos los programas adoptados.

Asimismo, nuestro país está consciente de las dificultades financieras por las que está atravesando la Organización, lo cual, sin lugar a dudas, exige una seria reflexión sobre los compromisos adquiridos por los Estados Miembros para cancelar sus contribuciones pendientes, pues los atrasos son debidos y deben ser pagados lo más pronto posible, y su liquidación no puede estar condicionada a una reducción del presupuesto. Sin embargo, no se pueden obviar al propio tiempo los factores que hoy en día están afectando la economía

de muchos países en desarrollo, obligándolos a aceptar el criterio de crecimiento cero del presupuesto de la Organización.

Si bien es cierto que la carencia de recursos por parte de la FAO limita su acción al momento de atender sus programas, no es menos cierto que nuestros países confrontan situaciones económicas y sociales adversas y apremiantes que restringen el pago oportuno de sus cuotas, hecho que no puede ser soslayado al realizarse el examen de esta cuestión.

Por otra parte, conviene evaluar las dimensiones y la situación financiera de la Organización a fin de mantener el papel de la misma en torno a las actividades que promueve en favor del desarrollo social y económico de los pueblos, objetivos prioritarios y no menos urgentes para la humanidad. Sin embargo, debería estudiarse en profundidad la capacidad real de pago de los países, con el propósito de lograr una distribución equitativa y proporcional a las verdaderas y nuevas realidades económicas de los Estados, lo cual podría constituir un enfoque apropiado para enfrentar las insuficiencias financieras de la Organización.

Si bien estamos de acuerdo con el porcentaje que le corresponde a Venezuela dentro de la escala de cuotas; consideramos necesario actuar sobre la base de criterios objetivos que reflejen de manera adecuada la situación de los países en desarrollo que, como el nuestro, han visto su ingreso per cápita decaer vertiginosamente, afectando nuestra capacidad de cumplir con nuestras obligaciones en distintos foros internacionales. Consideramos oportuno que se tomen en cuenta otros indicadores del bienestar de la población para el cálculo de la escala de cuotas, y no tan sólo el ingreso per cápita, pues éste puede esconder la situación real de un país.

Somos del criterio que se hace necesario que la Organización continúe realizando ahorros adicionales compatibles con los esfuerzos de disminución del gasto público que adelantan muchos países miembros, incluido Venezuela. Confiamos en que se pueda acordar a través del grupo informal, que usted ha convocado, un nivel de presupuesto que permita atender adecuadamente el Programa de Labores y que la Conferencia lo adopte por consenso.

En relación a la sección "Líneas generales del Programa", vemos con beneplácito el aumento de las consignaciones en algunos sectores y programas de la Organización, tales como los recursos fitogenéticos y los zootécnicos, el Programa Principal de Montes, la aplicación del Código de Conducta para la Pesca Responsable y el fortalecimiento del Sistema Mundial de Información y Alerta (SMIA). Respalamos en especial el punto referente al Código de Conducta para la Pesca Responsable, pues aun cuando el Programa Principal de Pesca ha sufrido una reducción neta en relación con el bienio anterior, dicha reducción se debe principalmente a una mejora en la eficiencia, y confiamos en que estas situaciones se repitan y repercutan sobre otros programas.

No obstante, despiertan preocupación las disminuciones y/o eliminaciones sufridas en otras esferas. Tal es el caso de la eliminación de subprogramas separados sobre el mantenimiento del potencial de los recursos naturales y de la gestión post-cosecha: vemos que algunas de las actividades contenidas en el mantenimiento del potencial de los recursos han sido mantenidas, incorporándolas a los subprogramas de evaluación de los recursos de tierras y aguas y el de ordenación, conservación y saneamiento de suelos.

También nos preocupa la reducción de las actividades de distribución y el intercambio de semillas y material de plantación, los cultivos industriales y la horticultura, la función del sector primario en la industria y la estructura de almacenamiento, así como también la reducción de los trabajos relacionados con los aspectos ambientales del sector pesquero, los mamíferos marinos y las investigaciones básicas sobre la tecnología pesquera. Confiamos en que una ulterior optimización de las actividades de la FAO, tal y como se ha producido en diversos sectores de la misma durante el proceso de reestructuración, permita la reconsideración de estos recortes.

**Carlos ARANDA MARTIN (España):** Me complace expresarme sobre este punto de importancia capital para la Organización en nombre de la Unión Europea y de sus 15 Estados miembros.

La Unión Europea y sus Estados miembros han estudiado atentamente el documento C 95/3 y desean, por medio de su Presidencia, hacerle llegar una serie de observaciones que son su posición común. Con base en ésta, varios Estados miembros intervendrán más tarde en el debate para comunicar observaciones adicionales.

Quisiéramos en primer lugar recordar la posición de la Comunidad en lo que se refiere al presupuesto de la Organización y a su financiación, que había sido presentada al Consejo del mes de junio por medio de la Presidencia en ejercicio de la Unión, a la sazón el Embajador de Francia, señor Laureau.

Estamos de acuerdo con el principio de sana gestión presupuestaria, que consiste en suprimir los atrasos de financiación del Programa de Trabajo y del Presupuesto.

El presupuesto 1996-97 debería ser el resultado de la absorción máxima de las variaciones de los costos con cargo a las contribuciones ordinarias establecidas para el período 1994-95, es decir, 620,8 millones de dólares, de la supresión de la provisión de 38 millones de dólares de atrasos, y de ingresos accesorios.

Quisiéramos manifestar nuestra adhesión al principio de diálogo y negociación, así como nuestra preocupación por la toma de posiciones unilaterales que pueden comprometer no sólo el funcionamiento de la Organización, sino también su futuro. La Comunidad Europea y sus Estados miembros quieren hacer saber que no estarán en condiciones ni cubrirán cualquier tipo de déficit de financiación que resulte de la lamentable reducción de la contribución de los Estados Unidos.

No podemos apoyar el acusado aumento de las contribuciones ordinarias que propone el Director General y que llega al menos al 10,6 por ciento con relación al bienio actual.

La lógica y la prudencia instan a favor de velar para que los gastos no superen a los ingresos.

Asimismo quisiéramos manifestar la importancia que damos a que los Estados Unidos sigan siendo un socio activo dentro de la FAO.

En estas circunstancias reiteramos la petición que habíamos hecho a la Secretaría de revisar su propuesta de financiación del Programa y de reducir el presupuesto de la Organización, de manera que las contribuciones ordinarias de los miembros puedan hacerse sin aumentar todavía más los atrasos debidos a la Organización.

Quisiéramos en esta ocasión manifestar nuestra viva preocupación por los efectos de los atrasos sobre la Organización, que van bastante más allá de las implicaciones financieras, ya muy gravosas por sí mismas. Los atrasos son, en cierta manera, un reflejo de la importancia que sus Estados miembros dan a esta Organización. Hemos mostrado siempre nuestra adhesión a la FAO satisfaciendo nuestros compromisos financieros de la forma debida. La situación actual plantea cada vez más dudas en nuestras capitales sobre la importancia real que sus miembros dan a la Organización Mundial para la Agricultura y la Alimentación.

Agradecemos sinceramente los esfuerzos emprendidos por el Director General para reducir los aumentos de costos, para tomar las medidas adicionales de ahorro ya realizadas y las medidas de racionalización estructurales adoptadas. Por desgracia, esto no es suficiente, y es necesario hacer esfuerzos adicionales. Estamos íntimamente convencidos de que pueden conseguirse ahorros sustanciales sin poner en peligro el Programa de trabajo que ha sido presentado.

El Comité de Finanzas ha indicado ámbitos en los que pueden hacerse ahorros sin afectar el contenido de las actividades previstas en el Programa. Solicitamos a la Secretaría que profundice en estas posibilidades, sobre todo en lo que se refiere:

- los gastos administrativos y de personal; una reducción en este ámbito supone esfuerzos adicionales de racionalización de las estructuras y en particular la fijación de objetivos de trabajo con el fin de mejorar la productividad del personal;
- los gastos de viajes;
- los gastos relacionados con la publicación y distribución de documentos;

- los gastos relacionados con la descentralización; la descentralización es un ejercicio que da lugar tradicionalmente a un aumento de los presupuestos de las administraciones que ponen en marcha este proceso. La FAO está obligada a desmentirlo. La descentralización deberá ir seguida de una reducción paralela de las actividades ejecutadas en la sede; toda duplicación deberá evitarse.

Las informaciones que la Secretaría nos ha dado relativas al nivel de ahorro que puede hacerse sin afectar al Programa nos han decepcionado. Hubiéramos deseado también disponer de estimaciones de la Secretaría acerca del impacto sobre el Programa de los diferentes niveles presupuestarios que pueden preverse. Esta información nos parece indispensable para llegar a un consenso sobre el presupuesto de la Organización y por ello solicitamos a la Secretaría que nos proporcione estas informaciones.

En lo que se refiere al Programa, nos limitaremos en esta fase a confirmar nuestra declaración del mes de junio en el Consejo de la FAO y a recordar algunos principios de base relativos al papel que, a nuestro entender, debe desempeñar la Organización.

La Comunidad Europea y sus Estados Miembros consideran que conviene favorecer las actividades de la FAO que contribuyen a fortalecer su papel de centro de excelencia en el sector de la agricultura y de la alimentación. "Centro de excelencia" no quiere decir que la FAO dispone de competencias universales, sino que debe trabajar en asociación con otras instituciones. Se trata principalmente de la importancia del papel normativo de la Organización como foro internacional de discusión y de negociación, de su función de información, de los Estados miembros, de su función de asesoramiento en políticas y, por último, de su función de asistencia técnica, que debe articularse según las orientaciones del Programa Ordinario.

Se trata de velar por la sinergia de este último con el programa sobre el terreno y de optimizar la utilización de los recursos extrapresupuestarios. Las actividades sobre el terreno de la FAO deberían concentrarse en programas o proyectos con carácter innovador, para desembocar en soluciones de desarrollo duradero en los ámbitos propios del mandato de la Organización.

**LE PRESIDENT:** Je tiens à vous rappeler que la FAO n'est pas compétente pour définir son barème de contributions car ces barèmes sont définis à New York. Donc c'est à New York qu'il faut agir si vous souhaitez vous exprimer sur cette question des critères de barèmes.

**Mme Régine DE CLERCQ (Belgique):** Je voudrais une fois de plus remercier le Secrétariat de son Projet de budget qui fait preuve d'efforts sérieux afin de rencontrer les impératifs d'austérité qui s'imposent actuellement. Néanmoins, elle estime qu'il convient d'envisager des mesures supplémentaires en vue de réduire encore davantage le montant total du budget proposé.

En termes généraux, la position belge relative au Projet de budget soumis par le Secrétariat est basée sur les réflexions suivantes:

1. L'Organisation a besoin d'un budget qui lui assure les moyens suffisants pour exécuter d'une manière efficace les missions de son mandat.
2. Tous les Etats Membres sans exception sont tenus de remplir leurs obligations financières pour le paiement de leurs contributions courantes et de leurs arriérés, le cas échéant.
3. Les problèmes financiers auxquels l'Organisation est actuellement confrontée exigent une approche globale qui dépasse le cadre strict de la FAO et s'appliquent en fait à toutes les institutions et activités des Nations Unies. Mon ministre l'a également indiqué dans le discours qu'il a fait en séance plénière. Cette approche consiste dans une série de mesures d'austérité budgétaire et de rationalisation. Dans un premier temps, il s'agit de faire des économies dans le domaine de la gestion administrative et des organes directeurs, de détecter et supprimer les doubles emplois à l'intérieur de la FAO et dans un deuxième temps entre la FAO et d'autres agences ou programmes des Nations Unies. Il s'agit aussi de la reformulation plus sélective des priorités de l'Organisation.

A ces actions s'ajoutent encore quelques mesures d'accompagnement tel que le renforcement des contrôles internes, des initiatives de privatisation de certaines activités qui ne touchent pas à la prise de décisions politiques de l'Organisation. Nous nous réjouissons de voir que le Secrétariat a entamé cet exercice dont tous les effets budgétaires ne sont pas connus à ce jour et dont nous attendons beaucoup pour le futur de la FAO. Nous espérons aussi que cette approche sera de nature à rassurer certains Etats Membres qui ont exprimé leur préoccupation à l'égard de la rentabilité de la FAO. En termes plus concrets, la Belgique voudrait insister pour que le Secrétariat prenne des mesures supplémentaires à court et à moyen terme dans les différents domaines indiqués auparavant.

En ce qui concerne le budget ordinaire de l'exercice biennal que nous discutons, nous préconisons un niveau de 645 à 655 millions de dollars, qui nous semblerait approprié. En même temps, nous voulons trouver les moyens pour que l'exécution du programme ne soit pas paralysée par l'obligation de consultations supplémentaires - et je dirai, peut-être, à moyen terme, l'année prochaine - des organes exécutifs de la FAO.

Les paragraphes 124 et 125 du document présenté par le Secrétariat indiquent que celui-ci est parvenu à dégager une quarantaine de millions de dollars d'économie par des gains d'efficacité sans que les programmes afférents ne soient mis à mal. Nous l'en félicitons. Toutefois, nous ne pouvons pas marquer notre accord pour que la quasi totalité de ces économies soit réaffectée aussitôt, qui plus est à des chapitres qui, à nos yeux, ne bénéficient pas d'une réelle priorité. Le Programme spécial de production alimentaire nous semble trop largement pourvu à ce stade, de même que le Programme EMPRES. Nous insistons pour que la décentralisation se fasse en synergie avec les autres agences des Nations Unies et espérons que cela puisse se faire à moindre coût que celui qui est proposé.

Par contre, le système FINSYS devra recevoir des moyens qui permettent de résoudre ce problème lancinant une fois pour toutes; et nous attendons de la FAO qu'elle s'efforce d'obtenir, par la voie d'adjudication, la meilleure proposition, en termes qualitatifs, au prix le plus compétitif possible.

S'agissant des augmentations potentielles de coût relevées lors de la 109<sup>ème</sup> session du Conseil de la FAO et qui totalisent quelque 30 millions de dollars - 16,3 millions d'augmentation de frais de personnel, 3 millions non liés aux salaires et l'effet de change lire-dollar qui reste à préciser - nous saluons l'effort du Secrétariat qui prend l'engagement de l'absorber. Nous estimons que cet effort doit avoir comme contre-partie l'engagement des Etats Membres de s'acquitter de leurs obligations financières dès le moment où elles sont exigibles et en totalité.

En ce qui concerne, en particulier, la reformulation sélective des priorités, nous pensons que le Secrétariat doit jouer un rôle crucial. Nous voudrions en effet proposer qu'il élabore une série de critères de sélection généraux et spécifiques, qui nous permettent de supprimer un certain nombre d'activités qui revêtent une valeur moindre ou négligeable à la lumière des objectifs primordiaux de l'Organisation. M. Wade a d'ailleurs déjà fait allusion, lors de la dernière session du Conseil, à certains critères pertinents dans ce contexte.

Dans l'application de ces critères, nous sommes d'avis que le secteur normatif ne doit pas se développer au dépens de l'assistance technique car ces deux volets du mandat de l'Organisation contribuent à en faire un centre d'excellence dont tous les Membres, dans leur grande diversité, tirent bénéfice.

La Belgique est consciente des dimensions de la problématique financière de la FAO - et même du système des Nations Unies - et s'efforcera de contribuer effectivement et positivement, ici et au sein du groupe de travail qui a été mis sur pied, à la sauvegarde des grands mérites de l'Organisation, plus précisément en participant activement à la recherche d'une solution globale susceptible de réconcilier les soucis financiers des Etats Membres, d'une part, et les exigences d'une opérationnalité optimale de la FAO, d'autre part.

**Mrs Melinda L. KIMBLE (United States of America):** The United States delegation would particularly like to thank Mr Wade for his comments, which give us much food for thought as we proceed with the debate of the Programme of Work and Budget.

It is no secret that the United States is facing major cutbacks for contributions to multilateral organizations. As a result of broad national support for budget reduction, spending for both domestic and international programmes will rapidly decline. Even deeper cuts are envisaged than those foreseen at the June Council

Session. The Clinton Administration requested US\$923.1 million for contributions to international organizations in the fiscal year 1996. Our calendar year contribution to FAO was included in that amount. Congress, which mandates all Federal Government spending in the United States, has proposed cuts ranging from about US\$100 million to US\$400 million below the US\$923.1 million request. The House of Representatives approved an US\$858 million level while the Senate approved only US\$550 million. Given the current status of budget negotiations, we may not have final appropriations for international organizations before the end of the year. Whatever the outcome, we will have far less than is required to meet all our assessments. Moreover, unlike the shortfalls experienced in the last decade, this is a long-term situation that we are facing. Nonetheless, as President Clinton said in New York on Sunday, the Clinton Administration remains committed to full funding for international organizations. We are engaged in frank discussions with members of Congress to achieve this end, but we believe that finding a viable solution may require several years.

We would like to fully associate ourselves with the comments made by Japan regarding FINSYS/PERSYS. Of UN assessed agencies, FAO has the largest percentage of unprogrammed resources to supplement its regular budget allocations. The current authorized level of the working capital fund amounts to US\$25 million, while the authorized level of the special reserve account amounts to nearly US\$34 million. These unprogrammed resources, when combined, total nearly 9 percent of the 1994-95 budget. Such large unprogrammed sums do not foster budgetary discipline, and can, in fact, result in over-programming of resources. We continue to believe that once FAO's finances are stabilized, the special reserve account could be eliminated, given the now proven efficacy of the use of lira forward purchase contracts. We also remain convinced that most TCP resources could be programmed - much of this in support of the Director-General's Special Programme on Food Production - and reduce the carryover of TCP funds to the next biennium.

FAO must establish a more realistic personnel ceiling. We commend the Director-General's initiation of a process to downgrade vacant posts and eliminate unnecessary middle management positions. However, we are unclear about the net effect of cost savings derived from such measures. Paragraph 121 of the Programme of Work and Budget refers to the "financial" effect of a number of personnel actions. Are we to conclude that the elimination of 41 posts in FAO's Regular Programme for 1996-97 and other steps have resulted in net savings of US\$15.6 million? We believe that more can be done. At the end of June, about 20 percent of professional posts were unfilled, while 10 percent of general service posts were unfilled. Curtailment and, in many instances, abolishment of non-essential posts would generate more savings. In the long run Member States simply cannot ignore the spiralling wage and benefit costs.

Technological advances call into question FAO's continuing need for such high numbers of general service staff. Expanded use of privatization or "outsourcing", especially in servicing of conferences, translation services and publishing, should be explored. We strongly favour FAO's recent move to contract out accounting and auditing services in the field to private sector firms. In the long run this effort will certainly produce savings in overheads.

Other Member States face fiscal situations that are causing a similar impact on FAO. As of October 16, 85 countries had made no payment toward the 1995 budget and 76 countries were in arrears. The proposed budget level of US\$697.8 million can only exacerbate the payment situation. What can we do in the face of this dilemma? We believe that some difficult decisions can be made without undercutting FAO's core mandate.

We are at a critical point in our ongoing debate on FAO's 1996-97 budget. Like many others, we consider this budget to be essential for FAO's future. Our mutual commitment to achieving food security and improving the quality of life of people everywhere can only be attained if we manage scarce resources effectively. The Director-General has demonstrated his commitment to a more efficient and reorganized FAO. He has strengthened internal controls and changed key field personnel. In any institution, however, change needs time to be assimilated and more remains to be done to complete the restructuring. As we reform, it is essential to improve our budget process and to contain the budget level.

FAO proposes to limit cost increases to 3.7 percent. In the past, such cost containment would have been commendable. Today, however, we no longer have the luxury of accepting any cost increases. In the US, public agencies are required to take real programme reductions and absorb all costs. In the UN system, and indeed, all multilateral organizations, we are asking that the same standards be met.

In 1995, the United States voted against an unprecedented number of UN system budgets where a realistic budget level was not met. The consequence of these votes cannot be and is not business as usual. All these agencies are now facing current and prospective deficits that demand urgent efforts to cut costs, programme staff, and assessments to bring the programmes in line with fiscal reality. FAO can choose now to set a realistic budget or find itself pursuing a budget reduction exercise as soon as this budget is adopted. Adopting an unfinanced budget and then spending our time adjusting it, rather than setting a realistic course and spending our future effort planning for a new, more business-like and revenue-based budget process, seems inconsistent with our pursuit of efficiency.

We strongly support FAO's cooperative links with the World Bank. Trade-related activities, including assessing the impact of the Uruguay Round Agreement and standard-setting under the Codex Alimentarius and the International Plant Protection Convention should continue to be accorded high priority, given FAO's premier role in these areas. Similarly, agricultural genetic resources, integrated management of pests and diseases and work on global forestry, especially support to the ad-hoc Intergovernmental Panel on Forests, should be given greater weight than many other programmes. We seriously question the Secretariat's recent proposal to reduce programmes on post harvest losses, given FAO's proven comparative advantage in this area. The WAICENT display is a visible demonstration of a valuable asset and most important FAO product: current informational databases. New, low-cost technologies will make this information available to more people than we could have imagined a decade ago. Such current, accurate information and analysis is at the heart of our efforts to attain 21st century food security.

Sustainable fisheries-related activities will permit implementation of the objectives of the "compliance agreement", the "straddling stocks" agreement and the FAO Code of Conduct. We believe, however, that inland fisheries resources-related work must concentrate on institutionalizing conservation measures and addressing management problems. Many aspects of GLOBEFISH, however, can and should be handled commercially.

FAO's sustainable agriculture initiatives in developing the SARD information system and promoting best practices are of high priority. Overall, however, we have reservations about FAO's more generalized rural development work where it has no comparative advantage over other agencies and national institutions. Rural extension and agrarian reform activities and the Subcommittee on Fish Trade are examples of programmes where FAO has not made a significant contribution. FAO should terminate those programmes that have achieved their objectives or outlived their usefulness.

US concerns about FAO's country representatives have been raised in Deputy Secretary Rominger's address to the Conference and in our statement on the Medium-term Plan. We support merging FAO and IICA country offices to eliminate overlap and duplication. We also believe that there is significant overlap and duplication between FAO and UNDP field offices and would urge that steps be taken to remedy this situation by combining a number of UNDP and FAO offices and allowing UNDP in some instances to take the lead at country level. In other instances, especially where programme levels are small, national correspondents could replace existing country offices. We are opposed to the establishment of new country offices.

We note with concern that FAO's organizational structure remains top-heavy with nearly 180 work units, each with its own chief and supporting staff. Offices attached to the Director-General alone are proposed to cost US\$45.8 million and represent the highest percentage increase from the Summary Programme of Work and Budget (SPWB). Such increases should be scaled back, particularly to control short-term personnel costs. FAO should continue to vigorously pursue ways of reducing its numerous bureaucratic layers and continue to revamp its personnel structure. We encourage FAO's creative and innovative staff to explore cost-savings to address these issues, and believe that an external management review as proposed by the Programme and Finance Committee must be an essential element of this process.

Meetings, with their attendant costs for translation, interpretation and printing services, must continue to be reduced. As many here would agree, technological advances across the globe have greatly diminished the need for huge resources devoted to meetings. With regard to the FAO Conference itself we have made excellent progress in reducing the duration of this biennial meeting. But more needs to be done to enable FAO staff to focus greater attention on delivering programmes and less on servicing meetings. As a start, we fully support the proposals made at the 109th Council for a working group on governance reform. We would urge a more streamlined budget process. The SPWB could be eliminated and the Programme and Finance Committees

could meet jointly in the Spring to review the draft PWB to assess programme priorities and their attendant financial implications. The Director-General may wish to consider other measures such as moving to a four-year budget cycle and even more streamlined Councils and Conferences.

Given existing financing constraints, we strongly supported the Director-General's decision to hold back expenditures by more than US\$20 million in the current biennium, rather than increase the existing deficit. Since budget exigencies are not disappearing, we believe that the starting point for discussion of the 1996-97 resource needs should be the level of member resources provided in 1994-95, with additional savings made in other areas. Priority-setting for 1996-97 could then be determined based upon actual experience. In yesterday's introductory remarks, Mr Wade helpfully underscored the degree of estimation incorporated in budget planning and cost projections. We all struggle with this predicament. That is why it is all the more imperative that actual revenue and expenditure data be integrated in the 1996-97 and future budget proposals to enhance transparency and meaningful debate on programme priorities. Some agencies are already providing actual data and others are committed to doing so in the forthcoming biennium.

Accordingly, we believe that a budget level in the range of US\$550-600 million offers the only solution to addressing the budget challenges that lie ahead. To achieve the higher end of this range, FAO should absorb all cost increases, including the exchange rate adjustment. The United States is willing to work cooperatively with Member States and FAO to achieve this result and we look forward to the Director-General's proposals being submitted early next year to the Programme and Finance Committees for review and ratification. We are not advocating cuts for the sake of cuts, but rather, to equip FAO for an unpredictable future where flexibility is essential. Old solutions to today's problems are not the answer. Though we readily admit that this cost-cutting process will be challenging, we believe that it will result, in the longer run, in an effective, relevant and more focused FAO which will serve the entire membership well.

**David SANDS SMITH (United Kingdom):** I should like to start by saying we believe it is essential to understand that reference to a figure of US\$698 million as being a 3.7 percent increase on the previous biennium figure is not a matter of talking about real money because the previous budget figure will not be achieved. I am slightly surprised by the figure Mr Wade provided this morning. We had earlier understood that the level of underfunding would be considerably larger. I look forward to hearing further from Mr Wade on this point.

I would stress (as I have done before) that the United Kingdom believes strongly it is necessary to set the budget at a level that will be fully funded and that to do anything else is not only irresponsible but unsound. To produce a budget that meets this aim, we believe we can identify savings that would limit the effect on programmes and improve the efficiency of the Organization. I should like to give some examples.

The first of these areas is the reform of governance structure - a matter that must be of direct concern to all of us who comprise governance of this Organization. We question why the Organization needs such an elaborate and duplicative governing machinery when agencies - and I would give two examples - like UNDP and UNICEF - which have larger budgets, can manage with short board meetings rather than the panoply that we have for this Organization. If we look at the arrangements that we have we find that US\$18 million is identified in the proposed PWB to be set aside for our governance procedures. Four hundred and nine professional staff are hired (as we understand) on temporary contracts for Council and Conference and this does not include the general service staff, the messengers, the typists and others.

Chairman, another area in the Budget that needs to be reconsidered is the US\$15 million identified for external relations. What is the measurable output of this activity? Liaison and attendance at meetings can quickly become ends in themselves and this provision needs radical reduction and the methods of liaising with others needs to be completely reviewed.

We must also guard against misleading impressions of savings. The PWB indicates a saving of over US\$8 million through the use of national programme officers. We should like to know how this figure is arrived at. It is our understanding that the international professional officers who have been replaced by national professional officers have been reassigned. This means the national professional officers are in addition to these staff and not replacements for them. The saving may indicate that it is very much cheaper to employ local staff in jobs previously done by international staff but it can hardly be a real saving if the people

replaced are still within the system. The PWB makes a number of claims about reductions in posts but is unclear about the distinction between posts and people. How many of these posts were filled? If all we are looking at is the suppression of unfilled posts (perhaps unfilled due to the underfunding of the Budget) then how is this a saving when the money was not there to pay for the posts being filled in the first place?

Staffing costs constitute the lion's share of the proposed PWB. Much of the high cost of this provision is due to the need for centralized staffing. We believe that this is right. FAO's normative functions require considerable numbers of staff to be centrally located but do they all have to be located in Rome? It is that which adds so very much to the cost of running this Organization. My delegation believes not, and that functions should be reallocated.

I would like to go on to another point. US\$18 million is identified in the PWB for building maintenance. That is what this building costs to keep it going. Almost US\$5 million is allocated for the security staff - that is what it costs to keep the building secure. The cost of personnel services is US\$16.4 million - that is what it costs to administer the staff in Rome. It is not true to say that savings cannot be found without cutting programmes. Further savings can be identified but to achieve them means a radical review of how FAO does its business and where it does its business.

I should now like to turn to the question of FINSYS and the resolution before us to endorse the proposal that FINSYS should be replaced through extrabudgetary resources. UNGA resolutions on the reform of the System have emphasized the requirements for greater accountability and transparency in UN affairs. The provision of financial information is crucial to the exercise of oversight. We must include the cost of the replacement system within the regular budget even if this means cutting something else, and even if it means spreading the cost over to biennia.

I should also like to say a brief word about savings under the technical, economic and development programmes. I must emphasize that in referring to lower priority programmes we do not mean to imply that these are areas that are unimportant in development terms, but simply that, in the present resource climate and given FAO's core areas of expertise, they are areas where this Organization should look very hard for savings. We would like to give two or three examples. The programme covering economic aspects of fertilizer use and plant nutrition systems, where these do not clearly require an input from FAO to stand alongside the private sector and public sector capacity, needs to be looked at. Also work on seed production again looking at what is being done in the private sector and elsewhere in the public sector. Work on agricultural support systems, but not (as is suggested in the documentation) work on post harvest management, which we believe to be important should also be reviewed. We also believe that work on isotopes and biotechnology should be examined very closely. There is some danger that this work may become supply driven. Further, we believe that a careful review should be undertaken of the non-normative elements of FAO's livestock programme to look realistically at the resources available in other institutions to carry out such work and the resultant need for a programme of this size and coverage at FAO.

These are one or two examples. Our overall concern is to see a situation where we avoid overlap and duplication and focus firmly on areas of FAO's comparative advantage. By taking the steps I have indicated, we are clear we can maintain the key roles of the Organization as set out in its constitution and indeed increase their impact by making them more focused. For us the principles are clear: first, the Budget must be set at a level where we can be assured that the necessary financial resources will be forthcoming. Second, traditional burden sharing must be maintained. Third, activities should be limited to core tasks in areas where FAO has a clear comparative advantage and fourth (and arguably most important in order to achieve this), further significant efficiency improvements must be made. When my delegation spoke in the Council the independent Chairman asked for clarification of whether the United Kingdom was proposing setting the Budget and then deciding what could be afforded instead of the other way round. My answer to that is very certainly "yes". Indeed, this is the only way to proceed in the real world. You find out what you can afford and you tailor your expenditure accordingly. If you have decided you need US\$14 million for public information services but you only have a fraction of that amount, you quickly find out what are your essential services. These might not be magazines publicizing the work of FAO to a wider audience. They might be concentrating on vital information services to the Member States.

To conclude we believe there is scope for considerable further savings and that we must give FAO a budget that reflects the means we expect to be able to make available. We believe that a budget of

US\$620-630 million would meet both of these essential requirements. The temptation for some may be to consider what might appear to be the easy way out and to seek to adopt a budget at a higher level knowing that a considerable part of the finance required would not be forthcoming but let us be clear: it would mean that the Organization was, frankly, headed for major disaster and the fault would be ours - the Member States. However, there is no need for this if we adopt the only prudent course of sound financial management and governance. Only if we behave responsibly will the Organization earn respect and merit support. If we value the Organization we have no alternative.

**LE PRESIDENT:** Je remercie le Représentant de la Grande-Bretagne pour ses commentaires détaillés, notamment sur les mesures d'économies. Evidemment, il ne les a pas mesurées en termes chiffrés. Je ne ferai pas de commentaires pour l'instant.

**Saeed NOURI-NEENI (Iran, Islamic Republic of):** My delegation very much agrees with the Director-General, among other things, on the following points:

First, we should not address the level of resources required for 1996-97 solely in terms of crude percentages and figures without reference to the challenges FAO seeks to meet in the biennium.

Second, considering pervasive malnutrition and the prospects of an additional 3 000 million people needing to be fed within the next generation on the one hand and the mandate of FAO to shoulder this duty on the other, one can easily conclude that a Budget with zero real growth far from meets even the minimum requirements.

Third, we all know that the Organization is in a delicate phase of transition and we all know that the Director-General has gone very far in areas of servings and cost absorption. Therefore, I express my delegation's deep concern over the damage which might be inflicted on FAO's programmes and on the minimum level of assistance needed by developing Member States if any real reduction in the Budget level were to be enforced.

Mr Chairman, if you permit me I would like to make a few observations on more detailed issues: on Major Programme 2.2, paragraph 37.4, regarding assisting developing countries in assessing the national and regional implications of the Uruguay Round Agreement, while we welcome this initiation I should like to remind the Secretariat that net food import countries need more assistance and support in dealing with the negative aspects of the implementation of the Uruguay Final Act.

Paragraph 37.5 is considered by my delegation as a very high priority, especially the parts which aim at maintaining FAO's standing as a centre of excellence and concentrates on research analysis and studies of agriculture and rural development.

Paragraph 37.7 dealing with World Food Summit is strongly supported by my delegation.

On Major Programme 2.3, paragraph 38.2. Support of aquaculture development in areas of highest potential or critical need is a high priority issue especially with regard to its potential as a major source of animal protein in food security of most of the developing world.

On Major Programme 2.4, paragraph 40 receives the strong support of my delegation especially part 2, dealing with community forestry and forestry capacity building.

On Major Programme 2.5, my delegation extends its full support to paragraph 42.1, the Special Programme for Food Production in Support of Food Security in Low-Income Food-Deficit Countries and its increased provision. This Programme is not only the most related assistance to Food Production in Food-Secure countries, but it would bring self confidence and self reliance to these countries which is of equal importance.

Activities mentioned in paragraph 42.2 which would be carried out by the new Sustainable Development Department are among highest priorities in most developing countries. Applicability of research results to effective farming conditions is an activity that we believe could lead to a major breakthrough in most of the developing countries. Therefore urging the Secretariat to pay special attention to it.

Chapter 4, Technical Cooperation Programmes. TCP projects are those which are tailor-made to the special needs of developing Member States. The provision for TCP projects is about US\$41 million per annum seems far short of the real needs of the countries, but considering the tight financial situation of FAO in 1996-97 we hope at least in the future budgets, more can be allocated to this very important programme.

Mr Chairman, finally I would like to joint others who emphasized the importance of payment of the arrears in reducing the existing financial pressure on the Organization. In this regard, in spite of existing financial difficulties we have made a payment equal to more than 30 percent of our arrears just two days ago and we will do our best to pay the rest by the end of 1996.

Mr Chairman, my government fully and strongly supports the Director-General's Programme of Work and Budget for 1996-97 as proposed and appeals to others for its unanimous adoption.

**José ROBLES AGUDLAR (México):** Sin duda éste es el tema de mayor trascendencia. A lo largo de los últimos meses, los miembros de esta Organización hemos tratado de alcanzar un consenso basado en la buena voluntad y en el respaldo político sobre el nivel de presupuesto del próximo bienio. La versión realizada que presentara el Director General al 109° período del Consejo consideramos establece un nivel adecuado de gastos. La reciente reunión de Quebec sirvió para evaluar la trascendencia de la labor que realiza la FAO, particularmente en favor de los países en desarrollo. Estimamos que se debe mantener una coherencia entre el respaldo político y el respaldo financiero. El discurso del Dr Diouf, al inicio de la presente Conferencia, fue ilustrativo y contundente sobre los riesgos que conllevarían reducciones adicionales en la cifra propuesta de 698 millones de dólares EE.UU.

Mi país, como la mayoría de los que participamos en esta Organización, se opone a que se realicen recortes a los programas y subprogramas que actualmente lleva a cabo la FAO. Reconocemos los esfuerzos realizados por el Director General en este sentido en relación con los ahorros y reducciones de costos realizados no sólo en la parte operativa sino también en la parte propositiva. Reducciones adicionales podrían socavar seriamente la labor y cumplimiento de los objetivos de la Organización. Es evidente que el problema central radica en los atrasos en el pago de varios contribuyentes, muy especialmente del principal de ellos. En este sentido consideramos que ninguna nación que integra esta Organización puede substraerse de sus responsabilidades financieras asumidas al adherirse a ésta. En razón de lo anterior, esperamos que el anuncio que habría formulado el pasado fin de semana en la sede de las Naciones Unidas el Jefe de Estado del principal contribuyente, respecto al pago de sus atrasos, se haga extensivo también a la FAO.

Permítame, señor Presidente, hacer algunos comentarios en relación al proyecto del Programa de Labores de esta Organización.

En primer lugar queremos respaldar las prioridades establecidas por el documento. Queremos, en este sentido, enfatizar nuestro pleno respaldo al Capítulo 4 respecto del Programa de Cooperación Técnica.

Consideramos que las funciones en este renglón son un aspecto central de la labor que debe continuar realizando la FAO, sin detrimento de sus actividades normativas. Queremos de igual manera respaldar nuestro apoyo a las actividades y a los programas particulares sobre recursos fitogenéticos y programas de producción alimentaria. Una mención especial queremos realizar en relación al Programa 2.3.3, en concreto, al párrafo 770, que prevé un programa para la instrumentación del Código de Conducta para la Pesca Responsable, que esta Conferencia deberá aprobar.

**Mohamad Walid AL-TAWIL (Syria) (Original language Arabic):** Thank you Mr Chairman. I would like to thank the Secretariat for its laudable efforts in preparing Document C 95/3, Programme of Work and Budget.

All Member States, without any exception, are held to honour their financial obligations to the Organization whether it be a question of paying assessed contributions or arrears. The developing countries and poor countries have very substantial needs as far as concerns the efforts made by FAO and its technical programmes.

This Organization has a time worn history and has done remarkable work. It is one of the main bodies of the United Nations system where it is advisable to step up efforts made for the poor countries and the developing countries. I think that we have to give this Organization the means to carry its policies and allow it to carry out its programmes with a view to ironing out some of the main problems that mankind will have to grapple with on the eve of the twenty-first century and that is towards food security. This is a universal problem because all states are in some form of fashion confronted with this problem. If it is inevitable to cut back on budget something which puts us in a very tight spot but we have to at least ensure that that does not have an impact on the important programmes of the Organization. Thus I think we should try and go back and look for the items in the budget that can be cut back so that we do not down size the main activities of the Organization.

Of course it is up to the Organization to look for other means of rationalizing its expenditures and to continue its laudable work done along this line. It is just a question of how we are going to determine the activities that are not important and which are not priorities and that just might likely get hit with cut backs. In this respect I think that it is necessary that consultations be opened up with the Member States based on a realistic evaluation of the programmes and projects.

We support the Programme of Work and Budget submitted by the Director-General. We feel that this Organization should be allowed to make strides and go forward. Furthermore, we are well aware of how important or meaningful population growth is as well as the importance of other development problems. We would like to stress upon priorities in this framework of the Programme of Work and Budget.

First, the need to flush out activities that have to do with agriculture production, activities that have to do with strengthening scientific research and the training of national human resources of Member States.

Second, agricultural extension for the benefit of farmers.

Third, the conservation of phylogenetic and zoogenetic resources, as well as other resources, water and soils, rational development techniques, particularly as concerns pasture management and arid land management programmes for desertification control, national assistance and plant health programmes with a view to knowing developing resources but to ensuring exchange of information.

Fourth, we back activities with regard to agricultural policies particularly those that concern studies on the repercussions of the implementation of the Uruguay Round.

Fifth, the integrated pest management and respect of the environment: we also back cooperation among developing countries and regional cooperation which might play a role in the forefront. We feel that a detailed study has to be carried out, one which is thorough and exhaustive which should allow us to assess the negative ramifications which will have an impact on the programmes and a possible cutback of the budget. These kinds of implications are inevitable, as far as I can see, and thus it is a question of determining the scope and the magnitude of all of that. On the other hand, we also have to take into account the cost-benefit aspects with regards to the fight against hunger and other areas in the developing countries.

**XU NANSHAN (China) (Original language Chinese):** On behalf of the Chinese delegation, I would like to thank the Conference Secretariat for preparing the documents for our Conference. I would like to thank Mr Wade for his introduction to this item.

I would like to present our views on this item. We have noticed the draft Programme of Work and Budget 1996-97 has been discussed during many relevant meetings and Member States have so far not reached agreement on it. In spite of this, Member States in general agreed with the view that FAO, as the largest body within the UN system in charge of food and agriculture, has a very important role in the field of food and agriculture worldwide and that this role should be strengthened further in the future. This view was echoed during the recent ministerial meeting on World Food Security in Quebec and at the celebrations of the 50th Anniversary of FAO.

Since the world food security situation in recent years has become ever more grave, it is necessary to strengthen the role of FAO. In view of the above, our delegation believes that, first, in order that FAO can

better meet its objectives and carry out its functions, the existing level of activities and its capacity should be maintained. In particular, the Special Action Plan for assisting low-income food-deficit countries to attain food security should be ensured. The priorities, such as technical cooperation programmes to assist developing countries, should not be weakened. The fact of the implementation of the budget level with zero real growth within the FAO Programme of Work should be guaranteed.

Second, FAO should achieve savings through restructuring, improving efficiency, cutting out conferences and unnecessary publications and recruiting more local experts. The budget should become compressed as far as possible and the financial burden of Member States should be lessened.

Third, FAO should strengthen and enlarge this cooperation with the relevant UN bodies and NGOs, expand its sources of funds and strengthen its own position to meet the future challenges and facilitate the implementation of food security programmes for developing countries.

Fourth, FAO's savings and other measures should bring about real benefits to the Member States without, at the same time, causing extra financial burdens on developing countries.

Fifth, all Member States should fulfil their financial obligations and pay their contributions so as to lessen the financial difficulties faced by FAO.

Sixth, we are in favour of regional consensus by all Member States on the level of the budget for 1996-97.

**Bananga Abbas MALLOUM (Tchad):** Ma délégation remercie le Secrétariat pour la production de documents clairs et concis relatifs au Programme de travail et budget pour le prochain exercice biennal. Je voudrais également remercier M. Wade de son excellente introduction.

Ma délégation se réjouit des efforts accomplis par le Directeur général pour présenter un budget à croissance réelle zéro avec absorption maximum des coûts. C'est là un travail louable qui mérite d'être reconnu par les Etats Membres de l'Organisation.

Mon pays, qui se trouve parmi les pays redevables de la FAO, s'est déjà engagé à honorer ses engagements, malgré les difficultés financières qu'il rencontre, afin de permettre au Directeur général de mener à bien la restructuration et la redynamisation de la FAO.

Après une lecture minutieuse des documents qui nous sont soumis et après avoir entendu les explications claires et transparentes de M. Wade, nous nous rendons compte de la difficulté des exercices faits pour dégager de nouvelles économies, conformément aux recommandations du Comité du Programme, du Comité financier et du Conseil.

C'est ainsi que le Secrétariat a pris des mesures pour rationaliser la structure et les procédures administratives, supprimer 158 postes, décentraliser les services techniques et adopter de nouvelles modalités de fonctionnement qui permettront d'économiser 43 millions de dollars E.U. sur le budget de 1996-97.

Au budget de base pour 1994-95, soit 673,1 millions de dollars E.U, il faut ajouter dans le budget actuel les coûts suivants:

- le taux d'inflation sur deux ans pour les biens et services;
- l'augmentation des traitements des échelons d'ancienneté du personnel;
- deux programmes prioritaires: Production alimentaire à l'appui de la sécurité alimentaire dans les pays à faible revenu et à déficit vivrier et EMPRES;
- le Sommet mondial de l'alimentation;
- le remplacement de FINSYS/PERSYS (augmentation des traitements FPI décidée à l'Assemblée générale de l'ONU et risques liés aux fluctuations du taux de change dollar-lire).

Nous félicitons le Secrétariat pour ses efforts.

Tout en réitérant son appui au budget proposé, ma délégation lance un appel aux Etats Membres afin qu'un consensus soit dégagé pour permettre au Directeur général de mener à bien les réformes engagées.

En ce qui concerne le Programme, ma délégation apporte son soutien au sous-programme 2.5.6 "Production alimentaire à l'appui de la sécurité alimentaire dans les pays à faible revenu et à déficit vivrier" et au programme 2.5.2 "Les femmes dans le développement et la participation populaire".

En ce qui concerne le Grand Programme 3.1 "Assistance aux politiques", ma délégation apporte son appui aux objectifs définis par celui-ci, notamment le renforcement des capacités nationales d'analyse et de formulation des politiques alimentaires et agricoles grâce à une assistance technique et une formation dans ces domaines.

**Sy ADAMA (Mauritanie):** La FAO ne doit pas être victime de ses efforts de rationalisation, ses efforts de meilleure gestion, ses efforts de révision, pour nous présenter, comme cela a été fait, des ambitions raisonnables et réalistes conformes à sa mission.

Qu'il me soit permis de féliciter le Secrétariat pour les explications claires et dépassionnées qu'il nous a présentées au sujet des économies pouvant être réalisées et des ajustements nécessités par la situation. Cela représente un tour de force qu'il n'est pas commun d'observer au niveau des différentes institutions internationales connexes. Aussi ma délégation souscrit-elle au Programme de travail et budget qui nous est soumis, et invite les différentes délégations à l'adopter pour plusieurs raisons.

La première raison serait de reconnaître la franchise et la rigueur qui ont été à la base de sa confection et de sa présentation.

La deuxième raison serait simplement l'équité et la justice au regard des différents budgets des institutions consoeurs des Nations Unies qui ont été adoptés et qui sont loin de correspondre à la croissance zéro.

La troisième raison, c'est le discours unanime et combien éloquent de différents pays au Cinquantième anniversaire de la FAO au Canada, qui a mis en exergue les performances de l'Organisation, la justesse de ses orientations et sa problématique de base qui reste d'actualité.

La quatrième raison, et non des moindres, est le constat qu'à l'aube du troisième millénaire, le problème de l'alimentation et de la sécurité alimentaire demeure d'actualité. Au regard de millions d'hommes, de femmes et d'enfants qui souffrent - et comme l'a dit le Directeur général de la FAO - quel contraste lorsque l'on sait que le niveau du budget proposé équivaut à la dépense encourue, dans certains pays développés, pour nourrir pendant six jours des chiens et des chats! Je n'ai rien contre les chiens et les chats, ce sont des animaux adorables, mais je ne peux pas les comparer à ma fille ou à mon fils. Ce constat doit rester révélateur pour toutes les consciences. Bien d'autres raisons subsistent qu'il n'est pas besoin d'évoquer.

Ma délégation souscrit pleinement à ce Programme de travail et budget et, pour être plus concret, mon Gouvernement a joint l'acte à la parole en honorant ses obligations.

S'agissant du Programme, ma délégation réitère ses préoccupations relatives aux différents fléaux qui continuent d'hypothéquer les efforts visant à améliorer la production alimentaire. Nous souhaitons un renforcement du Programme spécial sur l'augmentation de la production alimentaire et de la sécurité alimentaire et de celui de l'EMPRES. En ce qui concerne ce dernier, ma délégation demande son extension durant l'exercice biennal 1996-97 à la zone occidentale englobant l'Afrique de l'Ouest et l'Afrique du Nord, cela pour tenir compte de la précarité des moyens dont on dispose et de la faiblesse des organisations sous-régionales qui sont en place dans cette zone.

Enfin, ma délégation, tout en étant reconnaissante aux différents pays partenaires dans le développement, invite à l'exploration du contexte international favorable - l'après-guerre froide - pour envisager une réelle relance des activités de nos organisations internationales et régionales, et de la FAO en particulier. Certes, beaucoup a été fait mais beaucoup reste à faire. Mais selon notre point de vue, ce n'est là qu'un crédit à accorder à l'humanité toute entière.

**Horacio M. CARANDANG (Philippines):** The Philippines delegation wishes to express its readiness to support the programmes and priorities presented in the budget. This is the result of deliberations in the Technical Committees, Council and its sub-committees.

The Philippine delegation also wishes to indicate its support for a real zero growth budget level. The head of the Philippine delegation, His Excellency Roberto S. Sebastian, Secretary of Agriculture in the Philippines, clearly indicated this in his statement to Plenary.

It appears, however, in the light of the ongoing debate, that a consensus on such a basis may not be feasible. Delegates are now asking how much of the cuts can be reasonably sustained in the budget level.

We, who work in the governments, know that there is always some waste in bureaucracies. It is our duty in governments and managements to seek out and fight such waste.

We are also aware that there are limits to budgetary cuts if we are not going to damage the efficiency and capability of that Organization to deliver the required services to its members.

Mr Chairman, the Secretariat has pointed out several areas where possible economies can be achieved. Mr Wade has referred to economies in travel, economies in support costs for Trust Funds, regrading of professional posts to enable young professionals with state of the art qualifications to come into the Organization. We believe that there is room for this, because while we believe that there is wisdom and experience in old age, we also believe that the enthusiasm of qualified youth will be able to bring new blood to the Organization.

In relation to the new arrangement for the modalities to contract outside expertise, it appears that the arrangement for retirees from the UN System is functioning very well, and we are glad to hear about this. It seems, however, that the arrangements for TCDC have not yet taken off very well. It seems therefore that we have to probably streamline this arrangement so that we can get more mileage out of it.

With regard to arrangements with research institutions and universities, I would like to know why only the developed country institutions are indicated there. Is this a policy or is there something else behind this?

Our delegation is willing to enter into a dialogue with all the other delegations in order to find an acceptable solution to the problems that we are now facing in the Programme of Work and Budget. However, I would express great concern that we are now experiencing, in the face of the lower priority that is being given to agriculture, a great challenge which faces the nations of Asia and Africa and many other regions in relation to how to provide adequate food for their growing populations. A recent study in the expert consultation on the wheat and rice systems of Asia has indicated that present levels of growth cannot be sustained. The harvests, the potentials of existing technologies have now reached a plateau. We no longer have the possibility of extending our existing cultivated areas because all the lands that are remaining are marginal, and to do so would probably harm the environment. Yet we know that in the international community there is less and less priority being given to agriculture. Mr Chairman, I think that this Conference should express concern about that.

If we look at investments in agriculture from the international lending institutions, the World Bank and Asia Bank, we know that investments in agriculture are going down and so are many donors cutting their investments in agriculture. If we look at the international research institutions, we do not see any new technology coming out which would be able to sustain a growth rate comparable to those that have been given to us in the Green Revolution.

Mr Chairman, if we really believe in the need to prevent a catastrophe in the future with regard to food security, all the Member Nations must be willing to play their part in order to contribute towards the furtherance of food security and the objectives of this Organization. My own country, although we have many domestic problems, tries its best to pay its contributions on time.

**Ms Hedwig WÖGERBAUER (Austria):** First of all I want to thank the Secretariat for the introduction in the working Programme and Budget 1996-97 now on hand. As you know the Council of the FAO dealt with the first draft of the working Programme 1996-97 submitted by the Director-General as early as in the course of the Session of the FAO Council in June. Moreover, I can state that Austria fully supports the comments of the European Union on the document in question. In the following the Austrian position is explained in detail.

Austria welcomes the priorities for the budget 1996-97 as laid down in document C 95/3, such as in particular the Special Programme for Food Production to support the food supply in low-income food-deficit countries, the activities for the World Food Summit, the continuation of the works in the fields of emergency preventions systems and diseases; also activities with respect to the International Conference of Plant and Animal Genetic Resources in Leipzig in 1996 as well as the follow-up measures and the implementing measures of national forest action plans are attributed great importance by Austria.

A consent to the working Programme and Budget of the FAO means that my country will fulfil its financial obligations in due time, as it did in the past and as stipulated by the Statutes of the FAO. Steps seem to be necessary in order to define areas of possible economies but the agreed budget level should enable the Organization to implement the proposed priorities to which we agreed. The Programme of Work and Budget for 1996/97 also has to be seen in close relation to the Medium-term Plan.

Austria welcomes the follow-up measures envisaged by the FAO in connection with the Rio Conference as well as the Helsinki and Montreal Resolutions on the Protection of Forests and in view of the promotion of a sustainable forest management. It would go too far to go into detail with the special importance of agriculture in the course of the budget consultations. However, we do hope that there will be a close cooperation also with other international organizations, and in particular with the OECD and the CGIAR.

May I now make a few remarks on the field of forestry ? It seems necessary to me that more attention is paid to an environmentally benign exploitation of forests within the framework of a sustainable forest management, in order to achieve a full valorization of forests. In this context adequate technologies are to be applied in order to integrate the rural population in the best possible way in the processes of forest preservation, management and use.

We are of the opinion that the model code on forest harvesting practice developed by the FAO can be a valuable help in many cases in order to introduce an environmentally benign, sustainable forest management.

As it did in the past, Austria will support the training programmes for forest experts planned by the FAO, in particular for countries in transition to market economies, also in the future. We also think that it is not only necessary to continue with the Global Forest Resources Assessment, but also to improve its quality in order to get a more exact idea about the extent and the condition of forests in the various regions of the world. In view of the limited financial resources available, it seems to be necessary to define the priorities in the field of forestry more clearly and in particular to carry out such measures in which the FAO has a clear advantage compared to bilateral or other international organizations.

Mr Chairman, as a representative of a European country may I say a few words on the work of the FAO in the region of Europe. We support the activities in Europe as laid down in the working programme of the FAO. In particular I would like to refer to the priority "cooperation with the European countries in a state of transition". It seems to be necessary to Austria that the needs of this region are particularly taken into consideration in future work in the region of Europe. The recent results of these efforts were presented impressively at the Conference of the European Commission on Agriculture in Bled.

We also welcome the fact that the cooperation with the ECE in Geneva has been successful in the last few years. We think that this cooperation will become even closer in the future. This applies to the field of agriculture as well as to the field of forestry.

The fields of education, training, and further training in agriculture and forestry deserve our full support. When we are talking about the work in Europe and its special importance, we should not forget about the work of the FAO/WHO Codex Alimentarius Commission.

In this context not only do I want to refer to the special importance of the work of the Coordinating Committee for Europe but also to the work of the FAO Codex Alimentarius on a global scale. Special importance will have to be attributed to these works in cooperation with the WTO activities in the future. The International Conference of the FAO/WHO Codex Alimentarius Commission which took place in Rome in July dealt profoundly with this topic.

As to the works of the Fertilizer Commission of the FAO, I would like to add that we particularly appreciate these activities. We believe that the work of the Fertilizer Commission deserves our full support, as these activities are of particular benefit to developing countries.

**Mme Fatima LARBI (Tunisie):** Ma délégation voudrait se joindre aux délégations qui l'ont précédées pour appuyer la proposition du Directeur général du Programme du travail et budget 1996-97 préparé sur la base d'une croissance réelle O qui, à notre avis, est d'un niveau acceptable.

Je saisis cette occasion pour faire référence au paragraphe 8 (a) du rapport de la 109ème session du Conseil.

Je voudrais souligner l'intérêt que porte ma délégation pour que les programmes fondamentaux jugés très prioritaires puissent être réalisés. Je citerai à titre indicatif et non limitatif les programmes suivants:

- appui au Programme spécial relatif à la sécurité alimentaire dans les pays à déficit vivrier, notamment dans la région Afrique;
- Programme EMPRES et notamment le Programme de lutte contre le criquet pèlerin en Afrique;
- renforcement des programmes de conservation des ressources phyto et zoo génétiques dans les pays;
- promotion de la lutte intégrée des cultures, le Programme de lutte biologique et l'élaboration des normes phytosanitaires;
- assister les pays en développement pour promouvoir le commerce des produits agricoles dans le cadre des négociations d'Uruguay;
- assister les pays en développement pour une conduite responsable de la pêche et la préservation des ressources halieutiques;
- renforcer les programmes relatifs à la conservation des eaux et du sol, la gestion rationnelle, l'économie de l'eau et la lutte contre la désertification;
- promotion et accroissement des programmes destinés aux femmes et aux populations rurales pour un développement agricole durable;
- renforcer le Programme de coopération technique et maintien de l'objectif de 17 pour cent du Programme.

Dans ce cadre l'idée d'affecter une partie des fonds du TCP au Programme spécial sur la sécurité alimentaire des pays à déficit vivrier ne nous semble pas indiquée.

Si tous les Etats Membres faisaient un effort pour s'aquitter de leurs obligations financières vis-à-vis de la FAO, notre Organisation ne se trouverait pas dans une situation financière difficile.

Il est du droit de ces Etats d'exiger du Secrétariat et des organes directeurs des mesures permettant d'accroître l'efficacité des programmes techniques et économiques, d'améliorer leur gestion et de réaliser des économies.

Ma délégation est convaincue que la Direction générale et le Secrétariat n'épargneront aucun effort pour tenir compte des remarques pertinentes et des recommandations constrictives des Etats Membres pour réduire les coûts de certaines rubriques, éviter le double emploi et améliorer la gestion et l'exécution des programmes approuvés.

Mais il ne faut pas se faire d'illusions, la qualité des services et la compétence des expertises demandées exigent que des ressources financières soient disponibles.

Nous faisons confiance à la Direction générale et aux organes directeurs de la FAO, composés de membres élus et compétents, pour veiller à la bonne exécution du Programme et assurer un suivi minutieux et une évaluation continue des actions de la FAO au siège, dans les régions et dans les pays.

La délégation lance un appel à tous les Etats Membres pour soutenir le Directeur Général et le Secrétariat dans leurs efforts de revitalisation de notre Organisation et son perfectionnement en tant que centre d'excellence du Système des Nations Unies.

Pour cela, un consensus devrait être obtenu dans notre commission pour approuver le Programme de travail et budget 1996-97.

**Raphael RABE (Madagascar):** L'intervention de ma délégation se concentrera sur l'opportunité, la possibilité et la logique de fixer au cours de cette session de la Conférence un niveau de budget sensiblement différent du niveau proposé par le Directeur Général.

Pour cela, j'aimerais d'entrée de jeu partager la préoccupation du Directeur Général, manifestée dans son discours d'ouverture:

"On ne peut faire de coupe drastique immédiate dans les ressources de notre Organisation sans mettre en péril les efforts méthodiques et systématiques engagés depuis le Conseil de juin 1994".

Le Président du Conseil également, lorsqu'il a pris la parole en séance plénière, a recommandé d'éviter toute précipitation, mais de procéder avec méthode et rationalité, tel que le prescrit d'ailleurs l'Acte Constitutif de notre Organisation.

Toutes les délégations sans exception sont parfaitement au courant du fait que le Programme de travail et budget présenté à la Conférence est le résultat d'un long processus au cours duquel les Etats ont eu la possibilité, mais aussi le devoir, de faire part de leurs suggestions.

Exiger des réductions au stade actuel ne serait pas responsable, pour utiliser un euphémisme. Si le budget de la FAO était celui d'un simple service administratif qui n'exécute aucune opération ou projet, on aurait pu procéder de la sorte. La réalisation ou non des services à lui prescrits n'aurait pas en fait de conséquences néfastes.

Mais pour la FAO c'est autre chose. Ses ressources servent à réaliser des programmes arrêtés par les Etats Membres eux-mêmes. Ce sont des coûts d'exécution, fruits de longues expériences et correspondant à des performances appréciées par nous, Etats Membres, car jouissant d'avantages comparatifs indéniables.

Bien entendu, la FAO peut encore améliorer ses performances, et doit les améliorer. Il suffit de se reporter aux documents produits par le Secrétariat, à savoir le PTB lui-même, l'exécution du Programme ordinaire et du Programme de terrain, le Plan à moyen terme, et bien entendu, les discours du Directeur Général, pour constater que des mesures draconiennes ont déjà été prises pour faire des économies, que nous avons le devoir d'apprécier. J'ai entendu toutes les interventions qui appréciaient les économies faites.

Si nous regardons le niveau des budgets antérieurs et les augmentations de coût qui ont été votées, ces augmentations s'élevaient de 70 à 80 millions de dollars. Maintenant on nous demande une augmentation de 24 millions de dollars. On est arrivé à ce niveau après des réductions successives demandées par les Etats Membres.

On nous annonce que les effectifs ont été réduits de 158 postes par rapport au 1er janvier 1994, cela après une longue et profonde analyse de gestion et de changements importants dans le modus operandi de l'Organisation, nous dit-on dans le discours du Directeur Général.

D'autres mesures sont annoncées, dont plusieurs nécessitent les décisions des Etats Membres eux-mêmes. Certaines délégations les ont citées. Je suis certain qu'elles savent qu'elles ne peuvent être prises qu'après la décision des Etats Membres. Dans le paragraphe 44 du Plan à moyen terme, on trouve quelques-unes de ces mesures qui doivent être prises et elles nécessitent la décision du Comité, du Conseil, c'est-à-dire de nous, Etats Membres. On dit en outre que des économies ont été réalisées et continueront à l'être, aussi bien au niveau du siège, que dans les bureaux décentralisés.

Durant la session du Conseil, on a dit que le Comité du Programme et surtout le Comité financier devront, lors de leur prochaine session, se pencher plus à fond sur les normes appliquées jusqu'à présent pour chiffrer les sous-programmes. Il faudra s'entendre sur des normes pour affirmer que telle dépense est exorbitante. Il faut avoir des normes raisonnables et justifiées. Nous avons des comités spécialisés dans ces matières. Il n'y a pas de raison de ne pas les inviter à travailler sur ces points.

Nous sommes convaincus que les années 1996-97 seront très précieuses, dans la mesure où les Etats Membres et le Secrétariat examineront ensemble et en profondeur toutes les propositions pertinentes formulées aussi bien par les Etats Membres eux-mêmes que par le Secrétariat pour la fixation des priorités, pour améliorer les performances et pour ne retenir que les dépenses absolument indispensables quant au fonctionnement administratif.

Des sacrifices douloureux ont été consentis. Pour ne citer que quelques-uns, nous déplorons la suspension du sous-programme: réduction des pertes après récolte. Nous apprécions que des délégations aient aussi déploré ces réductions, parce que nous savons combien la réduction des pertes après récolte améliore la sécurité alimentaire. Ces pertes sont considérables dans nos pays et je pense qu'il ne serait pas logique de réduire ou de suspendre de tels programmes.

Nous regrettons aussi la suppression du sous-programme: recherche sur les pêches, sur les semences, parce que si l'on veut améliorer la production agricole, il faudrait au moins disposer de semences valables.

On devrait s'inquiéter de l'insuffisance de financements attribués au remplacement des systèmes FINSYS et PERSYS, alors que c'est un outil indispensable à une gestion efficace d'une organisation telle que la FAO.

Nous nous posons la question de savoir s'il est encore opportun de regretter le bas niveau des ressources attribuées au PCT. Nous pensons que le moment n'est pas approprié pour insister sur ce point, mais nous y reviendrons en d'autres occasions et dans d'autres situations.

Ma délégation n'éprouve aucune difficulté à appuyer la priorité accordée au Programme ci-après: Programme spécial de sécurité alimentaire, le Sommet mondial de l'alimentation, l'EMPRES, les Ressources génétiques végétales, et bien entendu, la Conférence technique internationale sur les ressources phytogénétiques (tout en remerciant l'effort fait par le Gouvernement allemand pour faire de cette conférence un succès, et pour les annonces, déjà faites au cours du Conseil, d'aide attribuée aux pays en développement pour permettre la participation de délégués de ce pays), l'inventaire forestier et le Programme d'action forestier national, le système mondial d'information et d'alerte rapide.

Les Etats Membres souhaitent, pour ne pas dire exigent, que le Secrétariat exécute ces programmes avec le maximum d'efficacité, étant convaincus par ailleurs que ce sont des domaines pour lesquels la FAO possède des avantages comparatifs incontestables.

Voilà quelques sujets de réflexion. Nous souhaitons que notre contribution puisse aider à sortir de cette situation très difficile.

**LE PRESIDENT:** Je tiens à vous dire que votre Président est très content de voir que nous commençons à sortir de la période des discours convenus pour essayer de trouver une solution. J'ai noté des évolutions dans les positions. Un certain nombre de chiffres ont été mentionnés au cours de la discussion. M. Wade nous a informés qu'en réalité le Biennium 1994-95 serait vraisemblablement exécuté à hauteur de 653 millions et il nous a également indiqué que le montant des économies serait d'environ 14,9 millions. Ce chiffre ne tient pas compte de l'augmentation des coûts prévisibles de la masse salariale ni du risque de change. Donc il ne s'agit là que d'une réflexion.

D'autres ont présenté certains niveaux mais sans les justifier. Les Etats-Unis ont parlé de 556 millions. Cela s'explique par le fait que l'on ramènerait le niveau du budget à quatre fois le niveau possible de leur contribution, ce qui est quand même une opération assez simple mais qui entraîne évidemment la nécessité d'économiser. La Belgique a parlé de 655 millions, je crois que ce n'est pas non plus fondé. Ce que je retiens d'une façon générale c'est que tout le monde tient à préserver le Programme de travail. Je crois qu'il s'agit là d'une donnée importante qui a d'ailleurs été soulignée par le Comité du Programme. En revanche, tout le monde semble accepter l'idée qu'il convient de faire des économies progressives sur le fonctionnement de l'Organisation. Je ne répéterai pas les rubriques qui ont été mentionnées.

J'ai été très intéressé par un exposé qui a été élaboré sur ce sujet et je propose à celui qui a présenté cette analyse de se rapprocher de M. Wade pour vérifier la consistance des possibilités d'économie qui en ressortiraient. Je crois qu'à partir de ce moment-là, le débat se clarifierait progressivement, car pour l'instant aucun chiffre ne semble justifié d'une manière réelle. Je ne pense pas qu'il soit bon pour l'Organisation ni pour sa survie de voter un budget qui ne serait pas financé. En même temps il ne faut pas toucher au Programme. Il s'agit donc de problèmes de frais de fonctionnement et je propose que M. Wade prenne contact avec ce délégué pour voir s'ils peuvent avancer ensemble leurs réflexions.

**The meeting rose at 12.35 hours.**

**La séance est levée à 12 h 35.**

**Se levanta la sesión a las 12.35 horas.**

24 October 1995



منظمة الإغذية  
والزراعة  
للأمم المتحدة

联合国  
粮食及  
农业组织

Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

Organisation  
des  
Nations  
Unies  
pour  
l'alimentation  
et  
l'agriculture

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

CONFERENCE

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Twenty-eighth Session • Vingt-huitième session • 28º período de sesiones

SIXTH MEETING OF COMMISSION II  
SIXIEME SEANCE DE LA COMMISSION II  
SEXTA SESION DE LA COMISION II

24 October 1995

The Sixth Meeting was opened at 15.00 hours  
Mr Shahid Rashid,  
Vice-Chairman of Commission II, presiding

La sixième séance est ouverte à 15 heures  
sous la présidence de M. Shahid Rashid,  
Vice-Président de la Commission II

Se abre la sexta sesión a las 15.00 horas  
bajo la presidencia del Sr. Shahid Rashid,  
Vicepresidente de la Comisión II

- II. ACTIVITIES AND PROGRAMMES OF THE ORGANIZATION** (continued)
  - II. ACTIVITES ET PROGRAMMES DE L'ORGANISATION** (suite)
  - II. ACTIVIDADES Y PROGRAMAS DE LA ORGANIZACION** (continuación)
- 
- 16. Programme of Work and Budget 1996-97** (continued)
  - 16. Programme de travail et budget 1996-97** (suite)
  - 16. Programa de Labores y Presupuesto para 1996-97** (continuación)

**CHAIRMAN:** Good afternoon distinguished ladies and gentlemen, we resume our discussions on the Programme of Work and Budget 1996-97 which is Item 16 of our Agenda.

**Patrick K. LUKHELE (Swaziland):** May I, on behalf of my delegation, thank the Secretariat for producing and introducing the document before us, C 95/3.

First, I wish to commend the Director-General and his Secretariat for introducing a high element of consultation with various organs of the Organization, including us, the membership, in undertaking major activities of the FAO. My delegation also appreciates the Director-General's adherence to advice and recommendations of the Programme and Finance Committees and the FAO Council in preparing this Programme of Work and Budget for 1996-97 biennium.

I wish to express my delegation's endorsement of the main priority areas outlined in this document. In particular, we support the Special Programme on Food Production in Support of Food Security, the Emergency Prevention System and the Conservation of Plant and Animal Genetic Resources as outlined in paragraph 36.

My delegation further wishes to reaffirm its full support for the Technical Cooperation Programme. The timely response of the Secretariat in TCP support to our urgent requests is commended.

May I request clarification on a specific issue in Chapter 2? This is sub-programme 2.1.2.3 relating to seed and planting material development as contained in paragraph 36.3 and the table entitled Programme 2.1.2 on page 114 of document C 95/3. These two references indicate a very significant cut in the financial resources of the seed programme in favour of sub-programme 2.1.2.1 which is the conservation and management of plant genetic resources. My delegation's concern, therefore, is the future of the seed and planting material development. In other words, are we to see progressive erosion of the resources of this sub-programme until it is eventually eliminated? My delegation would like to believe that this is not the intention of the FAO Secretariat. I say this because we strongly believe that seed security is a vital condition for achieving food security.

Having said this, we wish to suggest that the priority programme of conservation of genetic resources and seed development should be mutually supportive.

On the issue of the budget level, my delegation firmly believes that the current proposal by the Director-General is the barest minimum that should be accepted. Furthermore, my delegation also supports the Director-General's efforts to absorb most of the cost increases and to increase efficiency. It is, therefore, my delegation's wish and hope that the current problem of divergent views on this issue will be amicably resolved to the benefit of the millions of poor and hungry people that are and will be serviced by this Organization.

Last, I wish to appeal to those countries in serious arrears problems to make an effort to pay. My delegation commends both developed and developing countries who are fulfilling their financial commitments to the Organization.

**Waheed KHAN (Bangladesh):** Allow me to express the appreciation of my delegation to the Director-General for presenting a balanced Programme of Work and Budget for the 1996-97 biennium.

In view of the very limited flexibility that the Director-General had in making adequate provisions in priority areas of need due to resource constraints, the programme priorities embodied in the Programme of Work are realistic and cover important basic areas of FAO's mandate. The Director-General and his colleagues in the Secretariat have made vigorous efforts in bringing considerable changes and improvements in the Programme of Work and Budget in response to the guidance and recommendations of the 108th Session of the Council. We recognize that it has been a difficult task, particularly in view of the divergent expectations of Member Nations on the budget level as well as the level of assessments.

We endorse the overall approach of zero real growth in the budget with absorption of cost increases to the maximum extent possible. We believe that the Director-General will find it possible to explore some more areas where administrative and other expenditures could be further curtailed by adopting stringent economy measures, keeping in view the suggestions of the Programme and Finance Committees.

In this context may I cite one or two examples through which substantive savings are likely to generate? We should give more emphasis on TCDC programmes substituting expatriates by the NPOs in those countries where this has not yet been implemented. Consideration should also be given to whether the posts of Service Chiefs and other top level posts should be curtailed or not. This will also help reduce travel costs.

Since the budget will be basically funded by assessments on Member Nations, generation of some additional savings will be extremely helpful in reducing to a further extent the estimated level of assessments. We would, however, like to emphasize that the search for further measures for lowering the level of assessments should not adversely affect the programme activities of the Organization for the coming biennium.

We recognize the Director-General's commendable efforts in redirecting resources to reflect major policy orientations endorsed by the Council at its 106th Session. The Programme of Work and Budget reflects the impact of the process of restructuring initiated last year and the savings generated by the streamlined structures, including leaner management arrangements, reduction in the overall cost of publications, further savings in governance arrangements, reduction of General Service and other staff and expansion of the decentralized technical capacity of the Organization.

The proposed Programme of Work for the 1996-97 biennium is very reasonable and based on pragmatic assumptions. In our view, the proposed programme activities covering agricultural production and the support system, food and agriculture policy and development, fisheries, forestry, technical cooperation programmes and development services to Member Nations constitute the most essential package of assistance and support that FAO can provide to Member Nations in order to do justice to its mandate. We believe that the Conference will keep in mind the resource requirement of the proposed Programme of Work while deciding the level of the budget.

As we have mentioned earlier, my delegation strongly feels that the level of the budget should be sufficient to implement fully the programme activities incorporated in the proposed Programme of Work. Further reduction of any programmes and sub-programmes will negatively affect FAO's technical capacity and the genuine needs of the developing Member Nations will suffer a great deal.

Everyone agrees that FAO must have a sound and assured resource base to carry out its operations effectively and efficiently. In consideration to the overall global contraction of resources, the Programme of Work and Budget has had to retain the zero real growth framework, although this will mean that many deserving needs of developing Member Nations will not be met. This is a reality we recognize fully. Nevertheless, we feel that the entire membership of FAO will make the utmost effort to reach a consensus on a budget level that will allow smooth implementation of the proposed Programme of Work. The Director-General, we believe, has made serious efforts to reduce cost increases. We do not know to what extent further absorption of cost increases is possible without programme cuts. However, we hope the Secretariat will explore additional ways and means for cost absorption and efficiency gains in the interests of facilitating a consensus on the programme and budget level that can be unanimously adopted by the Conference.

**Adel Mahmoud ABOUL-NAGA (Egypt) (Original language Arabic):** Allow me first to wish you, Sir, and your colleagues in the bureau of this Commission, success towards your goals, namely achieving a consensus on the Programme of Work and Budget for the biennium 1996-97 and, more specifically, on the budget level, which the majority of us at least, consider the necessary level for this Organization to fulfil its programme of work, a programme which we have all approved. Furthermore, we find that this would enable us to achieve the goals sought.

I had postponed my statement until a meeting of the Group of 77 was held and also in order to listen to a sufficient number of members of this Commission. I would like to welcome positive clarifications about the position of a number of colleagues and partners from the developed countries. I am confident that this will enable us to facilitate the achievement of a consensus under your guidance and that of your colleagues in the bureau of the Commission.

I wish to reaffirm what was stated by Ambassador Laureau this morning at the end of meeting, namely that we have reached an agreement as to the need to maintain the programmes of this Organization so that it will achieve its required goals and tasks.

On behalf of the Group of 77, I wish here to reiterate our stand which I can summarize in the following points:

1. First, our full support to the Director-General's Programme of Work and Budget as prepared, that is to say on the basis of zero real growth, and full implementation of the Council's Resolution on the substance as well as the level of the budget therein proposed.
2. We welcome the efforts made by the Secretariat to absorb a great deal of the increased costs which have amounted to more than US\$43 million. We also welcome the statement made by the Director-General, namely that FAO would be ready to further absorb cost increases arising after the publication of the Summary Programme of Work and Budget or the outline of the Programme of Work and Budget.
3. We welcome the efforts made by the Secretariat to achieve further savings in a number of areas or sectors which have been agreed to in the Programme and Finance Committees with a view to absorbing further amounts of increased costs.
4. We fully support the priorities outlined in the Programme of Work and Budget.
5. We consider it impossible to exclude or reduce any of the programmes set forth. Further, we require added attention to certain areas such as post-harvest losses, women in rural development and use of marginal lands.
6. Our full support to the two Special Programmes which were listed as no. 106 by the Programme and accorded a special priority by the Council, namely to increase food production and to increase food security in least developed countries, which we consider the least possible effort that must be provided by the Organization in favour of these countries. The other is the EMPRES Programme more specifically bovine fever and desert locust, as these represent a special interest and a great danger for a number of the member countries of our Group.
7. We are fully convinced of our position. Nevertheless, we are quite aware that we are working in an international, intergovernmental Organization where we all seek and endeavour to work in an atmosphere of partnership to achieve a consensus between Member Countries. This has been reflected in our response to the initiative by the Chairman of the Commission in forming an unofficial group of a balanced representation of the various groups as well as the major contributors to this Organization.

I would like to stress here that all the members of our group fully support your efforts and your colleagues' efforts in the Bureau of the Commission to achieve a consensus on the level of the budget that would enable the Organization to implement the programme, goals and purposes that we have agreed to.

In conclusion, I wish to thank all the developing countries and especially those which, despite their financial difficulties, have fulfilled their financial commitments to the Organization. We would call upon all the other developing and developed countries to do the same.

**Jean Robert GOULONGANA (Gabon):** Intervenant après le délégué de l'Égypte, Président du Groupe des 77, ma délégation sera très brève.

Je voudrais tout d'abord féliciter le Directeur général et le Secrétariat de l'Organisation pour la clarté du document C 95-3 qui est soumis à notre examen. Je voudrais aussi répéter la position de mon pays concernant le Programme et en particulier les programmes spéciaux pour les appuyer. Nous estimons que ces programmes, dans la mesure où l'on vise à aider les pays à déficit vivrier à parvenir à mettre un terme à ce déficit et à lutter contre les maladies transfrontalières des animaux et des plantes, méritent notre appui.

Je voudrais aussi réitérer le soutien de mon pays aux choix et aux priorités arrêtés par le Directeur général pour ce qui concerne le Programme de travail même si nous regrettons des réductions envisagées sur certains sous-programmes mais nous comprenons que la situation de l'Organisation est telle que les sacrifices doivent être consentis. S'agissant du budget, ma délégation appuie le niveau de budget proposé par le Directeur général dans la mesure où c'est un budget fondé sur une croissance réelle nulle et où toute réduction de ce niveau aurait pour effet en réalité d'adopter un budget inférieur par rapport au budget du Biennium antérieur.

Je voudrais également dire que nous soutenons toute recherche d'absorption de coûts qui pourrait nous être proposée par le Directeur général et nous l'encourageons à rechercher toute possibilité qui s'offrirait à lui. Nous pensons cependant que de telles réductions ne devraient pas avoir pour effet une réduction des programmes, notamment des programmes prioritaires, ni porter atteinte à l'efficacité de l'Organisation.

Je voudrais également, pour ce qui concerne la procédure d'adoption du budget, dire que mon pays souhaite que le budget soit un budget consensuel et qu'il respecte les mécanismes d'adoption du budget de telle sorte que nous n'approuvions pas un précédent qui pourrait s'avérer fâcheux pour les années et les exercices à venir.

Voilà la déclaration que je voulais faire en réaffirmant mon appui à la déclaration qui vient d'être faite précédemment par le délégué de l'Égypte.

**Jan E. NYHEIM (Norway):** I would like to start by thanking the Secretariat for a clear introduction of the proposed Programme of Work and Budget for 1996-97. We acknowledge and appreciate the extensive and difficult work behind the elaboration of the programme and budget proposal. I would also like to commend the Secretariat for the format and presentation of the document.

Our basic point of view of the Programme of Work and Budget coincides with the orientations just expressed by the European Union Chair. The proposed Programme of Work and Budget is put forward at a time when the United Nations as a whole is facing new challenges and is entrusted with an enlarged range of activities, while at the same time it is experiencing deep economic crises.

The grave economic situation is brought about by both the increased demands on the UN and by the fact that many countries do not honour their obligations to the UN system. Thus, the necessity for efficiency in the UN system as a whole, including FAO of course, is more acute than ever. More will have to be done with the same or even less resources. Reforms to further increase FAO's efficiency, including the working methods of the Governing Bodies, must therefore be pursued.

FAO has for several years been facing a difficult financial situation. For several consecutive periods the Organization has approved a budget which not all member countries have felt obliged to abide by. The result is an approved programme of work which cannot be implemented. We commend the Director-General for applying a rigorous financial management, not spending more than the resources available. We are confident that he will stick to this sound principle also in the future.

It is most regrettable that about half of the Member States of this Organization are not able to keep up to date with their assessed contributions. It is imperative that the member countries of FAO compensate the Organization for the services it offers.

At the meeting of the Council in June this year, there was no consensus on the Summary of the Programme of Work and Budget. It is not only desirable to reach a consensus here at the Conference, it is critical for the function and future of FAO.

It would be most regrettable if members were not ready to honour agreed obligations and subsequently at a later stage not be able to participate in the work of FAO. It should not be expected that due to a decline in regular funds, other countries are willing or able to take over the responsibility through increased extrabudgetary funding.

It is imperative to reach a consensus on the budget. This will call for a spirit of compromise on all parts. The normative work of FAO is totally dependent on the participation of all countries for achieving common goals and for the formulation of common guidelines on policies, laws and strategies.

As opinions were diversified at the Council meeting in June of this year, we had hoped to receive a new proposal which could show us a way out of this situation. At the Council meeting it was possible to identify at least three broad clusters of opinions.

My delegation must therefore express a certain disappointment that the Secretariat did not, based on the various views of the Council members, put forward to this Conference scenarios for a revised proposed Programme of Work and Budget in the spirit of reaching consensus. We feel that it is the task of a Secretariat to listen to the different opinions of the members and try to find a practical solution that can give the base for negotiating a Programme of Work and Budget.

My delegation must again, as was done during the Council meeting earlier this year, remind the Secretariat of the Nordic position on this matter during the Conference in 1993. We pointed out that the Nordic countries were opposed to establishing a deliberate gap between the Programme of Work and Budget and the assessed contributions of member countries. We went on to say that such a gap will have to be closed at a later stage and that we will be faced with the difficulty of bridging this gap at the 1995 Conference. Unfortunately, we are experiencing the consequences now.

Mr Chairman, turning to specific aspects of the Programme of Work and Budget, we appreciate the efforts made in giving priorities and reducing some costs.

We would like to point out that decentralization also has its costs, and that there is a danger of creating units that do not have the necessary critical mass expertise to carry out the normative and operative tasks.

At the same time we want to state that we support the activities of FAO in the European Region, particularly concerning the countries in transition of central and eastern Europe. We believe that these countries should also benefit from the service of FAO in areas where the Organization has a comparative advantage.

We also endorse the increased attention given to forestry as a follow-up of UNCED and in support of the Intergovernmental Panel on Forests established by the CSD. The significance of the Organization in the international community makes it important that it maintains the active role it has played as the task manager of UN agencies in the preparation of the CSD session on forestry matters, and we appreciate the efforts already made. Further, we agree on the priority given to nutrition and normative activities related to the World Trade Organization.

We also support the priority of the Code of Conduct for Responsible Fisheries and aquaculture. The Code is an important document setting out principles for global acceptable practices which will ensure the sustainable development of all our living marine resources. We see an increased role for regional fisheries organizations.

FAO should, upon request, be prepared to assist the least-developed member countries in their deliberations to establish mechanisms to follow up the Code of Conduct in their own countries, and should also be prepared to assist regional cooperation for the same purpose. This assistance should include support to the organization of

activities and studies on possible options for mobilizing the necessary resources for implementation. Proposals for action should be prepared for consideration by the next session of the Committee on Fisheries.

We are however concerned by the disappearance of the women in development posts. We would like to point out that secondment of experts for capacity building in gender issues are made with the prospect of the organizations themselves gradually taking over the responsibility for these areas of work.

We still have to maintain, for a long time, the priority given to gender aspects in development. Gender issues must not only be à priority only as long as there are extrabudgetary funds available.

The Beijing Conference ended only couple of months ago. It is now that we should again highlight that all forms of discrimination against women must be stopped, in terms of access to land and productive assets, credit, income and services.

Mr Chairman, there is a need to give top priority to the role of FAO as a leading global agency in food and agriculture, including nutrition, fisheries and forestry. FAO must concentrate its work on areas and tasks within its mandate where it has a clear comparative advantage, and thereby strengthen the mutual reinforcement between operational activities and general professional competence.

We perceive the Medium-term Plan as an important mechanism in improving the dialogue among member countries on the priorities of the Organization. In our view the priorities in the Medium-term Plan for 1996-2001 could form the basis for further and more thorough discussions regarding the priorities of various programmes and sub-programmes. We appreciate that the plan identifies two major themes, food security and nutrition and sustainable agriculture and rural development. However, we would like to stress the importance of forestry in the Organization. The preparation of a Programme of Work and Budget should then take the agreed priority activities as its point of departure.

My delegation agrees to the Director-General's proposal to base the budget on a zero real growth in the Programme of Work and Budget. We agree, in a situation where there is a lack of ability and will to contribute to the Organization, that there is no room for budget increases. This does not mean that we would advocate zero growth as a matter of principle, but at the moment realism is called for in all international organizations.

The budget approved in 1993 was underfunded by US\$38 million. The basis for calculation of cost increases must therefore too be based on the funded part of the budget only. The Programme of Work and Budget takes an unfinanced budget as its point of departure. Cost increases need to be kept to a minimum and should, to the extent possible, be absorbed in the budget.

We realize that the number of issues and problems of an international character in the food and agriculture sector are still considerable and we are particularly concerned about the persisting difficulties in sub-Saharan Africa. At the same time, the severe budget restrictions in many countries make it perfectly obvious that the times of ever-increasing budgets for international organizations are over. Therefore, priority-setting based on cost-efficiency is more important than ever before. Although there is probably no activity within the Organization without member countries' support, choices will have to be made.

To conclude, let me again stress that it is imperative that we reach a consensus during this Conference on the budget. We believe it should be possible to reach consensus on a budget level around US\$640 million. We put this figure forth in an effort to reach a compromise and we should not leave Rome without an approved budget. This statement has been prepared in consultation with the other Nordic countries, Denmark, Finland, Iceland and Sweden.

**Lyle VANCLIEF (Canada):** I will begin my intervention with some contextual comments.

Canada's point of departure is based upon an unremitting commitment to the multilateral system, and on the honouring of all our obligations. FAO is an integral, important and vital part of that system. But like all national and multilateral entities, FAO is in the highly competitive market for funds from a limited and shrinking public purse. Success in this competition demands effective and efficient targeting, and accountable

management of resources and activities. It also requires a clear demonstration of utilities, value added and sustainable results.

For several years many governments have not increased their spending, not even to compensate for cost increases beyond their control. Rather, downsizing, rationalizations and real cumulative programme cuts have been the order of the day - this certainly is true of Canada.

To illustrate, the budget passed by my government this year featured a comprehensive attack on budget deficit reduction. It dictated cutbacks, in real terms and over the next three years, of 15 and 20 percent, respectively, for the Departments of Foreign Affairs and of Agriculture, and of 21 percent in international development assistance. This trend is not expected to be reversed in the foreseeable future. For the current fiscal year, contributions to multilateral agencies have been sheltered at the absolute level of the previous year - this is viewed as a best-case scenario in respect to future budgets.

Concerning FAO, we fully recognize the formidable task we and the Organization face, and the difficult choices required in respect to financial resources availabilities. Such choices would have been more difficult were it not for the significant and successful efforts of the Director-General to capture efficiency gains. But, notwithstanding the enormity of FAO's mission and stated resource needs, these cannot be divorced from the constraints and limitations of fiscal and financial objectivity. It is this context, and a realistic assessment of anticipated receipts against a framework born of past performance, that must inform our deliberations.

The membership have expressed widely divergent views on the question of resources. The reconciliation and bridging of these differences on the budget level must proceed in a manner that protects the viability of our Organization. This requires - first and foremost - the securing of FAO's core normative work against possible erosion. It also requires of us to produce a wholly reliable and predictable flow of resources for the Organization. This means a budget level that we are certain can and will be financed in full - for Canada nothing less is acceptable, as it should not be for the membership as a whole.

To meet this uncompromising criterion of a fully funded PWB, we submit that the budget level must be considerably lower than that proposed in the PWB document before us - a stark reality recognized by the Director-General himself.

In addressing this task, it is essential to recall that the delivery capacity of the Organization has been protected against erosion - a fact attested to by actual outturns of 99.9 percent and 99.4 percent, respectively, in the two most recent biennia against a budget level sheltered against cost increases. Indeed, this capacity will progressively have improved by virtue of the capture of productivity gains. Thus, our starting point is decidedly positive relative to that facing most public and private institutions within member countries. (I note, in parenthesis, the projected shortfall in delivery in the current biennium, which hosts its own object lesson for responsible budgeting).

Mr Chairman, this leads me to an important apparent misconception respecting this budget. This fallacy is born of a fixation with the "zero real growth" - conventionally, but mistakenly, interpreted to mean no more and no less relative to FAO's pre-existing capacity to produce. However, a reading of paragraph 125 reveals that US\$37.4 million in programme growth or expansion is anticipated, as a result of efficiencies, within a static budget level in real terms. Similarly, we learn in paragraph 99 that the output capacity of the Technical Divisions concerned is expected to increase by 15.3 percent - both of these, without detracting from other programmes. We also know that, consistent with past performance, this proposed PWB features at least US\$31 million in new, restructured and enhanced programmes attributable to resources shifts. Thus, what is imputed to be a zero sum game, actually hosts at least 12.5 percent in programme enhancements. Surely such a positive coincidence of effects would argue for some accommodation of the fiscal and financial realities of the membership?

Mr Chairman, I would also recall that multilateral democracy comes complete with both rights and obligations. Among the latter is the obligation to pay assessed contributions on time - that is within 30 days of receipt of notice. If all members scrupulously honoured this obligation - as do Canada and a selected few others - then FAO's capable cash managers would have the possibility - for example in the coming biennium -of earning a probable US\$30-35 million in investment income. The effect of this could be to reduce the proposed budget level by some US\$25 million - major contribution to narrowing gap. But, of course, we

know a different reality, and so the prodigal majority effectively disenfranchises the paying minority by taxing responsible behaviour. The conclusion is compelling, Mr Chairman, simply to honour scrupulously our obligations to pay will reduce significantly the proposed budget level - and I, therefore, challenge this Assembly to so explicitly undertake.

As stated elsewhere by Canada and by others, we believe there remain significant efficiency gains to be realized within our Organization - a fact recognized by the Director-General. This will include shifts in programme priorities entailing the termination of programmes and priorities that have fulfilled their mandates or proved to be ineffective. Such changes must remain a perennial objective of any exercise aimed at a budget that is publicly defensible on the basis of a demonstrably effective performance in finding solutions to the global problems we have tasked FAO to address. Our thoughts on these are captured in the full range of suggestions contained in the report of the Programme Committee which we hold to remain valid.

Essentially, these suggestions call for efficiencies in the way FAO does what it does. This entails further streamlining of administrative and managerial structures, procedures and practices focused on value-added within each level, and empowerment via devolution of decision-making, all within a clearly defined system of result-oriented accountabilities.

Object lessons respecting the need for such efficiencies are contained in paragraphs 266, 292, 292 and 297 of the Programme Evaluation Report. We also recall a disquieting disclosure to the Programme Committee respecting the fact that, on a full cost recovery basis, our Organization is not competitive with the private sector in the area of project preparation for the World Bank. This is important because of the fact that this flagship programme, concerning which we affirm a clear comparative advantage, seemingly is viable only via the provision of a 25 percent subsidy. Meanwhile, the competition currently captures some two-thirds of the business - clearly, this suggests that we must look vigorously and un sentimentally at our cost structure across the full range of organizational activities.

Further in this regard, we believe staffing levels to merit particular attention. At least since the 1980-81 biennium, professional staff operational levels have been characterized by an average vacancy rate in excess of 17 percent. As well, and even with the Director-General's important improvements factored in, FAO's ratio of General Service to Professional staff remains considerably higher than that of other major specialized agencies. Finally, and again acknowledging the Director-General's successful past efforts and future intentions, we believe the grade structure of the Organization to require further re-balancing. These factors combine to lead me to underscore our strong support for the management review of staffing and of associated structures and procedures as recommended by the 109th Council.

Turning to support cost recoveries, we believe that the financial situation of the Organization urgently demands action on this point. The Secretariat has detailed its reasoning of why the feasible potential of such recoveries is limited. But we remain doubtful because of the logical conviction that administrative and operational support and technical support services are essential to programme and project delivery. Accordingly, we do not understand how those who request these services could possibly refuse to accept the full financial responsibilities thereby implied - and in saying this I recognize our collective responsibility for imposing, and changing, a recoveries structures in respect of extrabudgetary funds from other UN agencies.

The importance of this subsidy is that, in a context of increasing budgetary constraint, there is a growing danger that the core activities of the Organization may be sacrificed to maintain a given level of trust fund activity. This relationship is particularly of concern given FAO's stated determination to increase its capture of extrabudgetary resources. Accordingly, we repeat our call for the membership, and particularly for trust fund donors, to consider this issue prospectively and comprehensively, and to take the lead in assuming the full responsibilities inherent to their generosity.

I also note, Mr Chairman, the Director-General's intention to absorb, to the maximum extent possible, an additional US\$19.5 million in potential cost increases contingent upon an ICSC decision. We would expect that, to the extent that these cost increases will not materialize, FAO will be in a position to deliver the proposed programme of work at a correspondingly lower cost.

All this, Mr Chairman, suggests the potential for a considerably lower budget level that provides maximum protection to the programme of work, while realistically addressing the capacity of the membership to pay

based upon a sober appreciation of fiscal and financial limitations and of proven past performance. We believe this to be the only feasible approach if we are to achieve consensus on the programme directions that FAO is to embark upon in the coming biennium. And it is the cumulative effects of these factors that make it impossible for us to agree to the 10.64 percent increase in assessed contributions proposed in this PWB.

Similarly, we cannot agree to engage in a budgetary exercise that inflates nominal budget levels to compensate for the anticipated delinquencies of others. Thus, we need to rethink the proposed budget before us in order to arrive at a level that reflects actual capacity to pay and avoids any inducement to further arrears by virtue of its departure from this principle. We believe this objective to be achievable without sacrifice to the essential programmes that the membership expects our Organization to deliver. In our judgement, we thus, would situate a do-able, all-in, budget level at an amount that would leave unchanged the present level of assessed contributions.

Mr Chairman, I should like to conclude by offering some brief comments on the programme of work. But before doing so, I would like to recall and endorse the recommendation of the 109th Council that Conference instruct it, (the Council), to systematically pursue further efforts to achieve savings and efficiencies in governance beginning with its 110th session. As well, I should like to affirm that Canada cannot agree to the proposed supplementary appropriation resolution.

Concerning the programme of work, it is our strong view that the normative work of the FAO constitutes the irreducible core that guarantees its continued viability and relevance, because it addresses the interests of all members. This core requires constant nurturing, renewal and strengthening because it guarantees the qualitative nature of the technical work that earns for FAO the justifiable label of "centre of excellence". Thus, FAO must protect its normative work if it is to play effectively its mandated role in world agriculture, forestry and fisheries.

It follows that vigilance and careful management are required to avoid risk to this core. For this reason, we would reject any indiscriminate, across-the-board restraint proposals which might compromise the effectiveness of high priority programmes, and penalize the smallest, such as forestry and fisheries, that have but a minimum margin of manoeuvre compared to other, far larger, programmes. In effect, we would insist on a rational and vigorous priority-setting exercise that would lay bare objectives, expected results, and measurable indicators of outputs as guidelines against which to render informed judgements, thus protecting the membership's highest priorities. Particularly critical, in this regard, is forestry, where the challenges and demands are both enormous and urgent, and where the need for a strengthened and expanded FAO capacity to respond to pressing global forest issues is especially insistent.

Mr Chairman, we are in substantial agreement with the priority areas chosen in the programme framework section. Further refinements should be done in the light of a more realistic budget level to be proposed. Although we support the idea of the Special Programme in Support of Food Production in LIFDCS, we continue to have reservations about some of the details. Some of the questions remaining include the role of production-based food security strategies in a context where access, distribution and stability may be the key constraint, the choice of pilot projects, and the difficulty of monitoring and evaluating the degree of project achievements. In view of these reservations, it may be preferable to make haste slowly before expansion.

With regard to the streamlining of the Special Action Programmes, we are in agreement with the proposed reduction to four. If these SAPS are to continue to be used by FAO in the future, it would be beneficial to have an analysis of their impact on the actual raising of the profile of the issues they address, on the capture of funds, and on improved implementation of projects.

Canada has consistently asked for the inclusion of output indicators, and we note the promising start with this innovation in the current document. Future PWB documents also should contain actual expenditure figures by object of expenditure and by sub-programmes for the preceding biennium, so that comparisons might be made with estimates for the next biennium.

On Programme 2.1, agricultural production and support systems, we recognize many priorities that Canada has espoused. In particular, we support the programmes on Plan (2.1.2) and Animal Genetic Resources (2.1.3). On Programme 2.1.2.4, we support the revision of the International Plant Protection Convention. Concerning the revision of the Prior Informed Consent Clause into a legally-binding instrument, we would like to see the work proceed subject only to the availability of extrabudgetary funds, and taking into account the lessons of experience gained through the voluntary code. In view of the trade implications associated with any potential convention, we would like to see the World Trade Organization fully involved in the preparations.

In Programme 2.2, Food and Agricultural Policy and Development, we see Canadian priorities reflected in the programmes which are at the heart of FAO's normative role. Strengthening food control, consumer protection and collaboration with the WTO receive our full support, and are essential to encouraging the further expansion of trade in a rules-based environment. Follow-up to the ICN plan of action, and to the Codex Alimentarius are particularly strong priorities. WAICENT and the Global Information and Early Warning System are mainstays of the work of the programme. The publication of the Commodity Review and Outlook, and of all other publications in electronic format is, for us, preferable to hard copy. It is regrettable that the publication of the State of Food Agriculture is delayed, and we hope that the new publication will be analytical and forward-looking as requested in previous meeting. The review of the operations of the Consultative Sub-Committee on Surplus Disposal is welcome and should be consistent with ongoing work on credit in the OECD, and in the WTO itself.

Canada supports the FAO's implementation of an International Code of Conduct for Responsible Fishing as an important step in the international standardization of responsible approaches to fishing. Canada has been a leader in the development of this code. FAO continues to develop in its important role as a central hub of information regarding fish species, world fisheries, aquaculture, and fishing and vessel technology. The development of FAO information systems such as InfoFish is an important part of this task. Furthermore, continued research in GIS applications in fisheries holds much promise as an important tool in future fisheries management.

We continue to be very concerned with the limited resources provided to forestry. COF raised this issue in March, and called for continued increases in regular budget resources within the 1996-97 biennium in order to adequately support forestry activities. Ministers responsible for forests endorsed this position in the Rome Statement on Forests in March, 1995. We expect that: 1) given the disproportionately small allocation of funds provided to the forestry programme relative to its needs and to the major programmes, that in a time of budgetary restraint, there will not be any across-the-board budget cut which would adversely impact on the small forestry programme; and 2) that the forestry budget will be maintained and even increased in keeping with this sector's global importance, and the need to protect FAO's credibility as the lead agency for forests. We believe this to be an urgent priority for the Organization.

With respect to major Programme 2.5, Sustainable Development and Special Programme Trusts, we support the formation of this major programme as it reflects urgent and growing demands upon FAO, especially in the areas of sustainable development and women in development. We support the follow-up identified in the meetings on land issues of the Commission on Sustainable Development. However, with regard to Programme 2.5.6, Food Production in Support of food Security in Low Income Food Deficit Countries, we would like to see more concrete results from existing programmes before expansion on the scale foreseen. Moreover, if we add in contributions from other areas such as Programme 2.2.4.3 and 3.2, the expansion of budget for this programme is very significant, and, in the current financial situation facing the Organization, this expansion or its means of financing may warrant re-consideration.

With regard to Programme 3.2, support to investment, this is a prime way to boost investment in developing countries and we support it. The involvement with the private sector and NGOs is a prime way to develop strategic alliances and partnerships that are necessary to increase investment in rural areas.

Finally, the Director-General has asked for our agreement to proceed with implementation of reforms in the Administration and Finance and General Affairs and Information Departments subject to current budgetary provisions. We are prepared to agree in the context of a lower budget level. We would also like to see the

adoption of service standards such as so many days to approve a contract or so many days to hire a person, as these services standards could constitute useful performance indicators leading to important efficiencies for FAO as a whole.

**Pinit KORSIEPORN (Thailand):** As a member of the FAO Council, my delegation already expressed its position only last week during the FAO Council II on the programme and budget for 1996-97. At this stage, therefore, I do not wish to repeat it again. I only want to repeat that my government supports the principle of zero real growth budget for 1996-97.

As indicated in the document C 95/3, the Council urged the FAO to continue its efforts to reduce cost without adversely affecting the Technical and Economic Programmes. My delegation fully supports the Council in this regard. I know it is not an easy task, but I trust the Director-General and his staff could do it in order to make the Organization more efficient. However, we all know that FAO's main emphasis in 1996-97 is food security achieved by increasing food production. My delegation recognizes that among other FAO activities which are related to food production, it seems that agricultural engineering is to be forgotten. This sub-programme is in the document C 95/3, paragraph 493-499. We believe that the improvement of land and labour productivity through application of engineering in foods is very important - not only in Asian countries but also in other regions, especially in developing countries.

We further believe that agricultural labour is becoming scarce because of rapid economic development of the non-agricultural sectors, therefore I expect that agricultural engineering will play a very important role in relation to food production. In view of the need to increase food production, we feel that post-harvest technology is equally important to other factors. In addition, the effective application of pesticides should be considered as another activity that increases food production. My delegation therefore urges FAO not to lower the financial resources of this sub-programme but rather to see the increase of the resources.

Finally, my delegation would like to support the statement made by Egypt on behalf of the Chairman of G 77.

**Jacques Laureau, Chairman of Commission II, took the Chair**  
**Jacques Laureau, Président de la Commission II, assume la présidence**  
**Ocupa la presidencia Jacques Laureau, Presidente de la Comisión II**

**Igor MARINCEK (Suisse):** J'aimerais commencer par aborder les questions du budget et, ensuite, celles du Programme de travail. D'emblée, j'aimerais préciser que la position de mon pays est très similaire à celle exprimée par la Présidence de l'Union européenne. Comment parvenir à un consensus budgétaire quand les positions sont tellement éloignées les unes des autres?

S'il y a un chemin vers le consensus, il passe sans doute par une meilleure information et compréhension des conséquences de tel ou tel niveau budgétaire pour le Programme. Il nous paraît clair qu'à la longue, il y aura une situation malsaine pour l'Organisation si ceux qui sont appelés à financer la majeure partie du budget et ceux qui représentent la majorité des voix des pays ont des idées trop éloignées les unes des autres.

Permettez-moi de rappeler que nous ne connaîtrions pas ces difficultés budgétaires et financières si chaque Membre remplissait ses obligations quant à sa contribution. A ce sujet, je trouve très intéressante l'information que nous a donnée le délégué du Canada sur l'augmentation nette des revenus accessoires si chaque pays payait à temps: il a parlé de 30 à 35 millions de dollars E.-U. et je pense que c'est vraiment une somme que nous devrions retenir.

J'aimerais examiner la proposition budgétaire en fonction de quatre questions:

Premièrement, quelle est la place du budget ordinaire de la FAO dans les ressources mobilisées annuellement par la communauté internationale dans les domaines de son mandat?

Deuxièmement, comment comparer le budget proposé à celui de l'exercice biennal en cours?

Troisièmement, quelles sont les possibilités de faire des économies?

Quatrièmement, comment se présente la question du financement et comment faut-il aborder la résolution budgétaire?

J'en viens à la première question. Si la FAO était la seule organisation, le seul effort de la communauté internationale, pour s'attaquer au fléau de la faim et pour soutenir le développement agricole et rural dans le monde, l'idée de limiter son budget à quelque 700 millions de dollars E.-U, ou même moins, serait franchement indécente. Heureusement, la FAO n'est pas notre seule arme contre la faim et la pauvreté dans le monde. L'aide publique au développement des pays de l'OCDE, qui représente l'essentiel de l'aide multilatérale et bilatérale, se chiffre à quelque 50 à 60 milliards de dollars E.-U. par an. Le budget ordinaire de la FAO ne représente qu'un demi pour cent de ce chiffre et les ressources totales de la FAO environ un pour cent de cette somme. Le budget et les activités de la FAO doivent être utilisés de façon à améliorer l'efficacité de l'ensemble des efforts multilatéraux.

En ce qui concerne le budget ordinaire de la FAO, rappelons aussi qu'une petite partie seulement de ce budget, principalement le PCT, représente une aide directe pour les pays en développement. Ne nous trompons donc pas de débat.

J'en viens à ma deuxième question budgétaire, celle de la comparaison avec le budget en cours.

Le Directeur général est de l'avis, et nous partageons ce point de vue, que c'était une erreur d'inclure il y a deux ans, dans le financement du budget en cours, 38 millions de revenus provenant d'une réduction des arriérés. Cette source de revenus s'est révélée fictive. Au contraire, les arriérés ont continué à s'accumuler.

Le niveau du budget actuel de 673,1 millions de dollars ne constitue donc pas une base budgétaire très réaliste.

Une autre référence utile serait les dépenses effectives dans le biennium en cours. Nous avons posé au Conseil la question de savoir combien avait été dépensé jusqu'à ce jour pour le Programme ordinaire, et quelles sont les dépenses estimées jusqu'à la fin de l'année. Cette question reste toujours sans réponse. L'information de M. Wade selon laquelle le Secrétariat prévoit un niveau de dépenses de 653 millions de dollars ne répond pas à la question des dépenses effectives.

Permettez-moi de rappeler que fin juin de cette année, les dépenses pour le Programme ordinaire étaient de plus de 40 millions de dollars en retard par rapport au biennium 1992/93, et comme nous le savons ce biennium s'est terminé avec des dépenses budgétaires aux alentours de 670 millions de dollars.

Est-ce que le Secrétariat envisage d'accélérer ses dépenses pour la deuxième partie de cette année? Avec quels moyens?

Les paragraphes 124 et 125 nous apprennent que la proposition budgétaire comprend des économies totalisant 43,3 millions de dollars et des Programmes additionnels pour un montant de 37,4 millions de dollars. La FAO a donc su réduire les coûts budgétaires du programme actuel de 673 millions de dollars à 630 millions de dollars, ceci avant l'augmentation des coûts et avant l'augmentation nette proposée du programme de 37,4 millions de dollars.

J'en viens à la troisième question, les possibilités d'économie. Comme je viens de le dire, le Directeur général a déjà trouvé des économies de l'ordre de 43,3 millions de dollars. Nous comprenons la difficulté politique pour le Directeur général de présenter des économies, sans recevoir en récompense une partie des sommes économisées pour renforcer les programmes. Malheureusement la situation des contributions ne permet pas ce genre de récompense ou d'encouragement pendant cette période.

Ma délégation est convaincue qu'il est encore possible de faire des économies sensibles dans les dépenses de la FAO. Nous comprenons que changer une organisation comme la FAO nécessite forcément un certain temps. Nous pensons cependant que des économies supplémentaires sont possibles, principalement dans le domaine des voyages, des publications, des réunions et qu'une plus grande délégation de compétence et une responsabilisation des cadres du niveau moyen permettraient de raccourcir la chaîne des décisions et de faire

des économies supplémentaires. Toutes les décisions ne doivent pas à notre avis remonter au niveau le plus haut. Nous invitons le Secrétariat à nous donner des informations plus concrètes sur le potentiel d'économies supplémentaires.

J'en viens à la quatrième question budgétaire, celle du financement et celle de la résolution budgétaire.

Nous avons les déclarations des Etats-Unis sur leur incapacité de contribuer pleinement à un budget dépassant une certaine limite. Nous avons aussi le fait que seul un peu plus d'un tiers des membres se sont acquittés entièrement de leurs obligations de contribution. Il n'est à notre avis pas sain de construire un budget sur un espoir irréaliste de financement.

Ceci m'amène à dire que nous devons faire deux choses à la fois:

En premier lieu, nous devons prendre des mesures plus déterminées pour réduire les arriérés, pour améliorer la discipline de contribution. Les bons contributeurs doivent être encouragés à rester de bons contributeurs, et les mauvais contributeurs doivent subir une plus grande pression pour payer à temps.

En second lieu, nous devons adopter un budget qui ne nous éloigne pas de la réalité financière, qui ne rend pas l'amélioration des contributions illusoires.

Nous proposons pour cette raison seulement une légère augmentation du niveau des contributions. Actuellement, ce niveau de contributions à payer, mais qui malheureusement n'est pas payé entièrement, s'élève à 620,8 millions de dollars. A notre avis, le niveau de contributions ne devrait pas augmenter de plus de 10 à 20 millions de dollars.

Le Directeur général a proposé une résolution budgétaire financière pour financer quelques activités qu'il juge nécessaires mais moins prioritaires. Vu les difficultés que nous avons déjà pour trouver les fonds nécessaires pour financer un budget réduit, nous ne pouvons pas entrer dans le mérite de cette proposition. L'instrument d'une résolution supplémentaire pourrait cependant éventuellement servir à trouver une solution de compromis et de consensus pour le budget, sans pour autant augmenter les contributions actuelles ou futures.

Après avoir examiné la question budgétaire, le Gouvernement suisse est arrivé à la conclusion qu'il soutient un budget de 640 millions de dollars. Cela dit, je tiens à souligner que mon pays maintient le niveau de son aide au développement. J'aimerais aussi souligner que nous avons toujours payé ponctuellement notre contribution à la FAO.

Permettez-moi de dire quelques mots au sujet du programme.

Nous sommes pour une concentration sur les activités normatives de la FAO. C'est là que cette organisation a des avantages comparatifs. Pour les activités opérationnelles il y a d'autres organisations et programmes. Cela dit, nous pensons qu'un minimum d'activités opérationnelles de la FAO est nécessaire pour avoir l'expérience directe du terrain.

Nous sommes en faveur d'un accent fort sur la sécurité alimentaire qui doit cependant être plus équilibré entre les différentes zones agro-écologiques.

Nous sommes favorables à l'organisation du Sommet mondial de l'alimentation tout en encourageant la FAO à tenir les coûts le plus bas possible.

Le futur des ressources disponibles pour la FAO dépend en large partie du soutien de l'opinion publique pour les activités de notre organisation. C'est l'opinion publique qui influence les politiciens, et ce sont eux qui déterminent la marge de manoeuvre des gouvernements. Les activités et les réussites de la FAO doivent être mieux connues par l'opinion publique, en particulier dans les pays sur lesquels reposent la charge principale du budget. Nous encourageons la FAO à donner une grande priorité à ces activités d'information.

J'aimerais souligner l'importance que nous accordons aux activités européennes de la FAO, en particulier celles intéressant les pays en transition. Plus vite ces pays progresseront, plus rapidement pourront-ils, nous espérons, rejoindre les rangs des pays donateurs.

**Julian Alexis THOMAS (South Africa):** As a relatively new Member with little first hand experience of FAO, our comments on the PWB will be more general than specific.

To begin with however, we would like to thank the Secretariat for the high quality of documents presented to us at this Commission and we are also grateful for the insightful comments that have been made by many delegations which have helped us to grasp essentials of what we are discussing here today. We have however also been struck by the similarity between many of the challenges presently facing FAO and the obstacles having to be overcome while restructuring South African agriculture and the rural economy of our country.

Regarding the Programme of Work we find it easy to identify with and support major thrusts of the Medium-term Plan as well as the Major Programme and Special Programmes described in the Programme of Work and Budget. Because of our particular needs and circumstances some of these programmes interest us more than others. I however will not dwell on this now. I would prefer to highlight a few areas and issues in the PWB which have caught our attention.

In pursuing food security and sustainable agriculture we recognize the fundamental importance of sound policy formulation and the associated institutional restructuring which needs to be invariably accompanied by training and orientation. The need for FAO to devote its attention to these aspects through its normative and operational programme to assist countries in this regard is emphasized. This is one area in which we are extremely interested in, given the state of things in South Africa.

Secondly, the TCP and other mechanisms to convey technical assistance to countries and to facilitate technical exchange between them is obviously important as has been emphasized by many other delegations. We would like to support the plea that these mechanisms be expanded rather than contracted. There is still great need for technical assistance in Africa.

Thirdly, although not exactly in the same vein, my delegation views the World Food Summit as an opportunity to focus on the importance of food security in the world and an opportunity for countries to exchange information and experience on this issue. Our fear is that should the Summit be diminished in status or time, it may not provide sufficient incentive for countries to go through an adequate preparation process for the Summit which is just as important as the Summit itself. We thus support the World Food Summit as presently proposed.

When considering priorities and possible budgetary cuts, we would like to warn against the danger of sacrificing the human dimensions of development. In our experience these are first to suffer when planners and financiers start cutting corners. What we have in mind here are issues such as training and orientation, capacity building, institutional development, particularly local level institutions, the whole issue of gender and structuring projects to target specific beneficiaries and perhaps last but not least the approach of people centred development. These issues we believe are essential to development; this has been proved over and over again and it would be tragic if its importance would be downgraded.

Another area we would like to support is the question of FAO seeking new development partnerships and partners, not only with other international agencies and national public institutions but also with the private sector. South Africa may have a particular economic structure in this regard but we feel that we have made a certain amount of progress as far as this is concerned, mainly in the area of employment creation.

Mr Chairman, it is obvious, and we have heard it many times today, that if we are going to implement a programme of work one needs money to do this, one needs a budget. We would encourage and support all efforts to reduce costs in the running of the Organization and ways of increasing FAO's efficiency. I think that is a basic approach that has been emphasized many times here today.

We do not believe that implementing immediate drastic cuts is the best way of achieving such an objective. We should remember that development is a slow and laborious progressive process which costs money. There are no shortcuts in development. There would appear to be a contradiction between this and the objective of trying to turn FAO into a lean and mean development agency overnight. There is incongruity here.

As far as savings are concerned within the Organization, as we have said, we would support any effort to pursue such savings and cut costs. We are, however, a little less optimistic than others may be about possible

savings that may accrue from the restructuring of the Organization. We, of course, take the Secretariat's word on this but, from our experience, savings generated from institutional restructuring take time to manifest themselves. We also warn against sacrificing productivity and development impact in the interests of saving money.

We would like to express our support for the level of budget proposed by the Director-General. We believe that serious efforts have been made to effect savings and cut costs and that further efficiency should be pursued by deliberate, systematic and responsible improvements to the Organization rather than through drastic, sudden reductions in its finances.

A concomitant to this is the question of arrears. We believe all Members should honour their financial obligations. Obviously, if we persist along the same route that we are going on at the moment we are heading for trouble. There is, therefore, a need to approach this issue in the systematic and logical manner that was explained by the honourable delegate from Switzerland.

In trying to achieve this, we also, like many other delegations, believe in trying to achieve consensus. In fact, we believe that this is the only way that the integrity and harmony of this institution will be preserved. It would be tragic if we had to seek other ways of finding a solution to what is obviously a very major dilemma that we face.

Perhaps in a lighter vein, Mr Chairman, I could suggest that we consider one of the principles that is sometimes invoked in the process in South Africa when we are confronted with an issue where we cannot find consensus or where there is difficulty in finding it. We have a term or principle that we have developed called "sufficient consensus". Perhaps we already have sufficient consensus around the table here today.

We are looking forward to grappling with these problems together with the Organization. We hope in the future to be able to make a more specific input.

**Ahmad Rusli JOHARIE (Malaysia):** My delegation would like to commend the Secretariat for coming up with an innovative Programme of Work and Budget for the 1996-97 period. In addition, we appreciate the diligent and untiring efforts of the Director-General to rationalize and restructure FAO in order to save costs and make the Organization a viable and effective institution.

In the last Council meeting we voiced our support for the Programme of Work and Budget for 1996-97 at US\$673 million at zero real growth rate. This amount, my delegation believes, is the minimum necessary for FAO to carry out its mandate effectively. We have also made detailed comments on the Programme of Work and Budget. I do not wish to repeat those points. However, I would like to make some additional comments for consideration.

First, much more earnest efforts must be made to collect arrears and innovative ideas explored to overcome problems of non-payment. This is necessary to ensure that funds are readily available to FAO to assist the poor countries.

Second, more savings must be attempted on uneconomic, less relevant and non-priority areas. In this regard, transparent and objective criteria must be determined to effect this exercise.

Third, programmes and projects to address the acute problems facing the low-income, food-deficit countries must be expanded and enhanced. This must be FAO's priority area.

Fourth, in the light of budgetary constraints, resort must be made to extrabudgetary means from third parties or for FAO to generate its own income stream. However, the modalities must be approved by the Conference first.

Fifth, FAO must set a realistic target to determine at what percentage and in what timeframe the problems facing the 800 million people who are malnourished and underprivileged can be resolved satisfactorily. Can this be achieved at the end of 10 years, 20 years or 50 years? Is there no light at the end of the tunnel?

Having determined a target, Members will be able to judge whether FAO has been successful or has failed to discharge its responsibilities.

Lastly, we must realize the heavy responsibility with which both the Member Nations and FAO have been burdened. We have no choice but to face them squarely and give them our best shot. We cannot do less.

**George APOSTOIU (Roumanie):** Il nous paraît évident que le Programme de travail et de budget pour 1996-1997 présente un grand nombre de pistes de réflexion en vue d'améliorer le fonctionnement de la FAO. Depuis hier, nous assistons à un effort soutenu en quête de solutions. Dans un certain sens le Programme propose à nos Etats de veiller à l'avenir de notre Organisation.

La Roumanie apprécie positivement les propositions du Directeur général pour le Programme et le budget. Nous saluons les mesures du Directeur général pour rationaliser les structures et les procédures administratives, et l'adoption de nouvelles modalités de fonctionnement qui permettront d'économiser 43 millions de dollars. D'autres mesures peuvent être envisagées et imaginées à l'avenir dans le secteur de la gestion. La Roumanie se prononce pour l'adoption d'un programme ainsi qu'il a été proposé par le Directeur général. Nous apprécions d'une façon positive également les priorités fixées dans le Programme en espérant qu'à l'intérieur des mesures envisagées les pays en transition pourront trouver leur place dans les activités futures de la FAO.

Je saisis l'occasion pour remercier les honorables représentants de la Norvège et de la Suisse qui viennent d'apprécier la nécessité d'une politique de notre Organisation en Europe centrale et de l'Est.

Pour conclure, nous partageons entièrement les opinions des délégués qui ont recommandé l'adoption d'un budget suffisant et nécessaire pour le Programme soumis à notre examen et pour le fonctionnement de notre Organisation.

**Hadiono BADJURI (Indonesie):** My delegation would like to share a few comments on the draft Programme of Work and Budget from 1996-97.

We understand that this draft has been prepared after long and intensive consideration. A significant change has been made as to its presentation towards a greater clarity and precision, with particular attention to output-orientation. My delegation welcomes the efforts made by the Director-General to continue to adopt zero growth principle, while maintaining the need to assure resources to be able to operate effectively and increase efficiency, as well as to encourage overall budgetary restraint.

We take note of the steps taken by the Director-General to increase the efficiency of the Organization, among others with the reduction of the number of established posts at Headquarters and outposting staff to the regional offices, as part of decentralization policy.

With regard to the priority setting, my delegation welcomes the approach to priority selection which, in my delegation's view, reflects the wish of the member countries. However, we would like to express our concern at the decrease of the provision under Major Programme 2.3 Fisheries on the implementation of the Code of Conduct for Responsible Fisheries. We hope that an appropriate supplement can be made in order to implement the programme effectively.

Moreover, we would like to refer to sub-programme Agriculture Engineering, which, in our view, should be given high priority. These programmes are now being undertaken in countries, including Indonesia, and have provided the Government of Indonesia with excellent advice on our important farm input.

We acknowledge that the programmes concerning the utilization of experts for technical cooperation between developing countries (TCDC), have suffered from budgetary restriction. Therefore, Mr Chairman, my delegation is of the view that the appropriate priorities should be given to this programme.

Finally, we would like to draw the attention of this meeting to the fact that the Director-General has made every effort to economize the Programme of Work and Budget for 1996-97.

More streamlining of the budget will have serious consequences on the implementation of the Programme of Work, which is, in our view, already streamline.

Having said that, my delegation would like to support the Programme of Work and Budget 1996-97 as proposed by the Director-General.

**Larry FERGUSSON (New Zealand):** We have already expressed concern about the capacity of this Organization to supply member countries with information and assurances that will enable them to make informed and rational budgetary decisions. In the absence of such information, questions around the budget are always going to be more difficult than they need to be.

We reiterate that the Secretariat must get itself into the position where it describes within a strategic context what it believes needs to be achieved within a budgetary period and why. It must show the true costs of its proposals and it must put itself into a position to demonstrate that it provides to its members value for money.

Resource constraints are a reality. I am sure that none of us is ever in a position where we can say that we have sufficient resources to achieve all that we believe needs to be achieved. The fact that resources are scarce is underlined by the level of arrears owed by Member Nations. It is unrealistic to establish a budget which would simply compound that situation. That brings me to the point that any budget approved must be real; it must be fully funded.

We have no desire to fund overtime contributions that should be funded by others. In this regard we expect members to meet their funding obligations.

Experience shows that the organization that cannot find efficiency gains does not exist. Our own public service has been required in recent years to take real reductions in baselines and absorb cost increases while maintaining current programmes. Consequently Member States have the right to expect that the Secretariat will be able to deliver significant efficiency gains. Mr Wade has indicated a number of initiatives that are being pursued by the Organization and other delegates have pointed to yet further areas where they believe efficiency gains can be made. The other alternative for the Organization is to pursue new sources of revenue. Again many Member States have gone through the process of considering who benefits from the services they provide, the capacity of those beneficiaries to contribute to those costs, and moved on to impose cost recovery. Our own experience in New Zealand shows not only that delivery of those cost-recovered services becomes more efficient but also that those who pay for the services they receive are more likely to make better use of them.

If after pursuing these types of considerations the Organization faces a deficit, it must in the current situation pull back to those activities where it produces the maximum return to its members. If the Organization truly believes that this is the position it faces then it must identify clearly and unequivocally to its Member States those programmes and projects which provide lower value and are outside the core activities and competencies of the Organization.

It will then be up to us as members to decide what we are prepared to give up. That is our obligation.

**Aldo PUGLIESE (Italy):** Mr Chairman, the Italian delegation wishes first of all to express its full support for the statement made by the Permanent Representative of Spain on behalf of the European Union and its member states on this Agenda item.

I would like to make a few additional comments. First of all FAO budget, like those of other United Nations Agencies, must be the result of a multilateral decision taken by the institutional bodies of the Organization - in our case the Finance and Programme Committees, then the Council and finally the Conference.

Consequently, any Member State which has considerable reservations about the amount of the budget should make concrete proposals for reducing programmes by submitting them to the Finance and Programme Committees, then to the next session of the Council and finally to the Conference. As a matter of fact many

member countries did so. Any other procedure cannot be considered to be a correct procedure in a multilateral organization of the United Nations system.

For the biennium 1996-97, the Conference has to consider the proposal of FAO Director-General of a budget for an amount of US\$697 million. For this purpose we would like to suggest some principles which we consider are very important. First, there is the need to resume the practice of sound financial management in accordance with which the arrears of contributions have not to be taken into account for the calculation of the amount of the regular budget.

Secondly, we consider that the efforts made by the Director-General to reduce the amount of cost increase caused by inflation (from US\$31.8 million foreseen in the Summary of Programme of Work and Budget submitted to the 108th Session of the Council in June 1995 to the current amount of US\$24.7 million) are going in the right direction. Still we have to request FAO Secretariat to explore the possibility of further savings and reductions of costs in the areas identified by FAO Finance Committee, on condition that the savings which might be identified do not affect negatively the Programme of Work of the next biennium. We cannot impose cuts which may have negative consequences on both the Regular and Field Programmes, taking into consideration also that there was not a consensus of FAO institutional bodies to proceed in this direction.

We should also authorize the Director-General by an ad hoc resolution to allocate any additional fund which might be collected from the arrears of contributions for financing activities of high priority whose financial requirements are not covered by the regular budget.

We should also encourage FAO Secretariat to pursue the process of rationalization of the special programmes of action which have been reduced from 12 to 4 (integrated protection, plant nutrition, seed production and water) and which have been better integrated with the Special Programme in Support of Food Security in Low-Income Food-Deficit Countries. We think that this process of rationalization is very important, as it aims to avoid duplication and overlap among programmes.

We would now like to make some comments on document C 95/3 dedicated to the programmes. First of all we would like to express again our interest in the Special Programme in support of Food Security which constitutes a very important initiative aimed at increasing food security both at country and regional level. Furthermore, the Italian authorities attach great importance to the Major Programme 2.4 on forestry owing to the fact that forests contribute directly to the supply of food for people and fodder for domestic animals and because the inter-links between forestry and food security are becoming more and more evident.

We are aware also that in many areas of low-income food-deficit countries people depend for more than 50 percent on non-wood forest products. Italy ranks amongst the most important contributors to the Mediterranean Forest Plan of Action and gives considerable financial support to the other forest programmes. We would therefore like to express our satisfaction that forestry programmes have not suffered budgetary reductions.

We would also like to express support for Programmes 2.4 and 2.3 concerning the improvement of seed production for ensuring the security of seeds. We think that this programme will certainly provide a great contribution to food security in the poorest countries as it aims both at facilitating a variety of selected seeds and stimulating the conservation of genetic diversity.

We would like to give particular support to another programme, such as Programme 2.5 aimed at improving the condition of women in agriculture and in rural development. As regards this programme, we are aware that the improvement of the condition of women in rural areas depends to a large extent on the level of direct funds in rural areas and on the introduction of legal and institutional reforms aimed at improving the status of women.

In conclusion, Mr Chairman, we would like to stress the importance of this Conference approving a budget for the biennium 1996-97 which can allow the Organization to implement with effectiveness the programmes already approved by the Council and by the other institutional bodies.

**Shahid RASHID (Pakistan):** We are acutely aware of the grave responsibilities that this Commission bears in respect of its deliberations on the Programme of Work and Budget for 1996-97. In view of the seriousness of the special and far-reaching impact of our debate, we are all duty bound to approach the subject with due care and caution. The proposal of the Director-General is for a zero real growth budget level on the basis of the figure of US\$673.1 million approved at the last Conference. This figure provides a logical point of reference for proceeding further. Needless to say our wish was to proceed upwards from this level not only on account of the enlarged membership of this Organization but because of the acute realization that there is so much to be done for so many who are in need, but the harshness of reality has ensured that we harbor no illusions. We have 'to be practical and realistic, and it is this realism that has forced us to come out in defence of the concept of no growth for the budget of this Organization - yes, Mr Chairman, no growth. We, the developing countries are advocating a no growth budget. The irony of the situation is too stark to warrant any further elaboration.

We are concerned with attempts to reinterpret the base of the budget level. Some speak of a fully funded budget level, some speak of an implemented level, others speak of an implementable level, but let us be logical and fair, let us be rational. The supreme Governing Body of this Organization approved a budget level for 1994-95. If some Member Nations subsequently fail to live up to their obligation, they cannot be allowed to use their own failings to the detriment of the Organization and the overall membership. We are here in a multilateral contact with mutual obligations and responsibilities and cannot allow any unilateral actions which force the fate of all to hang in the balance. At the same time we want FAO to maintain and preserve its universal character and would like to stress that it remains an all-encompassing partnership between all its Member Nations.

FAO remains an organization with a valid mandate and the entire membership has repeatedly reaffirmed its faith in and support for it. If we recognize the vital role of FAO and the indispensable contribution that FAO has made and must make to improve the lot of the rural poor and food insecure, then we must guard against any action that would undermine or erode the capacity of this Organization.

Of course, we agree that FAO should manage its affairs more efficiently and effect greater savings. By savings we do not mean programme cuts. In fact, we believe that management has made a tremendous effort by indicating savings of about US\$43 million. This is certainly no mean achievement. We hope that scope for further savings has not been exhausted and we would urge management to continue striving towards seeking additional savings without sacrificing FAO's capabilities. We therefore believe that we must at least maintain a zero real growth budget level as proposed. Anything below such a level would be a most unfortunate signal at a time when we are not only celebrating our 50th Anniversary but also preparing for the first ever World Food Summit. We therefore urge that as we all stand committed to FAO, let us also provide it with the necessary means to be able at least to maintain its current level of activities. This is absolutely essential.

Briefly on the question of programmes, we endorse in general the priorities assigned to the different programmes and sub-programmes. Given the resource constraints, we believe that the allocation of the priorities identified are quite judicious. We therefore give our endorsement to the proposed Programme of Work.

**P. MTUY (Tanzania):** Mr Chairman, my delegation would like to commend the Director-General and his able staff for a clear and current Programme of Work and Budget for 1996-97. My delegation has viewed the Programme of Work and Budget in relation to its efforts to restructure the Organization and reduce costs. His efforts are highly commendable and we feel that he is capable of bringing more efficiency and cost-effective measures if only we support his efforts.

To this end, we support his Programme of Work and Budget on the understanding that he will continue in his efforts to restructure the Organization and reduce costs. He needs more time to look into areas where he can further reduce costs. He is new to the Organization and he has to move slowly but surely. Approval of his proposed Programme of Work and Budget will give him the assurance and support that he requires from Member States. Payment of our contributions and dues on time will go a long way to make his work much easier and more enjoyable.

In fact, the budget hinges on prompt payment of contributions and dues.

My delegation endorses the Special Programme on Food Production in support of food security in low-income food-deficit countries. This programme holds the key to food security and as such it deserves unwavering support. Furthermore, my delegation supports EMPRES, TCDC and the other priority programmes listed by the Director-General. Mr Chairman, we share the concern on seed raised by Swaziland and we welcome the programme on improved farm seed production and seed security. We believe that this programme will assist and enable smallholders to improve farm seed production and conservation.

As regards fisheries, Mr Chairman, we welcome and endorse the code of Conduct for Responsible Fisheries, as this is the cornerstone of sustainable exploitation of fisheries. As regards forestry, we single out the work on forest resource assessment as the most important part of the programme. A knowledge of what exists in the forests is a pre-requisite for sustainable exploitation, management and conservation of forests and forest resources. Most of our developing countries are lacking this important information and FAO has a long way to go to make this a reality.

Lastly, Mr Chairman, my delegation reiterates its support for the Programme of Work and Budget for 1996-97 and has high expectations regarding the greater efficiency and cost effectiveness of the Organization.

**Moussa Bocar LY (Sénégal):** Monsieur le Président, je crois que ma délégation n'a pas encore eu l'occasion de vous féliciter. C'est avec plaisir que nous vous voyons diriger les travaux de cette importante Commission.

Le nouveau Directeur général a hérité d'une lourde situation, à savoir que lorsqu'il y a deux ans, la Conférence a adopté le budget 1994-95, elle lui a donné la possibilité de faire des propositions de restructuration et de rationalisation mais dans le cadre du niveau de budget adopté. C'était là, conviendrez-vous avec moi, un handicap de départ.

Le Directeur général, dans sa sagesse, a relevé ce défi en adoptant des mesures de réforme et de restructuration qui ont été entérinées par l'organe directeur que constitue le Conseil de la FAO et qui se sont traduites, notamment, par l'adoption de ces deux programmes prioritaires que mon pays appuie de toute force, à savoir le Programme spécial de la Production alimentaire à l'appui de la sécurité alimentaire dans les pays à faible revenu et à déficit vivrier et le Programme EMPRES.

Ne voilà-t-il pas qu'ensuite le Directeur général, à la suite des différentes suggestions faites par le Comité financier et le Comité du Programme, a pu réaliser une performance? En effet, il a pu faire des économies dépassant 40 millions de dollars E.-U. Peut-être, à cause de ces mesures d'excellence, attendons-nous trop de cette Organisation. Peut-être, à cause de ces mesures de gestion saine et vigoureuse, pensons-nous que l'Organisation peut tout faire.

Or, en répondant déjà aux questions des Etats Membres, le Secrétariat a fait savoir qu'en absorbant au maximum l'accroissement des coûts supplémentaires et en se tenant également prêt à faire des efforts supplémentaires si besoin en était, des économies supplémentaires ne pourraient point être faites sans toucher aux programmes. Cela pose un problème de responsabilité.

Le Secrétariat a répondu aux questions posées. Tout à l'heure, le représentant de la Nouvelle Zélande a posé la même question et le Secrétariat avait déjà répondu en disant que des économies supplémentaires affecteraient directement les programmes. Il revient donc maintenant aux Etats Membres de décider quels programmes on devrait couper pour que ces économies puissent être réalisées.

Et c'est là le paradoxe de cette réunion et de ces discussions car nous, qui connaissons le système des Nations Unies, nous savons que, là-bas, certains grands pays ont proposé des réformes mais que ces pays ont adopté la démarche logique qui consiste à dire: "Nous avons examiné les programmes de l'Organisation des Nations Unies. Voilà ce que nous suggérons comme réduction, comme coupe dans les différents programmes pour que l'Organisation puisse faire des économies et puisse être efficace". Et voilà qu'au niveau d'une agence des Nations Unies, on demande au Secrétariat de faire ce travail que les Etats Membres devraient eux-mêmes faire. Or les Etats Membres se sont dotés d'organes bien précis: j'ai parlé tout à l'heure du Comité du Programme et du Comité financier; il y a également le Conseil de la FAO. Ce sont des organes qui devraient permettre à la Conférence de prendre des décisions idoines et opportunes, en toute connaissance

de cause. Il serait peut-être malvenu et en tous cas illogique de laisser cette responsabilité au Secrétariat quand celle-ci incombe aux Etats Membres.

Pour tout dire, nous pensons que des efforts de rationalisation et de décentralisation ont été amplement faits pour démontrer la volonté du Secrétariat d'aller de l'avant et ce, pour répondre aux attentes des Etats Membres en cette période où nous venons de célébrer, au Québec, le Cinquantième anniversaire de notre Organisation commune. Donc, le niveau des propositions budgétaires faites par le Directeur général rencontre notre agrément en ce que, partant de la croissance réelle zéro, que nous avons acceptée à contrecœur car elle se traduit nécessairement par une réduction sensible des programmes et de l'assistance de la FAO dont les pays en développement sont en droit d'attendre beaucoup, tout le monde a dit que nous voulons faire de cette Organisation un centre d'excellence.

Mais un centre d'excellence coûte et les pays africains, qui le savent, ont fait des efforts dans le cadre de la démarche de proximité que le Directeur général a adoptée en se rendant sur le terrain et en discutant avec les Etats Membres. Les pays africains, en ce qui les concerne, ont accepté, malgré les difficultés, de faire des efforts pour honorer leurs arriérés de contributions; et je crois que les documents en font foi et que le Conseil en a déjà la preuve avec les données fournies par le Secrétariat. Le Président du Groupe africain et le représentant de l'Egypte, au nom du Groupe des 77, ont d'ores et déjà fait connaître la position de leurs groupes, auxquels mon pays appartient, et nous souscrivons entièrement à cette position. Nous appuyons dans leur ensemble les propositions budgétaires faites par le Directeur général.

Nous voudrions à présent faire quelques remarques. Certains ont dit qu'en fait, il faudrait partir d'un niveau de budget pleinement financé ou applicable. Or il me souvient que c'est le représentant de la Norvège qui disait que, lors de la 27<sup>ème</sup> session de la Conférence de la FAO, son pays avait mis la Conférence en garde contre le fait qu'on allait droit vers une erreur qui serait fatale, à savoir inclure ces 38 millions de dollars E.-U. d'arriérés dans le budget prévisionnel. Il y a un principe de droit en vertu duquel nul ne puisse se prévaloir de sa propre turpitude; et je crois que les juristes présents doivent le savoir.

On a dit, par ailleurs, que la FAO n'était pas la seule organisation en matière d'alimentation et d'agriculture. Mais nous devons dire que la FAO constitue le chef de file dans ces différents domaines d'excellence que nous lui connaissons. Par ailleurs, la Conférence des Nations Unies sur l'environnement et le développement de Rio a reconnu à la FAO le rôle de chef de file en matière de forêts et de pêches. Et je crois que les ministres responsables des forêts, qui se sont réunis ici en mars dernier, de même que les ministres responsables des pêches, qui se sont également réunis ici en avril dernier, ont amplement reconnu ce rôle à la FAO. Faut-il lui reconnaître ce rôle sans lui donner les moyens de le remplir? A quoi bon, alors, lui reconnaître cette mission?

De même, au niveau des différents comités que compte l'Organisation, nous avons reconnu que la FAO devait s'intéresser aux implications des Négociations d'Uruguay dans le domaine agricole et nous avons surtout attiré l'attention sur les pays importateurs nets de produits agricoles, dont mon pays, et surtout sur la Déclaration de Marrakech, qui les concerne et nous avons demandé à la FAO d'apporter son concours. Cela demande des moyens. Il y a donc une certaine logique dans le fait de reconnaître à la FAO un rôle, une dimension et de lui donner les moyens lui permettant de remplir correctement et normalement ses activités.

Pour cela, permettez-moi de revenir à ce qu'a dit, Monsieur Le Président, votre chef de délégation, le Ministre français de l'agriculture, quand il affirmait qu'il faut maintenir le niveau de ressources de la FAO, qu'il faut donner à la FAO un bon niveau de contribution. Le chef de la délégation de la Belgique a abondé dans le même sens en disant qu'aller en dessous des propositions du Directeur général conduisait nécessairement à une faillite de l'Organisation qui est la nôtre.

Il nous semble donc que le réalisme commande de prendre en compte l'élan de Québec, les déclarations politiques de haut niveau faites en séance plénière de cette Conférence et que nous puissions à notre humble niveau travailler à l'avènement du consensus. Je crois d'ailleurs que les deux ministres des pays nordiques qui ont été les premiers à intervenir au cours de la plénière l'ont dit avec netteté. J'ai nommé le Ministre de la Norvège et le Ministre de la Suède.

Il nous incombe donc de chercher, à l'intérieur de nos ressources propres, à construire le consensus, car l'échec de cette Organisation serait notre propre échec à tous.

Je voudrais terminer en disant qu'il semble y avoir une sorte d'amalgame, la FAO n'est pas une organisation d'annonces de contributions, où l'on partirait d'une annonce de contributions pour dégager le niveau de budget possible. La FAO est une agence spécialisée des Nations Unies. Il y a des contributions statutaires qui découlent des Textes Fondamentaux qui fondent notre Organisation. C'est cela qui doit servir de référence et non pas des annonces de contributions. Nous connaissons des organisations où ce système d'annonces de contributions a cours, mais nous nous trouvons dans un autre endroit.

Je suis sûr, Monsieur le Président, qu'avec votre sagesse et le soutien politique que les ministres, au cours de la plénière et également au Québec, ont amplement donné à cette Organisation, nous trouverons en nous-même l'aptitude à construire et à créer le consensus.

**Sra. Ileana DI GIOVAN BATTISTA (Argentina):** Es realmente una difícil tarea intervenir después del elocuente discurso del representante de Senegal. Nuestro amigo Moussar nos ha trazado un cuadro en un tono casi épico, diría yo, que nos incitan a todos a seguir su camino. No obstante, lamentablemente, señor Presidente, nuestros países y la Comunidad Internacional enfrentan ciertas realidades frente a las cuales se estrellan muchas de nuestras ilusiones y de nuestras buenas intenciones.

El Gobierno argentino ha debido hacer en 1995 enormes esfuerzos para equilibrar su presupuesto público. Para el presupuesto de 1996 se han previsto recortes de hasta el 20 por ciento en casi todos los sectores, tratando de preservar solamente la educación y la salud pública.

A raíz de la crisis mexicana hemos tenido que recurrir al mercado voluntario de préstamos y al Fondo Monetario Internacional para colmar un sorpresivo repliegue de capitales que se habían acercado transitoriamente a nuestro país como a otras economías emergentes.

Mi país adeuda todavía el 50 por ciento de la cuota de 1995, pero tengo instrucciones de comunicar a usted, señor Presidente, que será pagada antes del 31 de diciembre de este año.

Esto viene a cuento porque los imperativos de reducción presupuestaria y de austeridad se imponen en todas partes.

Por eso mi Delegación no puede menos que asociarse al pedido ya efectuado en el 108° y 109° períodos de sesiones del Consejo al Director General para que se extremen los esfuerzos para efectuar economías que consientan no aumentar la carga contributiva de los países miembros.

Se ha mencionado reiteradamente el error de haber contado con 38 millones de dólares de atrasos como recursos del presupuesto del último bienio, que se revelaron ficticios.

Por otra parte, señor Presidente, los documentos que se nos han sometido (el 95/3 y el informe del Comité de Finanzas y del Programa) demuestran que, en primer lugar, la ejecución del presupuesto y programa de trabajo del último bienio se ha hecho a un ritmo menor que el previsto y todavía existen fondos no comprometidos o no gastados.

En segundo lugar, el Comité de Finanzas registra cierta satisfacción por el cumplimiento del programa de trabajos, a pesar de un índice de alrededor del 20 por ciento de vacantes. Esto parecería demostrar que economías suplementarias son aún posibles. Por supuesto, que nos sentimos preocupados porque, como ha dicho el Delegado de Senegal, podrían verse afectados ciertos programas, pero también pensamos que habrá diversos programas o subprogramas que ya han cumplido su cometido, que ya han cumplido con el fin para el cual fueron creados y que podrían ser eliminados.

Creemos además que algunas medidas ya adoptadas por el Director General darán sus frutos. La descentralización permitirá reducir costos. El Programa de Cooperación Técnica entre países en desarrollo y el Programa de Consultores retirados, permitirán reducir costos.

El acceso a los datos on line permitirá reducir los costos de publicaciones. Creemos que también son posibles algunas economías dentro de los Servicios Generales.

Señor Presidente, las cifras respectivas a los estados que aún no han efectuado ningún pago respecto a las cuotas de 1995, o tienen la cuota de 1995 parcialmente impagada, si bien no representan un desmejoramiento respecto a años anteriores, demuestran una situación que no puede seguir arrastrándose en esta magnitud.

Ante semejante previsión de recursos, parecería razonable proponer niveles de presupuesto que se adecuen a las posibilidades reales que reconocen los países miembros.

Por supuesto, señor Presidente, deseamos reafirmar que todos los miembros de la Organización deben cumplir con las obligaciones contraídas. Este deber es aún mayor en el caso de aquellos países cuya trayectoria histórica los involucra estrechamente con la FAO y aquellos países cuyas contribuciones constituyen parte sustancial del presupuesto de la Organización, afectando con sus atrasos el desenvolvimiento de esta Institución.

Sin perjuicio de ello, la Delegación de Argentina cree conveniente adecuar el presupuesto de 1996/1997 a niveles que sean compatibles con las posibilidades de financiación real. Creemos que el desarrollo futuro de la Organización depende no sólo del nivel presupuestario que se establezca, sino del efectivo cumplimiento de las contribuciones al mismo por parte de los países miembros. El nivel de presupuesto debe ser objeto de un consenso genuino. De nada sirve profundizar confrontaciones o dar lugar a mayores atrasos o incumplimientos de cuotas.

Finalmente, la austeridad de que estamos hablando no es sino la misma que hemos aplicado en nuestros países. También la FAO deberá adecuarse al dictado de los tiempos. Esta adecuación exigirá una consideración paralela de labores y prioridades. Pero esta tarea, realizada con equilibrio y con ponderación, redundará, sin duda, en una FAO más vigorosa, preparada para enfrentar nuevos desafíos con una nueva juventud para los próximos 50 años.

**Klaus GARCKE (Germany):** The deliberations of 109th Session of the FAO Council and of the sessions of this Commission made it clear that Member States' views on the appropriate level of the Programme Work and Budget 1996-97 vary to a serious extent. Nevertheless there was a common understanding of the need to reach a consensus on this most important question and, indeed, we should make all efforts to avoid voting on the Programme of Work and Budget. A vote on the budget would not, and I repeat would not, solve the underlying problems. It would create a most serious financial situation for the Organization. We should avoid adopting a budget level which has not the necessary financial support. Therefore, the Programme of Work and Budget 1996-97 proposed by the Director-General must be brought down to a financially level. We share the view expressed by the UK delegate during our morning session that there is still room for considerable savings. We believe we can do more for the same, or even for less, as Norway mentioned an hour ago. We cannot be sure, however, that we will be successful in bringing down the budget to a financially level. We cannot exclude the possibility of a difference between a budget which the majority can adhere to and one which is at a fully financially level. We have to take precautions against this case. Any difference to the fully financially level has to be frozen in order to avoid a cash deficit. This freezing is a major point in our understanding of a realistic budget. We cannot accept the adoption of a PWB with foreseeable underfunding. Freezing does not mean the elimination of appropriations but adjusting their use to a financially level.

Such a necessary precaution should not be interpreted as a lack of faith in the Organization. On the contrary, it is meant to help the Organization to cope with a given decision.

**Avraam LUCA (Cyprus):** Under the current financial constraints, the preparation of a balanced proposal as presented in the main document C 95/3 could be considered a real achievement, having in mind also the request of Member States for retaining the principle of zero real growth for maximum absorption of cost increases and for increased efficiency. In the light of these general observations we have no difficulty in endorsing the applied approach to priority selection in the direction of resources.

Referring to specific priorities for the major Programmes 2.1, 2.2, 2.3, 2.4, and 2.5 and Technical Cooperation Programme, we wish to register our support for the proposed priorities as described in paragraphs 36 to 45 and in the respective chapters of the document under review.

As regards the areas presented concerning reduced resources and activities, we want to suggest that more efforts be made to secure additional funds for the following programmes, sub-programmes and activities which, in our view are no less important. These are activities relating to climate change, post-harvest management, activities in areas of nutritional requirement and nutrition training, activities on the impact of environmental degradation of marine fisheries and assessment of climate change implication and fisheries policy advice at country level.

For this reason, while expressing our support for the resolution of paragraph 55 proposed by the Director-General for supplementary appropriation, we also suggest that the aforementioned activities and programmes be treated as priority issues, should additional funds become available.

Evidently the payment of arrears could be a substantial source of additional funds. At this point we wish to emphasize the need to intensify the efforts for the payment of arrears of contributions which surely constitute a financial obligation to this Organization.

Referring to the overall resource situation and the calculated information on page 41, we notice with concern the considerable reduction of extrabudgetary funds during the period 1992-93 and 1994-95. The funds for UNDP projects indicate a reduction of almost 40 percent, while the funds of support costs for administrative operational support to UNDP and Trust Fund projects were also reduced by 23 percent. Further reduction of these funds is foreseen for the following period 1996-97.

Similarly the Trust Fund projects which are the highest single share in total of extrabudgetary funds were also reduced by eight percent during the past period, although these funds are expected to increase by four percent in the following period. No doubt the diminished sources of extrabudgetary funds sooner or later will cause negative effects on other related activities of FAO.

I wish to express our appreciation and commend the Director-General for all the efforts he has made and the measures he has taken to reduce costs and prepare a balanced Programme of Work and Budget for the next biennium. At the same time, I wish to call upon him to intensify further his efforts to achieve additional savings and reduction on costs by introducing, where necessary, appropriate changes with the view to making the Organization more efficient and more cost effective.

Finally Mr Chairman, I refer to the crucial issue of the level and the approval of the budget. The position of my delegation is strongly in favour for a consensus approval. We do believe that the approval of the budget by consensus is also a commitment for each Member State to honour its financial obligation to this Organization.

**Mme Seydou OUSSEINI AMINATA (Niger):** Mon pays, comme les autres pays de la sous-région, soutient le budget à croissance 0. Mon pays, qui est redevable à la FAO, s'est engagé à honorer ses obligations et ma délégation souscrit au Programme de travail et budget 1996-97.

Nous comprenons les difficultés financières auxquelles la FAO doit faire face, mais nous ne pouvons opter pour la réduction de ce budget, au moment où nous avons le plus besoin du soutien de la FAO et des autres organisations. Toutefois, si des réductions doivent être faites, nous souhaitons que les priorités fixées par la FAO, et surtout le Programme spécial, puissent être maintenues, ceci parce que les interventions en faveur du développement doivent être une action à long terme pour engendrer des résultats concluants.

A cet effet, nous lançons un appel à la communauté des donateurs internationaux pour qu'elle examine cette question de plus près.

**Aguinaldo LISBOA RAMOS (Cap-vert):** Tout en souscrivant aux déclarations des présidents du Groupe des 77 et du Groupe africain, je serai bref. Ma délégation voudrait cependant saluer le Directeur général et le Secrétariat pour la présentation du Programme de travail et budget très clair, détaillé et équilibré. Obéissant aux recommandations du Comité de programme et du Comité des finances, ils ont réussi à absorber d'importantes augmentations de coûts et réalisé des économies tout en cherchant à ce que le budget soit suffisant pour réaliser les activités découlant du mandat de l'Organisation sans nuire aux priorités et à la

crédibilité de l'Organisation comme centre d'excellence dans les domaines de l'agriculture, des forêts, de l'élevage, des pêches et de l'alimentation.

Nous appuyons la proposition d'un Programme de travail et budget à croissance réelle zéro avec l'absorption possible des augmentations de coûts et nous espérons qu'il sera adopté par consensus dans un esprit de partenariat comme les conseils à caractère universel de la FAO. Nous commençons déjà à sentir les effets du processus de restructuration et de décentralisation et nous encourageons la FAO à poursuivre ses efforts dans le sens d'une plus grande rationalisation et efficacité. Nous donnons aussi notre accord aux priorités établies dans le Programme de travail et budget tout en regrettant que d'importants programmes et activités n'aient pas pu être considérés.

Le Programme spécial de production alimentaire à l'appui de la sécurité alimentaire des pays à faibles revenus et à déficit vivrier et l'EMPRES, qui vise directement la sécurité alimentaire, méritent aussi tout notre appui. De même, ceux qui concernent le développement agricole et rural, l'aménagement et la maîtrise des eaux et des terres, la lutte intégrée contre les ravageurs de cultures, demeurent une priorité. Nous sommes convaincus que le Sommet mondial de l'alimentation sera l'événement qui marquera les activités de la FAO en 1996. Sa portée ne doit pas être réduite, qu'il s'agisse de ses objectifs ou de sa durée.

L'adoption du Code de conduite de pêche responsable sera une des plus importantes décisions de cette Conférence. Nous espérons qu'il sera ratifié par les Etats Membres et que les conditions seront créées pour sa mise en oeuvre dans le plus bref délai.

Nous saluons le lancement d'un Programme d'assistance dans les petits Etats insulaires et l'augmentation des activités du PCT et du PCDC.

Pour terminer, ma délégation souhaite que la FAO dispose des ressources nécessaires pour aider ses Etats Membres à relever le défi qui consiste à éliminer définitivement la faim et la pauvreté de la face de la terre.

**J.B. PIETERS (The Netherlands):** This agenda item is of great importance for the Netherlands because in our view we are discussing a matter of principle here and the outcome of the discussions concerned will influence the future of FAO which goes beyond the financial aspects.

As the Dutch Prime Minister said in New York on the occasion of the 50th Anniversary of the UN, the Netherlands is in favour of a fundamental change of the United Nations System, including the specialized organizations. This should lead to a more effective and efficient system, to be realized however by a step-by-step process.

This brings me to the Programme of Work and Budget of FAO. We and the other Member States made a commitment to FAO and the funding of the Organization. All the Member States have the obligation to pay their assessed contributions. As long as you are a member of an organization you have to fulfil your obligations to the organization and to the other Member States. Of course, it is possible to change the system and I underline that, it can not be done on a unilateral basis. Changes have to be made by consensus of the Member States; and that, Mr Chairman, is a matter of principle. The Netherlands cannot accept the announcement of a cutback in its contribution by one Member State, thus changing the scale of contribution and thereby changing the system of contributions without a decision of the Conference.

Mr Chairman, my country is still in favour of the principle of real zero-growth and although this budget proposal reflects a negative growth, the Netherlands Government can support it. FAO needs a budget that allows the Organization to fulfil its tasks. However, FAO should eliminate overlap and duplications with the activities of other organizations like UNDP and UNEP.

In the reorganization process the Director-General focused on normative tasks and decentralization and we endorse this choice. However, Mr Chairman, what seems to be missing is the focus on UNCED and follow-up activities. These formed the very basis for the last PWB and my delegation is surprised and concerned that these have disappeared. FAO is the UN task manager for some important chapters of Agenda 21. Regarding FAO's role in the support of the Intergovernmental Panel on Forests, my delegation is in favour of an increase on the Major Programme on Forestry. In more general terms, in my delegation's

view, Agenda 21 activities need a more cross-sectoral approach, which seems currently inadequately highlighted, except for biodiversity and sustainable agriculture.

Agenda 21 should also be the framework for the Special Action Programmes. The Netherlands has concerns about the development of the SAPs. These should have a wide and horizontal scope and should be part of a more integrated programme.

The Netherlands delegation compliments the Secretariat with the form it puts on its activities as a technical advisor for the implementation of the Uruguay Round. The document outlines excellently the activities of the CODEX Alimentarius Commission and my delegation has much appreciation for the way the CODEX is being used as a reference frame for the WTO. My delegation is looking forward to the next biennium toxicological re-evaluation for those products which have been evaluated long ago.

The Netherlands congratulate the Director-General with the reorganization which took place. However, we are of the opinion that more can be done. Apart from structural aspects, a reorganization should include aspects of human resource management and should be an ongoing process, which will make FAO an even more effective and efficient Organization. FAO should meet the organizational standards of today, namely more decentralization of responsibilities, yes, and short lines of communication with the Organization.

We support the proposal that FAO should pursue the elimination of bureaucratic layers.

Furthermore, the Netherlands is of the opinion that the reorganization should not only focus on the Organization itself, but also on the Governing Bodies. Therefore we support the proposal for a working group for a governance reform.

If FAO is able to implement measures in these fields, it should be able to save a substantial amount of money at the same time. In so doing, the Organization can set a realistic course towards an even more effective and efficient organization for food and agriculture.

**Sra. María E. JIMENEZ DE MOCHI ONORI (El Salvador):** La delegación de El Salvador desea manifestar su pleno apoyo a la declaración hecha hace un momento en esta sala por el Presidente del Grupo de los 77.

Nosotros compartimos plenamente los siete aspectos por él planteados, esto nos permite poder dedicar nuestra intervención a indicar a esta Comisión, en forma muy breve, cuáles son los programas y actividades en los que El Salvador se encuentra particularmente interesado y que, consecuentemente, apoya.

Como país de bajos ingresos y con déficit de alimentos, El Salvador respalda el Programa Especial sobre producción de alimentos, en apoyo a la seguridad alimentaria de esos países, y deseáramos que a corto plazo este programa pudiera ser ampliado a otros países de la Región de América Latina y el Caribe.

Lamentamos que el establecimiento de oficinas subregionales tenga que ser pospuesto por restricciones presupuestarias. Expresamos que para El Salvador es muy importante que la subregión a la que pertenecemos pueda contar con una oficina que atienda más de cerca sus ingentes necesidades. Lamentamos también que los recursos asignados al Programa Principal: Pesca no hayan sido incrementados en la medida que las necesidades lo requieren.

En mi país estamos trabajando intensamente para que el sector pesquero pueda ayudarnos a incrementar los niveles nutricionales de la población. La integración efectiva de la mujer en el desarrollo agrícola sigue siendo una prioridad fundamental de mi Gobierno, por ello damos nuestro apoyo a los recursos asignados en el Programa de Labores y Presupuesto para este objetivo.

Vemos con satisfacción el incremento neto para el Programa Principal: Montes, previsto en el Programa de Labores y Presupuesto. Dentro de ese Programa Principal las actividades orientadas a resolver el grave problema de la deforestación merecen todo nuestro apoyo. El Salvador, lamentablemente tiene un índice de deforestación muy alto si no de entre los más altos en la Región de América Latina.

Por otra parte, para que nuestros Gobiernos puedan trabajar en la formulación, elaboración y puesta en marcha de políticas agrícolas que respondan adecuadamente a las verdaderas necesidades de nuestra población, es necesario que contemos con diagnósticos adecuados en esta situación, por ello apoyamos las actividades de la FAO en este sector.

Las necesidades son muchas, inmensas, los recursos son pocos. Podríamos continuar detallando aquí muchas otras necesidades muy sentidas: medio ambiente, recursos fitogenéticos, ordenación y diversificación de cultivos, pero nos pararemos aquí.

Creemos que no debemos descansar hasta alcanzar un nivel de presupuesto adecuado e instamos a que así se haga.

Por último, quisiéramos reiterar lo indicado por el Jefe de nuestra delegación en la Plenaria, en el sentido de que El Salvador comparte el principio fundamental de que todos los países miembros de esta Organización deben honrar sus obligaciones financieras en forma plena, en tiempo y sin condiciones.

**Joseph ELANG (Cameroun):** Monsieur le Président, étant donné que le Cameroun intervient pour la première fois, nous avons le plaisir de vous présenter nos vives félicitations pour votre élection à la tête de cette Commission très complexe.

La délégation camerounaise s'associe aux précédentes délégations qui ont reconnu, d'une part, les efforts inlassables déployés par le Directeur général pour restructurer la FAO en la rendant plus dynamique, ainsi que la valeur et la clarté des documents présentés par le Secrétariat général, d'autre part. Elle tient donc à féliciter toute l'équipe de la FAO pour le travail ainsi effectué en si peu de temps. S'agissant du Programme de travail et budget, nous pensons, à l'instar des autres collègues du Gabon, du Sénégal et de l'Égypte, que le travail demandé a été fait. Il faut d'ailleurs relever que si le Projet de budget à allouer à la FAO fait couler tant d'encre et de salive, c'est que le problème de la faim se pose de manière différente d'un pays à l'autre. En effet, si dans certains pays le problème est de savoir ce qu'il faut faire pour écouler les surplus agricoles, dans d'autres par contre des centaines d'hommes, d'enfants et de femmes meurent encore de faim. Réduire donc les moyens de l'Organisation mondiale la plus puissante en matière de lutte contre la faim revient une fois de plus à délaisser ces déshérités.

S'il est normal et même obligatoire que la Direction générale recherche en permanence des solutions tendant à une meilleure maîtrise des coûts, nous pensons qu'à l'heure actuelle le fait d'imposer à la Direction générale de la FAO un programme et un budget auxquels elle n'est pas préparée serait précipité et reviendrait à lui faire porter une camisole de force et par conséquent dont elle ne serait pas responsable. La question qui se pose est de savoir si nous pouvons en même temps imposer un budget à l'Organisation et lui faire obligation des résultats. Ma délégation pense que cette démarche est contraire à l'éthique et aux procédures de la FAO. Il faudrait, à notre humble avis, faire confiance à la Direction générale qui en si peu de temps a montré qu'elle était responsable, et par conséquent lui laisser le soin de préparer son budget, quitte à ce que, pour des échéances à venir, un budget de plus en plus restrictif lui soit imposé.

En effet, pour ma délégation, le fait de modifier le budget de la FAO en ce moment où 800 millions d'enfants nous interpellent, où un Sommet mondial de l'alimentation est en préparation, où des foyers de tensions s'allument çà et là, serait un manquement grave à nos devoirs, une déviation des objectifs de la FAO qui sera obligée de revoir des programmes qu'elle a pourtant établis avec minutie. Saurons-nous en répondre devant l'Histoire? Bien entendu ma délégation en appelle à ses autres collègues pour l'apurement de leurs arriérés et le paiement à temps des contributions surtout que la Direction générale a consenti des facilités à cet effet. Pour terminer, la position de ma délégation qui est celle du Gouvernement camerounais est d'abord de continuer à faire confiance à la Direction générale de la FAO qui en très peu de temps a déjà fait montre de beaucoup de responsabilités en adoptant le budget proposé par elle, de rechercher une solution consensuelle afin d'éviter des précédents fâcheux et d'en appeler à tous les pays membres afin que des moyens adéquats soient mis à sa disposition pour lui permettre de poursuivre efficacement et honorablement sa noble mission.

**LE PRÉSIDENT:** Nous avons terminé nos travaux. Je crois que certains d'entre nous vont rentrer chez eux et méditer un peu sur tout ce qui a été dit aujourd'hui de manière à ce que, demain, nous ayons un second

débat dans lequel M. Wade répondra aux questions, M. Hjort fera ses commentaires et, moi-même, j'essaierai de dégager les principales lignes qui ont été présentées.

Pour que les choses avancent, j'ai suggéré que la délégation qui a présenté des mesures d'économie en matière de gestion uniquement - c'est-à-dire sans affecter le Programme lui-même car, cela est très important, il ne faut pas toucher au Programme - se rapproche du Secrétariat pour voir s'il ne serait pas possible, d'ici demain matin, d'avoir une esquisse réaliste de ce type d'économie. Encore une fois, il ne s'agit pas de toucher au Programme mais de voir ce qui est possible. Si nous nous apercevons que des économies de ce type ne sont pas chiffrables, nous serons dans une situation difficile parce que, d'une part, il n'y aura pas de consensus et, à ce moment-là, il faudra procéder à un vote dont le résultat ne fait aucun doute; et en même temps, un certain nombre de délégués partiront de la Commission II et de la Conférence avec une vision négative de la FAO, de son Directeur général et du Secrétariat, ce qui ne serait pas non plus très juste.

Je crois qu'il vaut mieux nous arrêter et réfléchir calmement, de manière à ce que, demain, on aboutisse à une possibilité de consensus. Je le répète: il ne faut pas porter atteinte au Programme.

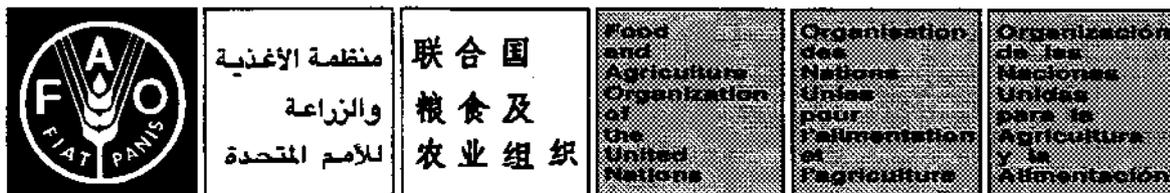
Je vous remercie de vos efforts. J'ai trouvé que les positions avaient tendance à se bloquer, ce soir, et que nous revenions un peu au débat du Conseil, alors que, ce matin, nous avons été plus coopératifs les uns avec les autres. C'est peut-être une impression qui est liée à la fatigue que je ressens et que vous devez tous ressentir après un débat assez compliqué.

**The meeting rose at 17.45 hours.**

**La séance est levée à 17 h 45.**

**Se levanta la sesión a las 17.45 horas.**

25 October 1995



CONFERENCE

CONFÉRENCE

CONFERENCIA

Twenty-eighth Session • Vingt-huitième session • 28° período de sesiones

SEVENTH MEETING OF COMMISSION II  
SEPTIEME SEANCE DE LA COMMISSION II  
SEPTIMA REUNION DE LA COMISION II

25 October 1995

The seventh meeting was opened at 9.30 hours  
Mr Jacques Laureau, Chairman of Commission II, presiding

La septième séance est ouverte à 9 h 30  
sous la présidence de M. Jacques Laureau,  
Président de la Commission II

Se abre la séptima reunion a las 09.30 horas  
bajo la presidencia del Sr. Jacques Laureau,  
Presidente de la Comisión II

- II. **ACTIVITIES AND PROGRAMMES OF THE ORGANIZATION** (continued)
- II. **ACTIVITES ET PROGRAMMES DE L'ORGANISATION** (suite)
- II. **ACTIVIDADES Y PROGRAMAS DE LA ORGANIZACION** (continuación)
  
- 16. **Programme of Work and Budget 1996-97** (continued)
- 16. **Programme de travail et budget 1996-97** (suite)
- 16. **Programa de Labores y Presupuesto para 1996-97** (continuación)

**Winston RUDDER (Trinidad and Tobago):** In our view, we have built a platform and set the stage and we have framed the context for the main event - that is to say, consideration of the 1996-97 PWB, our approved programme activity for the coming biennium and the means to achieve this programme. We ought to ask what constitutes the platform, the stage and the context, and we believe there are two broad aspects that constitute these.

In the first instance, we have an opportunity to review the performance of the Organization over the biennium. We have evaluated major components of past performance. We have had opportunities to assess the Director-General's stewardship to appraise his leadership and management qualities in terms of his vision and ability to direct and to cultivate, through communication, an empowered fellowship. All these qualities are translated into getting things done. We say that the Programme Implementation Report, the Programme Evaluation Report and the Medium-term Plan, which we have already endorsed and the observations we have made thereon reflect our confidence in the current leadership and management. Chairman, there are no skeletons in the closet here.

It therefore becomes much easier to assess the merits or otherwise of the proposals for the coming biennium since they flow from our diagnosis and analysis of the past performance and the current realities and since it is clear that the relevance of FAO, even after 50 years, remains and the main tenets of the mandate continue to be appropriate and valid (with certain modifications of course).

A second as yet undiscussed aspect of this context, at least not discussed openly, is the newly welcomed, refreshing and genuine spirit of understanding and accommodation that currently underlies the relationship among the membership of the Organization. This, in large measure, is due to the very deliberate efforts of the Director-General himself to foster the process of healing at the very outset of his tenure. I speak to this issue as one who has witnessed a debate within recent times on the PWB. The acrimony, the bitterness, indeed the ready willingness to demonize, and isolate and marginalize those opposing points of view on the PWB exists no more. This sense of reasonableness and empathy and readiness to listen to and strive to understand each other's points of view which currently characterize the debates at this Session of Conference leads me to be rather more optimistic than otherwise about the possibilities of a consensus.

From the outset, may I say that this consensus we are striving for has in no small measure been facilitated by the posture of the Secretariat itself, which in introducing this debate was at pains to indicate that, notwithstanding the proposals in document C 95/3 and related documents, the Director-General and his team are striving and will continue to do everything to effect further efficiencies and to improve effectiveness in seeking even further cost effectiveness in this Organization.

For me therein lies the meat of the matter. As we actively search for consensus in response to an observation made earlier by the distinguished representative of Germany, I remain convinced that even if we do not achieve consensus (remembering after all that consensus at any cost is perhaps no consensus at all) and even if we vote as the House is permitted to do on matters of this nature, we each of us can properly reflect the tenor of the debate describing the condition and environment which attended the decision in a way that would allow our capitals, in a true spirit of multilateralism, to commit themselves to the obligations of membership - be we large, medium or small.

In preparing ourselves for this debate we had to be convinced that there was coherence between the proposal in the Programme of Work as outlined in the document and Medium-term Plan. We have to be convinced that the PWB reflects the current imperatives attending agriculture, fisheries, forestry and rural development including matters related to food security, malnutrition and hunger. We have to be convinced that the major global initiatives and understandings shaping development in the widest sense have influenced the programmes

and sub-programmes. I refer to UNCED 1992 and the Uruguay Round 1994 and the new paradigms of governance that speak to the issue of people participation and the general issue. In other words, did the Director-General and his senior management draw reasoned and reasonable conclusions about the state of affairs in our countries, our regions and our sub-regions? Did they retain a global perspective without diminishing the importance of individual countries' concerns and interests? Was there a balance between the normative aspects and the technical assistance which we small-island developing states require to confront the new challenges of a liberalized agricultural trade regime impacting on a fragile, vulnerable, domestic, agricultural system? Or was there an adequate response by policy and programme to the requirements of sustainable agricultural and rural development with the unique implications that that has for us, given our size?

I will not review every programme element having had the opportunity to do that both at Programme Committee and Council but I merely wish at this stage to reaffirm our full support for the programme proposals as being reflective of a package that not only meets our aspirations but is reasonable in the current financial circumstances. We are satisfied that significant effort has been made in respect of overhauling the structure, system and operational efficiency of the Organization consequent on the decisions of the 106th Council. It is unfortunate that the observations of the recent Programme and Finance Committees have been misunderstood in respect of the call for an external management review of FAO.

My delegation supports the view that public and quasi public sectors institutions should draw on the tested and sensible management systems and procedures currently operating in the private sector. A fundamental concept in this regard is that leadership and management in organizations should be allowed to lead and manage and that shareholders should set policy and hold management responsible and accountable for results. I wish to impart this consideration into the debate on the extended and external management review of FAO. We are totally against directing management in this regard and in this way. We elected a Director-General and by his track record he has displayed an energetic and visionary leadership style and is a man of action. Let us exhort him to continue with his reforms, to look more deeply for effective and efficiency measures, to entrench more fully decentralization and devolution of authority, responsibility and accountability along with the introduction of systems and procedures that allow for control and not command and control. Control as required and advised by information through monitoring.

Let him provide more extensively for the development of human resources within the Organization in the area of management. Let him know full well that in encouraging him on this path to accelerated empowerment of staff, we hold him fully accountable and not his staff for the delivery of outputs as indicated in the Programme of Work and Budget. Incidentally, this speaks more clearly in its recent version in this regard on output and achievement. Let him decide, therefore, whether and to what extent in meeting his contract with us he needs internal, external or any additional management expertise at all.

And now the level of the Budget. My delegation is convinced that, as we approach the third millennium, global challenges remain requiring a multilateral approach accommodating the diverse interests and points of view to address adequately hunger, malnutrition, poverty, food production and distribution and the improvement of rural well-being. We humbly submit therefore, that if FAO did not exist we would invent it. So much for its relevance. Additionally, the scope of its task is real and large. Given the plethora of organizations purporting to speak for this or that aspect impinging on FAO's mandate, and notwithstanding the partnerships forged and being forged in this regard, accordingly FAO must be adequately funded on a permanent basis to address its remit. Like the distinguished delegate of The Netherlands, let us provide the Organization with the means to fulfil its task. Let us not render it impotent. Accordingly, my delegation joins with the majority who propose that at the very least we support a real zero growth budget. We believe the logic for this has been established. In other words the "Why?" of the 1996-97 Programme of Working Budget as outlined in document C 95/3 is quite clear.

We recognize, however, that we have a challenge to reconcile this position with other positions, at least two other positions, which have been specifically articulated and, while we must allow time for all ideas and proposals, there is also a time for decision-taking and that time is drawing nigh. We can run but we cannot hide. We have but a few hours left within which the contact group established under your astute guidance must pronounce on whether we may yet forge a much sought-for consensus. Our debate here and our discussions in the corridors must facilitate this process.

Given the range of views by the major proponents, including our own view for a zero real rate growth budget, may I propose for the consideration of the membership in a spirit of compromise and out of tremendous respect for and confidence in our new Director-General, and having regard to the intrinsic logic of the proposals for us for consideration, and that the Director-General and the Secretariat will continue to work diligently to effect further efficiencies and reduced costs, and given the clear indication that the Director-General is committed to transparency and openness and proceeds on a path of consultation with membership continually.

Given the foregoing, I urge that FAO budget level for the 1996-97 biennium should be no less than what was approved at the last biennium. I say so having regard to the decisions that have been taken in every one of the UN Agencies at the discussions thus far and even at IICA, in other words, we seek the Members to rally around a zero real growth budget. We hope and we propose that we find the scope to agree on the level of budget between US\$673 million and US\$698 million on the condition that any movement in the direction of the US\$673 million should be on the basis of a consensus.

On behalf of my delegation and the fifteen member small and island developing states of the Caribbean sub-region of Latin America and the Caribbean, we urge that a consensus be found around our proposals. We are confident that this is possible, and we are optimistic that in the absence of such a consensus a vote is required, the spirit of short understanding, mutual support from multilateralism renews the confidence in the rejuvenated FAO and will commit acceptance of the majority so in the final analysis a budget must be passed for our Organization to perform over the 1996-97 biennium.

**Marcos I. NIETO LARA (Cuba):** Como usted indicó, el distinguido representante de Trinidad y Tabago ha expresado muchas de las ideas que nosotros quisiéramos mencionar. En primer lugar, debemos reconocer los esfuerzos que ha venido realizando el Director General, y sobre todo que es el primer bienio y el primer Programa de Labores y Presupuesto que nos presenta, el cual ha sido elaborado con mucha calidad y tino, poniendo excesivo cuidado en respetar las prioridades máximas de nuestra Organización y las necesidades de los Estados Miembros, especialmente de aquéllos más necesitados.

Señor Presidente, el Programa de Labores y Presupuesto que examinamos, que fuera refrendado por los Comités del Programa y de Finanzas y posteriormente el Consejo decidió someterlo a la consideración de la Conferencia, merece todo nuestro apoyo. Es un tanto paradójico que mientras en el Plenario se ha declarado por la mayoría de los Jefes de delegaciones que las necesidades de la agricultura y la alimentación crecen cada día más, se pretenda reducir los presupuestos para atender estas demandas crecientes. Mientras que otras agencias de Naciones Unidas aumentan sus presupuestos, durante varios bienios hemos tenido que discutir que la FAO mantenga un crecimiento real cero en sus presupuestos.

Señor Presidente, creo que debemos llamarnos todos a considerar el cumplimiento con eficacia y con oportunidad de todos los compromisos que tenemos contraídos con la Organización para asegurar la cuantía de fondos suficientes que permitan a la FAO trabajar con eficacia.

Mi delegación se suma a las demás que han expresado su deseo de llegar a una conclusión consensual con la seguridad de que todos, en conjunto, estaremos cumpliendo una meritoria labor en favor de los más necesitados, los pobres y hambrientos de la tierra.

**Sra. Mayra IVANKOVICH (Panamá):** La delegación de Panamá siente la obligación de intervenir en este importante debate que debería ratificar el apoyo manifestado por todos los Estados Miembros en la declaración de Quebec, la cual representa el derecho fundamental de todo ser humano de poder ofrecer a sus hijos el sustento diario con dignidad.

En este largo camino que nos queda por recorrer, la FAO tiene un importante papel que desempeñar. Por este motivo, quisiera aprovechar la ocasión para felicitar al Director General por los esfuerzos que viene realizando desde que asumió su mandato. El Programa de Labores y Presupuesto es el alma de esta Organización que fundamos hace 50 años y que hoy cuenta con 176 Estados Miembros. La adición de nuevos Estados a la FAO confirma que ha sido el instrumento más importante y eficaz con el que cuenta la comunidad internacional. La FAO está calificada al más alto nivel, y como bien dijo el Presidente

independiente del Consejo, es capaz de identificar claramente los problemas y ofrecer soluciones viables. Así lo ha demostrado.

Las conferencias de la Organización se han caracterizado siempre por poner, a la luz de todas las situaciones financieras de la Organización y las necesidades de aumentar sus recursos, que cada vez son menores, ante las cada vez mayores necesidades del mundo en desarrollo. Esta Conferencia nos presenta la difícil situación financiera de la FAO, unida a compromisos cada vez mayores tendientes a encontrar una mayor seguridad alimentaria y un desarrollo sostenible en los países de bajos ingresos y déficit de alimentos y en aquéllos que, incrementando sus recursos internos, podrían contribuir a este logro. Por ello, la Delegación de Panamá considera que es una obligación cumplir con el pago de las cuotas, y todos quisiéramos que fuera a tiempo.

La experiencia nos ha demostrado que los Estados comprometidos con este principio hacemos todos los esfuerzos necesarios para fortalecer financieramente a la FAO. Solamente en circunstancias extremas, hemos atrasado el pago de las cuotas, pero con la conciencia de que todos los atrasos son una deuda, no sólo con la FAO sino también con la comunidad de países que la integran. No podemos pensar que debemos olvidar las deudas pendientes. Debemos comprometernos a cancelarlas lo antes posible, para poder cumplir con los compromisos programados en cada bienio.

Todos sabemos que la eliminación del hambre y la malnutrición en el mundo tiene un costo. Todos sabemos que la FAO, con un adecuado presupuesto, tendría la capacidad necesaria para llevar a cabo mayor cantidad de proyectos de desarrollo. Por lo tanto, consideramos que el presupuesto debe reflejar las necesidades financieras de la Organización y la capacidad real de ejecutar los programas a desarrollar durante cada bienio.

Formamos parte de los países que apoyan un Programa de Labores con crecimiento real cero. Apoyamos la propuesta del Director General, que contiene significativos ahorros y economías que permiten absorber una parte de los aumentos de costos, a pesar de que esto traerá como consecuencia un aumento en las contribuciones que permitiría que la FAO pueda cumplir con su mandato sin ver afectada la ejecución de los programas y actividades que tiene que realizar. El presupuesto de 698 millones de dólares es el mínimo con que la FAO puede hacer frente a sus obligaciones, aun comprendiendo las dificultades financieras por las cuales atraviesan algunos países miembros y que obligan a economías internas para reducir los desequilibrios.

Para finalizar, consideramos que el único camino que conduce a la paz y al desarrollo de los pueblos es la eliminación del hambre y la malnutrición, consecuencia, como dijo el Santo Padre, de injustos criterios en la distribución de las riquezas y de la producción, de políticas formuladas con el fin de salvaguardar específicos grupos de intereses o de diferentes formas de proteccionismo.

**Ekoué Kandé ASSIONGBON (Togo):** Monsieur le Président, je voudrais tout d'abord vous féliciter pour la compétence avec laquelle vous dirigez ce débat délicat car vous savez que lorsqu'on parle d'argent, surtout en cette période de crise, les passions sont très difficiles à contenir.

Ce point de l'ordre du jour revêt une grande importance pour le Togo parce qu'il touche la vie même de notre Organisation. Nous n'avons pas de reproches à faire au Programme, qui nous paraît tout à fait pertinent et ne peut que recueillir notre entière approbation.

Je voudrais également souligner les mesures en cours d'exécution, au niveau même de l'Organisation, pour rationaliser les activités de la FAO. Il en découlera des économies non négligeables. Tous ces efforts sont à mettre à l'actif du Directeur général et je voudrais, ici, le féliciter.

Tout en comprenant ceux qui demandent une réduction du budget, j'ai le sentiment que le moment est mal choisi pour céder à cette demande. Je le dis parce que nous revenons à peine de Québec où, une fois encore, nous avons réaffirmé avec force la nécessité et l'urgence d'assurer à l'humanité tout entière une alimentation sinon décente du moins minimum afin de lui garantir un équilibre social pour une paix durable. Tout le monde a été à l'écoute de ce message. Il serait donc dommage qu'en adoptant le budget qui devrait permettre cet objectif, on soit amené à réduire ledit budget et à rendre ainsi difficile la mise en oeuvre de certaines actions.

C'est pour cette raison que, compte tenu du fait qu'il sera délicat, voire même difficile, d'arriver à un consensus, j'aimerais que la proposition que vient de faire le représentant de Trinité-et-Tobago soit examinée très attentivement car elle pourrait nous rapprocher de certaines réalités. Et j'attire donc votre attention sur cette proposition. Il faudrait voir dans quelle mesure nous pourrions la prendre en compte pour arriver très rapidement à un consensus.

Encore une fois, Monsieur le Président, je vous félicite de la manière dont vous dirigez le débat.

**H. Pradeep RAO (India):** My delegation associates itself completely with the viewpoint of the G 77 Group, as spelt out by the President of the Group in his statement made yesterday in the Commission.

We are in favour of the zero-growth level approach to the Programme of Work and Budget. It is difficult to foresee an alternative approach in the context of the financial position of the Organization and of its many Member nations. Efforts, however, are required to be made to keep the programmes intact to the extent this is possible.

Against this background, the efforts made by the Secretariat to absorb cost increases and also the efforts to identify and implement further measures of savings are extremely welcome. We are all painfully aware of the financial difficulties that confront our Organization and the UN system in general. We must endeavour to meet our obligations to the Organization to enable it to function effectively.

My country is deeply committed to the objectives of our Organization and has therefore discharged its financial obligations to the fullest. We completely endorse the programme enunciated in the Programme of Work and Budget, especially the part to strengthen food production and food security in low-income food-deficit countries and the EMPRES Programme with its continued focus on the desert locust, rinderpest and its planned expansion to other pests and diseases.

A word about TCDC implementation agreement: we have noted the latest position on the implementation of these agreements about which Mr Wade was good enough to inform us in the discussions a couple of days back. We are, therefore, hopeful that the implementation of this TCDC agreement and the contemplated gains will soon be translated into reality as implementation moves into a higher gear.

We are also extremely hopeful that the efforts which are currently being made to arrive at a harmonious consensus on this issue of the Programme of Work and Budget, as already mentioned by the distinguished delegate from Trinidad and Tobago, will enable us to reach a harmonious consensus very soon.

**LE PRESIDENT:** Je me propose d'essayer, avec votre indulgence - je dis votre indulgence parce que personne n'est parfait et ce que je vais vous dire ne sera pas forcément parfait - de faire un résumé de nos débats qui insistera surtout sur les points de la discussion de manière à voir quelle sera la deuxième étape de cette discussion.

La deuxième étape de la discussion doit être, en effet, la définition d'une proposition de niveau du budget fondée sur des arguments. On ne peut pas définir un niveau de budget au doigt mouillé, comme si l'on cherchait à trouver d'où vient le vent. Il y a donc la proposition du Directeur général, qui est tout de même articulée. S'il y a d'autres propositions, je vous demanderai, en les rappelant, de dire quels sont leurs fondements. Une fois une fourchette définie pour les niveaux, il faudra examiner les mécanismes à mettre en oeuvre pour adopter éventuellement le niveau qui fera l'objet d'un consensus. Il est en effet clair qu'aujourd'hui, selon les différentes déclarations que nous avons entendues, il n'y a pas de consensus.

Je vais passer maintenant à la première étape, qui consiste à faire un résumé de ce qui a été dit en insistant plus particulièrement - et ce n'est pas pour souligner un déséquilibre quantitatif - sur les demandes qui ont été faites par un certain nombre de délégations. Cela ne signifie pas que le Président considère que ce sont ces propositions-là qui doivent systématiquement guider nos travaux; mais il faut y répondre. Après ce résumé, qui sera forcément imparfait, le Secrétariat, c'est-à-dire M. Wade, répondra aux questions et, enfin, M. Hjort fera un commentaire général.

D'une manière générale, il y a une quasi-unanimité pour dire que, comme l'avait fait le Comité du Programme lors de sa session du 4 septembre 1995, en définissant le niveau du budget, il ne faut pas toucher au Programme tel qu'il a été décidé, sur proposition du Directeur général, par ce Comité. Certains délégués ont même déploré que les secteurs définis comme de moindre priorité aient été classés dans les secteurs de moindre priorité. Plusieurs orateurs ont parlé des pertes après récoltes et d'autres se sont plaints de la lenteur de la mise en oeuvre du Programme de coopération Sud-Sud qui comprend, comme vous le savez, deux éléments. De nombreux orateurs ont d'ailleurs dénoncé, face à l'ampleur et l'ambition de ce Programme rappelées dans les discussions de Québec, par rapport à cet enjeu, l'attitude unilatérale du principal contributeur.

Ensuite, au contraire de ce qui s'est passé à la dernière session du Conseil, votre Président a senti qu'il y avait, en dehors de deux groupes régionaux principaux, un certain mouvement des autres pays en développement pour considérer qu'il n'était pas impossible de demander au Secrétariat de faire ce qui est prévu par le Programme avec le moins de dépenses possibles.

Certains ont même proposé d'en faire plus avec moins de dépenses. Certains de ces pays ont d'ailleurs fait part de leurs propres difficultés budgétaires qui les empêchent d'envisager un accroissement de leur contribution, ce qui a amené quelques-uns d'entre eux à se référer au critère de coût/efficacité, comme l'avaient fait partiellement le Comité financier et le Comité du Programme, lors de leur session conjointe, pour suggérer d'étudier un certain nombre d'économies dans les frais de fonctionnement de l'Organisation. Ils ont noté que, depuis lors, le Secrétariat ne leur avait pas véritablement fait de propositions chiffrées et écrites.

A cet égard, nous avons interrogé M. Wade - et sa déclaration figure dans le document C 95/PV 4 - sur les prévisions qu'il pouvait donner quant aux mesures d'économies supplémentaires possibles. M. Wade a indiqué que, parmi ces mesures, certaines avaient déjà été prises; que lorsque vous avez parlé d'absorption des coûts, une partie de ces économies avait été calculée mais que d'autres, par contre, ne l'avaient pas été. Je ne vais pas entrer dans les détails mais il me semble que les économies ainsi esquissées - parce que je ne peux pas donner de chiffres exacts - seraient comprises entre 10 et 14 millions de dollars E.U, 9 millions, la plus grosse part, étant le recouvrement des coûts d'appui technique de la structure administrative de l'Organisation.

Un délégué, qui doit être un expert en la matière, a été beaucoup plus explicite sur les économies à réaliser. Il a parlé de réformes du système de gouvernement de l'Organisation, indiquant que d'autres organisations, comme le PNUD et l'UNICEF, avaient des structures plus légères et fonctionnaient bien. Il a demandé une réduction des relations internationales de l'Organisation, disant que les réunions de liaison devenaient progressivement une fin en soi et coûtaient cher. Il a demandé une étude minutieuse des effets de l'envoi sur le terrain de fonctionnaires antérieurement au Siège, craignant qu'au lieu d'économies que la décentralisation était censée apporter il y ait des coûts supplémentaires.

De nombreuses délégations ont parlé du rajeunissement des cadres ainsi que de la répartition des postes et des grades en observant que, le taux de vacance réel des postes étant de 20 pour cent en ce qui concerne le recrutement, il y avait certainement une marge de manoeuvre dans ce domaine, ce qui était d'ailleurs relevé dans le rapport du Comité financier. Enfin, la question de l'entretien des bâtiments et de la sécurité a également été soulevée.

Je ne tiens pas à privilégier cet orateur mais il a dressé des pistes sur lesquelles on semble avoir réfléchi; je lui ai donc demandé de se rapprocher de M. Wade pour voir quelle est la consistance ou non-consistance de ses propositions.

Il y a un accord, en général, sur la nécessité de mieux suivre les comptes de l'Organisation, d'après ce que j'ai compris. Là aussi, c'est toujours très difficile. Ceux qui se sont exprimés à ce sujet ont demandé la publication plus fréquente d'états réguliers des ressources par rapport aux dépenses prévues en disant qu'à des fins de transparence, peut-être, il fallait publier ces statistiques à travers le système FINSYS. Mais il y eu des divergences sur la nécessité ou non de moderniser le système FINSYS. Je pense qu'il y a eu des opinions très différentes à ce sujet entre les pays donateurs, certains considérant qu'avant de se lancer dans un système compliqué et coûteux, il valait mieux utiliser le système tel qu'il existe.

Dans le même ordre d'idée, quelques délégations - mais c'est une question qui a été tirée de l'examen du budget 1994-95 et du Programme à moyen terme - ont soulevé la question d'une évaluation de la gestion, soit interne soit externe.

D'autres petites remarques ponctuelles ont été faites, les unes pour regretter que le Programme spécial d'intensification agricole ne soit pas financé sur les lignes des Programmes de coopération technique; ce n'est qu'une minorité de pays qui l'ont dit. D'autres ont déploré la perte d'équilibre entre les fonctions normatives et les fonctions de coopération technique, au profit des secondes.

Quoiqu'il en soit, il semble qu'il y ait une conclusion générale: il faut maintenir le Programme. J'insiste sur ce point, personne n'a remis en cause le Programme, avec un budget qui soit financable, c'est-à-dire qu'il doit être exécuté au niveau de ressources vraisemblablement recueillies par la FAO. Je crois que le débat porte sur cette notion de budget financable. Comme on ne peut pas toucher au Programme, il faut bien toucher aux méthodes de fonctionnement et de gestion.

Je voudrais dire aussi qu'il y a eu une proposition de mécanismes. Il y a déjà un mécanisme qui est la résolution principale et la résolution supplémentaire dont il faut examiner l'application dans ce contexte difficile.

Il y a la proposition faite par la délégation allemande, qui souhaite un système qui consisterait à n'accepter d'emblée que le budget dont nous sommes surs qu'il est financable, de geler toutes dépenses supplémentaires, en les rendant progressivement disponibles au fur et à mesure des rentrées financières complémentaires attendues. Dans ce cadre là, un appel général a été lancé pour le paiement des arriérés. Je crois qu'il faut insister sur cet aspect fondamental, qui concerne bien entendu le principal contributeur, mais qui s'adresse aussi à un très grand nombre d'Etats directement concernés par les programmes de la FAO. Je ne peux que m'associer à cet appel.

Enfin, des propositions, sauf une, concernant les niveaux budgétaires ont été formulés. La majorité, comme l'a rappelé le délégué de Trinidad et Tobago, soutient une fourchette comprise entre 673 et 698 millions de dollars. Cette majorité est probable, mais, comme vous le savez, nous essayons d'éviter un vote, parce que s'il y a un vote et que les principaux contributeurs sont minoritaires, cela ne facilitera pas le fonctionnement de l'Organisation. Il faut être réaliste sur ce point.

Ensuite, il y a une proposition extrêmement claire, celle des Etats Unis, qui propose une fourchette entre 550 et 600 millions de dollars. Compte tenu de leurs contraintes liées au Congrès, ils proposent un montant budgétaire qui est quatre fois le montant de leur contribution possible. La Grande Bretagne a parlé de 620-630 millions de dollars; je ne sais pas d'où vient ce chiffre. La Norvège, ainsi que la Suisse a parlé de 640 millions de dollars sans les justifier tout à fait; peut-être dans la deuxième étape de notre discussion vont-ils le faire. La Belgique a parlé de 645-650 millions de dollars.

Devant cette situation, nous sommes évidemment loin d'un consensus. Ce que nous devons vérifier, - et M. Wade nous donnera peut-être des explications sur ce sujet, sinon ce matin, du moins cet après-midi - c'est de savoir s'il est possible de faire, en matière de fonctionnement, des réductions significatives qui n'affectent pas l'exécution dû Programme. Il est important de le savoir avant de prendre une décision pour définir le niveau budgétaire.

Enfin, je vous demanderai, après l'exposé de M. Wade, comment vous fondez les niveaux que vous avez proposés en matière budgétaire, quelles sont les raisons, quels sont les calculs que vous avez utilisés pour y arriver.

Le troisième sujet que nous aurons à discuter, une fois que nous aurons eu ce débat, c'est de voir comment nous présentons le niveau budgétaire plus quelque chose ou moins quelque chose, je ne sais pas, et comment nous suivrons ensuite l'exécution de la décision que nous aurions unanimement prise, mais bien entendu en faisant très attention à ce que la direction générale de l'Organisation ne se trouve pas immédiatement devant un vide de financement. Si on veut serrer la vis, ce ne peut être que progressivement et les mesures d'économie doivent être précisées, et doivent faire le sujet d'un débat ultérieur. Il y a tout un système à mettre en oeuvre, car pour l'instant la seule proposition de niveau justifié est celle du budget.

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** I would like to thank everybody for their contribution. I know that there is an enormous gap between what delegations want and what would be the correct budget level. One very important thing is that there has been unanimous recognition of the fact that the Director-General had put in a great deal of effort to try and work out a budget which had real savings in it and that he in fact achieved a great deal in this regard. I am very glad about that, because I think that any other response to the Director-General in his first budget would be very unreasonable.

As to those of you who recognized improvements in the document, thank you very much. We believe that it is a good document. We think that it is the best one we have done so far. We have noted the suggestions for improvement in the next document and we will continue to try to make it better. With regard to the reference to actual cost data, the next document will have actual historical cost data. I am not yet quite sure about the form and the level of detail that it will be in, but we will keep our word as to the principle for sure.

I would like to go through a number of the issues and questions that were raised. I will not go through the individual programme questions or issues if they were not raised by several delegates. It does not mean that we are ignoring them. We have taken note of everything, but we will avoid those individual questions in order to save some time.

I mention in passing one comment by the European Union which was an expression of disappointment that the Director-General did not come back with a series of scenarios for different programme budget levels or the impact of different budget levels on programme cuts. I think Mr Hjort may well cover this, so I will not go into any detail but I do think you should appreciate that he really was not asked to do that and could not do that, given the fact that the majority of Member Nations were very, very clear that they did not want programme cuts. To start canvassing a list of programme cuts would simply have produced a divisive document which I do not believe would have assisted in resolving the problem.

The second substantive question concerned the Special Programme for Food Production. There was a technical question from Australia, who wanted to know what the whole cost is, and there was a reference to the fact that it seems to have increased from US\$3.3 million in the Summary Programme of Work and Budget to US\$10 million in this proposal, and the question was asked whether that may be excessive or extraordinary.

On the increase, can I just clarify a point? The Summary Programme of Work and Budget did not attempt to provide resources for 1996/97 at the 1996/97 levels. It specifically stated that this was a document which provided a picture of the restructured organization taking into account the decisions of the Council at its 106th Session. The Council at its 106th Session had only allowed that US\$3.3 million for the Special Programme and therefore that is all we put in. However, we also made it very clear - and this is in the document itself at paragraph 90 - that there would be an additional requirement for 96/97. At that stage we said that the additional requirement was US\$3.5 million, so it was US\$3.5 million plus US\$3.3 million, which is US\$6.8 million. In fact, as announced at the Session of the Joint Meeting of the Programme and Finance Committees when discussing the Summary Programme of Work and Budget, the Director-General considered that he needed US\$10 million because of the change in direction that the Programme was taking. In the Summary Programme of Work and Budget, we were concentrating on exploratory and formulation missions for the maximum number of countries, but as the Programme progressed the direction changed to being the completion of the pilot stage for a limited number of countries so that the success of the approach can be demonstrated in full. This is the reason for the change.

What is the total cost? That question also came up in the Programme Committee. I had some difficulty with it then and I still admit to having some doubts about the definition. The cost of the Programme from the Secretariat's point of view is shown under Programme 2.5.6 and is the US\$10 million. The concern that is being expressed by Australia and some of the members is that this is not the full cost of the Programme and that one can see that there are costs elsewhere throughout the substantive programmes of the Organization. In fact, of course, that is correct. This Programme is getting supported by the relevant Technical Programmes throughout the House.

For example, we have 2.1.1.3 which is the Plant Nutrition and Development Management Sub-Programme. It has a specific element, on IPNS and Efficient Fertilizer Use, and it is true that the technical and professional

capacity of that element will, to a degree, support this Programme. Out of the US\$1 975 000 allocated to that Programme element in the Director-General's proposals, I really do not know how much of it you can say is support to the Special Programme. Our programming is just not that good. It is something that you do not plan in advance.

There are several other Sub-Programmes which will certainly make a contribution. I will mention them briefly: 2.1.1.4 Water Development Management Conservation; 2.1.2.2 Crop Management and Diversification; and 2.1.2.4 Crop Protection and in particular the Integrated Pest Management element. In 2.2.4.3, the World Food Security analysis, there is one element, which you can find there, 03, which has allocated to it about US\$1.5 million which directly provides analytical support to the Special Programme. That one is a bit clearer. You could say that that is part of the cost of the Special Programme in one sense anyway. Then, of course, on the sociological side there is 2.5.1.3 Education, Extension and Training, particularly Agricultural Extension, which will be supporting this process. I have mentioned some of the areas where there will be inputs. I suspect that the delegate from Australia will not be satisfied, because he would like to have a figure.

If I go backwards and look at the experience in 1995 as to what we have put into the Programme, in an effort to respond positively to the question, we carried out a rough survey of staff time involved in this process. We have principally been running exploratory missions and formulation missions in this period, so it is not necessarily representative of 1996/97. The work that we identified was some 30 man months of professional time, which costs out at about US\$337 000, and that includes the participation and support of the coordinating machinery that has been established for the Programme. Here I am talking about the Steering Committee and the Review Committee, which assesses the adequacy of each of the individual country project documents; I include the conceptual work on guidelines, constraint analysis, irrigation potential and I include participation and support to the Country Task Forces because there is a Country Task Force set up for each of the countries involved in the Programme.

In 1995 the cost to the end of September was US\$337 000.

Moving on to the next major programme area that was referred to, which was the fisheries programme, where there is a reduction of US\$1.5 million between the 1994-95 budget and the 1996-97 budget, despite the priority we give this programme - and we really do give this programme priority - the reduction is entirely due to the elimination of general service posts. This is part of the exercise to improve the ratio of the number of support staff to the number of professional staff. We do not see it as being a reduction in the capacity of fisheries. Fisheries Professional staff might not entirely agree with that statement.

The other significant issue on which many delegates spoke is post-harvest losses. Here there may be a misunderstanding and perhaps we should change something so that it does not happen again, but the normative activities on post-harvest losses are not lost; they continue to be performed. Storage issues are looked after by AGSE. The food processing issue will be looked after by AGSI. Protection of harvested crops falls within AGPP. So all of these things are still happening. Similarly, support to the field programme will continue. Coordination is via a two-man team in the director's office. What the division responsible for this sub-programme thought was that it did not have enough critical mass to bring it into a substantive sub-programme: So the level of resources there may still be insufficient in the view of those of you who mentioned that but please do not think that we have stopped looking after the issues; we continue to do so.

Moving now to some detailed administrative questions, first of all, on the Special Reserve Account and the Working Capital Fund, the distinguished delegate of the United States suggests that the combination of these two funds at 9 percent of the budget is far too much. I have a problem with this suggestion. The first is that you are adding together two funds which have quite different purposes. They have one purpose in common but they have different purposes in every other regard. The second thing is that you are comparing the combined value of these two funds at 9 percent to other agencies without taking into account the different arrangements they have.

If I can talk about the Working Capital Fund first, FAO's Working Capital Fund represents about 3.7 percent of its budget. The UN Working Capital Fund represents 4.6 percent of its budget. The ILO Working Capital Fund represents 5.17 percent of its budget. The UNESCO Working Capital Fund represents 4.87 percent of its budget. The ICAO Working Capital Fund represents 3.96 percent. The only big agency I have left out is

WHO, whose figure I do not have because they are apparently in the process of revising it and I am not sure what the result of that was. UNIDO has 3.93 percent and finally, IAEA has 7.6 percent. The point I am making is that FAO at 3.7 percent when it comes to Working Capital is actually rather low and the Director-General might well be in a good position to propose an increase, although he has not done so at this stage.

If we turn to the Special Reserve Account, which is the other reserve which is being combined to arrive at the 9 percent, I have to say that I find it surprising that the largest contributor would want to eliminate what has been a time proven, multipurpose reserve at this very moment in the history of the Organization, when we are most likely to face the problems for which it was established. It is a little ironic that the largest contributor would want to eliminate it. Let me remind the Commission what the purposes of this fund are.

The first purpose is the one that lines it up with the Working Capital Fund. If the Working Capital Fund runs out of resources, and I recall that the purpose of the Working Capital Fund is to provide temporary cash flow covering the period when we have a delay in the receipt of contributions, the Special Reserve Account can lend money to the Working Capital Fund, which then lends money to the General Funds so that we can continue to operate. It seems to me that that requirement is particularly desperate at the moment given the fact that, for example, the largest contributor is now saying it will not be able to pay until December. When you recognize that 25 percent of the budget is not going to be paid until December, you can see the arithmetic problem we have. We are eleven-twelfths of the way through the year and we will be 75 percent paid if everybody else pays.

The second purpose is to finance unbudgeted extra costs due to the movement of currency exchange rates. You heard what the exchange rate is at the moment. You have heard about the US\$9.1 million risk. It seems to me that this might also be something that we need to take into account.

Finally, there is the very important purpose that, subject to the prior review and approval of the Programme and Finance Committees, the SRA can be used to finance unbudgeted extra costs of approved programmes due to unforeseen inflationary trends to the extent that such costs cannot be met through budgetary savings without impairing the implementation of such programmes. I think it probably speaks for itself.

Mr Chairman, my conclusion on this point is that it is not the time, in the view of the Director-General, to be considering this issue and that it would be rather foolish of the institution to reduce its protection to the vagaries of currency, cashflow and unbudgeted cost increases at this moment in its history.

The second major issue which the distinguished delegate of the United States raised was that of management structure. Several figures were quoted which suggested that we have a very heavy management structure in this Organization. I must address that. I am not saying improvements cannot be made but, by the standards that exist, you will find that we are not that bad. Three steps have been taken to improve and streamline the management structure of the Organization. The first was to streamline by reducing intermediate levels, the second-guessing elements of the structure. The second was to increase delegations to department heads. The third was to take the maximum number of steps possible out of existing procedures. Much of this is still in process but I think it is still worth going through.

Intermediate levels: Peter Drucker in "The Practice of Management", which is considered to be one of the bibles of management, suggested that there should be a maximum of seven levels in any organization. That has changed. The general trend now is to say that it should be less than that. Tom Peters, in a book called "Thriving on Chaos", says there should be five levels. FAO has five levels. Let me go through them. It has a Director-General, Assistant Director-Generals, Directors, Service Chiefs and Group Leaders, if you are prepared to count them as a level. That is five levels. The hidden layers that used to exist before this Director-General went into restructuring were the Assistants to Assistant Director-Generals and Assistant Directors, who tended to be shown as staff levels in the structure but were in reality second-guessing the process because everything went through them, or at least, that was the potential. The Director-General therefore took the unpopular step of removing those levels and in fact made considerable savings, as you see in the document.

My point, Mr Chairman, is that, of course, there is always room for improvement but please do not paint us as being as black as all that; we meet the standards that most people recognize as being authoritative in this regard.

There is one minor point I have to put right - and I am not picking on the US here but it was a point made again by the distinguished delegate of the USA, who drew attention to the fact that the budget for the Office of the Director-General has risen by the highest percentage increase. He did not draw attention to the fact that the text says in paragraph 259 that the explanation is that there was a correction in this budget because we accidentally took a post from that office in the Summary Programme of Work and Budget, and that is the vast majority of that increase. I would like to explain therefore that it is not an increase in real resources; it is a correction.

FINSYS/PERSYS. The distinguished delegate of Japan raised the most complete form of the question, but there were various speakers on this subject. The first question is a difficult one; why did it fail and who was responsible? My Deputy Director-General has just informed me that it has not failed so I will rephrase the question: if you perceive it as a failure, what was the cause of that? First of all, to avoid any issue of blame on this, all of the senior level staff who were responsible at that time no longer work for this Organization, so I do not think there is any point in going through that process. What I think is important, and is the real point raised by Japan, is what lessons have been learnt and whether we can get it right this time.

My personal view is that there were several factors but amongst the most important was that we in FAO at that time had absolutely no experience of online systems. All the users of the previous system saw computer systems as being the things which produced great reams of monthly reports on computer tabulations, so when they were confronted by consultants asking them what they wanted, they had no idea what the framework of the question was. There was no understanding of what the scope was and what was possible. In response, we probably we did the worst thing possible, which was to specify what we did then. We specified the same procedures and asked them to computerize them, which they very diligently tried to do.

What is different now? Why will it work now? Three important things have changed. The first is that the staff involved in this exercise now have a great deal more experience in the whole business of what online financial information systems are all about. You could say they have had first class on the job training through experience with FINSYS 1. The second thing is that we are not trying to rebuild FINSYS. We are trying to identify a tried and tested, field-used package, which experts at building financial systems have built. The third thing - and I think it is very important - is that we have a very determined Director-General who wants to solve this problem. He is giving it the highest priority. Everybody knows it is his personal priority and he has indicated that he is prepared to change policies and procedures and whatever is necessary to avoid rebuilding the package so it matches out current procedures.

The process that we have followed so far is that we have reviewed all our procedures down to the lowest level of detail, identified the duplication in terms of steps, identified the processes which did not add value and came up with a report which recommends the changes which should be made. We have prepared a conceptual paper on how our financial systems should look, taking into account the knowledge we gained from the first process. We are in the process - in fact it is almost complete - of preparing a statement of requirements to which package providers will have to respond saying whether they can or cannot meet this particular need of the Organization. In developing that statement of requirement, we have prioritized each requirements as to whether it is mandatory, desirable, and so on. We are using outside professional assistance, Coopers and Lybrand, to help us develop the evaluation criteria and to give us advice on what packages we should be looking at and how the selection should work.

In response to the distinguished delegate of Belgium, it will be a competitive bidding process. There is no doubt about that.

So on FINSYS I guess, in a way, having been through the first process, I share the fear about the second process, but I am very very much more confident that we are now in a position to do a good job.

On the provision of financial information which you, Mr Chairman, mentioned and also I think the delegate of Australia mentioned, we recognise that there is a feeling that not enough financial information is being provided in the form in which it is required. As you know, part of the problem is, in fact, FINSYS. There is

a working group of the Finance Committee on Financial Reporting and I would hope that you put your ideas or your needs to the members of the Finance Committee so they can be brought up in that group. The Secretariat is cooperating with that group to try and meet those needs as best they can. I do have one comment, however, and I have to correct one statement, which is that the Finance Committee does not get information on expenditure. We have problems, but they are not that serious! If you care to look, for example, at CL 109/4, in paragraph 3.41, it gives you a table which, of course, is the table the Finance Committee receives, showing the programme of work, showing the expenditures to the 30th June compared biennium over biennium and showing the outstanding obligations and therefore the total committed, and the comparison of the balances available at that particular date between the two biennia, so there is information provided and maybe not all members are aware of that. It is worth looking in that report if you want to see it, and of course they get that information updated each time the Committee meets.

The distinguished delegate of Venezuela in his intervention hinted at the need to work on the scale of assessments to recognise better the capacity to pay. Can I just comment that that really is a little bit outside our control. As you know, we adopt in effect the UN scale of assessments adjusted for the difference in membership, so that has to be taken up in New York.

On the question of criteria for priorities and how they be applied, it was interesting to note that, although it was not really the subject of discussion, there were a number of interventions which suggested what criteria should be applied to the determination of priorities and we found those helpful.

I think Australia suggested that programmes or projects should have a proven track record and I think that is correct. Norway suggested that they should be cost effective. All of these are criteria which should be taken into account.

Moving now to purely budget questions, some delegates did comment that they felt it was wrong that the Director-General had used the savings to fund either new priorities or existing ones to a greater extent. I have to say that the Director-General was specifically under instructions to do that. Council 106 in effect said "Yes, you can go ahead with your new programmes, but please take into account other important existing priorities such as forestry and please do it all with the same amount of money". So he was expected to go out and find savings which he did, and he was expected to use those savings, so I do not think he needs to apologize for that.

The Chairman in his summing up mentioned some figures. I am not in any way correcting the figures - they were quoted as correct - but he was relying on US\$9.1 million (I think it was) for recoveries from Technical Support Services which is a figure that I used. I have to say that that assumes a full biennium recovery of chargeable technical support services on all Trust Fund projects. So I have two concerns at the back of my mind. One is will 1996-97 be the biennium in which we achieve that recovery? And secondly, do the donors agree with this in principle, given appropriate discussions and appropriate action on inclusion of such amounts in project budgets. We do not have that as a decision. We only have it as an understanding of the Secretariat based on logic.

On the question of the Budget level, I very much welcomed Canada's point about the arithmetic on timely payment. It is quite correct. If everybody paid within the 30 days, we would make US\$35 million of Miscellaneous Income, which comes off the Budget, which would be a reduction in the assessments in contributions, and we forget that. I had forgotten it, in fact. I went back and looked at some of the history. In 1986-87, before the crisis we had US\$36 million worth of miscellaneous income. In 1984-85 we had US\$46 million of miscellaneous income. We are now down to forecasting US\$11 million and there is no padding in that US\$11 million forecast.

On the UK suggestions, Sir, we did meet this morning: I would like to come back to you later if I can because I have to do some work. I think it is best I do not address those now. I would like however, to make one comment on governance. There was a comparison which I think is potentially misleading. The suggestion was that the FAO governance structure is complex and heavy and unnecessarily so. I am not arguing for or against that. It was the comparison to UNDP and UNICEF that worried me. Both of these are effectively single-purpose organizations as funding agencies. They do not set standards. They do not have that normative role. They are not really an international forum. In fact, in many senses so they do not need quite the same

mechanism or representation to allow, for example, international conventions to be created so there is a little bit of a difference. We need something a bit more.

On the United Kingdom's concerns regarding the savings, there were two comments that worried me and which I think might lead others astray and I am sure that was not the intention but I would like to put our point of view. The first one was that the savings of US\$8.2 million which are part of the US\$43.4 million savings shown in paragraph 1.2.4 of the Budget Programme are in some way not real because the international programme officers had been redeployed elsewhere in the Organization. I think it is very important to distinguish between posts and people. The budget is for posts with an allowance for vacancies (the lapse factor) and you will see if you look in the annex on post counts that the number of professional posts for FAOR officers has fallen by a net 61 because there are some other adjustments, and the number of NPO posts has gone from 0 to 65. If you do the arithmetic on the 65 posts and you ask the question what the ratio is, (which I think somebody did), I think the average NPO costs about US\$58 000 where the average International costs about US\$184 000 so that is the sort of relationship in cost. You then multiply that difference by the 65 and you do get US\$8.2 million and we do have those savings.

What happened to the people? Some of them left the Organization: some of them have been employed on posts in Headquarters, posts which are also in the budget, so there is no additional cost by putting them in there and some of them have been redeployed to sub-regional offices, but in no case have we added posts to the Budget to accommodate those people. That response, in a way, responds to your second point which was whether the posts that are abolished were filled posts or vacant posts. My argument would be it does not matter whether they are filled or vacant. It is actually easier to abolish ones that are vacant because you do not run into the problem of the individual but the point is the Budget is reduced by all posts that are abolished so it is a budgetary saving.

On the question of budget implementation there is an issue coming out in combination from a number of delegates, partly because of the distinguished delegate of Germany's suggestion that there should be some restriction on the final authority beyond whatever you approve as the appropriation and partly because of the comment that came from several delegates that spending should not exceed funds availability. There is no argument with the principle that, to keep this business afloat, you cannot keep spending more than you get in. The Director-General will tell you that, with his background as a banker, he understands that very very clearly. There are no doubts about that. There is another principle, however, which is that of the going concern. While I have heard some pretty depressing news over the last two days that has so far not been challenged. Under the principle of going concern you assume that certain things are going to happen. There is a flow of income and there is a flow of expenditure and given normal operations you rely on that information to plan how you work. You cannot close the business down just because you have blips in that process. Taking the experience of today we would have had to close the Council and this Conference, if you said that we were not to incur any expenditures unless the contributions had been received. That is absolutely correct. The Organization is currently drawing on the Working Capital Fund and on the SRA and if I am not mistaken it is into internal borrowing at the moment. I am not certain whether that is today or next week. The point is you cannot say "do not spend unless you have actually received it" otherwise you will paralyze strangle the Organization and prevent it from operating. The mechanism that Germany is looking for has to be very carefully thought through and my problem is I have not seen enough detail about what is being proposed to know what is practical and what is not.

Lots of delegates asked whether the efforts on cost effectiveness and cost efficiency and savings on economies, are going to continue. The answer is a resounding "Yes". We have not stopped and we have not finished. The US\$43.4 million is not the end of it. It is not reluctance to save or to be more efficient on our part that prevents us from giving you figures. It is just that we are not there yet to give you those figures and that is why, in the intervention at the beginning of this session, I said what I said. Please be assured however, that we are going from here and that there will be more savings.

Finally, Mr Chairman, my last point concerns (and I hope I am not duplicating Mr Hjort here but I just want to refer to what is happening in other UN agencies and to mention some facts and then Mr Hjort can take the principle) the effective working budget of these organizations and what happened in terms of the relationship between the nominal budget 1994-95 and the nominal budget being approved now - what has actually been approved in the system. ILO voted a 24.2 percent increase in nominal budget. The United States of America

surprisingly voted against it as did one or two others. Incidentally, the United Kingdom voted for it which is a nice surprise. I hope they will emulate that performance here!

The WHO voted a nominal increase of 2.42 percent: the USA abstained from that budget. The IAEA voted a 3.5 percent increase: the USA voted for that budget. The World Intellectual Property Organization had a zero change in the budget level: I do not know what the vote was on it. WMO - World Meteorological Organization had a 4.5 percent increase and I do not know which way the United States voted but perhaps they could let us know. The International Civil Aviation Organization had an effective 7.7 percent increase and the United States voted against it. Interestingly, in that last one, that 7.7 percent includes the ICSC increase if it is approved - the very thing we are excluding from our budget. The point I am making is that nowhere else in the approvals that have occurred so far are you seeing the nominal budget come down. You are seeing one case where it stays stable so what is being proposed by many delegates here and not just the United States is something quite different.

It is a reduction in the nominal level. Now of course those organizations did not have a problem of the US\$38 million so we are suffering for the sins of the past, but really should we be suffering that much? I wonder. That US\$38 million is US\$38 million that is in the pockets of Member Nations because you did not pay it last time. You did get a reduction in the assessments, so I really do wonder whether you should be penalizing the Organization, whose programmes you unanimously say should be supported, in such a severe way.

**LE PRESIDENT:** Je remercie M. Wade des réponses extrêmement détaillées qu'il a données aux soucis exprimés par certaines délégations. Evidemment, nous attendons ce qu'il nous dira cet après-midi à la suite de sa consultation avec notre collègue britannique. Je crois que ce type d'information donne une idée plus précise de ce que nous pouvons demander réellement dans la situation telle qu'elle existe aujourd'hui.

**DEPUTY DIRECTOR-GENERAL:** Perhaps I can make the first intervention on what you were about to suggest.

I wanted to begin by expressing deep and sincere appreciation for the many comments that were made concerning the initiatives of the Director-General to improve the efficiency and cost effectiveness of this Organization and also the very broad support for the proposed Programme of Work and Budget for 1996-97. I also want to express great disappointment over the positions of some of the major donors.

I wanted to speak to you on this occasion from the perspective of a person who has been in this position for nearly four years, not very long but long enough to have witnessed the formulation of two Programmes of Work and Budget and also from being with the Organization when five Programmes of Work and Budget have been voted.

First, a review of the record reveals that we are in an unprecedented situation even at US\$698 million. Never before in the entire fifty years of this Organization has a Director-General proposed to absorb such a large share of the cost increases. The current estimate is that the cost increases will be US\$45 million. Only US\$25 million are in the budget. The Director-General has promised to seek to absorb the other US\$20 million. If he had recommended a zero real growth budget which was the minimum that previous Director-Generals had recommended, you would have had a 6.6 percent increase in the programme level instead of the 3.7 percent that is before you.

We are also in an unprecedented situation with respect to savings or measures taken to improve efficiency and cost effectiveness. Never in the history of this Organization has a Director-General identified so many initiatives and measures to improve efficiency and effectiveness. You unanimously approved those initiatives and measures in June of 1994 with the Council acting on behalf of the Conference. This Director-General has identified more initiatives and measures by himself than the Members of this Organization have defined and identified collectively. Even those measures that you have asked him to pursue through your Programme and Finance Committees in most cases are ones that the Director-General himself suggested; yet this is not enough.

You ask him to identify more, but you also reduce his flexibility very greatly by saying that we should not harm the technical and economic programmes of the Organization.

There is a limit. You are asking him to go beyond US\$43.3 million and identify additional tens of millions without damaging the programmes. It cannot be done. It is a puzzle on why you ask the Director-General to take actions that, as Mr Wade has just demonstrated, are fundamentally different from the positions that you take in other organizations in the United Nations system. It is a true puzzle to me on how it can be that on the first day of June 1994 you could unanimously recommend the modifications proposed by the Director-General in programmes structures and policies and come here now and say that you cannot support even maintaining a nominal budget level that was passed.

Two years ago you passed a budget level by consensus at US\$673.1 million. Certainly the position that you are taking is not because of the priorities of this Organization or the programmes of this Organization. You are very clear in your guidance to the Director-General that he should not damage the programmes. From the comments that have been made by the Programme Committee or in this Body as you review the proposed changes in programmes in this big document that is before you, you will certainly have observed that there are more suggestions for restoration than there are for further reductions. Yes, part of the problem is because the US\$38 million was not paid. How one wishes that we could have seen the last Conference approve an assessed contribution at US\$659 million instead of US\$621 million. Then think for a moment where we would be. We would be debating at most a programme level between US\$673.1 million and US\$698 million. In this regard it is fundamentally important to bear in mind that, with the possible exception of a maximum of three countries, no other member country of this Organization is opposed to an increase in its assessed contribution. When member countries mention US\$640 million or US\$650 million or US\$660 million or US\$673 million or US\$698 million, they are all accepting an increase in assessed contribution.

Therefore, had US\$38 million been in the assessed contribution instead of being funded from arrears, I do not think there would have been any serious debate or disagreement over a 3.7 percent increase, and particularly in view of the fact that that already is low relative to others in the UN system.

The other reason that is given for discriminating against this Organization is because Member Governments have budgetary problems. Is that a good reason for damaging the programmes of the Organization? I wanted to note that a figure of US\$620 million for the budget level has been mentioned. That would be US\$105 million below what it would take today to continue and implement the proposed Programme of Work at zero real growth, including the indicated currency adjustment, US\$105 million.

That is a little bit more than is proposed for the entire biennium for the major programme, Agriculture. There is no possibility of being able to preserve the programmes of the Organization with a programme level of US\$620 million. A figure of US\$640 million has been mentioned. That is US\$85 million below zero real growth level. That is, incidentally, just about equal to the entire Technical Cooperation Programme. There is no way that we can take US\$85 million out of this programme without doing serious damage to the programmes of the Organization. The US\$640 million figure compared with the proposed US\$698 million is US\$58 million lower. That is equal to the amount that is proposed for the entire major programme on Sustainable Development and Special Programmes, another way of illustrating the impossibility of adding to the savings that have already been made and to believe that could come to that kind of level.

Finally, I would note that US\$640 million would be US\$33 million below the level that was approved two years ago. That is about equal or a little more than the entire provision that is proposed for the Fisheries Department. I have heard several speakers in favour of continuing this provision for Fisheries, if not increasing it.

The Secretariat has informed that the Director-General continues to search for further savings and further measures that can be taken to increase efficiency and effectiveness, but I want to assure you that, after all that has been done and recognizing what was so well stated by the representative from South Africa, it takes time to be able to capture the potential savings. If we had a programme level of US\$698 million, we would be able to capture more savings than we will at any lower level.

If you go down to US\$640 million or US\$650 million it will be absolutely impossible to capture the US\$43 million which is in this budget, and do not think otherwise. You cannot cancel posts without having a negative impact on the budget or on the implementation of the decisions that you have already embraced.

My plea to you is to take these points into account and pass a resolution that permits this Organization to capture the potential improvements in efficiency and effectiveness and to implement the proposed Programme of Work that has such strong support from the membership.

My final point is that, even at US\$698 million, if the major contributor cannot pay any more than it has indicated, the resources available to the Organization would be below the programme level for the current biennium.

**LE PRESIDENT:** Merci, Monsieur Hjort d'avoir présenté le point de vue du gestionnaire de l'Organisation. Je pense que vous avez bien défendu cette position. Je crois qu'un certain nombre de ceux qui sont là aujourd'hui comprennent bien ce message, et cela est à prendre en compte dans la deuxième partie de notre discussion. La deuxième partie de notre discussion peut être d'abord, éventuellement, de réagir à ce que vient de dire M. Hjort. Cela peut être aussi de défendre les niveaux budgétaires proposés puisque certaines délégations ont proposé des niveaux budgétaires. Comment y sont-ils parvenus? Ont-ils sacrifié une partie du Programme ou est-ce, comme je l'ai dit, "au doigt mouillé"? Je comprends bien le calcul de la contribution américaine, je comprends mal le calcul des autres, à moins qu'ils puissent nous éclairer sur ce point.

Voilà ce que je vous propose comme deuxième partie de notre discussion: les questions à M. Hjort, ensuite à M. Wade, qui doit nous donner des précisions cet après-midi. Puis les justifications des niveaux que vous avez proposés pour que tout le monde puisse comprendre. Moi je n'ai pas compris, mais peut-être que l'on m'expliquera.

**Alvaro GURGEL DE ALENÇAR (Brazil):** I would like to start by thanking both Mr Wade and the Deputy Director-General Mr Hjort for their statements.

I would like to touch on this question of some proposed reductions in the level of expenses as a starting point for the consideration of the discussion of the ultimate or the eventual level of the budget.

When I spoke on this matter in the Council on behalf of the Latin American and Caribbean group of countries, I indicated our view that the basis for our discussion of the budget levels was the proposal we had before us. I would like to re-state that. I would like also to agree fully with your assessment in your summing up a little while ago that the only level that has been justified among those various levels proposed, and in our view fully justified, is the one proposed by the management of this Organization, the budget proposed by the Director-General.

We in our Group, as I believe all members of this Organization, would like to see the budget adopted, passed by consensus or, failing that, if that is not possible, at least by a near consensus. I think it is important that in moving in that direction we have a clear view of what is required to reach that consensus. The question of the level of the budget is one of them.

Another important question, and perhaps the first one, is the one that you put before us very clearly in your summing up; that is that we must not touch the programme as adopted by Council. Failing that, we would have eroded, if not destroyed, the basis for consensus. Consensus requires not touching the programme.

We have heard a number of suggestions as starting points of the discussion on the level of expenses. We do not see any justification for them. We feel that all these other levels that have been mentioned, US\$620 million, US\$640 million, US\$645 million to US\$655 million, are totally arbitrary. Not only have we not heard any justification for them, but we know that there cannot be any justification for them. Furthermore, we do not think that we should spend much time at all, with all due respect to the proponents, in considering artificial schemes or gimmicks, ingenious as they may seem, to arrive at a solution to this problem. We believe that if we all want increased efficiency measured in terms of cost-effectiveness, what we should do is what you have proposed that we do, and that is look at the proposals before us and explore further what possibilities there may be for additional savings, because here we have a situation where a budget has been carefully prepared; it has been explained to us in a climate of full transparency and in great detail.

I have sat a few times in my life at meetings of the ACABQ in New York where the UN budget has been discussed. I must say that I have rarely seen as competent, as clear and as thorough an explanation for a proposal as I have listened to in the course of the past few days in this room. Let us take that very much into account. Let us consider in addition that unless the purpose of some of our colleagues is simply to slice off a big chunk of the budget of the expenses, which I do not believe is the case - in fact, I have heard from some important contributing countries that this is not the case - and we are seeking greater efficiency, let us proceed in this manner because it is simply not acceptable. Here I must touch on things which could not form the basis for consensus.

It is simply not acceptable that some concepts like financiability, a financiable budget, a realistic budget, should be tantamount or equal to what is possible after one country or a number of countries decided that they can only contribute so much.

If I may, I would like to make a reference to the situation as I perceive it in the country which is often referred to as the largest contributor, the United States of America, because it is difficult not to discuss the budget problem without referring to the situation of the United States of America and its position. In the position of the United States of America I detect two important components. I understand that they are important. The first one is the concern for greater efficiency. This is a concern which is shared by all of us, whether donor or beneficiary country.

Let me interject here to say that I speak for a country which is neither a donor country (in the usual way that this word is used) nor a net beneficiary. We certainly do not get out of FAO as much as we put into it, which is fine. That is not the purpose of the whole business anyway. It is all for multilateralism. However, even for beneficiary countries there is a great interest in increasing efficiency simply because you can get more done for the same amount of money. This is a concern that we all share, and we understand that the United States has great concern for efficiency everywhere.

I detect a second component in their position which is that expressed in the form of budgetary constraints arising out of a domestic situation. We all follow closely and with great interest, as we have been doing for a number of years now, not only here but also in Geneva and mostly in New York, the internal debate in the United States not just on the question of budgets of international organizations but, I daresay, on the issue of the positioning of that country vis-à-vis the United Nations System as a whole. This is what the debate is about. It is a very serious debate. I have the impression, as I think we all have, that it is drawing more and more people into it. We seem to see in the American mass media more and more bylines, more and more articles and editorials on this question. It seems to give rise to greater concern to the public, and we have just had a recent expression of the concern of the administration by no less than the President himself on the 24th at the United Nations. We understand that and we feel that it is important.

However, there is one thing that we cannot do, which is solve that problem. Only that country can solve this particular problem, only that country can settle this issue in due course, and we do not know how long it will take. As a result, of course, the US Administration itself is not sure of when it is going to be able to pay its contribution and how much it will be. We have even heard it said that even if the very low level of expenses proposed by the United States of America were to be accepted by this Organization (which of course we know not to be possible), they would only pay something like 10-20 percent less of the resulting assessed contribution of the United States.

Mr Chairman, the degree of uncertainty is just too much to allow an Organization like this to be able to do anything about it. What therefore does my group think should be done? We think we should take the attitude that we are trying to take towards this budget, a serious attitude guided by the spirit of austerity, the same spirit which we detect in the management of this Organization when it submitted the budget with the aim of seeking greater efficiency through streamlining processes or whatever of the various means that have been pointed out to us, but seeking to achieve the maximum level of savings possible without, as has been stated clearly and as you have summed up, Mr Chairman, touching the Programme. If we do this, we will show not only our constituents back home but our respective Congresses and Parliaments - and this of course applies also to the delegation of the United States which will be able to show their Congress - that here is an Organization which has done the utmost to be more efficient, which has tackled the problem of its budget seriously, an Organization in which both the full membership and the Management are working together to make this budget the most serious and austere as possible without affecting its Programme.

Further, we will be able to show that we are not only doing this now during this Conference for the purposes of approving this budget for the coming biennium, but that we are committed to maintaining this approach. We have heard, and we expect that it will be so, that the Director-General and the Management will operate in the same spirit with the same objectives in mind throughout the whole biennium, will continue to seek further economies and will introduce this spirit in the management of the Organization at all its levels.

We know also that we have agreed to look into the review of management practices with the same purpose in mind, so we are not adopting a budget which is serious, austere and lean at this moment. We are adopting a new attitude to this Organization, we are adopting a new approach at the beginning of the second half-century of the Organization. For the first budget proposed by the new Director-General, we are adopting a new approach and a new attitude. In this regard I do not only speak for my group, but I know that I convey the feeling of the whole Group of 77 without wanting to usurp the functions of my dear colleague and friend, Mr Aboul-Naga. This is what I propose we should do, hoping that if some people cannot join us right now, they will be able to take this budget home and convince their authorities that we are being serious about this business and that they should stay on board and pay the full price of the ticket.

**Igor MARINCEK (Switzerland):** I would like to address three points. I would like to take the opportunity of making some observations regarding the answers that we have received from Mr Hjort and Mr Wade and then I will also explain the Swiss position.

First of all, I must say that I was a little bit astonished by Mr Hjort's statement which brought a lot of emotion to the discussion. We all joined in a kind of US bashing when it came to criticizing this country for not paying its contribution and not paying its arrears. We very strongly criticized the United States for this. We also do not accept that we have a unilateral setting of the level by one Member. In this regard there is no problem.

However, I am a little bit astonished that those countries which have not spoken in support of the budget as it is proposed are now being bashed by the Secretariat, being criticized for not following the Budget Proposal. I find this a little bit astonishing and quite in contrast with what we have read in the foreword of the Programme of Work and Budget where the Director-General has promised that the Secretariat would be an honest broker in order to try and narrow the differences. I would therefore like the Secretariat to play this role of honest broker. We have to discuss the differences in the discussion amongst the Members. I think that criticism can come there but I think the Secretariat should try to do what it has promised, namely to be an honest broker. I would in particular like to say that I find it a little difficult to accept this member bashing, particularly in relation to those countries which have always paid punctually.

Let me also add one other point. We are not now discussing the full budget of FAO. The full budget, as we all know, also includes extrabudgetary contributions to the Field Programme. We are speaking about the Regular Budget. We are taking a position not as a donor country but as a member country. It is important that we see our obligation as a donor country when we speak about development aid, and I made it clear in my statement yesterday that we are committed to continuing our development aid. Our contribution to the Regular Budget is about 0.4 percent of our development aid, so when we are trying to find a consensus situation, please do not interpret it in the sense that we want to reduce our development aid or something like that. The Swiss position is that we are looking at this as a member country.

We did not do what in French would be called *le doigt mouillé*, or we did not do it fully. We have to go about *le doigt mouillé* because we do not have sufficient information, but let me say what our considerations were when we came to our position. As I have already said, we do not look at the FAO budget as a donor, we look at it as a member.

We are for austerity budgets everywhere. We think it is important to have zero growth and we think the costs must be absorbed. We believe that when looking at budgets we must start from reality, not fiction. As everybody knows - and Mr Hjort has also spoken about this - the budget base is US\$38 million too high. At the beginning of the debate on the budget we said clearly that we accept the need to make a higher contribution. I would like to underline that we will pay this higher contribution promptly, as we have always done. However, we are very worried that the financing of the proposed budget is not assured. There is a net increase of US\$37.4 million, which is therefore an increased Programme of Work. Mr Wade has referred to

the instruction given by the 106th Session of the Council. That instruction was for the ongoing budget. You recall that authority was given by the Conference to this Council to make a reallocation in the present budget. We are not now talking about the present budget but about the proposed budget for the next biennium. I have difficulty in seeing how the instruction given to this Conference has been expanded. I do not think this is valid.

Another point which is obviously important in the position my government takes on this question is that the problems we are discussing are caused in the main by bad contribution discipline. Only one-third of Member Nations have paid in full, one-half are in arrears and almost a quarter are at risk of sanctions. This third cannot alone finance this budget. That is the problem. Again, this is a reflection of a Member not a donor. Australia said and Mr Wade has confirmed that we have foregone interest income of about US\$35 million. If everybody paid punctually, we would have this sum plus an additional US\$11 million, US\$46 million miscellaneous income to finance this budget. The one-third good payers are having to pay US\$35 million more than they should. We believe this is too much. My country and other good payers just say, "We cannot follow this." We are not considering this question as a donor but as a member country, and this is not a fair way in which to treat a member country.

Let me add one other thing. If we do not achieve a consensus budget, whatever that is, two kinds of risks are involved. There is the immediate financial risk that it is very difficult for the Secretariat to operate. They are living in an atmosphere of uncertainty. This risk exists with a higher budget. Consensus does not make much difference. There is another risk. At this conference, as at previous conferences, the press always ask questions about the budget. That is what interests them. Therefore this hides the other messages that this Conference and this Organization ought to bring to the world. It would be most unfortunate if the impossibility of achieving consensus on the budget takes precedence over the more important messages this Organization has to deliver to the world. We should bear this in mind.

I have some questions for Mr Wade. Looking at the Council document on the income side, we do not have the total income of contributions and arrears for the full year but only to the same time of the year. Unless I am mistaken, what we received in contributions and arrears last year was about US\$305 million. This year we see from the Council document that up to 16th October the Organization has received roughly US\$230 million, making US\$535 million. The USA has not yet paid. On a best case scenario they may pay US\$70 million, probably less, which takes us to an amount of US\$605 million. With miscellaneous income of about US\$10 million, that makes US\$615 million. That is the money which is there in the best case. Mr Wade has told us we plan expenditures of US\$653 million, which is a difference of US\$40 million. The question is how can you spend US\$653 million on the background of these figures? The figures do not add up.

The Working Capital Fund at the beginning of September was US\$24 million and the Special Reserve Account stood at US\$16 million, making a total of US\$40 million. If you liquidate everything therefore you arrive at US\$653 million. Mr Wade has already said we are effectively already running on this. I do not know what the prospects for the future are. We risk entering the next biennium with nothing in the Working Capital Fund, nothing in the Special Reserve Account, and possibly some external borrowing. Then there is a budget which might be fractious, with on the one hand Members pushing the Director-General to spend and on the other hand, he being a solid manager, knowing he must slow down. We put him in an impossible situation, which, I fully agree is caused by the lack of payment of discipline of member countries. We have to look to ourselves to solve this problem. We must not accuse the Secretariat of creating this problem. I would like to say that very clearly. This is our problem, which we have created. For my part I am happy to be able to say that we have paid everything on time. This is has even allowed the Organization to gain some meagre miscellaneous income. This problem has been created by the Members, and one in particular, but payment discipline is very bad.

We would like more information from the Secretariat on how it will operate in the next biennium on the basis of these facts. If, for example, the budget went to a vote, the majority would clearly support it although there would be some against and some abstentions: How would you run this? I would be very interested to know that.

**Ms Turid KONGSVIK (Norvège):** Monsieur le Président, je voudrais tout d'abord faire un commentaire concernant le doigt mouillé. Il s'agit très certainement d'une méthode peu rigoureuse, je vous l'accorde. Toutefois, vous savez que, lors de la session du Conseil de ce printemps, nous avons demandé au Secrétariat qu'il tienne compte du point de vue des trois groupes de pays.

Le point de vue exprimé par un groupe assez important voulait que le Secrétariat élabore un scénario de programme et budget prenant pour point de départ la base du dernier budget moins les 38 millions de dollars E.U. d'arriérés - et le Directeur général nous a dit, à plusieurs reprises, qu'il n'utiliserait pas cet argent tant qu'il ne serait pas disponible. Le point de départ, c'est donc que l'on se base sur les activités effectivement mises en route lors de cet exercice biennal et c'est, selon toute probabilité, la base du budget moins ces 38 millions.

Faute d'avoir ce scénario, nos pays n'ont pas les services du Secrétariat et ne peuvent pas faire un programme qui tienne compte d'un chiffre quelconque. Nous dépendons de l'aide du Secrétariat qui doit nous dire avec quelle base budgétaire on fera telle ou telle chose afin que nous puissions décider en connaissance de cause quelles parties du programme pourront être pleinement mises en oeuvre, avec quelles économies on pourra peut-être le mettre en oeuvre entièrement. De toutes façons, à la fin de la journée, nous serons devant un fait.

I know they justified their case very well and I am very sure it was coherent. That is not the point. We will not have the funding no matter how well we argue for it. I must make this position clear. The proposal we made yesterday was based on the need for consensus. We heard everybody say, "We want a consensus", and we think somebody will have to come up with a concrete proposal in order to achieve that consensus. We heard the proposed positions at the last Council and the figure we gave does not in any way reflect national positions. It was given in a spirit of striving to help us move towards a consensus. I must repeat it does not reflect a minimum or maximum level on which we can agree. We put it in because we thought it might attract the agreement of as many countries as possible. It is our responsibility to get to a budget where everybody has to compromise a little and which we can all agree on and feel committed to.

These views are shared by the other Nordic countries. May I ask a question on behalf of one of the Nordic countries? We would like some additional clarification from Mr Hjort on the point he raised at the end of his statement when he said that the foreseeable funding from the largest donor to the Programme of Work and Budget will be below the level of the present biennium. We have all heard that the proposed PWB level is in real danger of not being fully funded. That will mean that the Organization will have to reduce its spending and we would like to know how the Secretariat would react to such a situation. How would the cuts be made if funding is not available? This point was also very well argued by the delegate of Switzerland.

**Kenji SHEVUZU (Japan):** I confine my observations to the clarification made by Mr Wade on the FINSYS PERSYS programme. He responded to the question, which was raised by my delegation as well as other delegations, in saying something which I was surprised to hear, that the Directors were not responsible for the failure of the programme, if it is a failure. That means nobody is responsible. How can this failure be justified? Mr Wade did not spell anything out, but just said it was very difficult.

The lessons are about the conceptual design to replace the system. This is quite a normal procedure when considering introducing such a big system. It is nothing new. It seems therefore, that the Programme related to the failure of this system has serious implications for management, administration and production and the outcome of this Organization in terms of efficiency and effectiveness. We must therefore improve the production of this Organization and thus be able to reduce cost, and so we must be very careful about the management and administration in this Organization.

**James SCHROEDER (United States of America):** I just want to assure our colleagues that we may be bruised but we are still here and not bleeding too badly!

I also want to make several points to my good friend Deputy Director-General Hjort. First, he referred at least three times to June 1st, 1994. Guess what? Something happened in November of 1994. The United States, speaking as a Democrat, wrongly elected the most isolationist Congress in 50 years. Those of you who read the newspapers will see some of the results of that election.

This leads me to point two which is that our proposals are unprecedented. They are unprecedented - given history, but no they are not given our current posture within the UN system. We are in dynamic situation. For those of you who were here yesterday, I believe you heard my colleague Mrs Kimball refer to the fact that the President requested almost US\$1 billion for assessed international organizations. Our House of Representatives this spring passed a figure of US\$858 million and then our Senate in early summer passed US\$550 million. This is a dynamic situation and our position had obviously had to respond to this.

This leads me to point three: why do we trouble you with the budgetary problems of the United States? Perhaps we should not. We think in fairness, however, first of all you must know what the facts are. This is only fair to our colleagues in this Organization. It then follows that you may want to act on that knowledge.

Before I joined the Government I was a lawyer. I had a private practice. I had an experience one day where a client showed up bankrupt and that was very disorientating to me. I would have much preferred that the client had come in and told me that he was getting into financial trouble and then allowed me to consider that in the way I structured my practice. So we are here bringing you knowledge about our situation. Should you act on that, if at all, and how?

That leads me to the fourth point, which my colleague from Brazil raised. Having heard all this, what should we do? Should we do anything? He seemed to suggest that a tough, efficient, good budget was the answer. I have written down some statements made here that this Organization has done its utmost. That, of course, is where we find ourselves. Can IBM actually close some factories but continue to make computers? Can General Motors actually lay off some people and still make cars at a profit? Can a government, the Government of Canada or New Zealand or the United States, actually cut its budget and still perform its services? Can FAO actually cut its budget and still function? That is the question. We hope it can and we hope there will be consensus.

**LE PRESIDENT:** Je remercie le représentant des Etats Unis d'Amérique d'avoir réitéré les explications relatives à la position de ce pays.

**Ms Faith INNERARITY (Jamaica):** I would like to state first of all that the Jamaican delegation identifies fully with the position outlined by the delegate of Trinidad and Tobago this morning on the Programme of Work and Budget.

Secondly, I would like to state that it is clear from our discussions so far that part of the difficulty in the budget discussion is the high percentage of arrears in payments of assessed contributions. Unfortunately, Mr Chairman, my country is among those with outstanding contributions. We recall at the 27th Session of the Conference that there were some proposals in respect of innovative means for dealing with the question of payment of arrears. In fact, there was some commitment in respect of the Organization studying these proposals and coming up with the position. I am not sure what is the status of these proposals and I would like to get some information from the Secretariat on this matter.

The issue of the Budget is something which will always be before us. Inflows are important if there are going to be outflows. The matter of inflows is always an issue because of the inability of many countries to meet their payment. Therefore this is really something which is long term and we should, at this point, seek to find a long-term solution. If we were all able to pay our contributions on time and if the arrears were to be collected then there would be less difficulty in having a budget decided upon in a fashion where there could be some consensus.

We submit, therefore, that these proposals on collection of arrears should be revisited and that this would be to the benefit of the Organization and also to us as member countries.

**LE PRESIDENT:** Je me rapelle en effet qu'à la 27ème session de la Conférence, nous avons discuté de ce sujet au bureau.

M. Wade nous quitte parce qu'il doit rejoindre le Directeur général mais il répondra par la suite aux questions que je noterai très soigneusement.

**Mme Régine DE CLERCQ (Belgique):** Monsieur le Président, à propos de votre question sur la manière dont nous sommes arrivés au chiffre que nous avons préconisé comme chiffre pouvant obtenir le consensus, je vous rappelle que la Belgique a proposé un chiffre se situant dans une fourchette de 645 à 655 millions de dollars E.U.

Sur les explications arithmétiques de ce chiffre, je dois dire exactement la même chose que la représentante de la Norvège. Nous sommes arrivés à ce chiffre parce qu'il est la résultante du budget tel que prévu pour l'exercice biennal précédent moins les 38 millions d'arriérés et en tenant compte d'une augmentation des coûts que nous croyons, peut-être en partie, sinon totalement absorbés. Mais il ne s'agit pas vraiment d'un chiffre qui est le résultat d'un raisonnement mathématique, si j'ose dire, mais surtout d'un objectif politique que nous croyons nécessaire pour satisfaire les deux positions extrêmes adoptées dans cette assemblée.

Il y a, d'un côté, la position qui vient d'être exprimée, encore une fois, par le représentant des Etats-Unis d'Amérique. Nous essayons, avec notre proposition, d'agir en fonction des informations que nous donne la délégation de ce pays. Nous voulons aussi rassurer cet Etat Membre qui se trouve dans une position difficile et qui éprouve des doutes quant à la rentabilité de la FAO. Avec ce chiffre, nous voulons lui offrir des arguments vis-à-vis de son Congrès pour défendre la FAO.

Nous voulons également transmettre un message au groupe qui défend l'autre position extrême. Nous estimons qu'il n'est pas raisonnable de demander un effort à ce groupe de pays et de revoir à la baisse le niveau du budget.

Ce que vient de dire la délégation de la Jamaïque sur la solution à long terme est très intéressant, parce qu'il est certain qu'à l'occasion de la discussion de ce budget, nous devons aussi mettre des jalons pour trouver des solutions à long terme. Nous avons déjà parlé de la nécessité de développer des critères qui devraient nous permettre de revoir le Programme en appliquant ces critères.

Donc, comme l'a dit notre Ministre dans son discours, nous pouvons donner une interprétation flexible à ce chiffre, mais c'est un chiffre qui, nous l'espérons, pourrait provoquer un consensus. C'est un chiffre politique, mais, pas mathématique.

**LE PRESIDENT:** C'est bien ce que j'avais compris. Et je pense que tout le monde l'avait compris. Cela rend le travail encore plus délicat, mais on comprend très bien la justification.

**The meeting rose at 12.30 hours.**

**La séance est levée à 12 h 30.**

**Se levanta la sesión a las 12.30 horas.**



25 October 1995



منظمة الأغذية  
والزراعة  
للأمم المتحدة

联合国  
粮食及  
农业组织

Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

Organisation  
des  
Nations  
Unies  
pour  
l'alimentation  
et  
l'agriculture

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

CONFERENCE

CONFÉRENCE

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Twenty-eighth Session • Vingt-huitième session • 28º período de sesiones

EIGHTH MEETING OF COMMISSION II  
HUITIÈME SÉANCE DE LA COMMISSION II  
OCTAVA SESIÓN DE LA COMISIÓN II

25 October 1995

The Eighth Meeting was opened at 14.50 hours  
Mr Jacques Laureau,  
Chairman of Commission II, presiding

La huitième séance est ouverte à 14 h 50  
sous la présidence de M. Jacques Laureau,  
Président de la Commission II

Se abre la octava sesión a las 14.50 horas  
bajo la presidencia del Sr. Jacques Laureau,  
Presidente de la Comisión II

- II. **ACTIVITIES AND PROGRAMMES OF THE ORGANIZATION** (continued)
  - II. **ACTIVITES ET PROGRAMMES DE L'ORGANISATION** (suite)
  - II. **ACTIVIDADES Y PROGRAMAS DE LA ORGANIZACION** (continuación)
- 
- 16. **Programme of Work and Budget 1996-97** (continued)
  - 16. **Programme de travail et budget 1996-97** (suite)
  - 16. **Programa de Labores y Presupuesto para 1996-97** (continuación)

**LE PRESIDENT:** Avant de donner la parole au Représentant du Royaume-Uni, je voudrais préciser que nous n'attendons pas du Secrétariat des commentaires neutres mais des données techniques. Je voulais rappeler cette règle parce que nous étions en train d'avancer et que j'ai eu l'impression, lors de mes contacts, à l'heure du déjeuner, d'un certain recul.

Le Représentant du Royaume-Uni va peut-être nous éclairer sur cette discussion avec M. Tony Wade.

**David SANDS SMITH (United Kingdom):** I have to start by saying that I felt that in our deliberations this morning we took a step backward. I very much regret that a confrontational tone was introduced into our deliberations when previously the Member States had been engaged on a very constructive basis. I hope that the atmosphere will improve this afternoon.

Mr Chairman, first of all, you asked how we arrived at the figure of US\$620 million or US\$630 million. I hope I can give you a clear and brief answer. We took the 1994-95 budget figure of US\$673 million which, as I said yesterday, we do not actually regard as being a realistic figure, but nonetheless we took it and we deleted from it US\$38 million of arrears and then we deleted a further figure for maximum efficiency savings. That follows entirely the approach which was set out in the European Community statement by the Spanish Presidency.

May I go on from there to refer to something that was mentioned by a number of delegations this morning, the question of arrears? Clearly, it is a very important question. I will only touch on it briefly. I would point out that the United Kingdom pays, it pays in full and it pays on time.

I would then like to revert to something that I have said before. I may be becoming boring on this point. I repeat that I believe we must have a realistic and prudent budget so that the Organization can be assured of finance in order to execute its programmes and carry out its duties. A high budget figure where money is not forthcoming would serve nobody's interests.

Now I address the question that you raised with me just now, that of the areas we mentioned yesterday for savings. We discussed this with Mr Wade first thing this morning at an early hour. I hope that Mr Wade will have some information for us this afternoon. We discussed it very much on the basis of areas where savings could be made. Yesterday we gave, and I stress this, some examples of areas but these are areas where we believe that substantial savings can be made. We look forward to hearing what Mr Wade has to say on this, I hope this afternoon.

May I go on from there to say that I have two queries which I would like to put to the Secretariat. In the first place I would repeat the question that I raised with Mr Wade yesterday, which was about the level of expenditure in 1994-95. I asked for clarification on that point. I still await an answer.

My second point is that, frankly, I did not understand Mr Hjort's reference this morning to a higher budget level in order to capture savings. Elucidation or clarification on that point would be most welcome.

Finally, I would say that the United Kingdom trusts that, at the end of the day, we will all acknowledge that FAO cannot spend more than it receives and that logic dictates that the budget reflects the best possible estimate of receipts and is not a fiction raising expectations and inevitably then causing serious disappointment.

**LE PRESIDENT:** Je crois qu'il ne serait pas mal, si le Représentant du Pérou voulait bien nous excuser, que M. Wade réponde à M. Smith.

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** May I deal with the question first which in effect is the same question that Switzerland asked this morning. I apologise for not having replied to it yesterday.

As I understand it; the dilemma that people are having trouble handling is how we can be spending US\$653 million, if the receipts are going to be short, and produce a figure much lower than that. To clarify this, as to the figure that we expect to receive, I am in some difficulty with Switzerland's figures. This is not to say that they are wrong but I do not know quite what all the sources are. I will tell you what my sources are and what the total is. First of all, the income for 1994, which I get from FC81/6 (b), the Interim Statement, is US\$312,257,000. That is contributions and miscellaneous income combined. Then contributions for 1995 up to 16 October, as published in CL109/LIM/1, are US\$229,580,000. If we add, using your figure to avoid argument, US\$70 million from the US, we get a total of US\$611,837,000. The difference between that and the US\$653 million is US\$40 million and that is the potential addition to the deficit that we are carrying at the end of this biennium. We started off the biennium, if you count the working capital loan, at US\$42 million. If we add this on, we are up to about US\$82 million, which is getting close to the limit of a deficit that this Organization can carry.

The follow-up question may be: why did you spend US\$653 million? Here I may have some difference of opinion with the US delegation. According to my records, we were advised in late 1994 of the non-payment of the US\$38 million. We immediately changed our expenditure plans and, if I recall, at that Finance Committee Mr Forbord even suggested we ought to be able to save half that amount. We will save at least half that amount and we may save a bit more. We may be able to cut back expenditure a bit more.

We could, of course, cut back expenditure even further. You could decide not to implement the restructuring decentralization but we really do not believe that that would be a wise decision because that would leave us in a worse position at the end of the process than we started off with. I think this is anticipating a little bit Mr Hjort's response to the United Kingdom. If we do not have the resources to implement the new structure, we will not get the benefits of the new structure. For example, prerequisites for decentralization is the communication information project, which is about US\$3 million or a little more: if you do not implement electronic mail and sound communications with your regional and field officers, then your decentralization process will not function. Sure, the Director-General could have cancelled that contract, but then we would have been in a position where he could not achieve the savings that we are looking for from that process. There is a certain amount of judgement in this which says that this is the best we can do without damaging the process.

I would like to move to the 7.30 meeting with the United Kingdom this morning. Several members have declared their wish to see a budget level lower than US\$697.8 million. The purpose of that meeting with the United Kingdom was to explore with them their ideas about the process by which that reduction could be achieved.

The UK delegation reiterated their view, and the view of this Commission in fact, that efforts should be concentrated on reducing costs without affecting programmes. We are talking about efficiency as the first priority, lowering the cost of inputs without lowering the outputs. The Director-General agrees wholeheartedly with that being the first source of any possible reductions in the budget. You can see from the work he has already done that that is the way he is going. I will not repeat all the figures because I too will start to get boring. I have confirmed this morning that he will continue those efforts and I have already provided some ideas about where he sees some potential.

The UK and Canada have said that they would be totally opposed to across-the-board cuts and that this is not the approach that should be taken. I have to say that we agree. I mention this because there could be some confusion later on. If you take the example of travel savings, if those savings materialize, you should be aware that they will appear to be across-the-board and will affect all programmes. They will affect Chapter 2 more than any other programme because there is more travel in Chapter 2 than anywhere else. Saying that there will be no across-the-board cuts does not mean that your favoured high priority chapters will not be

affected; they can be affected. What we are saying, however, is that they will not be affected in this first category of reductions and expenditure in terms of the capacity of those programmes, the outputs that they can produce. I just wanted to make that little point in case you come back afterwards and say that Chapter 2 went down.

If efficiency does not prove to be sufficient, where do you go from there? The United Kingdom delegation's proposals which they mentioned in their intervention, and which we discussed further this morning, are that the next areas for a reduction of the budget should focus on the non-technical chapters, Chapters 1, 5 and 6. Chapter 1 is General Policy and Direction, 5 is Support Services which is Administration, Finance and General Affairs and Information and 6 is Common Services, basically the support of our buildings, etc., with a view that we should be aiming to protect the normative and operational activities of the Organization or capacity of the Organization. I can assure you that the Director-General wholeheartedly agrees and that in the context of a priority setting of our programmes, these chapters do generally get the lowest priority. I think I reported before that there were some 57 Regular Programme posts taken out of AF in this biennium and another 22 Support Posts and other funded posts, so we are not ignoring the issue that savings must come from these areas. You are also aware that GI and AF are carrying out a restructuring review and we expect that there will be some benefits from these.

The UK delegation and other delegations made some suggestions concerning governance arrangements, concerning the cost of coordination - and I would like to come back to this in a second - building maintenance and a further review of Non-technical Publications. These would all affect the budgetary provisions under Chapters I, V and VI. In our terms, some of those would involve programme cuts, so we have a definitional problem here. If, for example, as was suggested, you cut down the public information services that we provide and maybe remove publications such as the FAO Annual Review or FAO - what it is you will save money, but that for us is a form of programme reduction because the General Information Programme has not got the outputs that it had before. On the other hand it may be one which people can agree is much less damaging than taking out an Expert Consultation on Plant Genetic Resources. A balance has to be found between all these competing priorities. However, I want to caution that we are now moving into the area of programme reductions but within the Non-technical Programmes.

Then there is the question specifically of governance itself which may involve two sorts of changes. These are suggestions coming from the UK delegation, all of which we can look into in much more detail. The first one is to reduce the services provided to meetings. I am cautious with everybody here, but we could reduce verbatim reporting, we could reduce messengers, we could reduce the Translation Service, etc. In terms of services that you want to be provided to future meetings, there are various things which you could decide you will no longer have. We will look at the cost of all these things and will be in a position to support any work that you do in that area.

The second aspect of governance is actually much more in your court, which is, do you want to change the structure of governance? There was a suggestion from the UK about the comparison with UNDP and UNICEF which I have some doubts about, but there may still be scope for change in the structure. If that comes through, of course, the Secretariat will support the effort by making sure that you have all the facts you need in order to know what sort of savings may be possible.

I would like to go back to one area that I mentioned a couple of minutes ago, namely the cost of coordination, or liaison as the UK delegate referred to it. This is in Chapter 1 of the budget, General Policy and Direction, and there is an amount in the document which involves primarily the Liaison Office here at Headquarters which is the Office of External Relations, plus the other Liaison Offices in North America and Geneva, and there are two new offices, one in the European Commission and one in Japan.

We have carried out a very extensive study of the whole coordination process. We have now got it to the stage where we believe we know what it is costing us, and I am afraid the figures are quite horrifying. If I recall correctly, the total cost of coordination is US\$24.9 million, an extraordinary proportion of our budget. The major costs are the cost of the units themselves, our attendance at meetings and our production of reports for these coordinating mechanisms, and here is the real dilemma for the whole system. Coordination in some sense is essential for the process to work. On the other hand it is now becoming extraordinarily expensive. We will take that exercise further and try to see how we can identify what needs to be done. We may well need to come back to the Governing Bodies to get the okay, to take actions which may not be common to the

entire system. One particular aspect that I would like to bounce on the Commission as an idea is that we pay US\$1 million to the support of the Joint Inspection Unit. It is a common system item, you receive its reports, you give them a great deal of attention in the Council and in the Programme Committee and the Finance Committee. We have grave doubts about value for money in this process. If you were to support the idea that we should no longer contribute to the JIU, it would not present us with any difficulty and it would add US\$1 million-worth of savings to the process.

Mr Chairman, I would like to say that I found the meeting with the United Kingdom delegation very useful and I can assure you that the Director-General will spare no efforts in trying to find ways of reducing costs and preserving programmes to the extent possible. Of course, I am not providing you with figures. I advised the UK delegation this morning that there would not be time in the few hours between our meeting and now to go through that process and, as you know, I have been here anyway.

We believe that there is scope in the first category, we remind you again of the risks that we referred to, namely the other cost increases that we have to absorb, and we are left with a situation where we really have to rely on you to let us know what target we have to work towards. From this discussion, however, I think there are certain principles which you may want to include in your report. Efficiency comes first. Secondly, if there are going to be any form of programme reductions, they should be on Non-technical Programmes, not Chapter 2 and 3. Thirdly, if the worst comes to the worst, you will have to go into Chapter 2 and Chapter 3. The extent to which all that happens depends, of course, on the level of the budget and the level of each of the three categories as we move through them.

**LE PRESIDENT:** Je vous remercie de vos explications. Evidemment, en tant que Président, je suis à la recherche d'un chiffre, même s'il n'est pas très précis, mais un ordre de grandeur. Nous en reparlerons peut-être plus tard entre nous.

**Srta. Gabriella VASSALLO CONSOLI (Perú):** Es una gran satisfacción para mi delegación poder anunciar que el Perú ha cumplido con el pago de sus adeudos a la Organización. El esfuerzo que hemos hecho para honrar nuestro compromiso se enmarca en el contexto de la difícil situación financiera por la que atraviesa la FAO y en consideración al apoyo que el Gobierno peruano ha dado siempre a las actividades que esta Organización realiza en los países en desarrollo, particularmente en nuestro país. Esto nos permitirá asimismo poder participar plenamente en los trabajos de esta Conferencia.

Respaldamos la propuesta del Director General y lo felicitamos por sus esfuerzos en presentarnos un nivel presupuestario de crecimiento real cero.

Consideramos que la FAO debe continuar mejorando la relación costo-beneficio de sus programas y en su labor de reducir los costos administrativos sin afectar negativamente su eficiencia.

Es nuestro parecer, que el nivel de presupuesto de la Organización debe reflejar los requerimientos financieros para la ejecución de sus programas.

**LE PRESIDENT:** Merci de votre intervention qui montre que vous avez vous-même pris en compte la nécessité d'une plus grande efficacité, si nécessaire. C'est ce que le Directeur général a commencé, mais cela devrait être poursuivi.

**Klaus GARCKE (Germany):** I would like to come back to Mr Wade's question in order to clarify a little what he meant by the proposal which we made yesterday and in the preceding meeting of the Council. We made that proposal for the case that there is no consensus on the level of the budget. In this case we cannot be sure that all States make their contributions in full. Thus it is no longer guaranteed that the budget will suffice to carry out the Programme of Work and Budget. To be realistic we must take precautions for this case.

What we suggest is a provisional budget freeze up to the amount of the expected non-payment of contributions. Freezing does not mean eliminating appropriations but adjusting their use to the financially level. The amount to be frozen derives from the following elements: there are indications up to what budget level financial obligations could be fully met by all Member States. Any difference between this non-level and an adopted Programme of Work and Budget higher than this will create a shortfall equivalent to the respective assessment rate. This amount has to be frozen.

Such a necessary precaution should not be interpreted as lack of faith in the Organization. On the contrary, it is meant to help the Organization cope with the given difficult situation. This is why we attach great importance to this precautionary measure. This measure has already been applied in other United Nations specialist organizations and is reflected in budget resolutions of that organization. With your permission, Mr Chairman, I will read the text of such a resolution. It is only one sentence. It reads: "the governing body of X organization decides that from the total amount of appropriations, an amount representing X percent of those appropriations should be kept in reserve by the Director-General pending receipt from Member States of their assessed contributions."

**LE PRESIDENT:** Nous aurons à revenir sur ce sujet vraisemblablement et sur le cadre, qui existe, de deux résolutions, pour essayer de voir comment tout cela s'articule, mais ultérieurement. Peut-être pourriez-vous préciser les Organisations dans lesquelles ce système fonctionne. Pouvez-vous nous le dire?

**Klaus GARCKE (Germany):** Mr Chairman, it was UNIDO in which such a resolution was applied.

**LE PRESIDENT:** Ce n'est pas un exemple tellement citable. Enfin bon... Il n'y a pas d'autres Organisations, l'OMS par exemple?

**Gebrehiwot REDAI (Ethiopia):** Mr Chairman, not only do we congratulate you on your election to this important commission, but we are certain you will bring it to a meaningful conclusion.

The Programme of Work and Budget was prepared with the active participation and involvement of duly represented Member Nations. It underwent the strict scrutiny of two committees, separately and jointly. The Secretariat was instrumental in providing the necessary information and in sharing valuable experiences. Mr Chairman, we have been listening carefully to many interventions, and the Director-General's efforts to revitalize the Organization were commended. Given the concern about the current economic environment the world is facing and the help we got from Member Nations, we believed that extra care had been taken in the preparation of the budget. The efforts to absorb sizeable costs and other effective measures are some indications of his efforts. It is our considered opinion that there is always room for improvement in running an Organization like FAO but the measures to be taken have to be viewed from different angles and have to be weighed so as to minimize the repercussions.

Allow me to comment briefly on the budget on which we are hoping to get consensus. We have difficulty in understanding why we have to have different budget levels for the 1996-97 biennium. As one delegate said, numbers of budget levels can be reached on political decisions, and we are not opposed to that. However, it is important at this juncture to view the mandate of FAO as a project. In this case we have had to identify the activities of the project, and therefore, the programmes of work that we have approved for implementation are the activities. We had consensus on the programme activities and agreed to make no cuts. What logically follows is the allocation of resources for the activities. This biennium's programmes are likely to become the unlucky victims of a conventional wisdom of identifying activities first, and financing them by a flow of resources whose arrival is not very certain. This is not an oversight on the part of those who prepared the budget but rather on the part of those of us who are not honouring our commitments.

In conclusion, we would like to bring to the attention of members that there can only be one budget that is prepared by the Director-General based on the programmes. If we had to have a budget different from what is being proposed, it could only be on two conditions: one, if the methodology on which the budget were

prepared was inherently defective; two, if we were to start from the level of available resources. As pertains to the latter, this was not the case. We therefore appeal for consensus on the budget proposed by the Director-General.

**LE PRESIDENT:** Je vous remercie de votre déclaration qui va dans le même sens que l'ensemble des délégations africaines et que d'autres délégations des Caraïbes.

**Robert F. ANDRIGO (Canada):** I would like to begin by echoing the words of my UK colleague referring to the unfortunate change we have had in the atmospherics of this Commission.

Turning to your question as to how respective delegations reached their particular levels, in regard to the Canadian calculations, the record is very clear and I would simply refer you to that record. Put simply, we looked at the resources that we needed to deliver the essential programmes of the Organization. We obviously had to factor in the capacity of the membership to pay and the fiscal realities that exist at this particular point in time. We also had to build in a realistic assessment of income generation for the Organization. This was in order to arrive at a level of budget that can be fully financed. It is time for us to depart from the past practice of delivering programmes against an uncertain revenue stream. I think that explains our position.

I would like to comment on the iron law of US\$697.8 million that was pronounced this morning by Mr Hjort. It is important to consider that, if we agree on this level or if we conclude with this level, however we reach it, we are immediately looking at a deficit based on past performance of some US\$70 million in terms of non-receipt of assessed contributions from the membership excluding the contribution of the largest Member State. When, based on the information we have received at this meeting, we had a possible shortfall from the largest Member State, we come to a figure of about US\$105 million in shortfalls that we can project at the moment that such a budget will be passed. That will be equivalent or slightly superior to the amount of money that Mr Hjort today indicated will be dedicated to the Agriculture Department.

I really question the responsible nature of a decision that would depart from this particular point, and I think all of us - certainly my delegation - would have great difficulty in justifying a choice of that quality to our governments.

Coming to the level itself and coming again to this iron law, I have difficulty with the concept by virtue of the fact that no-one in this room, as far as I can understand, including the Secretariat, has said the possibility of further savings and further efficiency and productivity gains to the Organization. By definition, starting at a level of US\$697.8 million, we are looking at a lower level of budget as one which can deliver a given set of work as contained in this particular programme. So I do not understand this downward inflexibility, this failure to recognize the reality that all of us have to face. What we need to do, Mr Chairman, is devise a process for defining the details that underlie the potential that all of us have ascribed to. We can have some legitimate differences of opinion on that, but the position of the budget level is very definitely not that US\$697.8 million is an iron law. My delegation and many others have detailed possibilities which still remain to be addressed and we would not be acting responsibly if we did not address all such possibilities.

My final point, Mr Chairman, leads me to some questions supplementary to those asked by the Swiss delegate this morning. I think it will be helpful to our deliberations if, in the context of the expenditure data that has been provided to date, we could have some breakdowns, most particularly of expenditure data respecting staff and non-staff costs. By staff costs I mean the complex of mechanisms that are used to compensate for the fact that the vacancy rate is particularly low. We have spoken of some differences in reconciling actual performance with the figures that I have given and it would help our deliberations if we had those. I would like to ask a supplementary question on the question raised by the UK yesterday on the issue of NPOs. I understand what Mr Wade said this morning; yes indeed, the 65 positions have disappeared from the roster of the FAORs but they have not disappeared from the roster of Professional staff of the Organization. The next change for Professional staff as I see it in the charts provided in the PWB is a change of 16, not of 65, and I think that still leaves open the question of where the savings have been made and whether they are real.

**LE PRESIDENT:** Je vais maintenant m'adresser au Représentant de la Pologne, parce que chaque fois qu'on a voulu lui donner la parole il était absent, je suis désolé de le souligner.

Actuellement nous discutons du niveau du budget. On a discuté des orientations du programme et la Représentante de la Pologne s'est exprimée sur ce sujet, sur le Plan à moyen terme. Si vous avez à présenter des considérations générales qui ne sont pas relatives au niveau du budget, vous nous donnerez une déclaration écrite qui sera insérée dans le verbatim à la bonne place.

**Jan BIELAWSKI (Poland):** Mr Chairman, I believe that your comments and your suggestions are well grounded and that is why, first of all, I should like to make an apology for the lack of continuity in the presence of my delegation. We have had rather grave circumstances at this Commission as a result of which the delegation is smaller than when it started.

Passing to the substance of my statement, we have accepted the PWB as a well-prepared, clear document and we appreciate the transparency and logic of each programme. Secondly, at this critical point we wish to voice our full support for FAO and the Director-General. Our position is that we are prepared to support the budget proposed by the Director-General but at the same time, as an associate member of the European Union, we also want to associate ourselves with the position of the European Union indicating the need for further dialogue in search for further savings and, first of all, to achieve consensus on the budget level which would not undermine the Organization's power to act.

We are in favour of the evolutionary changes in the FAO programmes and structures and we want to emphasize that these are already well advanced. We agree, of course, that cost efficiency should belong to the fundamental principles of sound financial management.

We have noted various reductions, savings and other steps which have been undertaken in the overall context of reform and we welcome them, but we do believe that there are still some possibilities particularly in reducing administrative costs.

On a positive note we believe that the changes which have been implemented, and those to come, will add to the efficiency of the Organization in carrying out its programme of work.

We support the special programme on food production which in turn supports food security in low-income and food-deficit countries and which indicates the need for a universal approach to world food security. We also support the EMPRES Programme for the control of migratory insects and pathogens, and regret that our offer of cooperation in this particular area made during the 106th Session of the Council has not been taken by the Secretariat. In short we do support all high priority areas outlined by the Secretariat, especially the emphasis placed on plant and animal genetic resources and forestry.

We wish to congratulate the FAO Secretariat on its work on the preparation of the Code of Conduct for Responsible Fisheries. This Code is going to be endorsed by this Conference and we fully support its most efficient implementation.

In connection with the work of the joint FAO/IAEA Division we would especially like to support the expansion of pesticide control and the emphasis laid on food quality assessment. Regarding Programme 2.2 we follow with interest the implementation of the ICN generated plans of action on nutrition and are prepared to make further contributions in this area.

We wish to lend strong support to the work of Codex which has now assumed greater importance following the completion of the Uruguay Round agreements and the establishment of the WTO. In this connection we support FAO's activity in fish marketing information and international trade in fish and fishery products, and the establishment of EASTFISH as an FAO project funded by the Government of Denmark and covering eastern and central European countries.

We also believe that the global information and early warning system will play an increasingly important role in assessing world food supply for those in need and we support the expansion foreseen in this sector. We follow with great interest the developments leading to the World Food Summit which will take place here in

one year's time and hope that this will focus the attention of the world on the need to increase the availability of and access to food and ensure that food production increases will at least run parallel to increases in world population.

My country views with alarm the problems facing ocean fish harvests and attaches great importance to the implementation of the Code of Conduct for Responsible Fisheries. As aquaculture and fish farming are the fastest growing sectors in fisheries we hope that FAO will pay particular attention to requirements in this area and support Member States in expanding this important sector. Because of its multidimensional nature, we have had doubts about the wisdom of placing sustainable development in a separate department of the Secretariat, but having reviewed the points presented in this programme we hope this activity will be stepped up to the benefit of Member States.

We have always been supportive of the Technical Cooperation Programmes implemented by FAO and would like to see these increased but we realize that, in view of budget restrictions and priority needs of developing countries, this cannot be done to any significant degree. We therefore welcome new cooperation agreements with Member States which hopefully will result in a much greater efficiency in implementing the TCP.

While we appreciate the need to limit documentation and meetings in FAO to a minimum, we hope reductions being proposed will not have a negative effect on analytical and normative functions nor reduce the benefits that Member States have from receiving information on the various aspects of the programme. We do realize that we have to accept reductions and restrictions in many activities.

We agree that FAO does not need to continue to act as a distributor of seed and plant material and we also feel that FAO does not need to carry on activities in relation to climate changes. We have many other international, national and regional bodies dealing with this. We also wonder whether it is advisable to reduce work done in parasitic disease and veterinary service performance in the Organization. In view of the increased participation of the private sector in plant protection we agree with the proposals made to reduce such support by FAO and in view of the priority given to world food security we would warn against drastic reductions in the areas of human nutrition. We support reductions in the major programme on fisheries and forestry which are probably areas that can be taken over by other agencies more closely related to environmental and industrial issues than FAO.

**Winston RUDDER (Trinidad and Tobago):** Clearly we are seeking a consensus on the budget proposal. It seems to me we are chasing an elusive shadow. I have heard many proposals seeking a budget level that needs to be fully financed. The question I have is what assurances do we have that any budget level will be fully financed and at what level?

**LE PRESIDENT:** Monsieur le Représentant de Trinité-et-Tobago, je laisserai cette réponse technique au Secrétariat mais d'après ce que j'ai pu comprendre du débat, compte tenu de la réduction unilatérale de la contribution américaine critiquée par tous et considérée comme un scandale, il me semble que le chiffre finançable se situe entre les deux extrêmes proposés d'une part par la Suisse, à savoir 640 millions, et d'autre part par le Canada qui a parlé de 625-630 millions.

Je souhaite que nous ayons une consultation au sein du Groupe de contact à ce niveau-là puisque nous avons parlé de mécanismes qui permettraient de distinguer un budget, dont nous sommes sûrs qu'il sera financé, des dépenses supplémentaires. Cela n'empêche pas d'accepter le niveau proposé mais il convient d'aménager tout cela d'une manière réaliste en fonction des financements. Je crois que c'est là l'idée autour de laquelle nous tournons tous et je pense qu'au sein du Groupe de contact nous pourrions peut-être mieux définir comment y parvenir.

**Igor MARINCEK (Switzerland):** Mr Wade has given a figure of US\$611 million which are the receipts which can be expected if the US pays US\$70 million. He has explained that you plan to make expenditures of US\$653 million. At the beginning of September we had in the Working Fund and Special Reserve Account a combined figure of US\$40 million which might be less by now. Perhaps Mr Wade could tell us how much we

have in these two funds today. I think he should know how much that is. It is not certain that the Working Fund and Special Fund Account can cover the difference between what is there and what the Secretariat planned to spend.

You recall also you entered the biennium with a deficit of US\$42 million. If you spend US\$653 million, do you qualify this as being a sound way to spend?

Secondly, if we approve the budget level proposed by the Director-General which was US\$698 million, having spent US\$653 in this biennium and with some negative figures probably in all different accounts, how do you then proceed? You will be looking in a very deep canyon on the first of January.

**Andrea SEMADENI (Suisse):**

### **Aspects forestiers**

Vu l'importance de la FAO dans le suivi forestier du Sommet de la Terre de Rio, une augmentation des moyens mis à la disposition du Département des forêts de la FAO en termes réels et nominatifs, de même qu'en comparaison avec les autres départements de la FAO, semblerait opportune.

### Programmes de travail

#### *Aspects généraux*

Tous les domaines de compétence et d'expertise de la FAO sont couverts par le programme proposé; la Suisse, qui n'est pas un pays dans lequel la FAO est active, limite sa réflexion sur ce programme à des éléments pouvant soutenir son intervention dans le cadre de sa coopération bilatérale avec divers pays et sur la politique générale du Département des forêts.

#### *Politique forestière*

Le rôle clé que doit jouer la FAO dans le suivi forestier de la CNUED n'est pas assez clairement mis en exergue et il serait souhaitable de voir formulé un programme plus conséquent en-la matière, mettant en relation les divers éléments du programme de travail du Panel intergouvernemental sur les forêts et l'intervention de la FAO dans le développement des divers thèmes du Panel. De plus, le Programme de travail de la FAO ne montre pas clairement quels sont les moyens humains et financiers engagés dans ce domaine. Etant donné qu'il en va du rôle de chef de file en matière de politique forestière internationale, un effort de clarification, une présentation d'un programme plus détaillé et la mise sur pied d'un budget spécialement affecté à ce domaine sont indispensables.

#### *Coopération ONG*

La Suisse approuve la tenue de réunions avec les ONG impliquées dans le développement durable des forêts. Elle serait heureuse de voir, dans un avenir relativement court, une modification des statuts de l'Organisation, qui permettrait l'intervention directe des ONG dans les réunions formelles des organes statutaires de la FAO. Ceci assurerait la transparence de la politique forestière de l'Organisation et la participation active d'intéressés comme elles ont été formulées dans le cadre des documents adoptés lors du Sommet de la Terre de Rio.

#### *Foresterie communautaire*

L'évaluation du "Forests, Trees and People Programme" FTTP avait abouti à deux recommandations qui ne sont pas reprises dans le programme de travail, à savoir:

- le FTTP devrait être renforcé par du personnel additionnel,
- des ressources supplémentaires du budget ordinaire de la FAO devraient être affectées à ce programme afin de le renforcer.

La Suisse se pose les questions suivantes:

- qu'est-il advenu de ces recommandations?
- les postes vacants ont-ils été repourvus?
- y a-t-il eu allocation de ressources humaines et financières supplémentaires?

De plus, la Suisse se demande quels seront les effets de la décentralisation de plusieurs fonctions de la FAO sur le FTTP. Le moyen le plus efficace de la gestion de ce programme est de la confier à l'Unité de Foresterie communautaire de la Division de politique et de planification du Département des forêts.<sup>1</sup>

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** This is getting rather complicated. The US\$611 million and the US\$653 million are about income and expenditure. The US\$653 million is not cash going out of the Organization. Much of that is in the form of commitments which will not be paid until 1996 so the relationship between those two figures and the borrowing from the Special Reserve Account and the Working Fund is simply not there. The need to use resources from the Working Fund and SRA is based partially on the deficit brought forward from 1992-93 which is about US\$40 million and partially on this issue. Can I suggest that it probably does not have a great bearing on the answer you are looking for today.

Your next question was whether I qualify this as a sound way to spend? We have been running on a knife edge now since 1988 with all sorts of difficulties and no sound estimation of what income we are going to receive. We have managed to cope and to implement the Programme to the maximum extent possible with very little borrowing. We have not borrowed externally to fund the budget at all. Very occasionally we have had to fund a dip in resources so that, for example, until the US contribution comes in towards the end of the year, we could continue operations. We have kept the ship going in rather stormy weather and on an even keel. Have you ever heard us of not paying salaries, or suddenly cutting programmes unplanned without any forethought? The answer "no" so I think, therefore, it is a sound way to manage the Programme.

We are trying to maximize the use of potential resources maintaining the principle that this is a going concern. I agree that by the end of this biennium we will have reduced, unfortunately, the flexibility available to us, and the Director-General will be in a difficult position for 1996-97 but if you want to ask the question "Who is responsible for that?" then I will tell you!

Where do we go from here? Once a budget level has been decided then the Secretariat decides what is the realistic level of resources that are going to flow into this Organization and this is where the dilemma comes. If you vote for a high budget, 75 percent of the Organization is likely to stay within the norms that the rules require and so therefore we have the benefit of that 75 percent and 25 percent clearly will not. If the US votes against the budget we understand they will be in a very difficult position under their own law. They cannot pay more than 80% of their contribution so we do not want the US to vote against the budget. We want a consensus budget because we want them to be in the best possible position to pay their contributions to the Organization within the constraints they currently face.

We will therefore evaluate what receipts we think are likely based on the outcome of the vote on Friday which will have two basic influences in it. Firstly it will have a budget level and secondly there will be an abstention or a vote for by the United States, or possibly a vote against and we do not want that because it makes a difference to the cash flow forecast which, in turn, influences exactly the way we work. Having found the figure we then apply the principles we stated before, which are that we, of course, continue to search for efficiencies. We then look at reducing the non-technical programmes, and if we have to, the technical programmes and at least in the latter two cases where one is making decisions between programmes we apply the criteria we use in determining priorities. We try and refine those criteria taking into account what we have heard over the last two days and we come back to you with a plan for the implementation of the budget which is the best possible response the Director-General can give you within those principles.

That is the response to those questions, Mr Chairman but there are two others. May I take them now?

The first was from Mr Andriago, the distinguished delegate of Canada, who used the argument that due to the net reduction in 16 posts that meant that we had not saved the 65 posts from the NPOs, we could only have saved 65 less 16. There are thousands of individual decisions in this document and I do not try and net one off against the other. If you want to look at the net result, then 16 is the net result. If you want to look at the consequence of an individual decision you must only take those individual decisions. The reason we do not have minus 65 is because a whole series of restructuring decisions were made that resulted in additional posts.

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<sup>1</sup> Texte reçu avec demande d'insertion au procès-verbal

The ESA (Agriculture and Economic Development Analysis Division) was created. The Department of Sustainable Development was created and some of the posts are new such as the Director of the Division of Women and People's Participation. Therefore, there are a whole series of changes within the budget, each one of which has to be looked at as a separate decision.

There is no question that 65 international posts were eliminated from the FAO offices and that money was taken out of the budget. Sixty-five NPO posts were created and that money was put into the budget. I assure you the saving of US\$8.2 million is due to the cost differential between those two types of employment contracts which is definitely a benefit to this budget. The US\$8.2 million has been used for other posts or the Special Programme. However, we cannot say because there is no direct connection between these tangible amounts.

Mr Chairman, the same delegate asked about expenditure. Salaries forecast for the biennium would be approximately US\$358 million. Temporary assistance and overtime will be US\$11 million, other human resources will be US\$53 million and the rest, which is a whole series of things, will be on non-staff resources. That is the other balance of the US\$653 million dollars. I have individual figures here so I cannot tell you what the difference is. I think those were all the questions.

**DEPUTY DIRECTOR-GENERAL:** Based on recent history concerning the financing of a budget and the receipt of contributions, our experience is that only one major donor has not paid its full assessed contribution and that has been the case irrespective of the votes. There have been rare cases where Members other than the major contributor had voted no; however they still paid their full assessed contribution. With respect to shortfall, our records show that on balance in recent years there has been about a three to five million dollar increase in outstanding arrears. To put this whole matter into perspective, if the maximum amount that the major contributor should pay is US\$70 million, in other words the mid-point between US\$550 million and US\$600 million, then the shortfall at the levels that are being discussed here would be US\$20-30 million. That would be substantially less than the shortfall in the current biennium.

I wanted to make one further point because I think I was misunderstood by some with regards to improving efficiency and cost effectiveness. The thrust of what I said, which you can review in the Verbatim, is that the Director-General was the leader in the drive to improve the efficiency and effectiveness of this Organization and you can be assured that he will continue to be the leader in making it more efficient and effective. I in no way said that there was not the potential for capturing additional savings. What I said is that many of the matters that were considered by the Programme and Finance Committees, which are in the reports, are the very ones that the Director-General himself had identified. You can be assured that he will implement anything that can be implemented subject to the constraints that the Conference imposes with respect to not doing damage to the programmes.

**LE PRESIDENT:** Je remercie le Directeur adjoint de ce message positif, qui correspond d'ailleurs tout à fait à ce que le Directeur général a indiqué dans son introduction, au quatrième paragraphe de la page ii du document C 95/3:

"Ces quelques chiffres résument les propositions du point de vue strictement financier. Il était par conséquent important de les dévoiler en toute franchise dès le début de cette introduction. Etant donné que certains États Membres ne sont pas prêts à les accepter, les délégués devront négocier, durant la Conférence, la fixation d'un niveau budgétaire susceptible de recueillir un consensus adéquat."

Je cite donc le Directeur général car je voulais vous rappeler cette phrase importante, qui est d'ailleurs un peu confortée par ce que vient de dire M. Hjort.

Je me propose maintenant de suspendre notre débat pour que le Groupe de contact se réunisse dans la salle de la Malaisie et de nous revoir, ici, vers 18 heures pour voir d'une manière plus froide et sans excitation réciproque si les choses ont pu avancer. Je pense que c'est la meilleure procédure à adopter et je demanderai à M. Hjort de nous prêter M. Wade pour répondre éventuellement aux questions qui seront alors posées.

**DEPUTY DIRECTOR-GENERAL:** You just read a sentence that said that the delegates will have to negotiate during the Conference with a view to establishing a budget level which would attract adequate consensus.

**The meeting was suspended from 16.00 to 18.45 hours.**

**La séance est suspendue de 16 heures à 18 h 45.**

**Se suspende la sesión de las 16.00 a las 18.45 horas.**

**LE PRESIDENT:** Je dois vous dire que malheureusement le Groupe de contact n'est pas parvenu à trouver une solution en dépit des efforts de votre Président pour essayer de construire des ponts entre les positions. Par conséquent, nous sommes conduits à remettre la réunion du Groupe de contact à la Salle de la Malaisie à 10 heures demain matin. Cette réunion sera précédée par une réunion du Groupe de l'OCDE présidée par Mme De Clercq, comme vous le savez, à 9 h 30 dans la Salle du Liban. Le Comité de rédaction pourra se réunir dans la Salle de la Malaisie à 13 heures, sous la présidence de M. Aboul Naga, délégué de l'Egypte, si nous accomplissons quelques progrès d'ici là.

Enfin, on m'indique que le Groupe africain se réunira dans la Salle du Liban à 14 heures demain. Dans ces conditions, nous ne pouvons reprendre les travaux en Plénière que lorsque nous aurons le rapport, c'est-à-dire vers 20 heures.

J'invite tous ceux qui font partie du Groupe de contact à réfléchir à nos discussions afin que nous parvenions à une solution sur le sujet très délicat du niveau du budget.

La délégation de la Suisse nous a demandé d'ajouter à propos du Programme de travail et budget 1996-97 une déclaration relative aux aspects forestiers du Programme de travail et donc nous décidons qu'elle sera incluse dans le verbatim après le début de la déclaration générale sur les aspects financiers.

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** The question from Swaziland concerned the transfer to US\$519 000 out of Seed and Planting Material Development, which is an area of particular interest to them and other delegates, into Conservation and Management of Plant Genetic Resources. This primarily related to a transfer of staff costs with regard to an Information Officer for the Plant Genetic Resource Programme.

The Seed and Plant Genetic Resources Service deals with two sub-programmes, respectively:

2.1.2.1 - Conservation and Management of Plant Genetic Resources, and

2-1-2-3 - Seed and Planting Material Development.

These two sub-programmes are integral parts of the overall activities of the Seed and Plant Genetic Resources Service.

What was noted by the distinguished delegate from Swaziland as a reduction in the sub-programme Seed and Planting Material Development of US\$519.000 is accounted for by an internal shifting between the two sub-programmes belonging to the same Seed and Plant Genetic Resources Service.

The reduction in question corresponds to staff costs transfer (the Information Officer on Plant Genetic Resources and related clerical assistance) from the sub-programme Seed and Planting Material Development to the sub-programme Conservation and Management of Plant Genetic Resources, which is proposed in order to complete the establishment of the Plant Genetic Information and Exchange Unit, as recommended by the FAO Conference 1991 (item 107).

In addition, I would like to underline that both sub-programmes are complementing each other in supporting seed production and development activities.

Just to give a few concrete examples, with particular reference to African countries, I could mention the efforts to promote networking activities on improved on-farm seed production and conservation for SADC countries, and a regional training programme for seed production improvement for Central African countries, particularly addressed to women in rural communities.

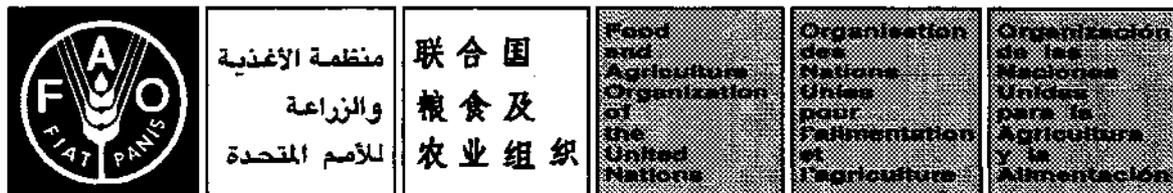
**LE PRESIDENT:** Je remercie M. Wade de ces précisions. Je n'avais pas eu le temps de lire le document. Je me suis donc trompé et vous prie de m'en excuser.

**The meeting rose at 18.50 hours.**

**La séance est levée à 18 h 50.**

**Se levanta la sesión a las 18.50 horas.**

26 October 1995



CONFERENCE

CONFÉRENCE

CONFERENCIA

Twenty-eighth Session • Vingt-huitième session • 28° período de sesiones

NINTH MEETING OF COMMISSION II  
NEUVIEME SEANCE DE LA COMMISSION II  
NOVENA REUNION DE LA COMISION II

26 October 1995

The Ninth Meeting was opened at 21.40 hours  
Mr Jacques Laureali, Chairman of Commission II, presiding

La neuvième séance est ouverte à 21 h 40  
sous la présidence de M. Jacques Laureau,  
Président de la Commission II

Se abre la novena reunión a las 21.40 horas  
bajo la presidencia del Sr. Jacques Laureau,  
Presidente de la Comisión II

**ADOPTION OF REPORT  
ADOPTION DU RAPPORT  
APROBACION DEL INFORME**

**LE PRESIDENT:** Je vous remercie d'avoir eu la patience d'attendre les résultats des travaux du Groupe de contact. Je ne peux pas dire qu'ils aient encore totalement abouti en ce qui concerne la définition d'un niveau de budget et nous reprendrons par conséquent ces contacts demain matin lorsque tout le monde se sera reposé. Car dans ce genre "de discussions l'émotion l'emporte toujours à un certain moment sur l'analyse. Je peux néanmoins vous rassurer en vous indiquant que certains mouvements ont été esquissés qui pourraient laisser prévoir, je l'espère, un consensus, faute de quoi nous devrions procéder à des votes extrêmement dispersés entre des votes contre, des votes pour et des abstentions pour le niveau initial proposé, ce qui ne me paraît pas très bon pour l'Organisation.

Je crois que maintenant chacun comprend bien les positions des uns et des autres et je vous propose d'examiner par conséquent les rapports sauf le REP/5 puisque nous n'avons pas encore défini le chiffre. J'espère que cet examen permettra d'adopter en bloc le REP/1 qui porte sur le rapport d'exécution du Programme et du Rapport d'évaluation du Programme 1994-95.

Je vais demander au Président du Comité de rédaction si ce point a posé des problèmes.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee) (Original language Arabic):** Thank you very Mr Chairman.

First of all, let me thank you for all the efforts that have led to our trying to arrive at the successful conclusion that we all desire.

We would like to thank you very much for all your efforts, each and everyone of us. There is no doubt that without the efforts you have made we would not have achieved the result that we now have. There are, of course, a few differences. I think these differences have been narrowed considerably. That is my first observation.

My second observation is that, contrary to what we believed, that we would reach an agreement on the budget level in the Drafting Committee, cooperation, understanding, and entente prevailed. I myself was surprised by the spirit of cooperation. I would have hoped that that same spirit would have prevailed concerning the budget level as well.

I would like to take this opportunity to express all my gratitude to those who made their contributions to the Drafting Committee. Your proposal, Mr Chairman, is a wise one. I fully agree with it. I think that we can study the first four draft reports, leaving aside the fifth, which I think will take some time. I agree with your proposal to put off until later the study of REP/5.

**LE PRESIDENT:** Votre Président s'associe au Président du Comité de rédaction pour remercier tous les membres de ce Comité. J'ai lu le début du rapport et je dois dire qu'il reflète bien l'état de nos discussions.

**DRAFT REPORT OF COMMISSION II - PART I  
PROJET DE RAPPORT DE LA COMMISSION II - PREMIERE PARTIE  
PROYECTO DE INFORME DE LA COMISION II - PARTE I**

**LE PRESIDENT:** Je vous propose de procéder, dans la mesure du possible, par un système d'adoption en bloc. Je propose à votre examen le document C 95/II/REP/1, qui porte sur le point 14 de l'ordre du jour: Rapport d'exécution du programme et Rapport d'évaluation du programme 1994-95.

Etes-vous d'accord pour l'accepter en bloc? Il n'y a pas d'observations. Le document C 95/II/REP/1 est adopté en bloc.

**Draft Report of Commission II, Part I, was adopted**  
**Le projet de rapport de la Commission II, première partie, est adopté**  
**El proyecto de informe de la Comisión II, parte I es aprobado**

**DRAFT REPORT OF COMMISSION II - PART II**  
**PROJET DE RAPPORT DE LA COMMISSION II - DEUXIEME PARTIE**  
**PROYECTO DE INFORME DE LA COMISION II - PARTE II**

**PARAGRAPHS 1 to 5**  
**PARAGRAPHES 1 à 5**  
**PARRAFOS 1 a 5**

**LE PRESIDENT:** Nous prenons le document C 95/II/REP/2, qui porte sur le point 15 de l'ordre du jour: Plan à moyen terme 1996-2001. C'est un rapport court mais qui a l'avantage, à la page 2, de relever les accents qui ont été mis par certains pays sur leurs préoccupations propres. A cet égard, je ne trouve pas qu'il manque quoi que soit par rapport au résumé que j'avais fait. Je voulais également vous demander s'il était possible d'accepter en bloc ce document tel que rédigé. Y-a-t-il une observation?

**Lothar CAVIEZEL (Suisse):** Nous venons d'adopter le projet de rapport C 95/II/REP/1 dans lequel il est dit, à la page 2, au paragraphe 5:

"Il conviendrait d'assurer une synergie entre le Programme ordinaire et le Programme de terrain, en vue, notamment, de renforcer les fonctions normatives de la FAO".

Maintenant, dans notre Plan à moyen terme, à la première page, au paragraphe 3, du document C 95/II/REP/2, nous donnons un signal contraire à ce que je viens de lire. Pour éviter un signal contraire à ce que nous venons d'adopter et pour avoir un consensus sans modifier ce qui a été dit auparavant, je propose de reprendre exactement ce que je viens de lire. Je lis donc la phrase que je propose:

"Elle a souligné que les Etats Membres s'attendaient" - et c'est là que la modification commence - "à ce que la FAO assure une synergie entre le Programme ordinaire et le Programme de terrain en vue, notamment, de renforcer les fonctions normatives de la FAO".

C'est la proposition que je fais pour que nous soyons cohérents avec ce que nous venons juste de commencer, sans changer l'esprit de ce que nous venons d'accepter.

**LE PRESIDENT:** Le mot "opérationnelles" saute?

**Lothar CAVIEZEL (Suisse):** Oui: toute la partie "à ce qu'un équilibre approprié soit maintenu entre les activités normatives et opérationnelles" saute.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee) (Original language Arabic):** By adopting this, we were considering the balance between the two views. That is why we are putting it in as it is. Some views represent the normative and some views represent a balance between the two. We kept it in to capture the two views in the report.

**Lothar CAVIEZEL (Suisse):** A l'heure actuelle, il y a 50 pour cent des dépenses qui sont affectées aux activités opérationnelles - cela nous a été confirmé il y a quelques jours - et 50 pour cent aux fonctions normatives. Dans la phrase que nous venons d'accepter dans le document C 95/II/REP/1, nous disons qu'il

faut renforcer les fonctions normatives. Cela veut dire que l'on modifie l'équilibre. Sinon, nous ne parlons plus un langage cohérent. Il faut maintenir la cohérence par rapport à ce que nous venons d'accepter.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee) (Original language Arabic):** This report has been agreed after a long discussion and this point specifically has been the subject of a long discussion. The members of the Drafting Committee have represented different views and we were able to approach this balance so that we captured the two views. If we change one of them to cope with the other, it means that we will lose one view expressed in the report.

**Lothar CAVIEZEL (Suisse):** Je viens d'entendre répéter pour la deuxième fois ce qui avait déjà été dit la première fois. Ma position n'a pas changé d'un iota: il s'agit d'être cohérents. Nous savons tous qu'il y a beaucoup de discussions sur ce point et j'ai beaucoup de peine à concevoir que l'assemblée ici présente, ce soir, puisse donner sur le même point deux signaux contradictoires. C'est à cette question qu'il faut répondre.

**LE PRESIDENT:** Personnellement, j'ai du mal à voir la contradiction mais je vais donner la parole aux autres délégués.

**Nedilson RICARDO JORGE (Brazil):** I would like to thank the delegate of Switzerland for raising a point that I have overlooked. In fact, there is an editorial mistake in REP/1. The word "reinforcing" has been eliminated in the Drafting Committee and yet it continues to be present here in our REP/1. I would like to ask the Chairman of the Drafting Committee to have a look at the first bullet point of paragraph 5 of REP/1. This may be the problem that the delegate of Switzerland is raising.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee) (Original language Arabic):** The Representative of Brazil is right. This is an editing mistake. In the original of REP/1 which you are working on, the word "reinforcing" was removed from the text, so the word "reinforcing" as it appears in the first bullet point in paragraph 5 should be removed. It is an editing mistake. The original Report which was adopted by the full membership of the Drafting Committee does not contain this word. I have to raise that point now.

**José ROBLES AGUILAR (México):** Consideramos que este tema es muy importante pues ha estado presente en debates en diversos comités del Consejo. Creo que la fórmula, como está planteada, refleja un equilibrio, y considerando lo señalado por el distinguido Presidente del Comité de Redacción, apoyamos que se mantenga la redacción como está en el documento.

**Mohamad Walid AL-TAWIL (Syria) (Original language Arabic):** With regard to REP/2 and the Medium-term Plan, many member countries, including my own, said that it was very important to attach necessary importance to scientific research and training of cadres. This idea should be in the Report.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee) (Original language Arabic):** As I said before, a lot of effort has been put into this report. We are 176 countries and have many different views, and this is a difficult task to achieve. I therefore hope that the Secretariat will appreciate the great effort that has gone into preparing this report. The Drafting Committee has put in a great deal of effort in order to keep it balanced. We try to be concise, and I know that as a result of conciseness we may miss a point here and there but the whole spirit of the report reflects what took place in the Plenary. I urge all delegates to accept that if we allow everybody to add a point it will not be good for the report.

**LE PRESIDENT:** Je suis d'accord avec vous, il ne faut pas ouvrir une trop longue discussion, mais il est vrai que quelques délégations avaient soulevé la question de la recherche. C'est l'un des thèmes importants qui ont été discutés à Québec. Il a d'ailleurs été discuté dans la perspective du Sommet mondial de l'alimentation et l'on a dit, en effet, qu'il fallait intensifier la coopération en matière de recherche, de vulgarisation et de formation accompagnant la recherche.

Je me demande si vous ne pourriez pas simplement ajouter un petit point. Je ne crois pas que ce soit un véritable problème.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** I am not saying that it was not said. I cannot deny that it has been said. I think it would be preferable if it could be agreed without stimulating everybody's appetite to try and add a point, so that we do not spend the whole night adding points. I agree with you, Mr Chairman, and with the Representative of Syria, that this important point has been raised and agreed. If we can absorb it, there will be no problem, but I do not expect a long list of additions.

**LE PRESIDENT:** Le représentant de la Syrie pourrait-il faire une proposition relative à la rédaction? Je ne demande que des interventions sur la rédaction.

**Mohamad Walid AL-TAWIL (Syria) (Original language Arabic):** I will submit my amendment in writing. It is a very brief one: "concentrate efforts to develop capacity in scientific research and training of cadres".

**LE PRESIDENT:** A quel endroit, dans le texte?

**Mohamad Walid AL-TAWIL (Syria) (Original language Arabic):** This amendment should be added to paragraph 5 and any one of the bullet points that you choose. I would like to leave that to the Chairman of the Drafting Committee. We can either add it to a bullet or give it a separate bullet. Perhaps after the fourth paragraph we can put in an extra bullet.

**LE PRESIDENT:** C'est clair et je vous remercie. Il en est ainsi décidé. Voulez-vous répéter votre proposition?

**Mohamad Walid AL-TAWIL (Syria) (Original language Arabic):** It would read as follows: "concentrate efforts on developing scientific research capacity in developing countries and training human resources". This would be placed as a separate bullet point on page 2 after the fourth bullet point.

**Shahid RASHID (Pakistan):** With regard to the Swiss proposal, I believe that the printing error having been pointed out by the Chairman of the Drafting Committee, any aspect of contradiction has now been removed. Even without that, I believe that there was no contradiction as such because paragraph 5 of REP/1 refers to some of the areas that were raised by different members. It gives a list of the different concerns of the member countries who spoke, whereas REP/2 in paragraph 3 refers to an overall reaffirmation by the Conference of the need for an appropriate balance between normative and operational activities. I therefore believe that there is no contradiction. One contains a reaffirmation of the Conference and the other is just a list of areas, one of which is this question of synergy between the Regular and Field Programmes.

**LE PRESIDENT:** J'en reviens à la proposition suisse.

**Winston RUDDER (Trinidad and Tobago):** Yes, it is, Chairman. I want to entirely agree with the observation made by the honourable delegate of Pakistan and would urge that we accept that understanding and press on.

**Mame BALLA SY (Sénégal):** Je crois qu'il y a deux positions différentes. A supposer que nous assumions notre erreur de l'avoir accepté avant de l'avoir lu, dans le REP/1, il y a la proposition de ceux qui pensent qu'il faut changer l'équilibre. Dans le REP/2 il y a la position de ceux qui pensent que l'on s'attendait à cet équilibre. Le REP/1 a été adopté mais dans le paragraphe du REP/2 nous maintenons ce qui est écrit et qui reflète la position d'un grand nombre de délégations.

**LE PRESIDENT:** Vous pensez donc qu'il n'y a pas de contradiction, qu'il faut maintenir les deux rédactions.

**Raphael RABE (Madagascar):** Je voulais intervenir dans le même sens que les orateurs qui m'ont précédé. Je n'ai donc plus rien à ajouter.

**LE PRESIDENT:** Donc, d'après ceux qui se sont exprimés, nous maintenons les deux versions du REP/1 et du REP/2.

**Horacio M. CARANDANG (Philippines):** I wonder what you mean by "maintaining" the word. I thought that the word "reinforcing" was taken out. I was in the Drafting Committee. That word was taken out.

**LE PRESIDENT:** Cela, c'est clair, c'est déjà réglé. Le problème était l'existence d'une soi-disant contradiction. Je ne sais pas si elle existe. Je ne l'ai pas trouvée entre le REP/1 et le REP/2.

**Jorgen Skovgard NIELSEN (Denmark):** I am a bit surprised that we are already engaging in a discussion of REP/2. I would prefer that we deal with REP/1 first and then go into REP/2. Otherwise, I have a comment ready now. Could I have a clarification on this question?

**LE PRESIDENT:** J'ai proposé une adoption en bloc. Personne n'a levé sa pancarte. J'ai attendu suffisamment de temps. Donc je considère le REP/1 - c'est la décision du Président - comme adopté.

**Paragraphs 1 to 5, as amended, approved**

**Les paragraphes 1 à 5 ainsi amendés, sont approuvés**

**Los párrafos 1 a 5, así enmendados son aprobados**

**Draft Report of Commission II, part I, as amended, was adopted**

**Le projet de rapport de la Commission II, première partie, ainsi amendé, est adopté**

**El proyecto de informe de la Comisión II, parte I, así enmendado es aprobado**

**DRAFT REPORT OF COMMISSION II, PART II**

**LE PROJET DE RAPPORT DE LA COMMISSION II, DEUXIEME PARTIE**

**EL PROYECTO DE INFORME DE LA COMISION II, SEGUNDA PARTE**

**PARAGRAPHS 1 to 5**

**PARAGRAPHES 1 à 5**

**PARRAFOS 1 a 5**

**LE PRESIDENT:** Maintenant, voyez si vous avez un ajustement à faire au REP/2 selon la proposition suisse. Beaucoup d'avis ont été exprimés contre ce REP. Il est proposé de supprimer "renforcer".

**Jorgen Skovgard NIELSEN (Denmark):** If we are discussing REP/2 concerning the balance between the Regular and Field Programmes or normative activities and operational activities, then I think we should have the same wording in REP/2 as we had in REP/1, that is, that we should add the word "synergy" because the Danish delegation stressed very hard the importance of synergy in the balance between the normative activities and operational activities. I could even suggest what we should say in paragraph 3 after the second sentence. We should add "in order to achieve optimum synergy". Then we would have the same kind of wording, the same understanding in the two Reps, because we were saying the same under the two points during the Plenary discussion.

**Lothar CAVIEZEL (Suisse):** Il y a deux choses. La première c'est la proposition qui vient d'être faite par le Danemark et qui rejoint partiellement la position que j'ai défendue. Il y a la position prise par le Sénégal qui rejoint ma position. Nous avons accepté le REP/1, nous ne pouvons plus y revenir. "Renforcer" n'existait pas dans le Programme. Ce qui fait foi c'est ce qui est écrit noir sur blanc. "Renforcer" y est. Si vous ne l'avez pas discuté dans votre Comité, je n'y suis pour rien.

**LE PRESIDENT:** On a avoué au Secrétariat qu'il y avait une erreur. Le mot "renforcer" ne figurait plus dans le rapport.

**Lothar CAVIEZEL (Suisse):** J'ai bien compris, mais légalement ce que j'ai accepté c'est ce qui a été distribué, et qui est écrit noir sur blanc. Je ne peux pas avoir à lire un texte et en accepter un autre parce qu'il y a une faute. C'est ce terme de "renforcer", comme l'a dit le Sénégal, qui a été accepté.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** I am sorry, Mr Chairman, for this mistake. It should not happen. To be honest, the gap was a drafting comment. It is not on. Of course, we are all in the hands of Plenary but I must be clear that it is not on the draft which we adopted in the Drafting Committee. It is now up to Plenary to decide but it is not on.

**T. WADE (Officer-in-Charge, Office of Programme, Budget and Evaluation):** I just wish to give the delegate of Switzerland and everybody else my strongest apologies for this. We finished this report at 12.30 at night. It was carelessness on our part and we are responsible for it - I personally am responsible for it - and I realize that these things cause a great deal of problems. We will be more careful in future.

I assure the delegate of Switzerland that nobody is playing games. It is my handwritten draft and the word "reinforcing" is in brackets. It was a genuine mistake so I would ask for your understanding. I appreciate that it is very difficult and I accept responsibility for it, Sir.

**Lothar CAVIEZEL (Suisse):** Je suis désolé que l'on passe tant de temps sur ce point, mais légalement il faudrait m'expliquer les choses. Ce texte a été accepté par les gens qui sont ici, en fonction de ce qui a été écrit noir sur blanc. Que vous ayez fait une faute ou non, ce n'est pas cela que je mets en cause. La difficulté est que ce qui a été accepté ici n'est pas ce que vous avez convenu dans votre comité. Légalement, il faut m'expliquer comment on peut dire que ce qui a été accepté n'est plus légalement valable.

**Horacio M. CARANDANG (Philippines):** Mr Chairman, if we have to be legalistic, I think the Swiss delegation is correct. We can correct the mistake in Plenary when we present this report to Plenary but I assure you, Mr Chairman, that all the members of the Drafting Committee will insist that the word "reinforcing" be taken out because that is the agreement in the Drafting Committee.

**Larry FERGUSSON (New Zealand):** Mr Chairman, if the delegate from Switzerland wants to get legalistic, I would like to get legalistic as well. I approved this report on the basis that it was the report of the Drafting Committee and if in fact it was not the report of the Drafting Committee, then I voted on a mistake. So we can be legalistic on both sides of this argument. I suggest we just proceed.

**LE PRESIDENT:** Je vous remercie. J'ai un peu ce que j'attendais. Il y a donc un problème de correspondance entre les versions anglaise et française. Je comprends votre point de vue mais je ne veux pas m'exprimer sur le fond. Comment pouvons-nous nous en sortir? Il faudrait passer cela par profits et pertes.

**Lothar CAVIEZEL (Suisse):** Je suis quand même très étonné que mon collègue de la Nouvelle-Zélande, qui est juriste de profession, puisse me dire qu'il ne lit pas un texte avant de l'adopter. Cela me dépasse.

**LE PRESIDENT:** J'ai laissé le temps à tout le monde de s'exprimer.

**Mame BALLA SY (Sénégal):** Je crois très honnêtement que le délégué de la Suisse a une position très forte. Le Président du Comité de rédaction nous a présenté le document. Il nous a indiqué l'esprit qui a prévalu dans la rédaction de ce document. Nous avons fait foi à ce qu'il a dit. Lui aussi de bonne foi nous a dit qu'il n'avait pas noté qu'il y avait une erreur. Nous avons adopté le rapport. La Suisse est en train d'estimer que la Commission a adopté le rapport. Mais le représentant des Philippines nous a donné la solution. On peut changer de position à la séance plénière en disant que l'on n'avait pas constaté l'erreur qui avait échappé au Comité, et après l'avoir relevée nous revenons sur le paragraphe proposé pour que l'on biffe le mot de trop. Ils'agit d'une erreur avouée par le Président du Comité de rédaction et par le Secrétariat.

**Lothar CAVIEZEL (Suisse):** Je vois très bien que c'est un petit jeu qui va loin, parce que c'est une conception différente qui est derrière. C'est pour cela que je me bats, ce n'est pas pour avoir un mot de plus ou un mot de moins.

**LE PRESIDENT:** Sur le fond j'ai très bien compris.

**Atul SINHA (India):** All I want to suggest is that, even taking a legalistic view, there is always provision for review where it is clear that it was an error apparent on the face of the record. That is one of the accepted grounds of jurisprudence where a body can review its own decision. Therefore, I would appeal that, instead of going to the Plenary, and then getting this done there, it is much better that we get this done by recording that this decision was taken and there is an error apparent on the face of the record based on the testimony given by the Chairman of the Drafting Committee, and we delete this word as was decided in the Drafting Committee.

**LE PRESIDENT:** Il y a une erreur de traduction. Quand je compare le texte anglais et le texte français, ce n'est pas du tout la même chose. Le texte anglais dit:

"The synergy between the regular and Field Programmes should be ensured, especially from the viewpoint of reinforcing FAO's normative functions".

On pourrait dire en français:

"Il conviendrait d'assurer une synergie entre le Programme ordinaire et le Programme de terrain du point de vue, notamment, des fonctions normatives de la FAO", ou "pour ce qui concerne notamment les fonctions normatives de la FAO".

**Lothar CAVIEZEL (Suisse):** Dans la traduction que vous venez de faire vous n'avez plus le terme "renforcer". Dans le texte anglais il y a le terme "reinforce" et cela vous ne le traduisez plus.

**LE PRESIDENT:** C'est vrai qu'il figure dans le texte anglais. Donc vous proposez de maintenir "reinforce". Je comprends les raisons de fond. Je ne suis pas complètement idiot... Le mot "reinforce" est dans le texte et cela correspond à ce qui a été dit durant la session de la Commission.

Je vous propose, pour recueillir l'avis de tous, de dire: "Le renforcement des activités normatives".

**Lothar CAVIEZEL (Suisse):** Dans un esprit de compromis je propose qu'il y ait une mention spécifique qui soit faite en ce qui concerne la Suisse, une réserve apportée par la Suisse sur le contenu et non pas uniquement sur le mot. Comme cela, le consensus n'est pas rompu.

**Adel Mahmoud ABOUL-NAGA (Chairman of the Committee):** I keep repeating myself but it does seem that we are making a lot of effort to compromise on so many issues here so let us try not to deviate from this compromise and this general consensus, please. We know the substance is captured here so let us reserve objection to cover it. It is not expressed the way you want but what is here is balanced and reasonable and between the two reports it completes the picture. It is, however, up to the delegate.

**LE PRESIDENT:** Je voudrais interroger la Suisse pour savoir si la formule suivante lui conviendrait:

"Il conviendrait d'assurer une synergie entre le Programme ordinaire et le Programme de terrain en ce qui concerne notamment les fonctions normatives de la FAO."

Cela veut dire la même chose mais le mot "renforcer" a disparu, et les mots "notamment en ce qui concerne les fonctions normatives" donnent la priorité aux fonctions normatives.

C'est la synergie entre les deux, c'est-à-dire que les programmes de terrain sont, d'après la phrase en français, en partie orientés sur l'illustration des fonctions normatives.

**Lothar CAVIEZEL (Suisse):** Nous sommes d'accord sur cette phrase.

**LE PRESIDENT:** Nous revenons au REP/2, page 1. Le délégué de la Suisse a demandé de rajouter "la synergie entre le Programme ordinaire et le Programme de terrain, en vue de maintenir un équilibre entre les fonctions normatives". C'est bien cela? Vous aviez observé une opposition entre les deux documents.

**Lothar CAVIEZEL (Suisse):** Mais une synergie suppose toujours deux éléments et par conséquent ce n'est pas logique. En ce qui concerne les fonctions normatives de la FAO, cela se réfère-t-il selon vous, au Programme de terrain ou au Programme ordinaire?

**LE PRESIDENT:** Le Danemark me fait signe qu'il est d'accord avec ce que je viens de dire.

Il y a eu ensuite la proposition faite par la Syrie consistant à ouvrir un point 4 à propos de la recherche. Nous vous avons lu la phrase tout à l'heure. Y a-t-il d'autres observations sur le rapport?

**Paragraphs 1 to 5, as amended, approved**

**Les paragraphes 1 à 5 ainsi amendés, sont approuvés**

**Los párrafos 1 a 5, así enmendados, son aprobados**

Draft Report of Commission II, Part 2, as amended, was adopted  
Le projet de rapport de la Commission II, deuxième partie, ainsi amendé est adopté  
El proyecto de informe de la Comisión II, parte 2, así enmendado es aprobado

**DRAFT REPORT OF COMMISSION II, PART III  
LE PROJET DE RAPPORT DE LA COMMISSION II, TROISIEME PARTIE  
EL PROYECTO DE INFORME DE LA COMISION II, PARTE III**

**PARAGRAPHS 1 to 8  
PARAGRAPHES 1 à 8  
PARRAFOS 1 a 8**

**LE PRESIDENT:** Le terme "estimatif" au paragraphe 3 en français me paraît curieux. Je pense qu'il convient de mettre "estimé".

Je ne pense pas que l'on puisse dire en français: "accroître l'efficacité - coût de l'exécution du Programme". Je pense qu'il est préférable de dire: "Le rapport coût-efficacité au paragraphe 5".

**Paragraphs 1 to 8, as amended, approved  
Les paragraphes 1 à 8 ainsi amendés, sont approuvés  
Los párrafos 1 a 8, así enmendados, son aprobados**

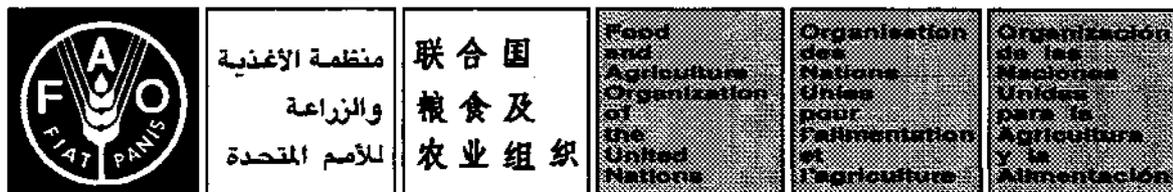
**Draft Report of Commission II, Part 3, as amended, was adopted  
Le projet de rapport de la Commission II, troisième partie, ainsi amendé est adopté  
El proyecto de informe de la Comisión II, parte 3, así enmendado, es aprobado**

**DRAFT REPORT OF COMMISSION II - PART IV  
PROJET DE RAPPORT DE LA COMMISSION II - QUATRIEME PARTIE  
PROYECTO DE INFORME DE LA COMISION II - PARTE IV**

**Draft Report of Commission II, Part 4, was adopted  
Le projet de rapport de la Commission II, quatrième partie, est adopté  
El proyecto de informe de la Comisión II, parte 4, es aprobado**

**The meeting rose at 22.30 hours.  
La séance est levée à 22 h 30.  
Se levanta la sesión a las 22.30 horas.**

27 October 1995



CONFERENCE

CONFÉRENCE

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Twenty-eighth Session • Vingt-huitième session • 28° período de sesiones

TENTH MEETING OF COMMISSION II  
DIXIEME SEANCE DE LA COMMISSION II  
DECIMA SESION DE LA COMISION II

27 October 1995

The Tenth Meeting was opened at 18.50 hours  
Mr Jacques Laureau,  
Chairman of Commission II, presiding

La dixième séance est ouverte à 18 h 50  
sous la présidence de M. Jacques Laureau,  
Président de la Commission II

Se abre la décima sesión a las 18.50 horas  
bajo la presidencia del Sr. Jacques Laureau,  
Presidente de la Comisión II

**ADOPTION OF REPORT** (continued)  
**ADOPTION DU RAPPORT** (suite)  
**APROBACION DEL INFORME** (continuación)

**DRAFT REPORT OF COMMISSION II - PART V (INCLUDING DRAFT RESOLUTION)**  
**PROJET DE RAPPORT DE LA COMMISSION II - CINQUIEME PARTIE (Y COMPRIS PROJET DE RESOLUTION)**  
**PROYECTO DE INFORME DE LA COMISION II - PARTE V (INCLUIDO PROYECTO DE RESOLUCION)**

**Paragraphs 1 to 5.**  
**Paragraphes 1 à 5**  
**Párrafos 1 a 5**

**LE PRESIDENT:** Je voudrais indiquer que le montant du budget qui a été retenu pour 1996-97, établi par compromis, s'élève à 650 millions de dollars E.-U. Cette décision s'accompagne d'un paragraphe 2 que je vous lis en anglais.

I will read it in English: "commitment to sound financial practices and is a commitment not to incur obligations and make payments against the above budget for the financial period 1996-97 beyond the total of reasonably anticipated income as established in accordance with the financial regulations".

J'invite maintenant la Commission à examiner le début du Programme de travail et budget, étant entendu que vous connaissez les deux points essentiels de la résolution. Je vous demande, dans cet exercice, de faire la preuve de la plus grande rapidité possible et, lorsque vous proposerez des amendements, de les présenter déjà rédigés. Il se peut que j'aie recours à des procédures indicatives - je me réserve le droit de le faire - pour essayer de voir comment se partagent les opinions.

Nous prenons donc le paragraphe 1 du document C 95/II/REP/5. Je vous laisse un temps suffisant pour examiner ce paragraphe afin d'être assuré qu'il n'y aura pas d'objections. Je ne vois heureusement pas de pancartes se lever. Le paragraphe 1 est donc accepté.

Je voudrais aborder maintenant l'examen du paragraphe 2 de ce document. Le Secrétariat voudrait apporter une précision au sujet de ce paragraphe car il y a une discordance entre le texte anglais et le texte espagnol.

**Ms Claude FORTHOMME (Secretary, Commission II):** There is a discrepancy in the third sentence, the sentence starting with "These included: expenditures for travel" etcetera. What is missing is the following phrase: "whenever appropriate and savings can be achieved". That was translated into Spanish in an inappropriate manner. I will read it again slowly so that it is again translated into correct Spanish: "exploration of opportunities for cooperation or consolidations of field offices with other international organizations whenever appropriate and savings can be achieved".

**Robert F. ANDRIGO (Canada):** I would like to recall the important work of the Council and some of the recommendations that it made in connection with the Programme of Work. In this respect I think we have forgotten to reflect what was said by many members in respect to two areas, two recommendations, in fact arising out of the Council's work. One relates to the management review and the other relates to the governance questions, so in this paragraph at the end I would proposed to add the following phrase to take up first of these two. The sentence would read as follows: "It also endorsed for action the recommendations of the 109 Council respecting a management review." Thank you, Mr Chairman.

**LE PRESIDENT:** En anglais c'est clair, je vais répéter la traduction en français:

"Elle a aussi approuvé pour action les recommandations de la 109ème Session du Conseil au sujet d'un examen de gestion."

Y-a-t-il une intervention sur l'intervention canadienne ?

**Jean Robert GOULONGANA (Gabon):** Cette phrase me préoccupe parce que parler de "examen de gestion" est un peu ambigu. S'agit-il de gestion interne ou de gestion externe ? Est-ce que l'on ne peut pas préciser à quoi l'on pense, parce que ce n'est pas très clair dans mon esprit.

**Robert F. ANDRIGO (Canada):** If you read the formulation that I gave, it is intended to refer specifically to the recommendation of the 109th Council. It is what is contained in that recommendation that I refer to, and I think all of us are very clear as to what it means. It is no more and no less than that.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** If the Plenary agreed, I think this sentence can be moved to the next paragraph rather than this one. It may cause some confusion because here we are listing the areas of saving and in the other we are talking about a potential for improvement in governance arrangements and that sort of thing. Because the Council decision was not to hand, it may be better practice to recall it at the discussion in the Plenary. I think it may reflect more what took place in the Plenary.

**LE PRESIDENT:** Pour que le débat soit clair, je vais demander au Secrétariat de nous lire la phrase pertinente du rapport du 109ème Conseil.

**DEPUTY DIRECTOR-GENERAL:** The paragraph referred to reads as follows: "The Council also endorsed the recommendation of the Joint Meeting of the Programme and Finance Committees that a detailed management review be undertaken to determine the appropriate staffing levels, and staffing structure of the Organization as such, in relation to the agreed Programme of Work and Priorities. It stressed that this review be conducted systematically and that it take fully into account the action already taken by the Director-General".

**LE PRESIDENT:** Est-ce qu'il y a une objection au mot "rappel"?

**Robert F. ANDRIGO (Canada):** The Council was very explicit not in recalling but endorsing a particular course of action. I think it leaves the whole process in limbo if we simply "recall" that the Council did it. It suggests that there was no impulse from this Conference to the Council that something be done as a consequence of this particular recommendation. Many of those who spoke said that they endorsed the fact that this work needed to go ahead. Therefore, I think the word "endorsed" is the appropriate word. Certainly it should cover all the members of the Council who agreed to the formulation just read by Mr Hjort.

As to its placement, because it is in the context of savings that the Organization might realize, it appears to me that it would be more appropriately placed in paragraph 2. In paragraph 3 when we are talking about governance, there is another element of the Council's work that needs to be introduced back into this paragraph, so I would support its placement in the second paragraph.

**LE PRESIDENT:** Il faut quand même aller vite et ne pas multiplier les interventions. Je vais vous interroger sur deux points. Le premier ne pose pas de problème, c'est la question de la place. Le deuxième point est une question de rédaction: faut-il dire "a rappelé" ou "a recommandé" ? C'est ce qui est important. Vis-à-vis de la Conférence, ça n'a pas le même sens.

Avant que le débat ne s'engage - parce que je ne tiens pas à un débat très long, je suis fatigué, tout le monde est fatigué - il y a deux solutions possibles: ou nous retenons la formule proposée par le Canada telle quelle, ou à la suite d'objections présentées par d'autres délégations, nous disons: "un certain nombre de pays ont ...", ce qui permet de préserver la formule présentée par le Canada.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** Some countries cannot endorse it. That is why we can use "recall". It means that we can recall the recommendation.

**LE PRESIDENT:** Il y a une alternative: soit "recall" et tout le monde est d'accord, soit que l'on demande à la Conférence "enforce", à ce moment-là tout le monde n'est pas d'accord. Voilà le débat.

Je vais procéder à une demande indicative, parce que c'est le seul moyen d'avancer. Je sais qu'ont demandé la parole Madagascar, la Trinité-et-Tobago et la Tunisie. Je ne veux pas leur couper la parole, mais je sais ce qu'il vont nous dire, à moins que ce ne soit des suggestions de compromis.

**Robert F. ANDRIGO (Canada):** Is the proposal to change my formulation from "endorsed" to "recall" ? If that is the formulation, I shall accept it.

**LE PRESIDENT:** Cela me paraît une décision sage. Je me tourne vers Madagascar, la Trinité-et-Tobago et la Tunisie, en espérant que cette formule prudente ne causera pas de problèmes.

**Raphael RABE (Madagascar):** Je crois que l'on fait des progrès mais on n'a pas examiné le rapport de la 109<sup>ème</sup> Session du Conseil. Si cette formule convient à tout le monde, je n'ai pas de problème, mais j'aurais préféré qu'on ne mette pas cela sous cette forme, parce que je n'ai pas entendu d'intervention qui rappelle les recommandations du Conseil. Il se peut que je me trompe mais je n'ai pas de problème si on inclut le terme "rappelé".

**LE PRESIDENT:** Ce sujet a été longuement débattu au sein de la Commission II au début de notre débat. C'est une question qui a été soulevée par de nombreux délégués.

Je donne la parole à Trinité-et-Tobago.

**Winston RUDDER (Trinidad and Tobago):** I share the sentiments of my colleague from Madagascar on this particular point. If we are going to go ahead and get on with the job, we should "recall".

**Salah HAMDY (Tunisie):** Je voudrais tout simplement poser une question de clarification. Est-ce-qu'un rapport du Conseil a besoin d'être approuvé par la Conférence ou d'être rappelé à la Conférence? Est-ce-qu'on a vraiment besoin de rappeler un rapport du Conseil? Le rapport du Conseil il est là, il engage le Secrétariat, en principe, en tant que tel.

**LE PRESIDENT:** La Conférence est une Conférence plénière, c'est-à-dire de tous les Etats Membres, alors que le Conseil est limité aux membres du Conseil. C'est une réponse qui paraît évidente. Donc on rappelle à la Conférence, c'est-à-dire à tout le monde, ce que le Conseil a recommandé. Cela me paraît une procédure normale, parce que c'est une procédure d'information. Puisque M. Andrigo a changé son texte, on "rappelle" simplement.

**Moussa Bocar LY (Sénégal):** Si j'ai bien compris, il y a des problèmes d'interprétation. On a dit : "elle a aussi approuvé par action ...". Si on change cela, et que l'on remplace par: "elle a aussi rappelé ...", on ne peut pas mettre: "pour action". On a refusé la suggestion intelligente de M. Aboul-Naga de mettre ce membre de phrase au paragraphe 3.

Pour être fidèle à ce qu'a dit le Conseil, il faudrait dire à la fin de la phrase: "en tenant compte des mesures déjà prises par le Directeur général". Je crois que c'est ce que disait le Conseil, sinon on n'est pas fidèle.

**LE PRESIDENT:** Vous m'excuserez mais je ne comprends pas la signification de votre phrase. Je demanderai à M. Hjort d'expliquer ce qui a été dit au cent neuvième Conseil.

**DEPUTY DIRECTOR-GENERAL:** The paragraph as approved by the Council reads: "The Council also endorsed the recommendation of the Joint Meeting of the Programme and Finance Committees that a detailed management review be undertaken to determine the appropriate staffing levels, and staffing structure of the Organization as such, in relation to the agreed Programme of Work and Priorities. It stressed that this review be conducted systematically and that it take fully into account the actions already taken by the Director-General".

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** To capture the amendment made by Canada, as I proposed, and it seemed to have some agreement: "that it recalled the recommendation of the 110th Council respecting a management review".

**Robert F. ANDRIGO (Canada):** Mr Chairman, I thought we had agreement on the change of the one word "endorse" to "recall" and I would like to maintain what I said, that we recalled for action. We did not recall it simply to enjoy the thought of the moment; we recalled it for a particular purpose, and I believe it is the responsibility of this Conference to take decisions of that sort. The Council is an executive body which reports to the Conference. To the extent that the Conference has views which correspond to those of the Council, those need to be reflected in its reports. That is all I tried to do. I believe some of the people who have spoken on this were in fact present at that Council. I therefore do not understand their position now, which does not accord with what they said earlier.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** There was no general agreement in the Conference. That is why we keep it as "recall". We can recall or draw attention to it but I do not think it was a recommendation so we recalled the recommendation as it is. If you wanted action, you would have to say "some Members", which would be more diluted.

**LE PRESIDENT:** Je suis sûr que notre ami Andrigo comprend ce que vous voulez dire. A partir du moment où on attire l'attention de la Conférence sur les conclusions du cent neuvième Conseil, c'est déjà en soi important.

**Moussa Bocar LY (Sénégal):** Je crois que c'est simple: "elle a aussi rappelé les recommandations de la cent neuvième Session du Conseil au sujet d'un examen de gestion tenant pleinement compte des mesures déjà prises par le Directeur général".

Cela correspond à la question posée par la Tunisie et cela correspond aussi à ce qu'a dit M. Hjort.

**LE PRESIDENT:** Je me tourne une dernière fois vers M. Andrigo. Est-ce que la formule proposée par le Sénégal est acceptable pour lui?

**Robert F. ANDRIGO (Canada):** I assume that the purpose of this recollection is to have some positive action at the end of it. If that is the sense in which the Senegalese delegation has made its proposal, I can accept it in the proactive sense, not in the passive sense of recollection.

**LE PRESIDENT:** C'est évident, dans le sens de la décision du Conseil, telle qu'on nous l'a lue. Il y a donc accord sur la formule et je demande au Secrétariat de la relire.

**Ms Claude FORTHOMME (Secretary, Commission II):** "It recalled the recommendation of the 109th Council respecting a management review taking into account the measures already taken by the Director-General".

**LE PRESIDENT:** Donc ce texte est adopté et il est placé à la fin du paragraphe 2.

Nous passons au paragraphe 3. J'attends toujours le texte de la résolution. C'est incroyable. Cela fait maintenant quatre heures. Je vais présenter une protestation.

**Robert F. ANDRIGO (Canada):** There was another decision of Council that I think does need to be recalled. I hope this is non-controversial. The addition would come after the word "arrangements" in the first sentence. It would read as follows: "and it endorsed the recommendation of the 108th Council in this respect." Then I would start a new sentence, otherwise the whole thing becomes rather too cumbersome. The new sentence would begin "This work will build upon" and then we continue "the measures already taken by the Director-General", etc.

**LE PRESIDENT:** Y a-t-il des observations sur le paragraphe 3?

Monsieur Hjort, vous avez le rapport du cent huitième Conseil, je vous donne la parole.

**DEPUTY DIRECTOR-GENERAL:** I believe the paragraph to which reference has been made is the one that reads as follows: "In considering the recommendations of the Joint Meeting of the Programme and Finance Committees respecting further efforts to achieve savings and efficiencies in governance, the Council recommended that it be instructed by the Conference to systematically pursue this goal in the 1996-97 biennium, beginning with the 110th Session of the Council and report back to the 29th Session of the Conference on progress achieved".

**LE PRESIDENT:** Il est évident que le Conseil avait demandé à la Conférence de statuer sur ce point. Ce rappel choque-t-il quelqu'un?

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** I do not have a problem with that but I hope that those who have some mastery of the language will explain how we stress and then endorse it. We start the sentence by "stress this effort" and then endorse it. I wish it could be better put linguistically. That is all.

**Robert F. ANDRIGO (Canada):** I see no contradiction whatsoever. I think the two are perfect complements.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** If those with mastery of the language say it is fine, I do not have a problem.

**LE PRESIDENT:** C'est ce qui avait été demandé manifestement par le Conseil.

**Winston RUDDER (Trinidad and Tobago):** I thought it may have been a mistake that Canada referred to the 108th Council. It is the 109th Council, is it not?

**LE PRESIDENT:** Ce point étant éclairci et réglé, nous passons au paragraphe 4.

**John Bruce SHARPE (Australia):** Could I have the final wording on that paragraph?

**LE PRESIDENT:** Il est vrai que le Secrétariat aurait dû vous relire la phrase.

**Ms Claude FORTHOMME (Secretary, Commission II):** "The Conference stressed the potential for improved and more cost-effective governance arrangements" - and here comes the change - "and it endorsed the recommendation of the 109th Council in this respect. This work will build upon the measures already taken", etc. The sentence goes on as it stands in the text.

**LE PRESIDENT:** Le paragraphe 3 est adopté.

Nous passons au paragraphe 4 qui rappelle que le Directeur général a déjà pris des mesures de prudence et de rigueur dans les économies. Y a-t-il des objections à la rédaction de ce paragraphe mis au point par le Comité de rédaction ?

**Mohamad Walid AL-TAWIL (Syria) (Original language Arabic):** I have no objection but I would like to add a paragraph after the fourth paragraph.

**LE PRESIDENT:** Monsieur le Représentant de la Syrie, je ne vous arrête pas dans votre élan mais je pense qu'il faut d'abord adopter le paragraphe 4 avant de parler d'un nouveau paragraphe.

Y a-t-il une objection à la rédaction du paragraphe 4 ?

Je n'en vois pas. Le paragraphe 4 est adopté.

**Mohamad Walid AL-TAWIL (Syria) (Original language Arabic):** In fact, when we discussed the Programme of Work and Budget many views were expressed and a number of delegates referred to the concern they have regarding the arrears and contributions. I would therefore like to propose this new paragraph: "The Conference expressed its concern regarding a severe shortcoming in the contributions due for the 1996-97 biennium. The Conference is urgently calling on the member countries to make every possible effort in order to pay their contributions and it calls on the Director-General to continue his commitment to protect the financial soundness of the Organization".

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** There was a word added to the English translation which was not in the Syrian. He just said "shortfall", not "severe shortfall".

**Mohamad Walid AL-TAWIL (Syria) (Original language Arabic):** Before I read the proposed paragraph, what has been said by the Chairman of the Drafting of the Committee is correct. Where I referred to "shortfall", it was not "severe". It would read, therefore, "The Conference expressed its concern regarding the possibility of a shortfall in contributions for the 1996-97 biennium. The Conference calls urgently on the member countries to make every possible effort in order to pay their financial contributions. It also calls on the Director-General to continue his commitment to protect the financial soundness of the Organization - a commitment he has already made."

**LE PRESIDENT:** Y a-t-il une objection à cet amendement proposé par la Syrie? Madame Forthomme pourrait relire la phrase afin que tout le monde puisse la noter.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** I will read it in English, if you will allow me: "The Conference was also concerned that, on the basis of the information provided by Member Nations, there may be a shortfall in payments against assessed contributions for 1996-97. While urging all Member Nations to make every effort to meet their obligations, it also requested the Director-General to continue his commitment to protect the financial viability of the Organization, which he so agreed to do". This is the English translation, as I have it.

**LE PRESIDENT:** Je ne pense pas que ce paragraphe puisse poser à qui que ce soit le moindre problème. Je vais relire le texte en français: "La Conférence a exprimé sa préoccupation du fait que sur les informations fournies par les Etats Membres il pourrait y avoir un manque dans le paiement des contribution dues pour 1996-97. Tout en invitant instamment tous les Etats Membres à faire tous les efforts possibles pour s'acquitter de leurs engagements financiers envers l'Organisation, elle a également demandé au Directeur général de poursuivre son engagement à protéger la viabilité financière de l'Organisation auquel il a entièrement souscrit.

**Mohamad Walid AL-TAWIL (Syria) (Original language Arabic):** I would like the text that I read out to be respected because, from what I have just said, there are obviously some words included that I did not actually say. I did not talk about Member Nations "providing information", for example!

[Laughter]

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** I am sorry - perhaps we are talking a different language! I think the wording could be adjusted so that we can capture it.

**Horacio M. CARANDANG (Philippines):** I have a very minor proposal for amendment, Mr Chairman. I was just wondering whether you could put "pay their contributions on time".

**LE PRESIDENT:** Je crois que c'est une excellente suggestion. En raison, vous le savez, des paiements tardifs de contributions, des problèmes de trésorerie sont créés à l'Organisation et je crois que c'est un problème assez grave. Il y a à la fois les contributions et le moment où l'on paie ces contributions. Donc personnellement je dirai que je suis d'accord parce que cela correspond au sens du débat en Commission II.

En dehors de l'ajustement à opérer entre la Syrie et M. Aboul-Naga sur les informations données par les Etats Membres, je crois que vous aviez noté une divergence, comment résolvez-vous cette divergence ?

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** I wrote in two languages in front of me and they correspond to each other, so I plead with the representative of Syria to go with my interpretation because I have them both in front of me in English and in Arabic. Are we agreed? Thank you. This is the sort of cooperation that we need!

**LE PRESIDENT:** Vous mettez ça au point; c'est une chose à préciser.

**Mohamed Said M. A. HARBI (Sudan) (Original language Arabic):** Obviously I am going to speak Arabic and I do hope that everybody will understand me. When I spoke French, the translation was "economic viability" or "financial viability". "Viability" is a word you would use for projects and not for the Organization. We would like to be very precise in our wording. The wording proposed by Syria was precise and I find it very confusing now. I do not understand either English or French.

**LE PRESIDENT:** "Préserver la viabilité": cela veut dire que le Secrétariat ne serait pas confronté à des difficultés financières si tout le monde payait à temps sa contribution. Voilà ce que cela veut dire. Il ne s'agit pas du Programme, il s'agit des ressources.

Le Représentant de la Syrie peut-il me dire maintenant où nous en sommes?

**Mohamad Walid AL-TAWIL (Syria) (Original language Arabic):** I will re-read slowly: "The Conference expressed its concern at the possible shortfall in the payment of contributions for the period 1996-97. The Conference urgently calls on Member States to make every possible effort to honour their financial commitments. The Conference also invites the Director-General to protect the financial integrity of the Organization which he has already undertaken to do." - a commitment he has already taken, in other words. We are talking about commitment here to preserve the financial integrity.

**Adel Mahmoud ABOUL-NAGA (Chairman, Drafting Committee):** There is always a slight difference when people translate a language. I know exactly what Syria wants to say and I feel my translation into English perfectly reflects that. I do hope that we will be able to go back to the approval expressed by Syria of the text that I wrote.

**LE PRESIDENT:** De toutes façons, il n'y a pas forcément d'objections puisque tout le monde est d'accord avec l'idée qu'il faut payer ses contributions et les payer à temps. D'ailleurs, vous savez très bien quels sont les Etats Membres qui sont en retard dans le paiement de leurs contributions, et ceux qui ont perdu leurs droits constitutionnels dans l'Organisation. Nous voulons faire accélérer leur paiement.

Je considère donc qu'avec un ajustement apporté par le Représentant de la Syrie et le Président du Comité de rédaction, le paragraphe 5 est adopté. Nous nous penchons maintenant sur le point le plus important de notre discussion qui est, les traductions étant enfin arrivées, le projet de résolution à soumettre pour adoption à la Conférence.

Je tiens à dire que ce texte est le résultat des travaux du Groupe de contact, et ceux qui m'ont accompagné dans ce Groupe de contact savent combien d'heures difficiles de discussion nous avons eues pour parvenir à ce résultat. Je dois d'ailleurs remercier ceux qui ont participé à ce Groupe de contact que j'ai présidé, et nommément M. Aboul-Naga et le Président du Groupe de 77 ainsi que la Présidente du Groupe de l'OCDE. Je les remercie très vivement de leurs efforts de négociation; ce qui ne me fait pas oublier les autres membres de ce Groupe de contact, ni l'attitude positive adoptée par un certain nombre d'Etats qui, au départ, offraient beaucoup plus de résistance à un tel niveau budgétaire.

Je vous invite maintenant à examiner le projet de résolution (C 95/II/REP/5 - SUP. 1). Encore une fois, c'est le résultat d'un compromis élaboré en 48 ou 50 heures de négociation. S'il n'y a pas d'objections, je considérerai que le texte de ce projet de résolution est adopté.

**Paragraphs 1 to 5 including draft resolution, as amended, approved.**

**Les paragraphes 1 à 5, y compris le projet de résolution, ainsi amendés, sont approuvés.**

**Los párrafos 1 a 5 incluido el proyecto de resolución, así enmendados, son aprobados.**

**Draft report of Commission II - part V, including draft resolution, as amended, approved.**

**Le projet de rapport de la Commission II - cinquième partie, y compris le projet de résolution, ainsi amendés, sont approuvés.**

**Proyecto de informe de la Comisión II - parte V, incluido el proyecto de resolución, así enmendados, son aprobados.**

**Applause**

**Applaudissements**

**Aplausos**

**LE PRESIDENT:** Je ne voudrais pas oublier le Secrétariat, qui nous a donné à chaque fois des avis objectifs sur les points financiers. Je ne voudrais pas non plus oublier les interprètes - je ne sais pas s'il sont là - qui étaient avec nous dans cette réunion difficile ainsi que nos petites messagères, qui se sont montrées habiles et gentilles et qui nous ont aidés à tenir le coup avec du café.

**The meeting rose at 19.50 hours.**

**La séance est levée 19 h 50.**

**Se levanta la sesión a las 19.50 horas.**