

**council**

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

**conseil**

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

**consejo**

ORGANIZACION DE LAS NACIONES UNIDAS PARA LA AGRICULTURA Y LA ALIMENTACION

**CL**

**CL 106/PV**

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Hundred and Fifth Session

Cent cinquième session

106° período de sesiones

PLENARY

PLÉNIÈRE

PLENARIA

**Rome, 30 May-1 June 1994**

**VERBATIM RECORDS OF PLENARY MEETINGS OF THE COUNCIL  
PROCÈS-VERBAUX DES SÉANCES PLÉNIÈRES DU CONSEIL  
ACTAS TAQUIGRAFICAS DE LAS SESIONES PLENARIAS DEL CONSEJO**

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ORGANIZACION DE LAS NACIONES UNIDAS PARA LA AGRICULTURA Y LA ALIMENTACION

**CL**

CL 106/PV/1

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**Hundred and Fifth Session**

**Cent cinquième session**

**106° período de sesiones**

### **FIRST PLENARY MEETING PREMIERE SEANCE PLENIERE PRIMERA SESION PLENARIA**

(30 May 1994)

The First Plenary Meeting was opened at 10.15 hours

Mr José Ramón López Portillo, Independent Chairman of the Council, presiding

La première séance plénière est ouverte à 10 h 15

sous la présidence de M. José Ramón López Portillo, Président indépendant du Conseil

Se abre la primera sesión plenaria a las 10.15 horas

baio la presidencia del Sr. José Ramón López Portillo, Presidente Independiente del Consejo

I. INTRODUCTION - PROCEDURAL AND CONSTITUTIONAL MATTERS

I. INTRODUCTION - QUESTIONS DE PROCEDURE ET STATUTAIRES

I. INTRODUCCION - CUESTIONES DE PROCEDIMIENTO Y ASUNTOS CONSTITUCIONALES

**EL PRESIDENTE:** Buenos días, señoras y señores. Declaro abierto este 106° período de Sesiones del Consejo. Personalmente siento una gran satisfacción de volvernos a encontrar en esta Sesión adicional del Consejo.

Este Consejo se honra de contar con la presencia de varios ministros y de otros altos funcionarios de Gobierno, a quienes doy la bienvenida. Asimismo, nos complace y nos honra la presencia de nuestro Director General, el señor Jacques Diouf, a quien le damos la bienvenida. Acogemos también con gran gusto al Presidente del Comité del Programa, Dr Dieter Bommer, y como Presidente del Comité de Finanzas al Embajador Valenza.

Antes de iniciar la reunión, quisiera hacer una breve comunicación. Como ustedes saben la CEE participa en esta reunión de acuerdo con los párrafos 8 y 9 del Artículo II de la Constitución de la FAO. Me han solicitado les informe de que la declaración hecha por la Comunidad Europea y sus Estados Miembros se encuentra en el documento informativo CL 106/INF/6, que ya ha sido distribuido a todos los miembros de la reunión. Desearía llamar su atención sobre dicha declaración.

Este Período de Sesiones adicional ha sido convocado en base a la Resolución 10/93 de la Conferencia, que autoriza a este Consejo a decidir sobre todas las modificaciones necesarias que requieren la aprobación del Consejo sobre la base de las propuestas que el señor Director General ha formulado, y dentro de los límites del presupuesto efectivo de trabajo aprobado por la Conferencia.

Expreso la esperanza de que esta reunión produzca resultados benéficos para la Organización y para todos los Estados Miembros. De esa manera el Director General sentirá que el ejercicio de sus altas y delicadas responsabilidades estará sometido regularmente a la vigilancia del Consejo, previsto en la Constitución, y ustedes, representantes de gobierno, habrán tenido otra oportunidad de impartir las directrices, las orientaciones y el asesoramiento que corresponden a sus funciones.

Para agilizar nuestros trabajos y lograr ir a la substancia de nuestras deliberaciones, les solicito de la manera más respetuosa, que reduzcan al mínimo posible sus expresiones de agradecimiento y sus homenajes a los miembros de esta mesa, así como a otros efectos. Espero también que puedan limitar sus intervenciones, sobre todo en el tema principal que nos ocupa, a no más de 10 minutos.

De igual manera y, como de costumbre, sesionaremos de 9.30 a 12.30 de la mañana, y posteriormente, de 2.30 a 5.30 en la tarde. Estoy seguro de que todos ustedes van a ser muy puntuales.

1. Adoption of the Agenda and Timetable
1. Adoption de l'ordre du jour et du calendrier
1. Aprobación del programa y el calendario

**EL PRESIDENTE:** Si no hay ningún comentario por parte de ustedes, pasamos a considerar el punto primero de nuestra agenda, que es la adopción de la agenda y el calendario, documentos CL 106/1; CL 106/INF/1 y CL 106/INF/6.

Señoras y señores, tienen enfrente de ustedes los documentos correspondientes para este período de sesiones. Noto que la distinguida delegada de Canadá requiere el uso de la palabra, y se la concedo.

**Mme Michelle COMEAU (Canada):** J'aimerais avoir un point d'information dans le cadre du point 8 - Questions diverses - pour faire une mise au point quant aux célébrations du 50ème anniversaire de la FAO, qui auront lieu à Québec en 1995.

**EL PRESIDENTE:** Hemos tomado nota de la petición de la Delegación de Canadá y, si ustedes están de acuerdo, incluiremos este punto en: Otros Asuntos. No observo que haya ningún otro comentario y entiendo por tanto que aprobamos la Agenda y el Calendario provisional propuesto.

It was so decided

Il en est ainsi décidé

Así se acuerda

2. Election of three Vice-Chairmen, and designation of the Chairman and members of the Drafting Committee
2. Election des trois Vice-Présidents et nomination du Président et des membres du Comité de rédaction
2. Elección de tres Vicepresidentes y designación del Presidente y los miembros del Comité de Redacción

**EL PRESIDENTE:** Como resultado de las consultas entre grupos regionales y otros grupos y representantes, me permito comunicar a ustedes los candidatos propuestos para ocupar los cargos de Vicepresidentes de esta Sesión.

En primer lugar, al Excelentísimo señor Isaac María Dos Anjos, Ministro de Agricultura y Desarrollo Rural, Luanda, Angola; la Excelentísima señora Concha Marina Ramírez de López, de Honduras y la señora Marai Kadlecikova, Consejero, Representante Permanente de la República de Slovakia ante la FAO. Señores, a todos estos candidatos les distinguen altas calificaciones profesionales y gran experiencia que serían de gran ayuda a esta presidencia. Si no hay objeción, por aclamación este Consejo les elegirá.

Declaro, por tanto, electos a los Vicepresidentes de este Consejo. De esta forma concluimos la parte primera del Tema 2 y pasamos al Comité de Redacción.

Igualmente, a partir de consultas, ha sido informado respecto de la constitución de dicho Comité de Redacción y se ha propuesto que funja como

Presidente de dicho Comité el señor Per Harald Grue, de Noruega y que los miembros que lo constituyan sean: Australia, Egipto, Hungría, Japón, Malasia, Noruega, Siria, España, Sri Lanka, Tailandia, Trinidad y Tabago, Estados Unidos, Venezuela, Burkina Faso y Swazilandia.

Si no tienen ustedes objeción a esta composición del Comité de Redacción, quedan, entonces, electos dichos miembros.

Applause

Applaudissements

Aplausos

Muchas gracias señores ha quedado constituido el Comité de Redacción conforme a la lista que les he leído. Espero, distinguidos delegados, que los Estados Miembros de nuestra Organización puedan encontrar, de igual manera, alguna fórmula de representación adecuada de los países que lo integran a fin de que todos los grupos se sientan adecuadamente representados.

Señoras y señores, como les había mencionado antes, creo que le debemos dedicar todo el tiempo necesario a los temas principales de este Período de Sesiones, sea durante las reuniones de la Plenaria, como en las del Comité de Redacción. Esperamos que este Comité pueda concentrar todos sus esfuerzos en producir un informe que refleje de manera adecuada todas las discusiones y todos los puntos de vista sobre el tema por el cual se ha convocado a este Consejo.

3. Other matters

3. Autres questions

3. Otros asuntos

3.1 Invitations to Non-Member Nations to attend FAO sessions: for discussion and/or decision

3.1 Invitations à participer à des réunions adressées à des Etats non membres: pour examen et éventuellement décision

3.1 Invitaciones a Estados no Miembros para asistir a reuniones de la FAO: para debate v/o decisión

**EL PRESIDENTE:** Tienen ustedes ante sí el Documento CL 106/INF/8. Informa a los miembros del Consejo de las solicitudes de Estados no Miembros de la FAO recibidas por el Director General:

- 1) Para participar en este período de Sesiones del Consejo, el caso de Rusia y de Ucrania; y
- 2) Para asistir a otras reuniones de la FAO, como se ha indicado en el párrafo cinco del documento.

En el párrafo seis se dan los nombres de los países que han asistido a reuniones de la FAO desde la última reunión del Consejo. Si ningún miembro del Consejo quiere hacer uso de la palabra respecto a este tema, lo daríamos por aprobado.

It was so decided  
Il en est ainsi décidé  
Así se acuerda

- 3.2 Changes in Representation of Member Nations on the Programme and Finance Committees: for information
- 3.2 Modifications de la représentation des Etats Membres au Comité du Programme et au Comité financier: pour information
- 3.2 Cambios en la representación de los Estados Miembros en los Comités del Programa y de Finanzas: para información

**EL PRESIDENTE:** Si no hay observaciones, podemos decir que este Consejo ha tomado nota del contenido de dicho documento.

It was so decided  
Il en est ainsi décidé  
Así se acuerda

- 3.3 Calendar of FAO Governing Bodies and Other Main Sessions 1994: for information
- 3.3 Calendrier des sessions des organes directeurs de la FAO et autres principales sessions de 1994: pour information
- 3.3 Calendario de los períodos de sesiones de los Organos Rectores y de otras reuniones importantes de la FAO para 1994: para información

**EL PRESIDENTE:** Incluye todas las propuestas hechas respecto al calendario anteriormente presentado. Los Miembros del Consejo notarán que todas las Conferencias Regionales han sido postergadas hasta después de la conclusión de este Período extraordinario de sesiones del Consejo. ¿Los Miembros del Consejo tienen alguna observación que hacer respecto a este calendario propuesto y a su contenido? Si no tienen ninguna observación, el Consejo queda informado del mismo.

It was so decided  
Il en est ainsi décidé  
Así se acuerda

II. PROGRAMME, BUDGETARY, FINANCIAL AND  
ADMINISTRATIVE MATTERS

II. QUESTIONS CONCERNANT LE PROGRAMME, LE BUDGET, LES  
FINANCES ET L'ADMINISTRATION

II. ASUNTOS DEL PROGRAMA Y ASUNTOS PRESUPUESTARIOS,  
FINANCIEROS Y ADMINISTRATIVOS

**EL PRESIDENTE:** Señoras y señores del Consejo, distinguidos delegados, es un gran placer para mí poderles presentar al ilustre Director General de la FAO, Dr. Jacques Diouf, que nos hablará esta mañana sobre sus propuestas para la Organización. Sr. Director General, me complace darle la palabra.

4. Statement by the Director-General

4. Déclaration du Directeur Général

4. Declaración del Director General

**EL DIRECTOR GENERAL:** Sr. Presidente, distinguidos Ministros y Delegados, señoras y señores. Es un placer para mí darles la bienvenida a esta reunión del Consejo, que es la primera reunión desde que fui elegido Director General. Esta reunión es muy importante porque durante esta sesión vamos a tomar decisiones sobre propuestas de reorganización, propuestas de programa y propuestas de política, (continue en français)

Je voudrais d'abord commencer par les défis qui interpellent notre Organisation et qui sont à la base des propositions que j'ai eu à vous faire.

Le premier défi est celui de la sécurité alimentaire. Ce défi nous interpelle puisque aujourd'hui 800 millions de personnes n'ont pas un accès adéquat à la nourriture. 192 millions d'enfants ont un déficit protéinique et énergétique. La population actuelle est de 5,5 milliards de personnes et en l'an 2030 nous serons 9 milliards d'individus.

La FAO a pour logo "Fiat Panis". Il convient donc que nous nous attaquions prioritairement au problème de la sécurité alimentaire, ce qui nous a amenés à vous faire comme proposition principale de mettre l'accent sur la capacité des pays à satisfaire eux-mêmes leurs besoins alimentaires.

Nous pensons que cette action va nécessiter de la part de l'Organisation une approche nouvelle des problèmes de l'alimentation et une définition des modalités d'action qui tiennent compte des expériences acquises dans ce domaine au niveau des différents continents, notamment en Amérique latine et en Asie.

Le deuxième défi est celui des maladies et fléaux qui touchent l'agriculture de manière négative à travers le monde. C'est le cas des criquets ainsi que des différentes maladies animales qui ne respectent pas les frontières et posent des problèmes. Il faut que cette Institution développe une capacité de réaction à ces problèmes.

Nous devons également faire face à un certain nombre de défis qui résultent des décisions prises au Sommet de la terre à Rio. Comme vous le savez, notre Organisation est celle qui a le plus de responsabilités, dans le système des Nations unies en ce qui concerne la préservation et l'aménagement des ressources naturelles. Nos responsabilités couvrent en effet les productions végétales et animales, ainsi que les productions forestières et halieutiques y compris l'aquaculture. Il importe donc que

nous nous dotions d'une capacité suffisante pour suivre les différentes actions qui sont menées au niveau du système des Nations unies, pour jouer pleinement notre rôle, et veiller à ce que ces ressources, qui doivent être utilisées pour le bien des différents Etats Membres, comme pour le bien de l'humanité tout entière, le soient d'une manière qui en assure la permanence et qui permette que dans les décades à venir ces ressources soient encore à notre disposition, (continues in English)

How do we deal with these challenges? First, to deal with the challenge of food security, we believe that we should increase production and productivity in low-income food-deficit countries. We believe that we have to do that as a priority, but not exclusively. We understand that food security is a wide concept, involving not only supply aspects but also the demand aspects; the household aspect; income; employment, but we believe that we have to start with production. If you produce food, you generate income, you provide employment. We believe that the experience of the green revolution which led many Asian and Latin American countries to increase their production to the extent of satisfying their needs should be the basis for our strategy. Yet, we should learn from the limitations of this green revolution. These were two: the first limitation was related to the impact on the environment and to the problem of sustainability. Many difficulties arose, particularly in relation to excess production, excess use of fertilizers and pesticides, problems of irrigation without drainage. We have to ensure that, in the new green revolution, those concerns are taken care of.

The second limitation was a problem of social equity. In many places where the green revolution occurred, we had to observe that some farmers became richer, while the borderline poorer farmers lost their land and were obliged to move to cities where they lived in very difficult conditions. We have to ensure that the new green revolution is undertaken in a way that would be sustainable socially because it would take into account the needs of the poorest.

The second challenge is related to the occurrence of international pests and diseases. We are proposing that FAO organize itself with a view to being able to conduct preventive action. If there is no possibility of stopping the spread of a disease or a pest right from the beginning, we should have the capacity for early reaction. We should not wait until the problem becomes serious to start calling meetings of different donors and then face a problem of even greater dimension, involving large control operations leading sometimes to the heavy use of pesticides and thereby endangering the environment. If we deal with the problem at the beginning, not only will it be treated more easily but we will be in a position to do so in a sustainable way, taking into account environmental considerations.

The third challenge related to the follow-up to UNCED will have to be dealt with by ensuring an integrated approach based on the consideration that the human being is the target of everything we are doing in the field of environment, that environment is to be used to satisfy the needs of human beings in a sustainable way, the needs of present and future generations. We should therefore be in a position to play our role as task manager in the system organized by the UN system through IACSD. We believe that we should try to ensure that our Organization not only undertakes different actions in sectorial fields that are within the responsibilities of each of the departments of FAO, but that we have a collective integrated response in the framework of a new structure that we are proposing to set up. We



believe that in so doing we will be able to respond to the request of the international community.

We have also to respond to the challenge facing us in the forestry sector. As you know, we are losing 17 million hectares of forest every year. We have to ensure that the forest is used in a sustainable way. We are therefore proposing to provide assistance to our member countries in designing national plans that would ensure proper management of these resources. We also believe that there is an opportunity to use the framework of FAO to have the necessary consultations so as to arrive at an approach accepted at international level. We therefore propose that a panel of world renowned experts, independent of FAO review these overall programmes that we are undertaking now, prior to the meeting of our Committee on Forestry; this Committee would be preceded by a meeting of NGOs and the private sector so that we can get their input before COFO. In addition, in parallel to COFO we should have a meeting of ministers in charge of forestry. It is not in all countries that the Minister of Agriculture is the Minister of Forestry. FAO should have the benefit of such a policy forum where decisions are taken at the highest possible level, that is why we are proposing such a meeting for 1995.

We have also to respond to the problem of fisheries. We all know that there is overexploitation of fish stocks. We are working on the International Code of Conduct for Responsible Fishing; and we are pursuing the implementation of the agreement on the flagging of vessels. We will continue these activities, but here again there is a need to go through the same process of having access to independent expertise to provide the input into our work, ensuring also inputs from the private sector and NGOs, prior to our classical meeting of intergovernmental experts before going to a ministerial meeting. There again we observe that in many countries the Minister of Fisheries is not the Minister of Agriculture and FAO should have access to the highest level of decision-making to look at issues with a view to arriving at a common understanding at an international level.

Now, to do all this work, we believe that some changes have to be introduced in the structures of this Organization. Structures in themselves do not achieve results but do facilitate work and allow resources to be used more efficiently. This is why we are proposing to set up a new Department of Sustainable Development. This department will naturally not take over the responsibility of each vertical department in agriculture, forestry and fisheries but would integrate their activities in the field of environment and sustainable development and constitute the focal point for responding to the decisions taken at the Rio Summit and, in particular, provide the input to the Commission on Sustainable Development. We believe that we should also change the Department of Development to make it a department of technical cooperation, with a view to integrating the three aspects that we consider indispensable to support the activities of our member countries. The first element is to advise member countries on policies. We believe that if a proper policy framework is not created, that would make it possible to increase production, that would create incentive and increase productivity, then whatever activity we would undertake would not yield the expected results. In the second aspect, we should continue to develop our capacity to prepare projects and thereby increase investment. As you know, external investment in agriculture has decreased from 12 billion dollars in 1980 to 10 billion dollars in 1990. During the same period the world population increased by 19 percent. This is a trend in the wrong direction which should be corrected. The way we should bring our

influence, would be by developing bankable projects in the field of agriculture for funding by financial institutions.

The third element is the implementation of projects in which FAO should be able to provide its assistance. We should however integrate the operations of projects in fishery, forestry and agriculture because in real life those activities are mixed and in addition such integration would allow a better use of the resources that we are putting at the disposal of the different member countries.

Another very important point is the need to deal with social issues. We are dealing with human beings. Agriculture is not techniques alone, agriculture is not yields, agriculture is not productivity, is not irrigation alone; agriculture is human beings working on the land, whose culture and community life revolves around agriculture. In our actions, therefore, we should ensure that social considerations are taken into account in relation to what we are doing. We have to ensure that people's participation is encouraged and that women who play a key role in agriculture are fully associated and given the means to act within their community.

The important element that I think should be looked at, when considering the proposals before you, is the need to allow some flexibility. You will realize that in preparing such proposals within a period of two and a half months, it was not possible to really go into details. We have however tried to be as detailed as possible, but this is a continuing process. We will over the months and over the years have to adjust, readjust and react to problems arising in the implementation of the proposals. We have also to react to the concerns of our member countries.

I wish to take the opportunity to say also that it is my strong belief that development plans and programmes are the responsibility of governments. It is not for FAO to prepare plans and programmes for governments. FAO is there to provide assistance and support, to help in capacity building but it is sovereign governments in relation to their people who in the end take the decision.

I also wish to emphasize the need for technical cooperation among developing countries. We believe that there is a high potential of human resources. Many of these countries, having been independent for more than thirty years, have had time to build human capacities, very often not effectively used, even at national level and which could be a source for greater enhancement of our programme. Member countries should endeavour to put this expertise at the disposal of their partners, as developed countries have already been doing within the framework of the Technical Cooperation Programme and the Trust Funds' programme.

Mr Chairman, you indicated that we had to be short. Excuse me for having been a little long, but I thought I had to introduce some of the main points of the documents before you. There is a much longer declaration which will be distributed to you immediately.

I will not finish without thanking the staff of FAO. To work during two months and produce the quality of papers that we have been able to provide needed a lot of dedication, commitment and openness to change on the part of the staff. I would like to thank them here publicly and to say how grateful I am for the support which they have provided.

I also wish to thank all of you, because what I have been able to propose in two and a half months is the result of the contacts that I have had with you during my campaign over two years. I have listened to your concerns, I have listened to your views and opinions. In addition, you have been kind enough to reply to the letter which I sent when I arrived, indicating priority areas. This is what I have tried to embody in the document that I have presented to you. I will end by saying ...continue en langue originale arabe: merci beaucoup et que Dieu vous bénisse!

Applause

Applaudissements

Aplausos

**EL PRESIDENTE:** Muchas gracias, señor Director General. Esta Presidencia jamás se atrevería a imponerle a usted ningún límite de tiempo, al contrario, creo que ha sido usted de enorme ayuda para este Consejo, porque no solamente lo ha ilustrado usted y aclarado los puntos que le propone para transformar esta Organización sino que estoy seguro que nos ha transmitido a todos nosotros su pasión por luchar en contra del hambre y la malnutrición, por erradicar las plagas que afligen a la humanidad y para transformar esta Organización para que cumpla con sus propósitos de implantar un desarrollo sostenible, de ser más eficiente, más eficaz y más descentralizada.

Por todo eso, señor Director General, le agradecemos profundamente. Estamos seguros que su mensaje, sus aclaraciones, serán de gran ayuda a los debates que este Consejo tendrá y también para la aprobación de sus propuestas. Muchas gracias, señor Director General.

Distinguidos delegados, me complace profundamente el que este Consejo haya escuchado las palabras del Director General y como nos queda aún más de una hora y media para esta reunión matutina, pasaremos al tema número cinco de nuestra Agenda.

5. Director-Generals Review of the Programmes, Structures and Policies of the Organization: for discussion and/or decision
5. Examen par le Directeur général des programmes, structures et politiques de l'Organisation: pour examen et éventuellement décision
5. Examen realizado por el Director General de los programas, estructuras y políticas de la Organización: para debate y/o decisión

**EL PRESIDENTE:** Como les había ya dicho, este Consejo extraordinario se ha reunido para discutir y aprobar las propuestas que nos ha presentado el Director General de la FAO, pero debe quedarles a todos ustedes muy claro qué es lo que este Consejo va a aprobar. Por eso, y conforme lo indica el documento CL 106/2 y su suplemento, se le pide al Consejo una aprobación normativa de las propuestas del Director General, que como él nos ha indicado, son un primer paso dentro de un proceso.

Este Consejo, por tanto, deberá decidir sobre los siguientes puntos relativos a los tres aspectos que nos ha mencionado el señor Director General: Programático, el de Carácter Estructural y el de Políticas. Me voy a permitir, por tanto, identificar el tipo de aprobación

que se está pidiendo a este Consejo, con las modalidades que sus intervenciones y que la voluntad general del Consejo indiquen.

En primer lugar, en el ámbito de los programas, el Director General nos propone el Programa especial sobre la producción de alimentos en apoyo de la Seguridad alimentaria en los países de bajos ingresos y con déficit de alimentos (PBIDA).

En segundo lugar, el sistema de prevención de emergencias (EMPRES) de las plagas y enfermedades transfronterizas de los animales y las plantas. En el ámbito de la estructura de la Organización, a este Consejo se le pide que apruebe la transformación del presente Departamento de Desarrollo en un nuevo Departamento de Cooperación Técnica con la estructura interna indicada en el documento CL 106/2. Asimismo, el establecimiento de un nuevo Departamento de Desarrollo Sostenible, basado en las Dependencias actuales de los Departamentos de Agricultura y de Política Económica y Social (ES) con la estructura interna indicada en el documento CL 106/2. Adicionalmente, el establecimiento de una nueva Dirección de Análisis del Desarrollo Económico y la Agricultura, en el Departamento de Política Económica y Social.

Finalmente, dentro de este ámbito, el establecimiento de una oficina de coordinación de las actividades normativas operacionales y descentralizadas.

En materia de Políticas, el Director General, nos ha propuesto el fortalecimiento de las Oficinas Regionales, el establecimiento de Oficinas Subregionales para cada una de las siguientes subregiones: África del norte, África austral y oriental, islas del Pacífico, Caribe y Europa del este y el establecimiento progresivo de un cuadro de funcionarios profesionales nacionales en las oficinas de Representación en los países.

Finalmente, les aclaro que este paquete de medidas requerirá de transferencias dentro de cada capítulo, así como de un capítulo a otro, que se regirán de conformidad al artículo IV.5 del Reglamento Financiero y, por tanto, no se requiere que este Consejo estudie la posibilidad de modificar las consignaciones presupuestarias aprobadas por la Conferencia en 1993 en su Resolución 9/93.

Al aprobar este paquete de medidas, de carácter normativo, estarán también indicándole al Director General las modalidades con las cuales están ustedes haciéndolo, a fin de que él lleve a cabo e implante sus propuestas.

Todos estos puntos que les propongo a ustedes, los discutiremos de manera conjunta, de manera que bastará que intervengan por una sola ocasión. Les insto igualmente a que en sus declaraciones indiquen su posición aprobatoria relativa a la totalidad o en específico a cada una de las propuestas del Director General. Les suplico también, como lo he hecho al principio, que en el entendido, que pienso que ustedes comparten conmigo, la motivación del mensaje del Director General, de sus palabras, ustedes desearán seguramente agradecerle, pero permítanme hacerlo a nombre de ustedes, y permítanme también solicitarles que vayamos al punto y no le demos vueltas.

Si no hay ningún comentario de parte de ustedes, le daré la palabra al Presidente del Comité del Programa para que nos informe respecto de las conclusiones a las que llegó él mismo.

- Secretariat Introduction and Statements of the Chairmen of the Programme and Finance Committees
- Présentation par le Secrétariat et allocutions des Présidents du Comité du Programme et du Comité financier
- Introducción de la Secretaría y declaraciones de los Presidentes de los Comités del Programa y de Finanzas

**D.F.R. BOMMER (Chairman, Programme Committee):** A number of colleagues from both committees are here with us in the Council. Therefore, I am under their scrutiny and I will reflect the result of the debate of our joint meeting of the Finance and Programme Committee together on the topic under discussion which is the review of the programme structures and policy of the Organization. Both committees considered these reviews and proposals of the Director-General in individual meetings and then finally in a joint meeting and we concluded also that the results of our joint meeting should be presented not only in one report but also be annexed with the main substance of the result of the Programme and Finance Committee's deliberation on the issue.

The Committee unanimously commended the Director-General's proposals for the reinvigoration of FAO and recommended their approval by Council. We felt that the presentation of the proposal of the Director-General in the document, and particularly his presence during a full day of the debate of both committees, characterized his frank and open nature of exchange of opinions with Member States and their representatives. This meeting gave us an additional opportunity to seek clarification personally from the Director-General.

The openness and transparency the Director-General showed in his responses were fully appreciated by the Committees. The additional information he provided was found to be very helpful. Nevertheless it was generally felt that the task of the Council in its review of the Director-General's proposals would be considerably facilitated if more information could be made available to Council members in time before the start of the Council. The Committees therefore recommended to the Director-General to provide such supplementary information in five areas. We are pleased that the Director-General has found it possible to do so in document CL 106/2-Sup. 1.

On the basis of the additional information they received, the Committees were satisfied with the assurance that the redeployment of resources had not fundamentally affected the broad substantive thrust of the approved Programme of Work and Budget for 1994-95 and that priorities to which Member Nations attached particular importance had been preserved and even, where possible, strengthened. The Committees' intention was that the same level of information should be provided to the Council.

It was also decided, to further assist the Council in its debate, to put the report of the joint meeting of the Programme and Finance Committees into a single document, document CL 106/6 in front of you, Mr Chairman, which also contains extracts from the reports of the Programme and Finance Committees relating to their separate discussions of the Director-General's proposals. The full reports of the Committees may be found in document CL 106/4.

You will note that the Committees joint report is focused on the aspects of particular significance the Committees wished to draw to the attention of the Council, and which I would like to recall here.

The Committees congratulated the Director-General on the manner in which he had carried out his review in the face of exacting time pressure, yet seeking to achieve the broadest consultation and dialogue with Member Nations, external independent experts as well as FAO staff in all locations.

The Committees expressed appreciation for the strategic orientations, the approach and broad scope of the proposals put forward by the Director-General and welcomed his determination to launch a process of change to obtain a more effective, efficient and responsible Organization.

The intent of the Director-General to enhance FAO as a centre of excellence was appreciated but at the same time it was noted that this would require the capacity of FAO to attract staff of the highest calibre. The Committee also welcomed the action placed on the Organization operating in a spirit of broad partnership with Member Nations, with other Intergovernmental Organizations, with Non-governmental Organizations and with the private sector. It was agreed that beside programmes, cooperation agreements would be needed to ensure the successful process of shared goals with external partners at the least cost for all concerned.

The Committees unanimously supported the major strategic dimensions of this process of change based on decentralization and restructuring, including improvement in procedures and attitudes to achieve more cost-effective delivery of services and the strengthening of national capacities. They supported the changes proposed to the organizational structure both at Headquarters and in the field through decentralization. The proposed structures were judged to be consistent with the priorities of the Organization and aimed at improving cost-effectiveness in operations. There was full agreement with the importance attached by the Director-General to accompany the proposed streamlining of structures with the introduction of improved management practices and information systems, including administrative measures to enhance efficiency, accountability and transparency in operations. The Director-General informed us that these steps to undertake these improvements are following the approval of the Council of his present proposals.

The Committees also gave their support to the proposed sharpening of FAO's programme priorities in the crucial fields of food security, transboundary disease and pest control. With regard to the Special Programme on Food Production in support of food security in low-income, food-deficit countries, the Committees were further informed about and welcomed the intent to ensure a balanced approach based on due complementarity with other actions in support of food security, while giving recognition to the fact that ultimate choices and decisions rested with the governments concerned. With regard to the proposed emergency prevention system, abbreviated to EMPRES for transboundary animal and plant pest diseases, the action placed on the prevention measures and environmentally sustainable action was considered particularly relevant and timely.

This is in essence what we have discussed and concluded, and I underline again that the additional information provided will bring us a long way towards answering a number of questions raised by both Committees in our

deliberations. My last point, Mr Chairman, is that I understand that the second item of our joint meeting, which related to the work of both Committees, you will take up under Item 8, Other Business. Thank you very much.

**EL PRESIDENTE:** Muchas gracias, señor Presidente del Comité del Programa. Tiene la palabra el señor Vicepresidente del Comité de Finanzas.

**Gian Luigi VALENZA (Vice-président du Comité financier):** Je crois qu'après ce qui a été si bien dit par le Président du Comité conjoint sur nos travaux, il y a vraiment très peu à ajouter. Son analyse a été intéressante, complète et détaillée; et je crois que mes collègues qui se trouvent dans la salle et qui sont membres du Comité financier ou du Comité du programme peuvent, eux aussi, confirmer que les explications données par le Président du Comité conjoint ont été tout à fait exhaustives.

Je voudrais seulement ajouter quelques mots sur l'ambiance de travail des deux comités en session conjointe. Cette ambiance de travail a été, cette année, particulièrement favorable et, disons, amicale. Nous avons adopté une nouvelle méthode de travail qui s'est révélée tout à fait adéquate et efficace. En effet, cette nouvelle méthode de travail a permis non seulement d'améliorer le travail en soi mais surtout d'offrir une plus grande possibilité d'échanger les différents points de vue pour arriver ainsi plus facilement à un consensus sur les différents problèmes qui étaient devant nous.

Last but not least, je voudrais aussi rappeler l'intérêt tout particulier que le nouveau Directeur général a porté à nos travaux. En effet, il est resté avec nous pendant toute une journée en prenant des notes et en suivant très attentivement le débat. Cela a été tout à fait intéressant pour nous et je crois que c'est une très bonne méthode qui pourra donner des résultats tout à fait positifs.

**V.J. SHAH (Deputy Director-General, Office of Programme, Budget and Evaluation):** I am honoured to be given the floor. This will not be a Secretariat introduction to the item, for the simple reason that the item has been introduced to you in the Director-General's opening statement to the Council.

I appreciate the opportunity, however, to assist the Council by drawing attention to the main points provided as additional information in document CL 106/2-Sup.1. As this document was only prepared earlier this month and reached members some two weeks ago, these comments of clarification may be found useful.

The additional information deals with five areas. The first is the "*Expanded functional statements on the two new departments and other new units*". The Organization charts regarding these are in Annexes 2 to 5 of document CL 106/2. In order to relate the organizational charts to the functional statements, we may quickly go through the changes involved.

First we look at the present Organization chart and now you will see the present units which are involved in the proposed changes. Turning to the proposed revised Organization chart, I draw attention to those units which

are created, transformed or amended. The new units are highlighted with yellow text and the transformation of the Development Department into the Technical Cooperation Department is in blue text.

It may now be useful to look at the main changes in terms of the present and the proposed units. Thus, we can see the changes proposed in the Office of the Director-General and the units reporting to it. I draw attention to the functional statements on the Office for Coordination of Normative, Operational and decentralized activities. Turning to the Economic and Social Policy Department, you see on the left the Department as it is now, and I refer to the functional statements on the Agriculture and Economic Development Division. On the right now you see the Department as it is proposed. Turning now to the Agriculture Department, you will see that there is no main functional statement, as the only change to this Department is the transfer out of the Agricultural Research and Technology Development Division of the Agriculture Operations Division.

Now we see the structure of the Regional and Liaison Offices, on the left as it is now and on the right as it is proposed, with each Regional Office having under it a Sub-regional Office. In addition, Mr Chairman, I would draw your attention to the FAO Country Offices, which are now logically placed under this new structure.

Next, we can view the Technical Cooperation Department where the new or transferred units are highlighted in yellow text, and finally we can view the Department of Sustainable Development, where we can see the units transferred from the Research and Technology Development Division (AGR), from the Human Resources, Institutions and Agrarian Reform Division (ESH) and from the Economic and Social Policy Department. Functional statements are provided for both Departments.

The second subject of additional information is "Clarifications on the source and intended application of funds", as shown in the budgetary table in paragraph 145 of document CL 106/2. We begin with the savings from the selective freezing and unfreezing of established posts. Annex 2 in the document supplement 1 gives information in terms of the numbers of posts affected. However, we also point out that the numbers will continue to change as posts are unfrozen, as a management decision. Therefore, the important aspect is not the number of posts frozen or unfrozen at any one time, but the volume of savings obtained from these.

At US\$18.4 million, the savings from frozen posts are the largest component of the total savings. You see the others from Publications, Meetings and Other operational cost reductions, the whole yielding US\$29.7 million.

How is this applied? We can now view the proposed Resource Allocations in terms of programme priorities, Headquarters restructuring, decentralization and communications infrastructure. The distinction between staff costs and non-staff costs is evidently important. You will note the care taken not to inflate future obligations. In fact, out of the total of US\$22 million of non-staff costs, US\$9 million would be one-time non-recurring costs.

The third subject is the "Indication of the impact of shifts and savings on on-going programmes". I limit myself to displaying the core of the analysis in terms of the pie diagram. Our technical and economic programmes in Chapter 2 of the budget comprise 378 programme elements. This diagram shows



clearly the limits of the impact. Indeed, only 12 of the 378 programme elements are affected by more than a 20 percent impact.

This information is amplified in much greater detail in Annex 3 of the supplementary document, both in terms of resources and in terms of affected programme activities. You will note that the whole process has been carefully managed to minimize any adverse impact on programme implementation.

In considering the programme impact, Mr Chairman, it may also be useful to examine it in perspective. The only precedent we have is that of the programme review and the changes made by the Council in June 1976.

At that time, the approved budget amounted to US\$167 million, of which US\$35.4 million represented a programme increase over the previous biennium. Now we work with a budget of US\$673 million which had zero growth over the preceding budget.

In 1976 you will see that the savings reprogrammed amounted to US\$35.4 million, the same amount as the programme increase, representing 21 percent of the approved budget. Now the proposed reprogramming of savings amounts to US\$29.7 million, or 4.4 percent of the approved budget. The inferences would be clear to all.

Finally, two annexes in the supplementary document deal with the "Tentative timetable of implementation of the Director-General's key proposals" and "Further clarifications on the approach in Food Security". I do not need to elaborate on these.

**EL PRESIDENTE:** Muchas gracias, Dr. Shah. Creo que todos los delegados han quedado muy impresionados por el uso de las pantallas. Para decirlo en una expresión en español, que no creo tenga traducción, diríamos que estamos "apantallados". Creo que esto ilustra muy claramente cuál es el ámbito de las propuestas del Director General y sus impactos específicos en la estructura de la Organización y en sus políticas de descentralización.

Distinguidos delegados, deseo aprovechar la hora y casi un cuarto que tenemos todavía antes de terminar nuestra sesión matutina. Varios delegados me han hecho llegar su intención de intervenir lo más pronto posible. Pueden ustedes, por tanto, levantar sus banderas para indicarme su deseo de hacer uso de la palabra.

- Council discussion and decisions
- Débats et décisions du Conseil
- Debate y decisiones del Consejo

**George N.M. PELPOLA (Sri Lanka):** This is an historic session of the Council. I am grateful to you for giving me the floor at the outset of this debate to make a statement in behalf of the Group of 77.

This Organization is at a crossroads. The Group of 77 wishes to pay tribute to the Director-General and to congratulate him on the masterly course that he has proposed to set our Organization, to strengthen its impact as an international community and as Member Nations to face the greatest challenges of all time.

We have been aware of much of the thinking of Mr Diouf through his campaign platform for a reinvigorated FAO to meet the challenges of hunger in the 1990s and beyond. That is why we united to elect him as our Director-General. Few, I imagine, however, could have foreseen the dynamism, vision and pragmatism with which he has formulated his proposals from the reviews of the work programme, structure and policies of the Organization.

These proposals have been made available to us for some two months. They have been studied in our capitals. The Programme and Finance Committees have examined them in detail. They have unanimously commended the Director-General's proposals and recommended them for approval by the Council. The Committees, like some Member Nations, whilst supportive of the proposals, desired to have some additional information. This was also provided to us in the most speedy and complete manner.

Accordingly, it is now time for a decision. As stated by the Director-General in his document, FAO is expected to act now and not dally in search of perfection which would not be helpful for this Organization and its Member Nations. The alternative to status quo or endless minimal adjustment is not conducive to a more effective FAO.

The 50th Anniversary is a propitious time to give rebirth to the Organization. I am sure the Council will recognize the very comprehensive agenda for change which the Director-General has elaborated for us. This is a policy package which addresses the expectations of Member Nations. It is responsive to the special needs of developing nations, whilst not forgetting the needs of other agents. It puts the right accent on quality and cost-effectiveness, the two key words of our present-day world. It is thus conscious of the need for economy and improved quality of life. It stresses the broad partnership with external partners at a time of great diversification of decision-making centres and initiatives.

All these features should be welcomed by all Member Nations represented in this Council, and indeed the whole membership of FAO.

The Plenary of the Group of 77 met on Friday, 27 May 1994. The Chairmen of the four regional groups, namely, Asia, Africa, the Near East and Latin America and the Caribbean, on behalf of their respective membership pledged their full support for the proposals formulated by the Director-General. The Chairmen, together with the membership, further expressed their supportive views.

Today I place on record the tribute of the membership of the Group of 77 to the Director-General on the course that he has started which no doubt will meet the aspirations of the membership.

I have no intention of taking more time but it is necessary to state that the price of greatness is responsibility. Responsibility is the skill to lead with dedication, determination and dignity. Responsibility is the ability to recognize, reconsider and respect the views and needs of another. Responsibility has no colour. It is not white or black. It only has character. Responsibility is the strength of character to accept defeat gracefully and success with humility. Responsibility is the ability to refrain from prejudgement but to cultivate confidence and to give a man the chance to improve himself.

We, the members of Group of 77, have acted with responsibility, recognizing the qualities of responsibility in Mr Jacques Diouf, our Director-General.

In conclusion, Mr Chairman, we congratulate him; we support him; we are proud of him and we will stand by him always.

**Juan NUIRY SANCHEZ (Cuba):** Le pido disculpas, Sr. Presidente, por no obedecer a su solicitud en este caso específica, pues no podríamos comenzar sin reiterarle la satisfacción que como latinoamericanos y del Caribe experimentamos al verle a usted, Sr. Presidente, conduciendo este importante Consejo de la FAO que con tanta expectación se ha esperado, en la seguridad de que todos haremos gala de los altos principios, sentido práctico, equilibrado y justo, a la altura de las responsabilidades y retos contraídos de cara al fortalecimiento de la FAO como la más importante agencia especializada dentro del sistema de las Naciones Unidas próximo a cumplir los cincuenta años de su fundación. Permítame felicitar en esta oportunidad también a los Vicepresidentes elegidos para este 106º período de sesiones del Consejo Extraordinario de la FAO, así como agradecer al Director General Sr. Diouf su grata introducción en su brillante y clara declaración en nuestro idioma español.

Sr. Presidente, el GRULAC hace meses creó un equipo de trabajo compuesto por los Países Miembros del Consejo, pero que contó con la participación activa de todos los países que componen nuestra región. Su objetivo fue analizar, dentro de nuestras propias características, las propuestas del Director General de la FAO, Sr. Diouf, contenidas en el documento Programa Estructuras Políticas de la Organización, de acuerdo con el mandato conferido por la 27ª Conferencia General de la FAO. Luego de un largo y profundo proceso de análisis, se consideró oportuno elaborar un documento que recogiera los principales aspectos de las propuestas y de este modo fijar nuestra posición como región.

Por esta razón, Sr. Presidente, solicito su autorización para que ese Documento sea leído por el Presidente del GRULAC, Excelentísimo Sr. Embajador de la República Dominicana, en nombre y como posición de los países que componen la región de América Latina y del Caribe.

**Alfredo LEBRÓN PUMAROL (Observador de la República Dominicana):** El Grupo Latinoamericano y del Caribe, GRULAC, ha estudiado con especial atención las propuestas del Sr. Director General de la FAO, contenidas en el documento CL 106/2, marzo 1994 sobre los Programas, Estructuras y Políticas de la Organización, que presenta a la consideración del 106º período de sesiones del Consejo de la FAO, de conformidad con el mandato que le otorgó la 27ª Conferencia General. De acuerdo con este mandato, al Consejo le corresponde, dentro del límite presupuestario aprobado, decidir todas las modificaciones necesarias del Programa y Presupuesto para el bienio 1994-95 que requieran de su propia aprobación, teniendo en cuenta los acuerdos de la Conferencia.

El GRULAC comparte y apoya plenamente los esfuerzos del Director General en orden a llevar a cabo un proceso de reforma que le permita a la FAO enfrentar con éxito la eliminación del hambre que afecta a 800 millones de personas, la malnutrición de 192 millones de niños menores de 5 años y asegurar que el mundo produzca de manera sostenible una cantidad suficiente de alimentos para 9000 millones de personas en el año 2030. Asimismo, el

GRULAC, comparte la preocupación del Director General, en cuanto a que la FAO debe contribuir a los esfuerzos de los gobiernos para erradicar la pobreza rural y prestar la debida atención a la conservación y protección de los recursos naturales y a la evaluación de las consecuencias del Acuerdo de la Ronda Uruguay. Los Acuerdos de Marakech tendrán consecuencias importantes para los países en desarrollo, entre otras razones porque contemplan la reducción progresiva de los subsidios por parte de los países desarrollados a la producción agrícola. Es por ello que compartimos la importancia de que la FAO asuma la función de evaluación y seguimiento de estos acuerdos y, en ese sentido, oriente a los países en desarrollo en la elección de políticas adecuadas de apoyo a la agricultura.

El GRULAC expresa su acuerdo con las prioridades indicadas por el Director General, notando que se refieren a zonas y países donde la seguridad alimentaria es un problema urgente en donde pueden obtenerse resultados satisfactorios en un corto plazo. El Grupo considera que esto no debe significar que la FAO disminuya el énfasis necesario en las actividades de desarrollo en su sentido más amplio, conforme a las necesidades de los distintos Países, Regiones y Subregiones. En particular, considera importante que la FAO tenga siempre presente la necesidad de generar niveles adecuados de empleo en la zona rural y tome en cuenta factores tan importantes como el acceso a los alimentos, la necesidad de que los suministros lleguen a los que verdaderamente lo necesitan y las novedades internacionales que en materia de políticas tengan incidencia sobre los precios de los productos básicos el comercio y la importación de alimentos.

El GRULAC comparte con el Director General su conclusión de que la FAO es, hoy en día una institución excesivamente centralizada, que necesita ser más eficaz en su servicio a los países y que, por lo tanto, es necesario darle una nueva forma a su organización, actuando sobre sus estructuras, procedimientos y actitudes, y aprovechando mejor las capacidades nacionales.

Al apoyar las propuestas para el presente bienio, el GRULAC comparte la opinión del Director General de que el 50° Aniversario de la FAO es el momento propicio para revitalizar la Organización, tarea esencial que demandará la activa participación de todos los países miembros y que debería ser iniciada lo más pronto posible.

Como expresión de nuestro respaldo a la gestión renovadora del Director General, deseamos contribuir positivamente formulando algunos planteamientos en relación a sus propuestas y que son el producto de un estudio serio y minucioso realizado por los Representantes de los Países Miembros del GRULAC que esperamos sirvan de base al intercambio de ideas que actualmente se están llevando a cabo en la FAO en torno a la reforma de la Organización.

Los párrafos 23, 24, 25, 26 y 27 del documento al Consejo desarrollan los principios rectores: "un plan maestro para determinar una trayectoria inmediata y a más largo plazo de la FAO". Estos principios son compartidos por el GRULAC.

A fin de lograr la mejor correspondencia entre los principios expuestos por el Director General y los resultados de su implementación para el bienio 1994-1995, el GRULAC estima que es preciso considerar también los siguientes aspectos:

1. Compartimos la propuesta del Director General de separar claramente las dos instancias funcionales del trabajo de la FAO: la normativa y la operativa. Ambas deben adquirir su justa dimensión y peso, pero a su vez, ambas deben conservar una lógica y apropiada interrelación. La forma como se integren deberá ser objeto de una mayor reflexión, pero es importante que el logro del mayor beneficio posible para los países sea el principio fundamental que guíe lo que en este sentido se acomete. Por otra parte, entendemos que la aplicación de criterios de universalidad y niveles óptimos de disciplinas o conocimientos son esenciales en la determinación de la localización más adecuada de las unidades especializadas responsables de las actividades normativas de la FAO. Si bien ello privilegia a muchas de las actividades que hoy se realizan en la sede central, una correcta aplicación de estos criterios permitiría a su vez la localización de núcleos de especialistas en las propias Regiones, Subregiones o Países Miembros de la Organización. La actividad operativa, que por lógica tiene carácter local, deberá estar cada vez más dirigida y supervisada por las unidades descentralizadas localizadas en las Regiones, Subregiones y Países Miembros. La propuesta del Director General, de aprovechar al máximo las capacidades locales, adquiriría aquí su mejor expresión. Este avance, así como el establecimiento de programas de formación y capacitación para el personal local y la incorporación de los especialistas al trabajo operativo, permitirán enfrentar el riesgo latente de divorcio entre lo "normativo" y lo "operativo" en el seno de la Organización.

El riesgo de consolidación de una FAO normativa, sinónimo de "Centro de Excelencia" que funcionaría sólo en Roma y otra "operativa", divorciada de la anterior y sinónimo de proyectos y actividades aisladas en los países, debe evitarse de manera decidida.

2. La descentralización, que cuenta con el pleno apoyo del GRULAC, debe comprender, además del personal, competencias técnicas, administrativas y presupuestarias, así como actividades normativas y operativas a nivel de las oficinas regionales, subregionales y locales. La única forma en que la FAO puede ser visible y responder eficientemente a las necesidades de los países, es que esté dotada, a nivel local, de recursos y competencias necesarios. En este sentido el fortalecimiento técnico de las oficinas locales deberá estar en estrecha relación con las prioridades de los países y contar con la capacidad y competencia necesarias para atender los requerimientos básicos de un programa de asistencia técnica efectivo.

3. La FAO debería enriquecer el enfoque de asistencia a través de proyectos por uno de carácter programático que sea coherente con los requerimientos de los países o regiones en materia agropecuaria, forestal y pesquera y que incluya las actividades normativas y operativas. Basada en los objetivos de los respectivos planes nacionales y en conjunto con los gobiernos, la FAO debería formular programas de asistencia técnica a corto y mediano plazo.

El esquema programático debería servir como referencia para el seguimiento y evaluación del Programa FAO en los Países, las Regiones o las Subregiones y, a partir de estos resultados, desarrollar sistemas de evaluación del conjunto de las actividades de la FAO.

4. Las prioridades reflejadas en los programas de seguridad alimentaria y prevención de plagas de plantas o de enfermedades de animales deben adecuarse a las características y requerimientos específicos de las distintas Regiones, Subregiones y Países.

En la Región de América Latina y el Caribe el problema de la seguridad alimentaria asume características particulares, ya que a la pobreza rural se suma la alta proporción de población pobre y con graves problemas alimentarios y nutricionales que residen en las capitales y principales ciudades de la mayoría de los países de la Región. En estos países, la pobreza urbana está muy vinculada con los problemas de la agricultura y las condiciones de la vida rural. La necesidad de atención a un problema de seguridad alimentaria así caracterizado, justifica la alta prioridad que la FAO debería asignar a la Región de América Latina y el Caribe en este campo, dentro de un marco de cooperación regional que responda a las necesidades y posibilidades de los países.

5. La participación activa de los Países Miembros de la FAO en el proceso de reforma es requisito indispensable para asegurar el éxito de la misma. La revitalización de la FAO requiere una renovada participación de los Países Miembros, tanto en la formulación de las Políticas, Programas de Labores y Presupuestos de la Organización, como en el seguimiento y evaluación de los mismos.

En la medida en que se confirme el convencimiento de que la FAO requiere de una reforma profunda para estar a la altura de las exigencias de un mundo que tiene desafíos nuevos y más urgentes que los existentes al momento de su creación, la próxima Conferencia General de la FAO, que coincidirá con la celebración del 50° aniversario de su Fundación, deberá concentrarse de manera especial en el estudio y aprobación de estas reformas. Para estos efectos, la sesión de noviembre del Consejo de la FAO podría adoptar las medidas para una adecuada preparación y estudio de las materias que se someterán a la consideración de la Conferencia General de 1995.

## II. Propuesta de simplificación de las estructuras de la Secretaría

### 1. Departamento de Cooperación Técnica

Este Departamento, "eje de las actividades operacionales", debería mantener una estrecha relación con las Oficinas Regionales, Subregionales y de los Países y procurar a través de ellas la asistencia requerida. Asimismo, es muy importante que la propuesta del Director General señalara cómo repercutiría el cambio del Departamento de Desarrollo en Departamento de Cooperación Técnica sobre la estructura administrativa de las Oficinas Regionales y Subregionales y cómo se daría la integración y coordinación de las actividades del nuevo Departamento con las Oficinas Regionales, Subregionales y de los Países ("estructura en el terreno" o "estructuras descentralizadas").

La identificación y formulación preliminar de proyectos así como la responsabilidad de la supervisión de su ejecución, incluyendo la contratación de personal técnico y adquisición de insumos y equipos, cuando esto sea viable debería ser una competencia de las oficinas locales. En tal sentido, este Departamento debería desarrollar normas y mecanismos de ejecución, sistemas de seguimiento y evaluación e identificación de recursos, así como elaborar procedimientos que permitan a las representaciones locales una mayor eficiencia en la asistencia a los países.

Debería evitarse, en forma decidida, que se cree a nivel de la sede un esquema burocrático que "concentre" las actividades operacionales de la

Organización. Estas por su propia naturaleza, deben ser descentralizadas y manejadas a nivel local.

2. Departamento de Desarrollo Sostenible

La FAO debe ubicarse a la altura del mandato general emanado de la CNUMAD, aprobado por la Asamblea General de Naciones Unidas. El programa de trabajo y la estructura misma del Departamento debería reflejar adecuadamente las tareas que le corresponden a la FAO según el mandato de la CNUMAD en materia de recursos naturales y medio ambiente, y a otras iniciativas generales y compromisos internacionales importantes a los que la FAO deberá dar seguimiento.

3. Oficinas Subregionales

Los Países Miembros de la Región expresan su satisfacción por la propuesta del Director General de crear una Oficina Subregional de la FAO en el Caribe. Las particularidades de la economía y de la ecología de ese sistema insular, así como su lejanía de la Oficina Regional, lo justifican plenamente. Por razones similares, la FAO necesita también una mayor presencia en el Istmo Centroamericano, donde es necesario y prioritario fortalecer y reactivar el proceso de integración, así como coordinar políticas que permitan la incorporación efectiva del sector agrícola al desarrollo económico.

En razón a lo anterior, el GRULAC vería con gran satisfacción que el Director General considerara la posibilidad de establecer una Oficina Subregional de la FAO en Centroamérica.

III. Otras medidas

Compartimos las propuestas del Director General en relación con los procedimientos y sistemas financieros y administrativos para ahorrar costos y aumentar la calidad de las realizaciones de la FAO. Consideramos que, para el logro de una mayor eficiencia, deberá asignarse la debida importancia a la descentralización de estas actividades y a la supervisión y evaluación de las actividades descentralizadas. En todo caso una especial atención debería otorgarse a los siguientes aspectos:

1. El diseño o rediseño de un sistema global de información administrativa y financiera debería tomar en consideración la necesidad de aumentar la eficacia de los métodos de trabajo y procedimientos internos de la Organización, incluyendo el proceso de descentralización.

2. Con el objeto de reducir costos y aprovechar plenamente la capacidad local, se deberá priorizar la utilización de expertos e instituciones locales existentes.

3. La rotación del personal y la carrera funcionaría, que el GRULAC considera importantes, requieren la definición y puesta en práctica de una política de personal con criterios claros para la contratación y promoción de personal, tanto a nivel del programa regular como de los programas de campo.

#### IV. Consideraciones finales

Al formular los planteamientos antes expuestos, el GRULAC desea reiterar su mejor disposición para participar activamente en las discusiones y acuerdos relacionados con el proceso de reforma de la FAO, a fin de que sirvan en mejor forma los intereses de los países miembros. En tal sentido este 106° Consejo de la FAO será de gran importancia ya que restablecerá las bases y el marco general que orientarán las medidas de reestructuración y reforma que el Director General llevará a cabo durante el presente bienio. En todo caso, el GRULAC expresa su apoyo general a las propuestas del Director General y tiene el convencimiento total de que no se afectará la continuidad y eficiencia de los Programas aprobados por la 27ª Conferencia, salvo en lo que sean modificados expresamente por este Consejo. La próxima Conferencia Regional de la FAO de América Latina y el Caribe ofrece una oportunidad privilegiada para que los países de la región se pronuncien respecto de las políticas, programas, prioridades y estructuras futuras de la FAO en función de las necesidades de la Región.

**EL PRESIDENTE.** Deseo explicar cuál es la forma en que estoy procediendo a dirigir estos debates. He sido informado de parte de muchas delegaciones de que están reunidas en Grupos, Grupos Regionales, del deseo de que primero se presenten las posiciones de carácter global o paraguas, con el propósito de que ulteriormente las delegaciones que pertenecen a dichos grupos hagan intervenciones mucho más breves, vinculándolas a la posición del grupo. Es esa la forma en que han querido organizarse ustedes, o muchos de ustedes. No es algo que la Presidencia haya promovido, pero considero que esto va a agilizar mucho y a facilitar nuestros debates. Es por ello, que ustedes escucharán en la mañana varias intervenciones a nombre de grupos. De esta suerte, yo he reorganizado la lista de oradores en función de ese propósito que me ha sido transmitido.

**Alhaji MAI M. JIR (Nigeria):** May I request you to give the floor to the Chairman of the African Group, His Excellency Ambassador Jerome Karugaba, Ambassador of Uganda, to make a statement on behalf of the Group. However, Mr Chairman, I would like to request as a country to make the country statement at the tail end of the list.

**Jerome T. KARUGABA (Uganda):** I have been mandated by the Africa Group to express our deepest satisfaction with the way the Director-General, Mr Jacques Diouf, has swiftly handled the Mandate of the Conference as in its Resolution 10/93. We congratulate him personally and the staff of the Organization, especially the Secretariat for this great achievement.

We take the opportunity in this address to also express our deep thanks to the Director-General for his invitation and convening of the high-level experts' seminar in January this year. Our Group is convinced that those experts made a useful contribution to the Director-General's Review of Programmes, Structures and Policies. We commend them, Sir, for this international service.

Mr Chairman, in dealing with document CL/106/2, we are aware that it is about "strategic choices and broad lines of action, and not fine points of detail". We as members are being called upon by the Director-General to give approval to the principles on how he and the Organization should



proceed. But Mr Chairman, never before in the history of this Organization has an issue been raised at such a short notice, turned upside down, down-side up, inside out and details demanded and availed almost at the dot as this one has been.

Mr Chairman, I know that you know, like other Members, that our two committees, that of Finance and the other on Programmes, have rigorous systems of working and they have never been short of our trust. The issues we are now dealing with in document CL/106/2 have been submitted to them before. Their individual reports in document CL 106/4 and of course the address by the Chairmen of the Joint Committees are testimony to their exhaustive work. Their joint report in document CL 106/6 is further proof of the precise nature of their recommendations. They have virtually done all our sessional work already. The Director-General's document CL 106/2-Sup.1 precisely gives further details on the issues requested by the two committees.

Our Group congratulates the two committees on a job well done and associates itself with their recommendations to the Council that the Director-General's Review of the Programmes, Structures and Policies of the Organization be approved. Such quick approval will help the Director-General and the Organization to keep the momentum so far unleashed by his dynamic style of administration and help to keep Members' attention focused on our Organization.

Mr Chairman, many members of the Africa Group will be participating in the debate on the details of the documents. However, allow me to make short comments on certain important aspects of the proposals as they relate to Africa and other regions in a similar situation to ours.

The Director-General's sharpened focus on low-income food-deficit countries as indicated in paragraph 65 of document CL 106/2 is very welcome to our Africa Group and we believe to many other similar regions of the world. Our region promises the Director-General and the staff of the Organization all the cooperation they will need. We welcome the attention promised to Africa (paragraph 67) among the many low-income food-deficit countries of the world. We also welcome the recommendations made in paragraphs 68-71 especially on staff training, resources mobilization and technology improvement, and the analysis made by the Director-General in paragraph 72. We feel that when the above is coupled with the regionalization of the main operational departments of FAO, our own governments will feel more comfortable that FAO is their organization and partner in development. Local knowledge of the weather and other aspects of the environment by the farmer will be taken into consideration too when designing agricultural extension strategies. We also recommend that serious comparative studies, improvement and application be done on successful traditional technologies from the various developing states. The same should be done on traditional foods, grains, tubers, lentils, plantains, etc. that have for centuries helped the populations in these areas to survive. A lot of food is lost after harvest. FAO should ensure the development of appropriate storage facilities.

There are also storage practices of the old in our countries that could be improved rather than discarded for new ones that are usually too expensive to acquire, construct and maintain safely without damaging the environment.

The energetic action against plant and animal diseases promised in paragraph 65 is very welcome. We would like to recommend however that, while such action, of necessity, will be initially taken within individual states, cross-border cooperation be seriously encouraged. It has been seen in many regions of Africa that both plant and pest animal diseases have been inadvertently introduced or re-introduced in formerly disease-free areas. There are many reasons for this but three of these are very important.

Civil commotions have usually led huge bodies of people to flee from their homes and the lucky ones have usually fled with seeds and animals to their places of refuge. Some of these may bear pests and diseases. The reverse has also happened when refugees return to their homes with such seeds and animals. Hence the cross-border treatment referred to above will obviate such happening.

In the African Region, the constant droughts and crop failures reduce seed availability and therefore populations are forced to seek and get any seed from anywhere, regardless of whether such seed is free of pests and diseases.

There is general lack of phytosanitary measures. Creating awareness in this important area is absolutely necessary to be addressed by FAO.

Our Group endorses recommendations by the Director-General in paragraphs 23 and 24 that the various changes recommended be guided by the basic principles of the Organization as well as of good administration.

We believe strongly that despite the proposed decentralization and regionalization of the Organization's operatives, FAO will remain one International Entity, well-nourished by experiences and successes from its proposed globally spread offices which will live closer to the peoples that the Organization was created for. As said earlier, the Organization, as it moves closer to national borders, will be taken by the Members as their own, worth supporting continuously.

The increased number of nationals to be trained or involved will hopefully be able to give of their best, now that they will be called upon as local experts, to bring the Organization closer to the poor producer majority, especially the rural poor.

We support strongly the creation of the Division on Women and people's participation in development as indicated in para 53 of document CL 106/2 and as fully explained in paragraph 23 of document CL 106/2-Sup.1. We wish to point out, however, that one of the major handicaps preventing women from participating fully in the developmental process is the lack of adequate formal and tertiary education.

In order therefore for FAO to be able to reach the greatest number of women, it will have to liaise closely with National Governments which are responsible for the provision of such education and with International Organizations like UNICEF which also have training components in their programmes.

**Jürgen OESTREICH (Germany):** In the FAO Council, this is the first time since Mr Diouf was elected that a representative of the European Union

takes the floor. I would therefore like to take advantage of this opportunity and offer to Mr Diouf, on behalf of the European Union, our sincere congratulations to him in this most important post to steer FAO. We look with confidence to him and his staff, and wish him wisdom, vigour and much success.

The subjects we discuss under this agenda item are perhaps the most important ones that have been put on the table here for many years: to review programmes, policies and structures of FAO, in view of present worldwide conditions and challenges. It is therefore with much interest that we have analysed the rich and forward-looking document that FAO services prepared under the guidance of the Organization's new Director-General.

We endorse the proposed consistent set of guiding principles to govern the process of change of the organization. It is in particular through the combination of strengthening FAO as an international Centre of Excellence, which will be more decentralized in its role to provide more coherent "operational" services to Member Nations on certain sectoral and thematic specializations, that FAO will greatly enhance its international credibility. At the same time, it should be recognized that there is a possible tension between improving and strengthening "operational" services, and the wish to strengthen the organization's role as a "Centre of Excellence", in terms of attention, manpower and budget. It is important for us that the balance included in the mandate will be kept in future.

Concerning the proposed priority areas for FAO's activities, we consider that both food security and actions to prevent and combat plant pests and disease outbreaks are important dimensions of agricultural and rural development. Therefore, we do endorse the proposals in principle. Elaboration of the proposals and further discussions will still be needed. Mr Chairman, I would like to say a few more words on the issue of food security.

It may be of interest to mention here, that the Commission of the European Communities has very recently presented a policy paper to its Council of Ministers of Development Cooperation. Ministers will be considering this paper which stresses the need to re-emphasize food security policies and programmes. Such policies and programmes will take as a point of departure that there will be continued need for relief operations and food aid in SSA, and the EU will continue to respond to these short-term needs. However, it is proposed to focus more on long-term oriented food security policies and programmes. In that respect, the proposed policy lines concur with yours as regards the need to increase the national production and supply of food crops, particularly in low-income food-deficit countries.

These proposals, however, do not imply that national food self-sufficiency should be the central objective. As was already underlined during the International Conference on Nutrition, national food self-sufficiency is neither necessary nor sufficient for food security at household level, where the demand side and the distribution side of food become most relevant issues.

In order to increase national and local supply of food, it is proposed to adopt food security as a guiding principle underlying agricultural and rural development programmes. This requires to emphasize the food security dimensions of a variety of activities that all contribute to it, or have an

impact on it. These include policies and programmes focused on agricultural development facilitating a stable balance of local/national production of foodstuffs and their import, rural infrastructure, marketing and transport infrastructure, trade, import and price policies that would enable farmers to obtain a fair price for their products. It includes also adequate production support services (finance, extension, input supply), security of land titles, and processing capacity.

We are of the opinion that FAO has an important role to play in providing advice in these fields to many developing countries who are among its Member Nations.

Apart from underlining the supply side and its dependency on adequate national policies, it is in our view equally important to enhance the demand side for food, so as to improve household food security policies and programmes to reduce poverty and to increase economic growth, enhancing people's productive capacities and purchasing power, and to help ensure stable distribution systems of food stuff, are vital fields in this perspective. It will be evident that the absence of political unrest and armed conflicts is a most important condition for these policies to bring about any significant improvements.

To the extent technology transfer would help to take away bottlenecks to increase national production or processing, when promoting such transfers particular attention should be given to its possible environmental impacts. Any actions to be undertaken should therefore be coherent with the concept of sustainable agricultural development, as was already underlined during the Den Bosch conference of 1991, and reiterated again at Rio.

Such policy orientations should however not lead to expand governments' involvement in directly productive activities or marketing, as these should in our view, to a much larger extent, be left to the private sector. This goes also for support services. In this context, good governance and increased transparency certainly help to create an economic and institutional environment that encourages the involvement of the private sector and of all kinds of cooperative groupings and associations. Such an approach, when combined with the above-indicated macro-economic structures and policies, will favour local resource mobilization and encourage additional investment.

While we very much agree with FAO's emphasis on the long-term dimension of food security, it should also be recognized that in sub-Saharan Africa particularly, short-term food security problems will continue to be a fact of life for many years to come. Therefore, links between emergency operations, food aid, rehabilitation, and development are of key interest. In this perspective, we would like to suggest increased coordination and cooperation between FAO and other UN bodies, like the World Food Programme, the Department of Humanitarian Affairs and NGOs.

I would like to add, that also at European level coordination on food security matters is taken seriously. Recently, the Development Council decided to adopt food security as one of the areas to enhance coordination, between the Community's and Member States' cooperation policy. It is envisaged that later on this year the Development Council will adopt a resolution on the matter. This resolution will specify institutional mechanisms for coordination at policy level and at operational level, in Europe as well as in recipient countries, on issues related to food

security policies and programmes as initiated by Member States or by the Community. We strongly urge FAO to adopt a similar coordination strategy with the other major food security players in the international field.

As regards commitment to agricultural and rural development, I would like to repeat that traditionally a very important part of European resources is dedicated to development cooperation. There is no reason to assume that, in this respect, there will be a significant difference for the rest of this decade, whether concerning the second phase of the Lomé IV Convention with the ACP countries, or under protocols with other regions.

Mr Chairman, I have taken the liberty to dwell fairly extensively on issues related to food security, because of the importance both our Organization and the EU attach to it. I thank you for this opportunity.

Concerning the proposals for the restructuring, these should be consistent with the priorities of the Organization as set out by the Director-General and taken into account our debate. More specifically, I would limit myself to the particular case of the transfer of personnel from Regional Economic Commissions, and I would like to suggest a pragmatic treatment that would reflect the different task and problem fields that are being handled by each regional committee.

Finally, Mr Chairman, on behalf of the European Community and its Member States, I would like to express our sincere appreciation of the spirit of dialogue and openness that the Director-General has demonstrated in the process of formulating new orientations for the Organization, and in defining its future programmes and structure. From our side, we are very keen to contribute to further discussions on formulation and implementation of the Organization's policy changes.

**J.C. MACHIN (United Kingdom):** Thank you very much, Mr Chairman. Can I say first of all that I very much welcome the businesslike approach which you have commended for this meeting, and I would gladly embrace your suggestion that we try and be as brief as possible. I would like to associate myself with the statement just made on behalf of the European Union. I would like to add some national, specific comments and, as I say, I will do my best to be brief.

I would like to do three things. One is address some general remarks about the Director-General's review; secondly, provide to the Council some illustrations of areas we support and others which raise questions in our minds; finally, to adduce a broad view of how the UK sees future priorities. Could I also say that our overriding aim is to give Mr Diouf positive reactions and constructive ideas of his much welcomed reform initiative, even after two-and-a-half months.

The United Kingdom welcomes the Director-General's proposals and statement and agrees that the priorities set for FAO are broadly appropriate to meet changing needs and challenges. We acknowledge the innovative thinking and, clearly, all the hard work that has gone into these attempts to restructure the Organization. Secondly, we acknowledge the unique and vital role of FAO as a global information centre, as a centre of excellence and as an authority on all aspects of transboundary issues.

Mr Chairman, I would like to single out a number of areas within this broad chapeau of agreement on which my delegation places particular emphasis. We

welcome forestry reduction and access to food in both rural and urban areas, where we believe that FAO has a vital role to play in provision of services such as early warning, information on stock availabilities, and on technical possibilities for production increase. We also broadly endorse the Africa focus of this programme. Secondly, we welcome the acknowledgement of the need to accept pluralism, both in regard to the pursuit of mixed development assistance and through FAO's own intentions to seek coordination partners in its field activities. Thirdly, we welcome the programme for further decentralization, which we consider will strengthen FAO's core function of information gathering and analysis, increase the relevance of its work, and reduce costs. Fourthly, we welcome the proposed separation of responsibilities for FAO's normative and field functions, with of course the appropriate linkages.

Mr Chairman, my delegation has some questions and concerns about some aspects of these broad principles, and I think it is appropriate to highlight some of them now, whilst emphasizing again that the United Kingdom is impressed, as a number of speakers have said, by the spirit of change within FAO, and our comments are designed to encourage the Director-General in the direction he is taking, whilst at the same time trying to ensure that the detail of that direction is carefully considered by the Director-General, by the Council and by member countries.

Let me illustrate some of our concerns. The first is that FAO should adhere to areas of comparative advantage. We see these as being very much its role in the planning and coordination function. On the technical cooperation side, there are of course very many organizations which can offer similar services, yet none can supply this central role that is unique to FAO. The second is that FAO should avoid putting too much reliance on technical solutions to food security/access without this being set within a very clear policy, economic and social framework. The latter point is one which the Director-General addressed in his introduction, and we agree it is extremely important. We wonder also whether FAO has the comparative advantage for giving micro and macro policy advice to governments discussing adjustment programmes. Thirdly, we would like to see more thought given to the setting-up of the Department for Sustainable Development. Other organizations already exist as major coordinators in sustainable development. Indeed, it is what all aid agencies are about. We agree that it has its attractions but we feel that it is more important to ensure that sustainable development is the central concern which is integrated into all FAO's departments and all policy thinking. In the same vein, we are concerned that issues like people's participation, good government, and women in development should be compartmentalized into a separate division. Again, the Director-General in his introductory statement referred to these key areas but, in our experience, there is a danger that separation can mean marginalization. This is what has happened when some donors set up women's units over a decade ago to deal with women in development; it tends to marginalize. We much prefer full integration.

Finally, Mr Chairman, we were a little concerned when we first read the documentation about the forestry sector, where we felt rather more emphasis should have been given. However, I was delighted by the Director-General's statement this morning, which I have just read, and from which it is very clear the emphasis that he and FAO will be putting into this crucial area, not least its mandate to follow up, through the Commission on Sustainable Development, post-Rio activities. I am delighted with some of the proposals

that he has mentioned for various meetings, and particularly the ministerial meeting in 1995.

Mr Chairman, I started by saying that we are impressed with the efforts that have been made by Mr Diouf to reform FAO's management structures. We welcome the move to greater decentralization, rationalization of existing structures and moves to maximize cost-effectiveness. During this Council and in the months ahead the United Kingdom will pursue with the Director-General and his colleagues some of the questions that occurred to us in relation to these very welcome initiatives. I do not want to take much time on them now, but let me just indicate briefly the general areas which we will be interested to learn more about during that dialogue and that process.

The first is the decentralization of normative functions. Question: will this lead to the break-up of centres of excellence, and what thought has been given to function reallocation as opposed to piecemeal decentralization? Secondly, the role of national programme officers and the real comparative cost advantage of this move, which, I should add, we very much welcome. Thirdly, the extent to which decentralization will be matched by a complete overhaul of the need for centralized services, particularly those of personnel management.

Fourthly, the optimum personnel profile in relation to the balance between General Service and specialist staff, fixed-term contract and permanent staff, and then the relationship and balance between overseas activities and Headquarters here in Rome. Fifthly, the pace of management reviews and their scope, particularly in relation to information and publications. How radical will the appraisal of the need for periodicals and other services be? Secondly, will the review of Administration and Finance take fully into account changes such as decentralization on deciding on new management information systems before exploring replacements to FINSYS and PERSYS? Thirdly, to what extent is FAO critically examining the need for its supply services such as procurement, personnel training management and administration, as opposed to looking at outside bodies which might do the job more cost-effectively?

Mr Chairman, these are just some of the questions in our minds which, as I say, we will be raising over the coming weeks and months. I do not want to end this intervention with an emphasis on questions, but I do hope that it is understood that these are important issues for us to explore with the Director-General if FAO is to maintain and improve its position as a unique organization and the important role it can play as we approach the end of the century. The UK, apart from, obviously, its core contribution, has supported FAO with some technical help and advice in a number of areas: fisheries, forestry, food security and pest control, and I would like to say to the Director-General that we are very ready to explore with him further areas of mutual collaboration.

Finally, Mr Chairman, I conclude by complimenting FAO on the quality and the concise nature of the documentation before us. It has obviously taken a lot of hard work and, whilst transparency does not always mean length, in commending the Secretariat on these documents, I do hope that the reports of this Council and indeed, for the next Programme of Work and Budget, can be presented in the same very clear format. Indeed, could I suggest that FAO follow the excellent example of the recent CFA meeting, where I understood a very short record of the meeting was produced. Improved

governance arrangements, however small, send important signals to our capitals, to our Member Governments. Above all the signal my Government is looking forward to is tangible evidence of change in the way FAO does things. The Director-General's commitment to reform and his timetable are very clear. What we would now like to see is the transformation of that commitment into the implementation of change within that time frame. Two-and-a-half months is a very small step but nevertheless, Mr Chairman, it is a very welcome first step. Thank you very much.

**Adel M. ABOUL-NAGA (Egypt) (Original language Arabic):** Allow me on behalf of the Near East group to congratulate the Director-General of the Organization and his assistants on having prepared this remarkable document which is now before us, a document prepared in compliance with Conference Resolution 93/10, in a short time frame and reduced margin of manoeuvre inherent in a budget which had already been approved, coupled with the restraints of staff in place whose contracts have been renewed. We should also like to welcome the broad consultations conducted by the Director-General, with various capitals, with FAO departments, with former Independent Chairman of the Council and selected group of experts in the field of international agricultural development. We share the Director-General's views on the major challenge of putting an end to the human tragedy of 800 million people living below food-subsistence level and of maintaining a sustainable food production sufficient to feed 9 000 million people by the year 2030.

As to the points contained in the Director-General's Review, the Near East Group would like to state the following. First, the Group supports the priority given to the Special Programme on Food Production in support of food security in low-income, food-deficit countries and also to the special programme on Emergency Prevention System to Combat Transboundary Animal and Plant Pests, whilst taking particular account of the clarification contained in the supplementary document and of the implementation schedule contained therein.

Due note has also been taken of the assurances given by the Director-General and the Secretariat to the Programme and Finance Committees to the effect that giving priority to increasing food production in no way means reducing the activities of other programmes relating to different food security components. Furthermore, we are cognizant of the fact that the programme's targeted beneficiaries are the LIFDCs, where the major stumbling block to food security lies precisely in their inability to tap their own resources, thus greatly impeding adequate food production. Consequently, we consider the resources earmarked for these two programmes within the current budget but an initial sum to be beefed-up in future budgets in order to secure the attainment of the desired goals. We also urge the Director-General and the Organization to cooperate further with other international and regional institutions operating in this field in order to attract more investments to these programmes.

Secondly, as for the proposed changes in the organizational structure and whilst taking due account of the clarifications and statements contained in the supplementary documents on the mandates of the proposed departments and its various divisions, including the new Agriculture and Economic Development Analysis Division, we do support the Director-General's proposal and request the presentation of progress reports to be submitted to the forthcoming Council Sessions. These reports would review the



implementation of these proposals and measure their impact as relates to enhancing FAO's efficiency.

Third, our Group is in favour of the decentralization policy within FAO and supports the intended step-by-step implementation. We are also in agreement with allowing the various offices to make the necessary operational decisions in the field since the regional and subregional offices to be set up are in dire need of an integrated cadre of specialized professional experts operating in the field and using their expertise to the benefit of the regions and countries they serve.

As to the subregional offices to be set up, we welcome them as a first step to be followed by others according to their impact on the subregions they are meant to benefit.

In conclusion, we express our full support for the Director-General's plans to set up cadres of national, technical staff in FAO's country, regional and subregional offices to be recruited amongst the nationals of the countries of the respective regions. We are all looking forward, developing and developed countries alike, to the follow-up of the proposals' implementation as they translate into an enhanced, more efficient and revitalized Organization capable of serving the purposes we all believe in and of facing up to the growing challenges awaiting it.

Mr President, my colleagues from countries of the region will make statements later expressing their own points of view regarding the items before us in the Agenda. This allows me in conclusion, as the representative of my country, to raise questions of importance to Egypt later on in the session.

**WU YIXIA (China) (Original language Chinese):** At the beginning of the meeting the Director-General gave us a detailed and concise presentation of his review of the Organization's programmes, structures, and policies which provides a useful basis for our deliberations. In the light of Resolution 10/93, the Director-General, Dr Jacques Diouf, reviewed the programmes, structures and policies of FAO and presented his proposals to Council. We wish to sum up the gist of the Director-General's proposals as reform and guiding principles. Reform refers to re-adjusting FAO's organizational structure and transferring its priorities of work, whilst guiding principles refer to decentralization in the use of technical experts practising economy and reducing expenditure.

The Chinese delegation believes that the Director-General's proposals have reflected his firm intention of enlivening FAO's service for Member Nations, embodying the major issues in the World Food Agriculture field as well as amply demonstrating and putting emphasis on the practical results of FAO's activities. At the same time these proposals are a concrete example of the Director-General's unique style and rich experience in management. We strongly support these proposals and the reform he is going to carry out.

As the Director-General pointed out in document CL 106/2, reform is not an easy task for it involves many aspects. Some can be foreseen at present and some cannot. Therefore, reform cannot be done overnight. In order to carry out the reform better and to ensure reform will proceed in a healthy orientation, we would like to make the following observations.

First, regarding the organizational structure, is adjustment. Institutional adjustment is complex as it includes management and human factors. Its purpose is to strengthen coordination, prevent isolation of departments, reduce bureaucracy and improve efficiency. The institutional adjustment itself is not the end but a means to achieve the above-mentioned goals. Therefore, we think whether the institutional adjustment can yield results depends mainly on the following aspects. It depends on taking practical actions. It is necessary to have an appropriate monitoring and evaluation system to assess the impact with a view to better formulating the Programme of Work and Budget for the biennium 1996-97 and the Medium-term Plan.

Second, regarding the transfer of priorities of work, the Chinese Delegation agrees that food security and transboundary control of animal and plant pests and diseases be taken as priority areas. To strengthen food security and help low-income, food-deficit countries to raise their agricultural production level will no doubt play an extremely important role in reducing the number of malnourished people in the world. However, food security hinges upon the interaction of food production and the purchase of food. To strengthen food security, it is imperative both to raise agricultural production and to improve people's purchasing power, particularly that of the malnourished people. Hence, while helping the low-income, food-deficit countries to improve their agricultural production, FAO should first of all consider how to create more employment opportunities for food-deficit and malnourished people so as to increase their purchasing power by increasing their incomes. Efforts should be made to improve circulation and marketing channels so as to lower the cost of sales.

Third, low-income, food-deficit countries need to formulate a sound "help the poor" policy and make it a basic national policy.

Fourth, the important role of a desirable, international, economic and trading environment and improving world food security should not be neglected. In this connection we hope that developed countries will further open up their markets for agricultural commodities and primarily processed products with improved market access of the exporting farm produce of low-income, food-deficit countries, enabling them to obtain sufficient foreign exchange earnings for purchasing the food they need domestically.

We are gratified to learn that FAO's financial status has taken a turn for the better which will help to upgrade FAO's service to its Members Nations. Nevertheless, the Organization's resources are still limited. Thus further efforts are called for to use the limited resources in countries and regions which have higher potential and can achieve good results. To this end the Chinese Delegation wishes to make the following recommendations:

One: We endorse the Director-General's approach to start with pilot projects. If they are good they can be further extended.

Two: It is important to select the right countries and regions for pilot projects, preferably selecting those with political stabilization so as better to assess their ability with strong executing capacity and food security as a priority area. The technology to be used should suit local conditions. It is necessary to introduce technology and measures welcomed by farmers so as to encourage them to active participation and enhance the joint role to be played by research, teaching and extension units.

Three: It is imperative to set up an effective monitoring management mechanism in order to ensure effective implementation of projects and their actual results.

Four: We hope that developed countries will provide the necessary funds and transfer appropriate technology to developing countries, particularly to low-income, food-deficit countries, with a view to helping them to improve agricultural production and food security.

Five: At present about 800 million people in the world are malnourished, among whom 520 million are in Asia, accounting for 67 percent of the total, whilst in China 80 million people are still not properly fed and clothed. We hope that the Director-General and the Council will not lose sight of this fact during FAO's reform.

With regard to the guiding principles, the Chinese Delegation agrees with the Director-General's proposal about decentralization and a more systematic use of local experts, technical personnel and institutions. At the same time we hope that FAO will use more experts and technical personnel from developing countries, particularly those from countries with stable food security and with growing food security. Undoubtedly this will play an important catalytic role in improving food security in low-income, food-deficit countries. Moreover, this will be a concrete reflection of strengthening the South-South cooperation.

Finally, please allow me to summarize my statement shortly. The Chinese Delegation and the Chinese Government support the Director-General's proposals for reform submitted to the Council. We are convinced that under the guidance of the Director-General FAO will achieve greater and more practical successes in solving the major problems in world food and agriculture. The Chinese Government is ready to enhance further its already existing sound cooperative relationship with FAO and make a greater contribution to the development of world agriculture.

The meeting rose at 13.00 hours

La séance est levée à 13 heures

Se levanta la sesión a las 13.00 horas

## **council**

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

## **conseil**

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

## **consejo**

ORGANIZACION DE LAS NACIONES UNIDAS PARA LA AGRICULTURA Y LA ALIMENTACION

**CL**

CL 106/PV/2

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**Hundred and Fifth Session**

**Cent cinquième session**

**106° período de sesiones**

### **SECOND PLENARY MEETING DEUXIEME SEANCE PLENIERE SEGUNDA SESION PLENARIA**

(30 May 1994)

The Second Plenary Meeting was opened at 14:45 hours

Mr José Ramón López Portillo, Independent Chairman of the Council, presiding

La deuxième séance plénière est ouverte à 14 h 45

sous la présidence de M. José Ramón López Portillo, Président indépendant du Conseil

Se abre la segunda sesión plenaria a las 14:45 horas

baio la presidencia del Sr. José Ramón López Portillo, Presidente Independiente del Consejo

- II. PROGRAMME, BUDGETARY, FINANCIAL AND ADMINISTRATIVE MATTERS (cont'd)
- II. QUESTIONS CONCERNANT LE PROGRAMME, LE BUDGET, LES FINANCES ET L'ADMINISTRATION (suite)
- II. ASUNTOS DEL PROGRAMA Y ASUNTOS PRESUPUESTARIOS, FINANCIEROS Y ADMINISTRATIVOS (continuación)
- 5. Director-General's Review of the Programmes, Structures and Policies of the Organization (cont'd)
- 5. Examen par le Directeur général des programmes, structures et politiques de l'Organisation (suite)
- 5. Examen realizado por el Director General de los programas, estructuras y políticas de la Organización (continuación)
- Council discussion and decisions (cont'd)
- Débats et décisions du Conseil (suite)
- Debate y decisiones del Consejo (continuación)

**EL PRESIDENTE:** Distinguidos delegados, señor Director General, pasamos a la segunda sesión de nuestros trabajos.

Deseo hacer notar que, conforme al párrafo 6 de la Nota sobre los Métodos de Trabajo de este Consejo, ustedes observarán que pueden pasar directamente a los verbatim sus declaraciones completas que aparecerán así, completas, y hacer en sus declaraciones un resumen enfocando los aspectos principales.

No quiero limitarles, es simplemente una sugerencia que ustedes sabrán cómo considerar.

Igualmente les hago saber que en esa nota metodológica ustedes pueden perfectamente hacer referencia a intervenciones que han sido ya formuladas, que recogen sus puntos de vista respecto de la totalidad o parte de sus intervenciones, y de esa manera sumarse a posiciones en común dando quizá todavía más fuerza a las posiciones que de manera conjunta se están presentando en este Consejo. Asimismo, deseo anunciarles que tengo la intención de trabajar un poco más allá de las cinco y media de esta tarde con el propósito de cubrir la mayor parte de la lista de oradores que he podido recoger. El motivo de este anuncio es que lo consideren para que puedan ustedes estar presentes más allá de las cinco y media y que nuestros trabajos puedan culminar, conforme a lo previsto en el calendario, mañana al mediodía en el tratamiento de este punto número cinco de nuestra agenda.

**Soetatwo HADIWIGENO (Indonesia):** It is an honour for the Indonesian delegation to speak on behalf of the Asia Group.

At the outset the Asia Group would like to record its appreciation to the Director-General for providing the Council with the excellent document which is now before us for consideration and decision by the Council as mandated in the Conference Resolution 10/93. The Asia Group finds that the document on the Director-General's Review of Programmes, Structures and Policies of the Organization as contained in CL 106/2 and CL 106/2 Sup.1 are of excellent quality, comprehensive, containing lucid explanations, a clear way of thinking and also very convincing.

On January 1st, 1994, the Director-General, in assuming his office, rightly-stated: "The Organization is confronted with two major challenges, firstly, to eliminate the unacceptable situation whereby currently 800 million people do not have adequate access to food while overall there is enough to feed everyone, and secondly, to ensure that the world will produce a sustainable way enough to feed 9 000 million people in the year 2030."

The Asia Group notes that about 60 percent out of 800 million people who do not have adequate access to food, we believe, are living in Asia. The Asia Group, therefore, is in complete agreement with his statement.

The Asia Group would like to praise the starting point by which the Director-General laid down his far-sighted view and on which he has based the FAO course of actions, namely safeguarding the access of food and its production in a sustainable way, a situation in respect of which the developing countries have been continuously deprived and struggling to achieve.

The Asia Group supports the Director-General's findings that in order for FAO to be able to fully execute its mandate in assisting the developing countries, it should first adapt and gear itself to the present challenges. After studying the document carefully, the Asia Group would like to state that in principle the Asia Group is in general agreement with the Director-General's proposal namely:

Launching two new priority programmes; (1) Special Programme on Food Production in Support of Food Security in LIFDCs, and (2) Emergency Prevention system for Transboundary Animal and Plant Pests and Diseases.

Creating two new departments, namely Technical Cooperation Department and Department of Sustainable Development; and also creating one new division and office, namely Agriculture and Economic Development Analysis Division in the Economic and Social Policy Department and Office for Coordination of Normative, Operational and Decentralized Activities.

Establishing Subregional Offices and strengthening of the Regional Offices.

The progressive establishment of a cadre of national professional officers in country representation offices.

Those are observations of the Asia group. Of course, later on the individual countries will elaborate their own observations on the proposals.

Now that I have discharged my duties as Chairman of the Asian Group, I would like to elaborate upon my own delegation's strong support for the Director-General's initiatives outlined in his Review of the Programmes, Structures and Policies of the Organization.

The Indonesian Delegation deeply appreciates the Director-General's far-sighted view upon which he has based the FAO course of action.

The emphasis being placed by FAO upon enhancing food production in support of food security in low-income food-deficit countries lies particularly close to our hearts. We are gratified to note that FAO is rising to the occasion and squarely facing the most serious threats challenging these countries. This is very much in line with the resolution on food security

passed by the Tenth Non-Aligned Movement Summit in Jakarta in 1992. The Director-General's convening of a high-level seminar to deal with food security deserves special recommendations.

Mr Chairman, we fully support the Director-General's findings that in order for FAO to be able to fully execute its mandate in assisting the developing countries, it should first adapt and gear itself to the present challenges, particularly in reference to the proposals that:

FAO should be decentralized, i.e. the structure be brought closer to the field of action. In this respect, we would like to propose that the decentralization should incorporate both the spreading of qualified personnel over regions, subregions, and countries/national levels; or for delegation of authority from FAO's Headquarters to the regions, subregions, and countries/national levels in an orderly manner.

We share the Director-General's opinion that the FAO has to be rendered less bureaucratic by decentralizing its expertise closer to the field of action. The idea of strengthening the Regional and Subregional Offices, particularly by providing these offices with multidisciplinary technical teams, is fully supported and its implementation should not be delayed any longer. We are confident that this process, implemented in tandem with rotation between Headquarters and the field, would serve to provide the highest quality of staff. Since this practice has already been proven successful in a member of UN agencies, we would like to encourage the Director-General to implement the rotation feature mentioned in paragraph 132. Furthermore while fully supporting the Director-General's target to change the balance between the Headquarters and field staff from three-quarters and a quarter into two-thirds and one-third during this biennium, 1994-95, we would wish to see a better balance, at least a fifty-fifty ratio, achieved by the end of the next biennium, 1996-97.

FAO should be more efficient through the review of its structure and current operational procedures by delegation of authority to lower organization levels. The Director-General's retaining of high-level consultants to review the prevailing administrative procedures and practices with a view to increasing operational efficiency has been very much appreciated.

It is believed that ever since its inception, over the last 50 years, FAO has never undergone significant management review. The normal practice in the business world is to conduct such reviews every five to seven years if one wants to remain competitive. It is now, therefore, high time that the existing FAO procedures, regulations, rules and practices be thoroughly reviewed and simplified.

We wish also to recommend that the Director-General should not miss this excellent occasion to conduct procedural review and introduce improved in-house procedures. While the existing divisions are being transferred and reshaped, these actions should be accompanied by the introduction of improved and simplified procedures, particularly those related to field operations that have been very lengthy giving rise to great delays. While in sharpening priority concentration, with initiation of Special Programmes on Food Production in Support of Food Security in low-income food-deficit countries and Emergency Prevention System (EMPRES) for Transboundary Animal and Plant Pests and Diseases; in principle we would like also to support these proposals. In order to create greater responsibility concerning these

top priorities, we would like to recommend that a special unit be established to coordinate these cross-sectoral activities.

Mr Chairman, the Indonesian Delegation is in agreement with the Director-General that FAO should strengthen national capacities, particularly in view of reducing costs, i.e. by purchasing equipment and other materials needed locally, and also using national experts or national consultants based on requirements and capabilities. We are sure there are many Member Nations which are fully supportive of this idea.

The other aim of complementing the Regional Offices with multidisciplinary teams and Subregional Offices with specific teams to provide immediate support and technical backstopping to the field operations is the exact reply to a long overdue requirement. It will not only cut down the time lag in obtaining the right experts, but will also provide the expert with the knowledge specific to the region. With such a high concentration of personnel in Headquarters, such redeployment would certainly not impinge upon the critical mass required to maintain a centre of excellence. The exchange of technical expertise between neighbouring countries will also be very much facilitated and could be handled satisfactorily at the regional level.

Indonesia is strongly committed to carry out sustainable forest management, and has already demonstrated a strong commitment to manage, develop and conserve its forests in line with decisions reached in the UNCED, especially the Principle on Forests and Agenda 21. Therefore, Indonesia strongly supports the decisions taken by FAO to assume a leading role in the implementation of the UNCED follow-up for the forest sector.

Indonesia as an archipelagic country accords great attention on marine resources preservation and the development of the fisheries sector in a sustainable manner. Indonesia therefore fully supports the FAO-promoted agreement on the establishment of the IOTC and agreement to Promote Compliance with International Conservation and Management Measures by fishing vessels on high seas. At present Indonesia is undergoing a careful study of the impact of the implementation of the Code of Conduct of Responsible Fishing. The Uruguay Round is expected to create a new atmosphere in international trade arrangements, providing an opportunity to the developing countries to expand their agricultural exports, which will provide a strong thrust to their agricultural development. But this will not necessarily hold true, unless they are able to enhance their agricultural efficiency, in order to compete successfully in the international market. In this case, we believe that FAO can do a great deal to help developing countries capable of meeting those challenges.

Mr Chairman, before concluding my statement, I would like to avail myself of this opportunity to inform this meeting of the upcoming Ministerial Meeting on Food Security scheduled for Bali, Indonesia, on 10 to 11 October 1994 to be preceded by a Senior Officials' Meeting on 7 to 8 October 1994. All NAM member countries and other developing countries, as well as the interested donors and international organizations, are kindly invited to participate.

In conclusion, Mr Chairman, I would like to reiterate that the Indonesian delegation strongly believes in the pivotal role of the Food and Agriculture Organization in fostering agricultural development in each member to the ultimate goal of their national development. Therefore, the



Indonesian delegation supports all efforts being expanded by the Director-General of FAO to strengthen the Organization.

Thank you.

**Per H. Harald GRUE (Norway):** I have the honour of making this statement on behalf of the Nordic countries Denmark, Finland, Iceland, Sweden and my own country, Norway.

I would like to start by commending the Director-General for his determined approach to bring about long-awaited changes in the Organization. The very interesting document presented to the Council responds well to the concerns of the Nordic countries. The general direction of change presented in the document aims to strengthen the fight against hunger, malnutrition and low food security. The Nordic countries have for a long time requested more forceful action in this direction and can fully support this move. [The implementation of the necessary changes in the organization will be demanding for FAO staff at all levels. We are therefore looking forward to see the Director-General forming his team to assist him in this demanding task.]

Further, there is a clear recognition in the document of the need to make priorities. The Nordic countries have been advocating a stricter priority setting, and we therefore welcome this acknowledgment. The top priority should be given to FAO's role as a leading global agency in food and agriculture.

Mr Chairman, the overall objective for us all is to restore or improve the quality of FAO's work in all areas of its activity, and at all levels of the Organization. We would like to see FAO regain its appropriate role as the most important world organization in agriculture, fisheries and forestry. Our impression so far, is that the Director-General's proposals represent the first steps in this direction.

However, there is a long road ahead and many more steps that need to be taken before we can be certain that we shall reach our goal.

Based on the thinking of the Nordic countries, there are some fundamental principles that need to be safeguarded to achieve our objectives. First of all, FAO must take its role as a global organization seriously, the organization needs to increase its relevance to all its members by taking up important global issues within its mandate including UNCED follow-up and implementation and formulate policy recommendations on the basis of its analysis. Secondly, FAO should strengthen its normative role and become a true centre of excellence by enhancing its quality of performance in all areas of its work. This will require, amongst other things, a review of the appropriate staffing in order to improve the "skills mix" of the organization, so that it will be able to address the new challenges in the best possible way. There is also a need for consistent efforts to restore the analytical capacity through clearer priorities and termination of obsolete activities. FAO will in the future have to say no to taking on extra-budgetary funded activities if these fall outside the general priorities of the Organization. Thirdly, FAO needs to become part of the general restructuring of the UN system, as has been advocated not least by the Nordic UN Project. This refers, in particular, to the redirection of technical assistance along the lines that already have been indicated in

the document presented to the Council by the Director-General. We support the proposed redirection.

Mr Chairman, turning now to the more specific proposals in the document, the Nordic countries can support the proposed new programme for enhanced food production for food security in low-income, food-deficit countries. It needs to be recognized, however, that the paper in front of us is not an operational programme document, hence a lot of work on how to implement the programme remains to be done. We would also like to underline the need for cooperating efficiently with other international organizations in this area.

Regarding the proposed new programme on combating transboundary pests and diseases, we recognize that FAO, in dynamic cooperation with other international organs, has a comparative advantage in this important area. We would however, like to hear more from the Secretariat on the rationale behind selecting this activity as a top priority.

Turning to the proposals for modifications of the organizational structure, we can endorse these changes. The formation of a new Technical Cooperation Department can contribute to enhanced quality of both the technical assistance provided to member countries and to the normative work of the technical departments. There is a strong need for reinforcing the links between the sectoral analysis and strategic priorities at country level. The present trend of implementing isolated projects should be discontinued.

The Nordic countries are, however, concerned about the need to maintain the forestry and fisheries departments above a critical size. These departments are already rather small, and special care needs to be taken not to jeopardize the technical quality of these departments' work.

The establishment of a Department of Sustainable Development is important for the follow-up of the cross-sectoral issues, which are important in FAO's work. Ideally these issues should be fully integrated into the work of the various technical departments. Nevertheless, at present we can see the need for having a separate department coordinating these issues in order to increase awareness of the broader issues of sustainability in all programmes.

The new department will also be important to increase FAO's capacity to participate in the follow-up and operationalization of UNCED decisions. FAO's contribution to strengthen the proper management of natural resources is strongly needed. This refers particularly to forestry issues, genetic resources and fisheries.

The Nordic countries have for a long time been concerned about the importance of improving the quality of the policy work of the Organization. We can therefore fully subscribe to the proposed establishment of a new Agriculture and Economic Development Analysis Division

It is our belief that decentralization should be pursued with caution and with the objectives of a professional strengthening of FAO's activities, and an improved efficiency in the Organization. It should not focus on field representation as an objective in itself, but see it as part of the general ambition to improve quality. The number of field offices must therefore be judged by their functions and relevance, and we see no clear justification at present to increase the number of field offices.

Therefore, the establishment of new subregional offices needs to be viewed in connection with a re-examination of the existing field representations.

The Nordic countries welcome the objectives of reducing administrative costs in the Organization. We would, however, caution against counting on rapid benefits from office automation. Experience from the present FINSYS system demonstrates clearly that expected financial gains can be extremely difficult to harvest. We would also like to point to the fact that budget increases will have to be balanced by corresponding budget reductions in a situation with no net growth.

The Nordic countries can support a careful and pragmatic scrutiny of the activities of joint units, FAO/UN regional commissions. We would, however, like to underline the need for continuing these activities some way or another. There is further a need for a careful review of FAO's activities in Europe. It is obvious that there are great challenges confronting the Organization in Central and Eastern Europe, and there is a need for a stronger presence in the region. The whole issue of regional representation within Europe has to be looked into and this question will be further discussed at the regional conference in Dublin next month.

Mr Chairman, in conclusion, the Nordic countries have time and again expressed concern over the declining resources allocated to the forestry and fisheries sectors. We fully support the Director-General's proposals to halt this trend, and we are looking forward to further steps in the same direction, when next year he presents his first full Programme of Work and Budget.

**Ramón VILLEDA BERMUDEZ (Honduras):** Ha sido de gran utilidad que las regiones se pronunciaran antes de que lo hagamos por separado los países. Este procedimiento nos ha ahorrado tiempo y ha permitido un examen adecuado de la propuesta del señor Director General en lo normativo y en lo operativo para la nueva orientación de esta Organización para la Agricultura y la Alimentación del mundo.

Quiero ahora referirme concretamente a algunos cambios propuestos y sobre los cuales hay que decidir en este período de sesiones. No creo que la mujer se margine si se tiene una sección especial para ella. Por el contrario, el riesgo es que se la olvide, que se la excluya, si no hay un programa o proyectos específicos para ella. Esa es nuestra experiencia regional y subregional, cuando al no haberse diseñado para la mujer proyectos bien determinados se le excluyó en la reforma agraria, en la comercialización agrícola, en los proyectos forestales y de acuicultura, que habrían ayudado mucho a las madres solteras. Por eso, compartimos las ideas del Director General sobre el imperativo social.

En lo que concierne al medio ambiente, como binomio indisoluble con el desarrollo sostenible, queremos darle una importancia especial a la prevención de los incendios forestales, que en nuestro país y en nuestra subregión son graves y urgen de un programa preventivo. No se trata sólo de proteger el bosque sino de garantizar la biodiversidad.

Los países expuestos a los incendios estacionales necesitan que la FAO considere prioritario para su región un proyecto específico y esperamos la asistencia técnica para lograrlo. La participación popular nos interesa en las actividades orientadas a lograr la seguridad alimentaria. Las organizaciones de base, cooperativas, asociaciones, clubes y aún a niveles

superiores, como federaciones y confederaciones nacionales e internacionales han facilitado su participación en el desarrollo agrícola y rural sostenidos. De ahí, que en la futura reestructuración de la FAO, pedimos que quede claramente definida una unidad técnica responsable de comunicarse y de interactuar con estas organizaciones.

En el fomento de la pesca responsable, hay que adjetivarla así, es necesario homogeneizar las leyes regionales, porque nada estamos haciendo cuando un país declara la veda estacional y el vecino sigue pescando. La regionalización de las leyes es prioritaria. Pienso que la nueva visión de la FAO debe incluir entre sus iniciativas fomentar la creación de leyes con disposiciones similares cuando se trata de aguas regionales contiguas y continuas.

Finalmente, al respaldar la propuesta del señor Director General, y lo hacemos con entusiasmo, deseamos destacar que ningún proyecto de seguridad alimentaria puede tener éxito si no se hace previamente un inventario de las disponibilidades de agua para la irrigación y, en consecuencia, es necesario que se le dé prioridad a los estudios para garantizar la disponibilidad de agua para la agricultura y la alimentación, como parte fundamental en la transferencia de nueva tecnología.

Compartimos las nuevas opciones estratégicas que ha planteado el día de hoy el Director General y las esperamos con el necesario complemento de la asistencia técnica regional y subregional, para garantizar su sostenibilidad.

**Juan Carlos VIGNAUD (Argentina):** No necesito decir lo complacidos que estamos de verle a usted presidiendo esta reunión del Consejo y asimismo que usted, junto con el Embajador de la República Dominicana, sean los encargados de transmitir al Director General nuestro apoyo y nuestra esperanza en su gestión.

Compartimos el diagnóstico, hecho en este documento CL 106/2, que tenemos a la vista, tanto sobre la situación de la FAO como sobre los desafíos y oportunidades que deberá enfrentar. En especial quiero subrayar nuestro acuerdo con la necesidad de ampliar el espectro de asociación de la FAO con otros protagonistas del desarrollo, en particular con instituciones nacionales públicas y privadas y reforzar la cooperación con organismos financieros mundiales y regionales.

Asimismo apoyamos la afirmación que indica que ahora, más que nunca, la FAO debe orientar su acción hacia el desarrollo sostenible y que se creará un departamento especial para que se ocupe de ello. Esta propuesta está de acuerdo con lo decidido en la Conferencia de Río de Janeiro sobre Medio Ambiente y Desarrollo, donde se estableció el compromiso político y se nos dio la base conceptual e instrumental de la cooperación a largo plazo para el desarrollo sostenible.

Los jefes de Estado y de gobierno de Iberoamérica han analizado los problemas y las preocupaciones más acuciantes de nuestra región. En la última reunión, que tuvo lugar en julio de 1993, se llegó a conclusiones coincidentes con las que figuran en el documento CL/106/2.

En la cumbre iberoamericana se señaló que la coyuntura internacional ofrece una oportunidad singular para la acción multilateral, tanto en lo que se

refiere a la solución de problemas económicos y sociales como de mantenimiento de la paz y la seguridad. Se afirmó en esa reunión que la satisfacción de las necesidades básicas en los países severamente afectados por la expansión de la pobreza debe ser un objetivo de alta prioridad. El desarrollo social, y en especial la lucha contra la pobreza, llama, se dijo en esa reunión, al trabajo conjunto de todos los actores sociales. Además, el desarrollo social debe incluir acciones dirigidas a mejorar la distribución del ingreso, erradicar la pobreza e incrementar y dar prioridad al gasto social en función de las necesidades básicas, que obviamente incluyen la obtención de seguridad alimentaria.

Hasta aquí he reproducido algunas partes de la declaración final de esa cumbre iberoamericana porque, como dije al principio, hay coincidencias entre lo acordado en ese foro y las propuestas que estamos analizando.

Me refiero ahora a los comentarios de mi delegación con respecto a las propuestas y voy a tratar de seguir el orden contenido en el documento que estamos analizando.

Con respecto a los principios rectores (párrafos 23 al 27 del documento), la propuesta de que la FAO sea un centro de excelencia no puede ser discutida y la apoyamos.

A nuestro juicio, un requisito esencial para alcanzar el objetivo de "excelencia" es fortalecer, con el apoyo de los países, el nuevo liderazgo en la FAO a fin que ese liderazgo inspire en el personal de esta Organización nueva fe en la misión de la FAO, confianza en sus dirigentes y espíritu de iniciativa.

Apoyamos vigorosamente que la descentralización esté incluida entre los principios rectores de las propuestas. A este respecto deseo llamar la atención sobre el hecho de que "descentralización" es un término con muy diferentes significaciones y alcances y, por tanto, debería aclararse con precisión cuál es el significado que se le dará en las propuestas y cuáles serán sus implicaciones y consecuencias.

Estamos de acuerdo en que una adecuada descentralización permitirá utilizar mejor la capacidad nacional y regional, y que será posible trabajar con menores costos. Pero para que ello suceda, subrayamos que la descentralización debe ser técnico-funcional y operacional. Difícilmente podrá adelantarse en un proceso de descentralización si las Oficinas Regionales dependen totalmente para sus actividades de las divisiones técnicas de la sede.

Obviamente ello debe verse en el objetivo global de mejorar la calidad de los servicios y no considerar a la descentralización como un fin en sí misma.

Una de las claves para obtener una adecuada descentralización podría ser promover una mayor participación de los países concernientes en la planificación y ejecución de las actividades de la FAO en la región. Esa participación iría así más allá del ritual de enviar delegados a las conferencias regionales.

Apoyamos, señor Presidente, que se preste especial atención a la seguridad alimentaria, pero creemos que la erradicación del hambre de núcleos humanos debe perseguirse en cualquiera que sea el país en desarrollo en que se

encuentre, y ella debe constituir la primera prioridad de la Organización. Nos damos cuenta de la necesidad de dar preferente atención a los países de bajos ingresos con déficit alimentario, pero no son los únicos países donde existe desnutrición y hambre. El derecho a la alimentación, reconocido como un derecho humano, asiste a todos, cualquiera sea el país en desarrollo en que se encuentre.

Con referencia a las propuestas concretas de los párrafos 32 y siguientes, quiero decir, señor Presidente, que apoyamos la creación del nuevo Departamento de Cooperación Técnica. Creemos, sin embargo, que debería aclararse un poco más su competencia frente al proceso de descentralización que se propone y, asimismo, sobre cuál sería el papel de las oficinas regionales en las materias de competencia del nuevo Departamento de Cooperación Técnica. Ello tiene especial importancia si se tiene en cuenta que las políticas, las estrategias de desarrollo, y aún las operaciones de campo, deben tener en cuenta las particularidades de cada región, de cada país, de cada sociedad. Difícilmente los modelos y las recomendaciones para un país o una región son extrapolables.

Con respecto al asesoramiento sobre políticas de desarrollo, deseáramos que se enfatice el desarrollo social, que ahora se lo califica como integral a diferencia del desarrollo integrado que se citaba hasta no hace mucho. Este será el tema de la Cumbre de Copenhague de 1985. En este contexto, apoyamos la importancia que se da a la mujer en el proceso de desarrollo, pero deseamos sugerir que se incorpore una mención a los jóvenes, especialmente cuando se trate de la creación de empleo.

También, con respecto al asesoramiento sobre políticas, creemos que debería tenerse en cuenta el nuevo contexto internacional que surge después de la conclusión de la Ronda Uruguay. La firma de los Acuerdos de Marrakech, tendrá una importante influencia sobre el comercio internacional de productos agrícolas.

Las nuevas características del comercio mundial y la internacionalización de las economías, exigirán en la FAO un rol esencial en el apoyo a la planificación de políticas agrícolas en los países en desarrollo, a fin de que la eliminación de los subsidios de los países industrializados se traduzca en un mayor incentivo y retribución a la producción agrícola en los países en desarrollo.

Con relación a la dependencia que se ocupará del Programa de Cooperación Técnica, compartimos lo que se señala en el sentido de que los PCT darán prioridad a la seguridad alimentaria. Creo, asimismo, que habría que reforzar la idea de que estos programas podrán ser de carácter regional o subregional, y aún más, que formarán parte del acervo de los recursos de las oficinas regionales. Ello contribuirá a disipar cualquier duda sobre la objetividad en la selección de los proyectos.

La cooperación con otros organismos multilaterales es un tema central porque, por una parte, permitirá enfoques integrales e integrados para resolver los problemas del desarrollo y a la vez evitará duplicaciones que significan despilfarro de recursos. Creo que sería importante conocer un poco más las ideas del Director General a este respecto.

Vemos que dentro de las estructuras descentralizadas que dependerán del Director General, se ha incluido a las oficinas de enlace con las Naciones Unidas, mientras que en el Departamento de Cooperación Técnica hay una

dependencia de cooperación con los Organismos Multilaterales. Nos preguntamos si no sería conveniente unificarlas. Esto nos lleva a preguntarnos cómo se piensa, más allá de los contactos a través del Comité de Coordinación Administrativa del sistema de Naciones Unidas y otros organismos que intentan facilitar ciertos grados de coordinación en el Sistema.

Nos preguntamos cómo se piensa estructurar la cooperación con el PNUD y con la Organización Mundial de la Salud, ya que es también importante en tanto es imposible hablar del hambre si no tenemos en cuenta a los problemas médicos de la nutrición. Asimismo con la OIT, porque es difícil hablar del desarrollo rural sin tener en cuenta el rol de los trabajadores rurales. La coordinación con el Banco Mundial y el FMI en materia de asesoramiento sobre políticas de desarrollo, es un punto crucial porque las sugerencias que estos organismos hacen a los gobiernos de los países en desarrollo, es un punto crucial porque las sugerencias que estos organismos hacen a los gobiernos de los países en desarrollo, generalmente tienen marcadas diferencias con las que surgen de las agencias especializadas del sistema de las Naciones Unidas competentes en problemas de desarrollo.

Se acaba de crear la Organización Mundial de Comercio, en cuyo marco existirá un Comité de Productos Agrícolas y un Comité de Comercio y, Medio Ambiente. Sería importante conocer cómo se organizará con esta nueva institución la cooperación en especial en lo que respecta a la evaluación de los resultados de la Ronda Uruguay y sobre todo de la intervención técnica que le cabría a la FAO en la aplicación del Acuerdo Sanitario y Fitosanitario, siempre evitando duplicaciones que restarían recursos a las actividades prioritarias que a nuestro juicio van dirigidas a la seguridad alimentaria.

La cooperación con las ONG nos parece que debe merecer también el máximo apoyo. Ello encuadra en el contexto de la propuesta que nos ha hecho el Director General de dar intervención a todos los protagonistas del desarrollo, incluyendo al sector privado y se justifica en tanto muchas ONG son extremadamente eficientes, tienen buena capacidad para obtener recursos y los emplean con costos operativos más bajos que muchas organizaciones intergubernamentales.

Con referencia a las estructuras en el terreno, Párrafos 55 y siguientes, apoyamos la propuesta de descentralizar y en ese contexto de reforzar las Oficinas Regionales. Una de las medidas que se propone a ese fin es el traslado del personal que existe en las Divisiones Mixtas con las Comisiones Económicas de las Naciones Unidas. En la Oficina Regional para América Latina y el Caribe donde existía una división conjunta CEPAL/FAO ya es así porque se dispone del servicio de esos funcionarios. Quizá debería aclararse un poco más en consecuencia, de donde saldrá el equipo de funcionarios técnicos para reforzar a la Oficina Regional para América Latina y el Caribe.

Con respecto a las Oficinas en los países, entendemos que hasta ahora su carácter predominante ha sido de representación de la Dirección General y agentes de enlace con las Divisiones Técnicas y operativas de la Sede. Creo que no realizaban, al menos muchas de ellas, una función técnica propiamente dicha. Por ello, estimamos muy atinada la propuesta que se nos ha formulado de descentralizarlas dotándolas de capacidad técnica, utilizando a expertos nacionales. La apoyamos porque entendemos que implica cambiar el carácter y hacer más significativo el rol de estas oficinas en

los países. La reforma debería incluir, en el futuro, la creación de una relación apropiada especialmente técnica entre las oficinas regionales y subregionales y las oficinas en los países.

Sobre el Programa Especial sobre Producción de Alimentos en Apoyo de la Seguridad Alimentaria, Párrafos 66 y siguientes, estimamos que las recomendaciones del Comité de Expertos son muy pertinentes y atinadas, como asimismo los comentarios del documento sobre las relaciones entre seguridad alimentaria y otros elementos del Programa.

Creemos, sin embargo, que cuando se elaboraren criterios para la selección de países, reiteramos que se deberían tener en cuenta no sólo países, sino casos concretos de comunidades en situación de marginalidad o pobreza extrema, con riesgo de desnutrición, aún en países que no necesariamente tienen muy bajos ingresos o déficit de alimentos, pero que son países en desarrollo.

Coincidimos y apoyamos la prioridad dada a la seguridad alimentaria. Observando el nuevo organigrama propuesto no hemos entendido que unidad llevará la responsabilidad principal y coordinará los esfuerzos de toda la Organización en los programas cuyo objetivo inmediato sea la erradicación del hambre y la obtención de seguridad alimentaria. La importancia que se reconoce a la seguridad alimentaria, debería reflejarse posiblemente en las actividades prioritarias de la lucha contra el hambre, que es la fase más grave de la falta de seguridad alimentaria y, posiblemente, en la creación de una dependencia estructural que se ocupe de él y que incluya a la Dirección de Alimentación y Nutrición que figura en el departamento de Política Económica y Social.

Con respecto a la Integración de las tecnologías y la experiencia de los agricultores: demostración y extensión a gran escala, se nos plantean propuestas que son imaginativas y novedosas y que mi delegación desea apoyar. No obstante, deseo señalar que quizá sería oportuno considerar algunas iniciativas que podrían ser de utilidad y que tienen lugar ya en América Latina.

Desde 1993 se iniciaron las emisiones de la televisión educativa para nuestra región a través del satélite HISPASAT. Participan de este Programa 170 Universidades de América Latina y todos los países de la Región. Pensamos que en este Programa que se irradia a través del satélite HISPAST, muy bien se podrían incluir programas de entrenamiento para agricultores. Hay otros programas de la misma naturaleza, uno que se llama MUTIS. Hay un Mercado Común del Conocimiento, que ha sido una iniciativa de nuestros hermanos uruguayos, y hay una Universidad Satelital, que se difunde también en América Latina desde Argentina, que, quizá, podría ser instrumento para concretar la iniciativa del Director General.

Concluimos esta intervención, señor Presidente, señalando que apreciamos el esfuerzo hecho para preparar este documento en un clima caracterizado por el poco tiempo disponible y el poco margen de maniobra que permite hoy en día la Organización. Por ello no esperamos hoy respuestas a los interrogantes que hemos planteado. Se trata de inquietudes sobre las que volveremos en el futuro.

El documento trasunta una convicción que compartimos y es que, entre los pobres y los recursos que se pueden obtener para ayudarlos, generalmente existe una larga distancia en términos de burocracia que reduce esos



recursos considerablemente. Por ello, apoyamos firmemente cuanto se pueda hacer para disminuir la burocracia y aumentar la eficiencia. En ese contexto, apreciamos que se intente racionalizar la estructura de la Secretaría. Valoramos, asimismo, que se haya reconocido la necesidad de asegurar el carácter interdisciplinario de las actividades de la FAO, su transparencia, que se fortalezca la idea de descentralizar, que se trabaje en problemas de control financiero y de gerencia de recursos humanos y de evaluación objetiva de resultados de las actividades emprendidas.

Aseguramos al Director General que Argentina colaborará en la mayor medida de sus posibilidades para que su gestión permita que la FAO pueda afrontar con éxito las responsabilidades que le ha confiado la Comunidad Internacional.

**EL PRESIDENTE:** Yo deseo volver a solicitarles, de una manera muy humilde, pero también firme, que traten de acomodar sus puntos principales dentro de los 10 minutos que estamos fijando. Yo considero que ir a un grado de detalle, quizás excesivo, podría ser a estas alturas un tanto inadecuado, digamos, porque hay una serie de cuestiones que como el propio señor Director General ha indicado son de carácter normativo, y lo que estamos aprobando es un primer paso que vamos a ir evaluando en la marcha.

Yo les agradezco, desde luego, que le hagan saber a este Consejo cuáles son sus posiciones. Todo se va a incorporar en el Informe; también podrían hacerlo directamente al verbatim, para que podamos concluir nuestros trabajos en los tiempos que hemos prefijado.

**Christian BERGER (France):** En premier lieu, permettez-moi de vous féliciter, Monsieur le Directeur général, pour la qualité des documents qui sont soumis à cette session du Conseil. Nous apprécions le processus consultatif qui a conduit à leur élaboration, le rôle joué par le Comité financier et le Comité du programme et les efforts déployés par le Secrétariat pour apporter des renseignements complémentaires de façon à faciliter la tâche du Conseil.

La délégation française se félicite particulièrement de la concision et de la clarté du document principal, ainsi que de la précision des informations contenues dans le document supplémentaire, qui manifestent une volonté de transparence à l'égard du Conseil.

La démarche progressive, qui limite les propositions immédiates de remaniement à une enveloppe d'environ 30 millions de dollars, nous paraît suffisamment prudente et nous pouvons l'approuver. La redistribution des économies administratives au profit des programmes opérationnels est, par ailleurs, la méthode adéquate qu'il convenait d'adopter dans le contexte de la "croissance zéro".

La délégation française adhère aux principes fondamentaux qui sous-tendent les propositions de réforme que nous examinons: le renforcement de la FAO en tant que centre d'excellence dans ses différents domaines de compétence, la poursuite de la décentralisation, la rationalisation des activités opérationnelles par le canal de mesures structurelles, la recherche d'une efficacité accrue et de modalités d'action moins coûteuses, et le recentrage des priorités.

Permettez-nous, cependant, de regretter que parmi ces principes ne figure pas le rappel de la collaboration indispensable de la FAO avec ses partenaires du système des Nations Unies et les institutions de Bretton Woods. Celle-ci n'est, en effet, évoquée que plus loin dans le texte.

La coordination est pourtant essentielle pour relever les défis de la sécurité alimentaire mondiale; elle doit permettre de valoriser les compétences de chaque organe, tout en s'assurant que chacun exerce pleinement, mais strictement, son mandat. En particulier, elle nous paraît cruciale entre les trois institutions basées à Rome qui concourent au développement de l'agriculture et de l'alimentation. Nous avons eu l'occasion, avec de très nombreuses autres délégations, de réaffirmer ce principe lors de la trente-septième session du CPA, la semaine dernière. Demain, la collaboration sera également essentielle avec la future Organisation mondiale du commerce.

Monsieur le Président, je vais maintenant structurer mon discours en reprenant les différents points soumis au Conseil "pour décision", tels qu'ils figurent dans la double page qui a été remise aux membres du Conseil il y a une dizaine de jours. Je commencerai par l'examen des structures.

Les principes directeurs que nous venons de rappeler sont à la base des propositions de restructuration du Siège, qui nous paraissent empreintes de logique et que nous approuvons globalement. Il va de soi que celles-ci ne pourront prendre leur plein effet sans une volonté interne forte de décloisonnement ni le développement de la coopération interbureaux qui sont évoqués au paragraphe 335 du document principal. Derrière les structures, il y a des hommes qui doivent s'approprier ce projet de réforme.

Plusieurs questions se posent à propos des conséquences des changements proposés. S'il faut reconnaître la logique de la transformation du Département du développement en Département de la coopération technique, on peut s'interroger cependant sur la manière dont l'Organisation surmontera la séparation entre les activités normatives et les activités opérationnelles menées à l'échelon des pays.

Dans un ordre d'idées différent, nous voudrions solliciter des éclaircissements sur l'élargissement du champ d'action dans deux secteurs clés, que sont l'investissement et l'aide d'urgence:

- pour le premier, il s'agit de s'assurer que l'établissement d'un programme à long terme de services d'appui à l'expansion de la production alimentaire ne se fasse pas au détriment des activités fondamentales que développe le Centre d'investissement pour répondre à la demande des institutions financières internationales. On peut, en effet, s'interroger sur ce point, puisque ses effectifs demeureraient inchangés;

- pour le second, l'urgence, nous souhaiterions savoir ce qu'il faut entendre, au paragraphe 49 du document principal, par "une unité visible chargée de coordonner l'assistance d'urgence". Ce point n'est que peu détaillé dans le document complémentaire et nous pensons qu'une référence plus explicite devrait être faite au rôle de la FAO dans la conception et la mise en oeuvre des actions de réhabilitation.

Enfin, précision nous serait utile sur la façon dont seront gérées les contributions extrabudgétaires fournies en appui aux activités du Programme régulier.

La création du Département du développement durable conduit ma délégation à plusieurs commentaires. Le développement durable est une préoccupation transversale et d'aucuns s'interrogeront sur l'utilité d'un département nouveau qui pourrait, en effet, conduire à confiner la réflexion et l'initiative, alors que celles-ci doivent relever de tous les secteurs d'activités. Il nous semble cependant que la lisibilité de la priorité accordée à la mise en oeuvre des accords de la CNUED et du rôle de chef de file qui revient à la FAO dans certains domaines devait être assurée. Aussi, le Département regroupe-t-il des bureaux dont le cloisonnement à l'intérieur de secteurs thématiques n'avait pas de véritable justification.

En définitive, ce nouveau Département du développement durable paraît pouvoir assumer deux fonctions capitales: d'une part, l'observation globale de la durabilité du développement et de l'impact des projets; d'autre part, l'examen préventif des projets pour que l'un des critères de sélection de ceux-ci soit leur durabilité. Cela exige qu'un dialogue se noue avec les Départements sectoriels, ainsi qu'avec le Département de la Coopération technique. Le Directeur général voudra certainement préciser selon quelles modalités ce dialogue pourra se développer.

Il nous est proposé une décentralisation progressive conduisant à mieux répartir les responsabilités entre le personnel du Siège et celui des échelons décentralisés de l'Organisation. Cette proposition rejoint notre préoccupation d'amélioration des services rendus aux pays membres. Nous approuvons le principe du renforcement des bureaux régionaux et de la création de bureaux sous-régionaux, en souhaitant fermement que l'on évite l'écueil d'un alourdissement de la bureaucratie et que cette décentralisation s'accompagne d'une déconcentration des responsabilités.

Aussi, il y a lieu de bien évaluer les implications financières et opérationnelles des mesures qui conduiraient à affecter un tiers du personnel sur le terrain, au lieu d'un quart actuellement.

Deux questions se posent plus particulièrement:

Tout d'abord, si nous sommes favorables au renforcement de la capacité d'analyse des bureaux régionaux et au resserrement du dispositif des bureaux-pays par le biais d'accréditations multiples, la délégation française estime que cela ne devrait pas se faire au détriment des fonctions actuellement développées au sein d'organes mixtes entre la FAO et ses partenaires, comme les Commissions économiques régionales des Nations Unies. Nous souhaiterions obtenir des assurances à cet égard.

Ensuite, ma délégation souhaiterait obtenir de plus amples informations sur la politique d'utilisation systématique de fonctionnaires nationaux. Quel serait le statut de ces agents, dans quelles conditions serait respecté le principe de neutralité des cadres des Nations Unies et peut-on évaluer le rapport coût/avantages de ces affectations?

Monsieur le Président, il y a déjà plusieurs années que la France marque son attachement à l'affinement des priorités du programme de travail et budget de notre Organisation. Les premiers signaux que nous envoie le Directeur général, à travers de légers transferts de ressources au profit du secteur des pêches et de la foresterie, ainsi que par le lancement de deux nouveaux programmes prioritaires, vont pour nous dans le bon sens et nous sommes en mesure de les approuver.

En premier lieu, le programme PFRDA qui s'inscrit dans le renforcement des activités de la FAO dans le domaine de la sécurité alimentaire par l'augmentation de la production, nous paraît relever d'une démarche à la fois responsable et courageuse; c'est un défi que lance la FAO. Le Directeur général, dans son introduction, aime à rappeler la dimension sociale.

L'annexe 5 du document d'information complémentaire présente des arguments convaincants, mais montre aussi combien, à côté d'un souffle productiviste fondé sur les transferts de technologies, il importe que l'Organisation maintienne le rôle qui est le sien dans la définition des politiques d'accompagnement, par exemple pour favoriser l'accès des populations aux produits alimentaires et pour améliorer le fonctionnement des marchés internationaux des produits de base.

L'intégration des technologies et des expériences des agriculteurs, et les principes de démonstration et de vulgarisation appliqués sur une grande échelle, ne doivent cependant pas nous conduire à une vision trop réductrice de la production agricole. Il faut garder le souci de la "professionnalisation" de l'agriculteur en tant qu'acteur du développement. Nous entendons par là, aider les producteurs à se comporter en entrepreneurs, capables d'assimiler les messages techniques et de s'organiser pour améliorer leurs capacités de négociation et de cogestion avec des interlocuteurs commerciaux et institutionnels.

Nous savons, par ailleurs, que l'aide alimentaire fait aujourd'hui partie des outils de la réhabilitation et du développement, et considérons qu'il convient d'engager la réflexion sur ce volet complémentaire des activités de l'Organisation et de se rapprocher du PAM, en particulier, pour concevoir ce "cadre commun" évoqué au paragraphe 93 du document principal, à l'intérieur duquel les différents acteurs pourront coopérer.

Pour en terminer sur ce sujet, Monsieur le Président, ma délégation souhaiterait recevoir des éclaircissements à propos de la notion de projets "nourriture contre intrants agricoles" qui figure au paragraphe 92.

Monsieur le Président, me voilà au terme de ce discours dont je vous demande de bien vouloir excuser la longueur; la délégation française s'est prononcée en faveur des principes directeurs de la réforme soumise à notre examen. Nous considérons que les modalités détaillées de sa mise en oeuvre sont du domaine de la gestion de l'Organisation qui appartient au Directeur général: "prudence et célérité en sont les mots clés", comme cela est indiqué dans le document principal.

Nous lui demandons de rester fidèle aux idées-force que sont la transparence, la coopération, la nécessité de réduire la bureaucratie par un élagage des procédures, le besoin d'une communication accrue - interne à l'Organisation mais aussi vis-à-vis de l'extérieur - et la recherche d'une diminution des coûts administratifs pour améliorer les performances de la FAO et lui donner l'autorité et la sagesse de ses 50 ans.

Nous sommes à la fois confiants et motivés pour suivre ces évolutions avec les autres membres du Conseil, au fil des rapports réguliers que le Directeur général s'est engagé à nous transmettre, par le canal du Comité financier et du Comité du programme.

**Mrs Maria KADLECIKOVA (Slovakia):** Let me submit the statement of the Slovak Republic of the review of the summaries from the conceptually oriented workshop of the Eastern and Central European countries on agricultural policy in transition organized by the Food and Agriculture Organization five days ago in the Slovak Republic. Firstly, let me start with a statement of the Slovak Republic. On behalf of my country I take the liberty to express appreciation and thanks to His Excellency Jacques Diouf for initiation of such a profound document concerning the global situation in nutrition which evaluated and offers an effective solution for problems of hunger and malnutrition of human population.

The principles mentioned are a good starting point for the rationalization and revival of activities of the Food and Agriculture Organization of the United Nations. They ensure the FAO's development for the third millennium and they clearly demonstrate the fact that in this period new demands and requirements for its functional and organizational restructuring appear.

We would like to appreciate the courage with which His Excellency Director-General initiates many decisive changes in the Organization under conditions of budgetary restrictions. Many of proposed measures, despite their important conceptual character, do not require any additional financial inputs and they are feasible for realization.

We fully agree with the statement that FAO is a relevant organization designed to satisfying the needs of the member countries and that it is a centre of professional uniqueness. However, if FAO wants to hold its high prestige in the European subregion, we would like to recommend a necessity of more proactive policy and a better visibility of FAO policy in the countries of Central and Eastern Europe, so that FAO can proportionally join actions, measures and solution of problems resulting from GATT agreements, provide specialized assistance in studies on the possibility of selected commodities to get access to world markets.

We have our positives in the disponibility of well-qualified human resources, science and availability of some sources for economic transformation. On the other hand, however, we can also see our negatives which prevail in present time, big financial management, preparation of projects for international financial institutions, economic and social development in rural areas, access to world markets. All these represent an opportunity for FAO to enhance its authority and prestige in the subregion of Central and Eastern Europe.

We appreciate the establishment of two new departments which will lead toward the division of conceptual and operational actions. Such a division will enhance the concentration of professional, intellectual and conceptual work of the whole organization. On the other hand, it is evident that efficiency of every system is given by functional interrelation and harmonization of conceptual and operational management. They can be separated just theoretically. The close coordination of these two departments should result in efficient implementation of results of the department which deals with problems of concepts and development into department of operational tasks. Only the system which provides services may have an operational character in relation to member countries, not services as such. These two departments can not work as isolated.

The approach toward organizational structured adjustments is progressive. It represents restructuring of all organizational units in relation to

other units within inner boundaries of original systems. To reach profound organizational changes and their positive impact on the 50 year-old body suffered by reluctance and routine is a very demanding goal. Its realization will require dynamic, creative and flexible cooperation of all units of FAO in order to regard needs and interests of Member Nations.

With regard to our needs, it is highly appreciated the aim to ensure direct cooperation of member countries with the Department for Technical Cooperation in satisfying countries' specific requirements.

As to the programme for food security in the low-income countries. It is necessary to say that this issue is a FAO priority and it helps to implement FAO's mission. There are no doubts about it. It is to be mentioned that the term food security becomes an issue in some countries of Eastern Europe as well. Food security is not always a matter of quantitative indicators. It has also qualitative dimensions and in this respect it becomes extremely important for the quality of nutrition and health of people in all countries of our subregion.

We are grateful for the increased attention to the role and mission of women in rural development and agriculture.

We support the efforts to undertake FAO's specialized programmes on the prevention of transfer of plant and animal disease and pests.

The programme report mentions FAO's support for countries in political and social transformation, which we suppose, include the countries of the Central and Eastern Europe as well. All countries of the world are in transition, however, the most markable dimensions can be seen in our sub-region. Our social transformation lags behind the economical transformation due to the fact that transition is a very painful process. We recommend an establishment of a work team in the frame of the Department for Sustainable Development for dealing with conceptual issues of economic transformation in the Central and Eastern Europe with the aim to gradually integrate existing, two separate subsystems of agriculture in Europe.

We should not forget that problems of Central and East European countries are temporary. After completion of transformation we are convinced that it is real to expect that these countries may become strong supporters of the Organization.

Among further progressive features of the programme review is the aim of the decentralization of the Organization and its actions, and proposals for establishment of subregional offices. Offers to provide housing for an FAO Subregional Office in capitals of two Member Nations were already presented at the FAO Regional European Conference in Prague. Despite the urgency of needs and attention needed by countries at that time they were not given the chance. We would like to emphasize that with regard to the future development of the Organization and needs of countries of Eastern Europe, we fully support the establishment of a subregional centre for Eastern Europe as it was mentioned in the Programme Review of His Excellency. We wish to note, however, that a subregional centre is only a tool not the aim of our interest. It is necessary to secure direct contacts of countries involved with the technical divisions of FAO located in Headquarters. Functional and organizational links of countries with a subregional centre should have such a design that it should not result in prolongation of the decision-making process in specific agricultural problems which are to be

solved by the Centre of Excellence in the FAO. The subregional centre should not in any case substitute national approach of the Headquarters to the Member Nations.

The proposed budgetary adjustments are considered to be a minimal but inevitable strategy leading to implementation of the profound programme and organization changes in practice.

I would like to conclude the presentation of the Slovak Republic by expressing our thanks and appreciation to His Excellency the Director-General for the preparation of such a highly competent and important conceptual document which will increase the authority of the Organization and set its new objectives in harmony with basic needs of mankind. The solution of the problem of hunger and poverty of the human population means a decisive contribution to the peaceful life on Earth.

As part of the country statement of the Slovak Republic, and in accordance with the proposal of the subregional group of central and eastern European countries, I would like to submit for information to the FAO Council the conclusions from the Workshop on Agricultural Policy in Transition.

In the course of workshop debates and in the country papers two general issues appeared to dominate the macroeconomic conditions for reforms and the restructuring of the agricultural sector.

It was generally recognized that the macroeconomic situation in the national economy had, in the course of the reforms so far and will in the future, exert a dominant impact on agricultural policies implemented and their effectiveness. Among the major factors discussed, influencing agricultural growth and rural development, were a continuing high rate of inflation, growing urban unemployment, shifts in international trade patterns in industrial and in farm commodities. The shrinking domestic demand and ensuing collapse of domestic markets, i.e. an effect of reduced or eliminated subsidies to retail food prices and declining real incomes of the population, were indicated as a barrier to expansion of agricultural output.

The inherited low productivity of the production systems developed under central planning both in the agricultural and in the industrial sectors, were found to be a major barrier to growth as well. This was found to be one of the factors contributing to the high costs of the transformation process.

The critical condition of state budgets and short financial resources for support of the reforms in the agricultural sector were indicated as a major barrier in continuing reforms, with the past external and internal debt burden exerting a specially heavy impact.

The reforms conducted in the agricultural sector, including in particular the privatization programmes, were found to involve the key issues in agrarian structure.

The importance of policies which would accelerate development of land markets, allowing farmers access to land but also permitting use of farmland as collateral for loans, was stressed.

It was generally recognized that the first stage of privatization programmes has been concluded and at present much more expensive and comprehensive legislation would be required, supported by economic analyses.

It was observed that notwithstanding a number of universal patterns and features of the economic reforms in the CEE economies in transition, the countries are undergoing differentiation in terms of economics, national food balances, changing position of the agricultural sector in the economy, with highly varied starting conditions for the reforms. While a number of countries experienced surpluses of farm products in relation to the effective demand and opening export markets was becoming crucial, other countries had the target of food policy balancing domestic demand and achieving short- and medium-term food security.

In general the orientation of agricultural policies toward European integration and multilateral trade negotiations were recognized and implications for national policies accounted for.

The participants of the Workshop, following an extensive and detailed debate on the proposed activities and programme of work for the Agricultural Policy Network, expressed their interest and support for the establishment of the Network, recognizing its importance and possible usefulness to the policy-makers in the CEE economies in transition.

Mr Chairman, distinguished delegates, in accordance with your interest, the summary report of the Workshop on Agriculture Policy in Transition is available for you. During this workshop, in connection with our deep interest in solving the problems of other sub-regions, the programme review of the Director-General was mentioned many times. It was stated that this document represented a new wind of change in the Organization. It is to these changes that we look for a way to revitalize our fragile economies. Thank you very much for your attention.

**Alvaro GURGEL DE ALENCAR (Brazil):** Mr Chairman, in spite of your recommendation, I cannot fail to express my delegation's satisfaction at seeing you in the chair, and wish you much success and assure you of all our cooperation. I would like also to thank the distinguished Director-General for his very clear and articulate presentation that he made this morning, as well as the Deputy Director-General for the illustration of the proposed changes.

Views have been expressed by the President of the Group of 77 and by the Chairman of the Latin American and Caribbean Group on the set of proposals which the distinguished Director-General has submitted to the Council. The comprehensive nature of the paper presented by my original group allows me to be very brief. Besides, we believe that the proposals should be seen in their entirety. Looking at them from a broad perspective, my delegation finds them sensible, realistic and coherent. They are admittedly limited in their scope and yet they are balanced. They are derived from this Organization's undisputed priorities. And they are in keeping with the concerns expressed at the Hebrew-American Summit held last year in Brazil.

Mr Chairman, from the very beginning we deemed it important that the Council give the Director-General, at this early stage of his tenure of office, a clear vote of confidence. Having examined his proposals, we feel



that he has greatly facilitated matters for us. We thus have no hesitation in joining in the adoption of the decisions before the Council as you, sir, have read them out to us this morning.

I wish to assure Dr Diouf of the full cooperation of my government for the successful implementation of these decisions.

**Jürgen OBSTREICH (Germany):** Mr Chairman, in order to honour your request for short statements, and in an effort to follow our friend and colleague from Brazil, I intend to cut drastically my statement and make only a very few remarks.

The first one is that the document before us and the introduction given by the Director-General this morning seems to us to be a very helpful basis for a profound discussion of this important session.

The fact that the Director-General has responded in a very short time to questions of the Programme and Finance Committees by submitting the supplementary document CL 106/2-Sup.1 is welcomed by my delegation as an encouraging sign of willingness for dialogue and transparency vis-à-vis the Member States and this Governing Body, and I want to ask you to continue this way in the future.

Coming back to my promise to be short, I want to make only the following remarks. First, we support the Director-General's endeavours to distinctly improve the food situation especially in the poorest countries through increases in production.

In this connection, we would like to emphasize the need for continued development and introduction of site-adequate technologies; adapted and site-related research for sustainable food production which avoids the errors of the "First Green Revolution"; and for increased efforts for the conservation of biodiversity of plant and animal genetic resources which have high priority with regard to food security and environmentally sound agriculture. I am convinced that the fourth International Technical Conference on Plant Genetic Resources, which will be held in Germany in 1996, will make an important contribution in this respect.

Mr Chairman, for an adequate and at the same time balanced nutrition of broad sections of the population, it is of decisive importance, as the Director-General has himself stressed this morning that not only food supply security but also food consumption security must be ensured. This means access to food for the whole population, i.e. households and each individual. Both require fair prices and adequate incomes and purchasing power.

Of course, adequate and stable political, economic and social overall conditions must prevail in order to stabilize food security and economic and social development also in the long term. In many fields, FAO as the secretariat cannot influence these conditions, but in one area it certainly can, as my neighbour from France has mentioned. These overall conditions include close cooperation and coordination with and between international organizations, especially the ones here in Rome, non-governmental organizations and the private sector.

Also the other special programmes, the Emergency Prevention System (EMPRES) in the livestock and crops sectors should receive enhanced support. An amount of US\$2.9 million has been earmarked for this purpose, and we endorse the envisaged measures. In this connection I would like to add, however, that we are in full agreement with what is stated in paragraph 105 of the document, namely that the Working Capital Fund is not a suitable source of funding.

An important element in the Director-General's reform proposal is decentralization. The envisaged transfer of posts in connection with decentralization and the establishment of Subregional Offices, and in this context the increased use of qualified national staff, can be assessed positively as long as both Regional and Subregional Offices and Headquarters maintain the necessary technical standard and capacity, and as long as they all have the critical mass of expertise to fulfil their important task. Whether the proposed measures will help to save costs in the long term remains to be seen. The increase in expenditure on FAO Representatives, which is by far the largest increase in connection with the reform proposals, will certainly require further attention by the Council.

With regard to the intention to transfer FAO staff from the so-called joint divisions with other organizations, we would like to ask the following question: how should the work done so far by the FAO/ECE Geneva office in the agricultural and timber sectors be continued in the future? In this context, I would like to refer to paragraph 56 which points out expressly that the fruitful joint activities should not be cancelled. Structural or organizational changes in the FAO Secretariat are primarily in the competence of the Director-General. We welcome the fact that the Director-General has given high priority to the human factor in his reform considerations and intends to carry out the proposed changes step by step. Let us not forget that the staff of FAO are the most important asset that this Organization has.

Quite a few arguments speak in favour of a concentration of the operational units of FAO in a technical cooperation department. However, the department with normative tasks should continue to take an adequate part in project formulation and backstopping in order to avoid it becoming a sort of ivory tower. The synergy between normative and operational functions must be fully maintained.

The catalytic effect of FAO's field work in the framework of the TCP is undisputed. On the other hand, it should be borne in mind that according to the mandate and constitution, the main task of FAO lies in normative-conceptual activities as well as in policy advice. In other words, FAO should not be primarily a project execution organization but remain a "Centre of Excellence". This would also be in line with the "National Execution Priority" set in the framework of UNDP.

The creation of a Department of Sustainable Development stresses rightly the importance and commitment of FAO in connection with the Follow-up to Agenda 21 of the UNCED Conference in Rio in June 1992. I would like to stress, however, that sustainable development should continue to be a central matter for all FAO work units.

The Director-General deals in detail with the budgetary impact of the envisaged measures. This applies in particular to the supplementary

document which contributes to a better transparency in that sector. It was confirmed again that the programme changes are within the budget level approved by the 27th FAO Conference, which is a zero real growth budget.

However, under IV, in the introduction to the main document CL 106/2, it is stated that the proposals will have a progressive impact on the budgets for 1996-97 and beyond. We would be grateful for some explanation in this respect. My delegation is aware that this special Council shall only decide on specific proposals contained in the Director-General's letter of 20 May. With this in mind, we would like to point out that the table of cost savings and the resource allocations for programme changes in Annex 2D to the Supplementary document need further explanation. For instance, with US\$18.4 million, about 60 percent of the intended savings are to be made by frozen posts, as was shown in the slides which we have seen. What are the financial consequences when posts are unfrozen? Does it mean automatic increases for the next budget? A first comment on this would certainly be useful.

As far as the lists of sessions to be retained and those proposed for postponement or cancellation are concerned, we believe that these lists require further examination and discussion in the appropriate framework.

Mr Chairman, this includes my remarks in our first round of comments on the Director-General's proposals. My delegation has listened carefully and with great interest to what speakers of the different regional groups and national delegations have to say on them. We are prepared to contribute constructively to our further deliberations and will assist actively in the implementation of the changes in our Organization agreed to by this special Council. We are ready to help the Director-General in his endeavour to prepare FAO for the challenges it faces.

**M. MAJIDUL HAQUE (Bangladesh):** Mr Chairman, I would first like to express my appreciation to the Director-General and his colleagues in the Secretariat for presenting to us a very comprehensive and appropriately focused review of the programmes, structures and policies of the Organization. In spite of the very limited scope for making changes in the approved Programme of Work and Budget within the framework of a zero growth budget, the Director-General's reprogramming exercise marks a significant step forward towards making the Organization responsive to the priority needs of its Member Nations. My delegation congratulates the Director-General on the pragmatic initiatives he has undertaken to bring about qualitative changes in the way FAO functions and to chart a new course for the FAO in order that it can fulfil its charter obligations more efficiently and cost-effectively.

An organization like FAO, vast as it is in its coverage, must be dynamic. It must change its focus and strategy by being consistent with the changing needs of its beneficiaries. The case for change outlined in the document is very timely and should be translated into specific actions as early as circumstances permit. The Director-General has identified three major areas where he believes improvements and new orientation are essential to enable FAO to meet the new challenges, viz. decentralization, cost-effective delivery of services and strengthening of national capacities. We fully support this policy thrust and believe that the proposed changes would be driven by the guiding principles enumerated in the review paper. We believe that separating FAO's normative activities from its operational activities and bringing both these activities closer to Member States will strengthen

the Organization in the long term and maximize the impact and effectiveness of FAO services to Member Nations.

We are generally in agreement with the rationale of the proposed changes in the organizational structure and hope that the new strategic orientation will contribute towards greater efficiency. We are also of the view that the process of change should proceed steadily and that the Director-General should have the flexibility in carrying on with the streamlining exercise, which, we recognize, is a complex process. The reorganized Technical Cooperation Division, which will provide assistance in policy, investment and technical assistance through field operations, will be more responsive to national requirements. The Policy Formulation Division, which would be organized on a regional and country basis, will intensify its policy advisory services to Member States.

Mr Chairman, my delegation particularly welcomes the Director-General's proposal to strengthen the FAO Regional Offices by providing each office with a complete multidisciplinary team. This will be an important step to enhance national capacities. Creation of a few Subregional Offices will also be very helpful in addressing the needs of some countries which are far away from the Regional Offices. We also strongly support the Director-General's proposed policy of increased use of national expertise, which will not only strengthen national capacities, but shall be cost-effective as well.

We are pleased to note that the Director-General's process of reorganization shall also cover measures aimed at improving management practices. The steps envisaged to reduce the cost of administrative and logistic support to FAO are particularly encouraging. We welcome the Director-General's effort in cutting administrative costs, costs on publications and meetings, etc. However, we ought to be careful while effecting cost reduction in the field of publications. This is where we differ. The importance of publications cannot be overemphasized and therefore, cost reduction could perhaps be effected by using cheaper qualities of paper instead of the costlier variety thereby allowing publication of important ones without recourse to a total ban. We hope the Director-General will explore further avenues of reducing administrative costs wherever it is feasible, keeping in view the resources limitations.

We fully share the Director-General's proposal for sharpening the focus on food security in the low-income, food-deficit countries. It is a complex problem of endemic proportions for which sustainable solutions need to be found to ensure that the world has enough food to feed 9 million people in the year 2030. Increasing aggregate availability of food in the developing countries must, therefore, be a vital strategy for FAO. Action needs to be focused in those countries having low and critical levels of food security judged on the basis of FAO's food security indicators. We also agree with the need to step up action against locust attacks and effective handling of transboundary diseases, as well as pest eradication programmes. FAO must be better equipped to provide a rapid response in times of such emergencies. A strengthened preventive capacity in FAO will help develop much needed effective cooperative mechanism to combat this serious problem.

Finally, Mr Chairman, I once again commend the Director-General's efforts and initiatives in an effort to revitalize the Organization in key priority areas, and assure him of the full support the Government of Bangladesh in his endeavour.

**Enrico DE MAIO (Italy):** The Italian Government wishes to congratulate the Director-General and the Secretariat on the remarkable efforts made in submitting to this Council a document so rich and yet so concise. Let me briefly comment on eight points. The first is the refocusing of technical priorities.

**Food security.** We welcome the sharpened concentration on food production in support of food security in low-income food-deficit countries as well as the approach proposed. We welcome too the proposal to launch a small number of pilot projects focused on technology transfer and aimed at achieving results in a short time-span. In this connecting, the Italian Government is already considering the possibility, mentioned in the Director-General's document, that existing FAO projects be suitably adapted and used as vehicles to start the validation/demonstration components of the programme and to address requirements for policy reforms.

**Potential Limits of the Approach Proposed.** The danger might be that food security is perceived only as a problem of increased supply of basic food crops. Concentrating on increasing aggregate supply of food at national level might leave in the shade the problem of access to food by poorer segments of the rural population. We have taken note that in the proposed approach validation and transfer of technology should be accompanied by complementary measures but they still focus on inputs supply, marketing, infrastructures. Technology-driven growth can be a solution. However, the pattern of growth is equally important. Efficient labour-intensive growth should allow the poor to make use of their most important asset, namely labour; this provides jobs and increases income.

**Uruguay Round, Structural Adjustment and Cooperation with other Agencies.** Also on the positive side, we want to support the sharpened concentration of the Organization in the provision of assistance in assessing and monitoring the implications of the Uruguay Round negotiations at country level for policy decisions. We also welcome the intention to enhance partnership with multilateral financing institutions when they assist individual countries in the design of macro-economic policies specifically aimed at reducing rural poverty. It is important to note that cooperation should also be consistently pursued within the UN system, particularly with the World Food Programme and IFAD, in order to avoid duplication of efforts and inefficient use of resources at country level. Improved coordination with the other agriculture-related agencies is in our opinion a must. Furthermore, it would allow donors to have a more complete view of the interventions needed in the so called continuum from emergency to rehabilitation and agricultural development. In this line, we would like also to stress the importance that FAO remains the main forum for discussion on agricultural and rural development, with renewed emphasis on food security and sustainable security.

**FAO as a Centre of Excellence.** This will imply structural but also cultural change. In fact, this constitutional function of the Organization has lost momentum in the recent past. It is striking to note that, with the exception of agricultural statistics and Early Warning bulletins, few of FAO's publications are used as reference in international fora. FAO's staff should be encouraged to take the initiative, and promotion and rewarding mechanisms for publications could be considered.

**Restructuring of the Organization.** Changing structure and strategy is relatively easy. Cultural changes are more difficult. Efforts will be

necessary to define the values of the Organization, to obtain the commitment of the staff and of member countries, and to organize work around it.

In this connection, we would like to note that the new organization chart submitted obviously can only define the structure, the skeleton, and it merely provides the framework within which the Organization will try to organize the work of the various units. Our impression is that in the recent past FAO has suffered from a typical problem of large organizations, namely that the underlying forces of differentiation have become stronger than those driving towards integration. In other words, units and departments have developed a tendency to give higher priority to their own roles and goals than to those of the Organization as a whole. Some integrative mechanisms should be provided for and a new culture for team work be encouraged.

We fully share the Director-General's view "that reallocating less than 4.5 percent of the total budget cannot be considered to have a significant impact on the ongoing programme of work". Therefore, we understand that most of the relevant changes are to be expected to take place in the longer run, perhaps beyond the two years of the present proposal.

**Decentralization.** The Organization needs to get closer to the complex problems of the various regions of the world.

The technical units in such a decentralized system should have adequate size, a critical mass, in order to allow for high quality interventions in a wide range of activities. The risk might be that of creating small, miniature-size duplications of the Organization. With the lapse of time, those units could lose contact with Headquarters in a number of activities. Problems of homogeneity and technical standards could surface. Much will depend on the working mechanism to be established between Headquarters and the field, and on the recruitment patterns. In this last connection, while the use of local capacities should be welcomed, we still think that a mix of national, regional and international expertise is necessary. For example, Latin American experts in the Regional Offices will certainly benefit from the presence of technical personnel with experience in Asia and other areas. We would like therefore to avoid what could be a regionalization and compartmentalization of the technical work of FAO. This, added to a potential dichotomy within Headquarters, which we will describe later on, could make the forces of differentiation prevail on the forces of integration.

Also with reference to decentralization, FAO representatives, now to be attached directly to the Office of the Director-General, should have managerial capabilities, independence from potential local pressures and be supported in terms of staff. Their competence should cover all aspects of the work of the Organization. The same applies to Regional and Subregional Offices. The problem is that it will be almost impossible, due to budgetary constraints, to cover all or even the most important technical fields. A solution could be that regional and national offices be strengthened mainly in the policy advice and economic analysis sector.

**Technical Cooperation Department.** Turning to the separation of normative activities from operational work and to restructuring of the Secretariat, we note that the Technical Cooperation Department will become the core of field activities with an expanded scope of action. As contributors to the

Trust Funds Programme, our experience with the Development Department has been positive indeed in terms of coordination and promotion of field projects. Since 1982, projects for approximately US\$390 million (if we include a special contribution to the TCP) have been identified and agreed upon. As donors, we would therefore welcome working with a more comprehensive counterpart department.

However, the risk with the proposed Technical Cooperation Department is that it could also become another organization within the Organization if appropriate measures are not foreseen. If our understanding is correct, all field activities, technical and operational, would be encompassed by this department. To follow up on projects at the technical and operational level probably implies the necessity to have technical officers outposted from the normative departments. We do like the separation of the work of the Organization between normative aspects and country-based assistance but the possible obstacle is again represented by budgetary constraints which will not allow, de facto, for enough staff for both functions. The end result could be that the Technical Cooperation Department should continue drawing on the expertise of the normative departments, thus not allowing the separation of long-term from short-term work.

**Other New Departments and Units.** Finally, we would like to make a general comment on the creation of the Department of Sustainable Development and the Division on Women and People's Participation in Development. The priority to be given to these issues can only be supported. Nevertheless, action should not be limited to these measures. In recent years, FAO has promoted training on gender analysis to identify the role of women in development projects. Still, field projects are formulated in most cases in the old fashion, namely either you have projects aiming specifically at women or projects in which target groups are undistinguished. Similar consideration could be made on the so called participatory approach. In other words, gender analysis should be built into project documents. As is the case for the presence of indicators for the monitoring and evaluation of project activities, a clear indication of how the project will affect women and men should represent a criterion for appraisal of projects. The same should apply to environmental concerns and to the issue of development support communication for institutional support.

In conclusion, with the above, mentioned caveats, we would like to reiterate our support to the document submitted to the Council and to the flexibility to carry out the proposed measures which the Director-General is requesting.

**I.F. MARIA DOS ANJOS (Angola) (Langue originale portugais):** Nous voudrions avant tout manifester notre appui au Président du groupe africain, Monsieur l'Ambassadeur de l'Ouganda, pour son allocution. C'est un grand plaisir pour nous de prendre la parole devant cette auguste assemblée, qui nous a élu comme l'un des vice-président de cette cent sixième session du Conseil.

Nous profitons de cette occasion pour vous exprimer nos sincères remerciements et c'est un grand honneur et un signe de confiance que vous avez fait à mon pays et à ma personne.

En abordant ce point très important de notre ordre du jour, M. le Président, nous voudrions rendre hommage tout d'abord au Directeur général, à tous ceux qui, tant dans le groupe d'experts qu'au sein des

comités et aussi bien au Secrétariat, que parmi les délégués, ont fourni un travail énorme dans le seul but de renforcer l'efficacité et de donner un nouvel élan à la FAO.

Nos félicitations s'adressent également au Directeur général, pour les efforts déployés pour nous présenter en un laps de temps court, des documents excellents et bien élaborés.

Sa présentation est parfaitement claire, précise et concise. Les renseignements contenus dans le document CL 106/2-Sup.1 viennent éclairer encore notre compréhension.

Les propositions du Directeur général sont pertinentes et dignes d'être louées, et avant toute considération, nous partageons les opinions émises par le Comité financier et le Comité du programme.

Les deux nouveaux programmes prioritaires méritent notre soutien, comme décrits au paragraphe 65 du document CL 106/2. La production alimentaire à l'appui de la sécurité dans nos pays à faible rendement et à déficit alimentaire constitue la base même des activités de la FAO. Ces propositions renforceront sans doute les activités de l'Organisation. A cet égard nous appuyons la suggestion du Directeur général de tenir un sommet mondial de l'alimentation en 1996, comme stipulé au paragraphe 32 du document CL 106/6.

Dans plusieurs pays, la sécurité alimentaire est basée sur les tubercules, les plantains et les légumes traditionnels. Nous pensons que ces produits doivent être considérés aussi comme prioritaires, sur le même pied que les céréales.

Nous saluons la création d'un système de prévention des crises (EMPRES) mais nous constatons que l'attention principale est limitée à la peste bovine et aux acridiens. Or, il existe d'autres maladies qui entravent la sécurité alimentaire telles que la trypanosomiase et la peste porcine africaine qui infestent des milliers d'hectares favorables à l'élevage. Nous souhaitons que ces constatations soient prises en considération lors de l'exécution de ces programmes.

En ce qui concerne, Monsieur le Président, les propositions préconisées par le Directeur général sur la modification des structures de l'Organisation telle que la transformation de l'actuel département du développement, la création d'un nouveau département de développement durable, à partir des actuelles unités des départements de l'agriculture et des politiques économiques et sociales, la nouvelle création d'une division de l'analyse du développement agricole et social et la création d'un bureau de coordination des activités normatives opérationnelles et décentralisées, elles ne posent aucun problème à notre délégation car les doutes que nous présentons ont été dissipés par l'explication contenue in extenso dans le document CL 106/2 Supplément 1.

Il n'y a pas de doute, Monsieur le Président, que la nouvelle approche politique que le Directeur général nous propose, consistant à décentraliser progressivement et à redéployer le personnel, va à l'encontre de notre consentement.

En ce qui concerne les structures de terrain, notre délégation approuve le renforcement des bureaux régionaux et l'établissement des bureaux sous-



régionaux. L'Afrique australe, région agricole par excellence, expérimente une organisation régionale déjà reconnue, la Communauté de l'Afrique australe, et une représentation spécifique de la FAO au niveau d'un Bureau sous-régional serait bien accueillie.

Nous nous félicitons particulièrement, Monsieur le Président, de l'idée géniale du Directeur général de l'utilisation systématique des fonctionnaires nationaux. L'utilisation des experts nationaux est d'une importance capitale. Connaissant mieux les particularités et les valeurs socio-économiques des pays, cela permettra, sans doute, de renforcer la capacité d'intervention de la FAO, améliorer l'évaluation, le suivi des projets et contribuer à la réduction des coûts.

L'exemple nous a montré au fil du temps que l'inclusion de l'expertise nationale dans les projets de la Banque mondiale a des effets positifs à plusieurs titres.

Comme stipulé au paragraphe 72, nous défendons avec fermeté les activités du type "aliment contre travail" comme contribution au développement socio-économique, et à la création d'emplois.

Nous soulignons aussi, Monsieur le Président, l'importance de la collaboration avec d'autres partenaires tels que les organisations du système des Nations Unies, les institutions régionales et sous-régionales, et les ONG.

Pour terminer, nous ne pouvons que féliciter le Directeur général pour avoir réalisé un accroissement des ressources dans les grands programmes de l'agriculture, pêches et forêts, ne modifiant pas les limites globales du budget, en accord avec la recommandation de la vingt-septième session de la Conférence.

Pour la réalisation de certains programmes de la FAO, il est sans doute nécessaire et indispensable de mobiliser des ressources extrabudgétaires pour compléter les ressources du programme ordinaire qui sont limitées.

Monsieur le Directeur général, notre disponibilité pour vous appuyer dans votre difficile mission est totale. Nous vous souhaitons bon succès.

**Christodoulos CHRISTODOULOU (Cyprus):** Allow me to begin by expressing the appreciation and support of my delegation for the genuine efforts of the Director-General Mr Jacques Diouf to reorganize and improve the FAO activities, as described in document CL 106/2.

We do realize the considerable constraints facing this reprogramming exercise, given that it was bound to be made within the framework of a no-growth budget. Therefore, it wouldn't be realistic to expect radical or impressive improvements in FAO activities, during the present biennium. On the other hand, it is encouraging to note that the proposals under review are "geared to a progressive impact in the context of the budgetary proposals for the next biennium 1996-97" as stated in the same document.

In the light of this perspective, the discussions and conclusions of this special Session of FAO Council could be the initiation of a process towards the strengthening of FAO's capacity to respond positively and in time to the pressing demands, which the international community continues to place on FAO. Surely, such a process is subject to improved arrangements of both

the financial and human resources of this Organization. For this reason we are of the view that the payment of contributions in time and the reduction of costs, where possible, should be considered as priority issues.

Following these general observations we wish to express our brief comments on specific issues regarding the proposed programme priorities and structural arrangements.

The food production increase for supporting food security in Low-income Food-Deficit Countries (LIFDC) is surely a priority of universal support.

Urgent action is required to combat this tragic reality. The proposed action towards a "new green revolution" based on the use of more productive technologies and on the application of sustainable production systems do constitute sound radical measures for increasing food production.

However, we do believe that the fundamental issue of the potential access to food should always be an integral part of FAO's policy advisory role. Income-generating issues are surely multidisciplinary and complex issues. They are, however, interrelated with the huge problem of food security and nutrition. In this connection we can see the merits of the proposals of the Director-General to launch a Special Programme on Food Production in support of Food Security in LIFD Countries, as outlined in paras 74-77.

In general, we support the intended efforts for improving paragraphs the functions and operations of FAO within an evolutionary process of decentralization and rationalization of operational activities through appropriate structural arrangements. To this end we have no difficulty in endorsing the guiding principles as stated in paragraph 24.

Referring to the transformation of the present Development Department into the Technical Cooperation Department (TCD), as shown in the organizational chart in Annex 4, we can see the advantage of having the three interrelated services, i.e. policy formulation, investment centre and field operations under one department.

Likewise, the placing of the Technical Cooperation Programme Unit and the TCDC/ECDC focal point under the same roof could improve and expand their activities. Furthermore, the closer link between investment and technical cooperation projects could lead to the mobilization of external resources.

We welcome the continued priority given to the economic and technical cooperation among developing countries, but it is perhaps important for FAO to learn to use, even more than in the past, such active partners as the non-governmental organizations and the private sector.

Considering the functions of the proposed Policy Division under TCD as described in paragraphs 43-45 and the Agriculture and Economic Development Analysis Division to be established under the Department of Economic and Social Policy, as also described in para 63, we realize there is a strong link between these two divisions. Therefore, we suggest that certain arrangements are necessary for achieving the proper cooperation of the two divisions and for avoiding possible duplication.

In the light of these brief remarks and taking into consideration the relevant analysis in the document under review, we do hope and wish, that

the TCD will gradually become a department of great value, especially for the member countries which urgently need assistance from FAO.

Concerning the proposed establishment of the Department of Sustainable Development, we welcome the intention to give higher visibility to the priority on sustainable development and the environment.

We do realize that the main role of the Department of Sustainable Development is to incorporate a number of functions so to enable FAO to better integrate its cross-sectorial work and discharge its obligations vis-à-vis the United Nations system, as mentioned in para 52. However, since other departments, will continue to deal with the issues of sustainable development, we suggest that proper arrangements should be made in order to avoid duplications.

Regarding the proposals for the centralization of activities to regional, subregional and country level, we are satisfied with the rationale as presented in paras 55-61. The proposed strengthening of FAO's Regional Offices, the establishment of subregional offices, where needed and the increased use of national capabilities will ensure, in our view, greater responsiveness and closer relevance of FAO's services to Member States.

On the other hand we see that the process of decentralization does imply certain difficulties and, in the short term, cost increases as well. Additionally, the intended decentralization should not be at the expense of a sufficient capacity at the Headquarters. For this reason while supporting the respective proposals we also suggest to proceed with care.

The Emergency Prevention System programme is also welcomed, with its preliminary accent on locust and rinderpest. We hope that FAO will be able to broaden its system in the future, as these are only two of the major pest and disease problems which beset our agriculture and livestock system.

Finally, we do welcome the commitment of the Director General to submit regularly progress reports to FAO Governing Bodies and his intention to keep the Permanent Representatives of Member Nations in Rome regularly informed. We trust that these arrangements will continue in the future.

In concluding, I wish to register my delegation's endorsement of the proposals of the Director-General in connection with his review of the Programme, Structure and Policies of FAO, and once again, to express our willingness to cooperate and support the efforts for strengthening the FAO activities.

We wish to hope that the implementation of these proposals will further enhance the fruitful and dynamic role of FAO for the benefit of member countries and the humanity at large. We are permanently encountering the huge challenges born by continuous change and the need for adjustment to the evolving socio-economic conditions across the world. It is our prime responsibility to face these challenges. And we shall be successful if we only work fervently and decisively and if we fully acknowledge the noble responsibilities bestowed on us by the past generations for the benefit of the current and future generations.

**Mrs Melinda L. KIMBLE (United States of America):** the United States delegation joins other members in expressing its appreciation for the

Director-General's thoughtful and far-sighted approach to modernizing FAO. This is a moment of historic transition and of great promise for the Organization. We are impressed with the rapid progress made in beginning to refocus the Organization towards results-oriented management and a rededication to its core mandate. We also applaud the open consultation process that preceded it. We also look forward to the more far-reaching changes that can be instituted in the 1996-97 Programme of Work and Budget, and the prospects of greater transparency, enhanced consultation, open communications and stronger partnerships in the introductory sections of CL 106/2. We support the overall thrust of the proposed restructuring; its success will depend on the degree of flexibility FAO management brings to the task. As fine tuning and adjustments are always necessary, we especially appreciate the Director-General's emphasis on the dynamic nature of this effort.

The postponement or cancellation of meetings and publications is a bold move. We have carefully studied these lists and endorse these proposals. The stringent budget context in which the Director-General must operate poses a challenge and an opportunity for bringing more effective change to the management structure and organizational culture of FAO. Completing this process will require clearly defined objectives and incentives for more efficient, innovative approaches, general reductions in bureaucracy and the continual elimination of unsustainable programmes.

We wholeheartedly endorse the new emergency prevention system for transborder pests and diseases (EMPRES). The proposed system stresses the long-term aspects of pest control such as strategic resources and strengthened regional preparedness which can help avert the evolution of localized outbreaks into full-scale plagues that pose potential social, economic, and environmental hazards across entire regions.

Paragraph 11 in the basic document suggests that FAO has a more pro-active role to play in collaborating with the new world trade organization to improve harmonization of trade standards and respond to new trade policies. Thus FAO's role in Codex Alimentarius and the International Plant Protection convention may need to be reinforced. We would like to know if the Director-General shares this view, and, if so, how the restructured FAO will accommodate it.

We also value the collaborative effort of FAO with IAEA, especially the growing activities in the area of food irradiation. We would appreciate clarification of the proposal contained in paragraph 56, on redeploying FAO staff presently in joint divisions with the UN regional economic and social commissions. These joint divisions have been performing valuable functions, in our view. We urge consultations as soon as possible to determine how best to maintain the key joint FAO-ECE activities.

The Director-General's proposal, in paragraph 27 of his written text, that the Commission on Plant Genetic Resources be transformed into a commission on agricultural biodiversity is a welcome recognition of the vital importance of preserving genetic resources to ensure 21st century food security. Conservation and improved management of traditional livestock breeds and indigenous crops can lead to greater adaptability and disease resistance, better food supplies, more rational use of marginal and improved economic conditions for farmers. Progress on the broad biodiversity agenda is essential for implementation of Agenda 21. FAO

leadership in the agrobiodiversity area - FAO's special provenance - will do much to restore FAO credibility and influence.

As a measure of US commitment to this programme, we intend to pledge in the near future, US\$1 million to support preparations for the international technical conference on plant genetic resources. We are further preparing to pledge US\$200 000 to promote a global programme for the management and conservation of endangered animal genetic resources.

For the long term, FAO must quickly launch the centre for domestic animal diversity and find more Regular Budget resources to devote to the agrobiodiversity agenda where FAO has a clear mandate and exceptional technical expertise. The proposed 8.5 percent reduction in the already underfunded animal genetic resources programme should be carefully reviewed in the light of the strategic import of these activities. Without investments in this area today, any future food security strategy is doomed to fail.

Concerning the proposed special programme on food production in support of food security in low-income food-deficit countries, we support establishing this vital programme which seeks to mobilize FAO resources for the all-critical mission of eradicating hunger. The balance struck by the Director-General in highlighting the need for ensuring socio-economic and environmental sustainability of our production-focused strategies is an essential one, achieving this goal calls for a holistic approach that equilibrates technology transfer with long-term conservation of the agricultural resources base, people's participation, capacity-building, and appropriate social and economic policies: including secure land tenure arrangements, sound pricing policies and an enabling environment for the private sector.

We welcome the Director-General's caution that a technology-driven strategy must not override FAO's commitments to sustainability and the achievement of household food security. FAO's programmes for nutritional improvement, integrated pest management, farmer-centre agricultural resource management programmes and community forestry are good models of participatory cooperation and biocontrol that may provide keys to the solution. We would hope to see them expanded.

The proposed Department of Sustainable Development (DSD) can be a pivotal part of this process. However, to make it effective the department will need social and natural resource management capacities and a well-defined interdepartmental mandate. While we appreciate the clarifications given in the supplemental document, some basic questions remain.

The formation of a women's division is a positive step. Women produce the great majority of foods on marginal lands and must be an integral part of any food security strategy. The functions of the rural development and agrarian reform division seem rather vague and appear to overlap those of the field operations divisions in the new Technical Cooperation Department.

Despite the regrouping of several smaller cross-cutting units, it is not apparent that the proposed new department or other changes would significantly strengthen FAO's ability to respond to Agenda 21. FAO is responsible for UNCED follow-up to the land resource cluster of Agenda 21. The programme areas of Chapter 14 (SARD/sustainable agriculture) as well as the chapters relating to land, forestry, fisheries and mountains have

considerable convergence with FAO capabilities. We would like to know how FAO plans to make SARD operational, and whether it will develop an organizational strategy that empowers the SAPs critical to its implementation with well-defined goals and the authorities required to achieve them in a timely manner.

FAO has a wealth of information banks across several departments which, if made more interactive, accessible and geographically referenced, would be invaluable assets in its efforts to achieve sustainable food security. We would welcome more information on the Director-General's plans on the above issues in November.

The new information on the Technical Cooperation Department is quite helpful. While we are not entirely comfortable with the proposed separation of operational and normative functions, we are pleased that the Director-General is looking at the functional linkages with other units. We support the concept of achieving more strategic coordination of field services and of bringing multidisciplinary teams closer to the field.

A remaining concern is whether the greatly reduced forestry department will be adequately equipped to meet the challenges facing them. We understand that the normative functions of forestry may be addressed at the November 1994 Council and would welcome an opportunity to work with FAO in the formulation of viable plans.

This office for coordination of normative, operation and decentralized activities, in addition to having a unique name, seems to have functions that are currently located elsewhere, including handling regional conferences. Is this the intent?

In looking at the new Agriculture and Economic Development Analysis Division, we see that policy research and analysis would be conducted here. We see an inextricable linkage between policy analysis and policy advice and are uneasy about having the functions formulation division and this division?

With respect to subregional offices in North Africa, Southern and East Africa, the Pacific Islands, the Caribbean and Eastern Europe, we would be interested in learning more about their impact on the Regular Budget, about what the newly configured subregional offices will look like in terms of staff and functions, and which country offices are closing. In regard to the proposed decentralization, we would also appreciate knowing how effective management capacities will be delegated to the field. In our view, decentralization has proven most successful and cost effective in new bureaucratic structures. The creation of new offices too often adds overheads and a new layer of decision-making instead of enhancing efficiency.

In developing a comprehensive strategy for sustainable household food security and agricultural biodiversity, we would encourage the Director-General to use existing governance mechanisms to develop further his broad proposals and clarify his benchmarks for measuring progress over the next 18 months. In particular, we look to the new leadership for developing the management tools and methodology for trimming high-risk, unsustainable programmes and for redirecting funding to high priority sustainable food security programmes.

We strongly support the collaborative efforts now underway between FAO and UNDP to develop sustainability indicators and establish UN system-wide criteria for gauging progress towards these common goals. It would be extremely useful if FAO could report on these developments at the November 1994 Council and offer a description of short- and long-term targets FAO hopes to achieve in this and the 1996-97 biennium.

We applaud the Director-General's initiatives in structuring closer cooperation with the IBRD and regional development banks, with the Inter-American Institute for Cooperation in Agriculture and other important players. As the new agenda is shaped, we would also welcome the development of more interactive, productive relationships among the Rome-based food agencies and closer linkages with UNDP, the CGIAR network, IUCN and other NGOs with important roles to play in sustainable agriculture and global food security.

Finally, we wish to commend FAO on its report of April 15 1994 on Monitoring of the Development and Implementation of the System-Wide Action Plan on Drug Abuse Control. Although this issue is not part of the restructuring plan, we are generally aware of initial efforts by FAO to integrate these concerns in its rural development programmes, in drug abuse education for rural youth, and in sustainable agricultural production systems. With funding from the UN Drug Control Program, FAO has provided a valuable contribution to the base line surveys of opium poppy crops in select areas. Drug crops remove large tracts of agricultural lands from food production. FAO's efforts to promote drug control enhance their ability to promote sustainable food security without unintentionally aiding the producers of illicit crops. We encourage more FAO attention to this growing international challenge, and would welcome an opportunity to have this issue addressed in greater detail in a future Council session.

**Raphaël RABE (Madagascar):** La délégation de Madagascar fait siennes les déclarations des Présidents du Groupe des 77 et du Groupe africain et prononcera, par conséquent, une déclaration assez brève. Malgré le temps très réduit qui séparait la Conférence de la présente Session du conseil, le Directeur général a pu entreprendre d'une manière suffisamment approfondie l'examen prescrit par la Conférence. Nous lui exprimons nos vives félicitations. Le fait que le Directeur général ait fait appel à des experts de haut niveau pour l'assister constitue pour nous une initiative fort heureuse. Nous sommes reconnaissants au Secrétariat d'avoir mis à notre disposition des documents dont la clarté et la transparence contribuent à nous faciliter la prise de décisions.

Le document CL 106/6 portant rapport de la Session conjointe du Comité financier et du Comité des Programmes nous est précieux à plus d'un titre dans la mesure où ces organes se sont employés à examiner les avantages et les inconvénients des mesures à prendre et les actions à développer.

Nos félicitations vont également aux Présidents de ces Comités ainsi qu'à leurs membres. Nous relevons au paragraphe 15 du document que ces Comités approuvent à l'unanimité les grandes dimensions stratégiques du processus de changement proposé, à savoir: décentralisation, prestations de services plus rentables et renforcement des capacités nationales. Notre délégation partage sans réserve cette position encourageante des Comités. Cette notion de renforcement des capacités nationales est d'une importance capitale pour l'avenir de la coopération entre la FAO et les Etats Membres, notamment des

pays en voie de développement. Le Directeur général mise beaucoup sur cette mesure pour réduire les coûts d'intervention de l'Organisation et pour renforcer ses avantages comparatifs et lui permettre, ce faisant, d'étendre ce genre d'interventions en matière de développement proprement dit. A cet effet, nous appuyons très chaleureusement les commentaires, observations et propositions contenus dans les paragraphes 17 à 22 du document principal. Nous souhaitons vivement leur mise en application rapide.

Cela étant, ma délégation voudrait, si vous le permettez, formuler quelques commentaires, en se conformant au plan figurant dans le document intitulé: "Points soumis au Conseil pour décision".

Mais avant d'y procéder, je voudrais faire part à cette auguste assemblée des points de vue du Ministre d'Etat à l'Agriculture et au Développement de Madagascar à l'endroit des priorités de l'Organisation suite à la lettre du 18 janvier 1994 que le Directeur général lui a envoyé. Comme il est dit à juste titre au paragraphe 3 du document CL 106/2, le Directeur général n'a pas pu prendre en considération toutes les propositions reçues mais en tiendra compte dans l'exercice futur. Le Ministre malgache souhaiterait que, dans le prochain biennium, le programme Elevage soit classé au même niveau que les forêts et les pêches eu égard à la place prépondérante que ce secteur occupe dans l'économie en particulier, au rôle qu'il joue dans la sécurité alimentaire et dans l'amélioration du niveau de vie des petits agriculteurs. Le grand programme proposé pourrait comprendre un programme santé animale et un programme production animale.

Nous sommes certains que le Directeur général en a pris note et ne manquera pas de l'examiner lors de la préparation du prochain budget; et nous l'en remercions vivement. Ma délégation a écouté attentivement le discours liminaire du Directeur général et a lu le document CL 106/INF/5 qui donne la déclaration complète du Directeur général.

Nous appuyons chaleureusement toutes les actions proposées par le Directeur général pour relancer les secteurs "Forêts" et "Pêches". Pour le secteur "Forêts", nous sommes reconnaissants au Directeur général de la proposition d'organiser une réunion du Groupe consultatif sur le PAFT en 1995 tel que cela figure au paragraphe 35 du document CL 106/INF/5. Bien entendu, il serait souhaitable que, d'ici là, le Directeur général puisse rassembler les fonds extrabudgétaires requis. Un appel est donc lancé aux membres qui soutiennent le PAFT et le secteur forestier pour qu'ils contribuent sans tarder à rassembler les fonds extrabudgétaires de ce programme. En tout cas, nous voudrions inviter le Conseil à se prononcer favorablement sur la tenue de cette première réunion du Groupe consultatif si important pour nous, pour préparer la session de 1995 de la Commission du développement durable.

Ma délégation approuve la mise en service d'un programme spécial de sécurité alimentaire dans les pays à faible revenu et à déficit alimentaire ainsi que le programme visant la mise en place et la promotion d'un système de prévention et la réponse rapide contre les ravageurs et les maladies transfrontières des animaux et des plantes.

Le programme spécial sur la sécurité alimentaire connaîtra un succès assuré si les mesures et actions décrites dans les paragraphes 66 à 74 du document principal sont effectivement mises en œuvre. Pour ce faire, il faudra un engagement profond, résolu et soutenu des principaux protagonistes, à savoir les agriculteurs eux-mêmes, qui devront être consultés et concernés.



pendant tout le processus de programmation, de planification et de mise en oeuvre des projets, les départements techniques responsables de la sécurité alimentaire dans les pays dont le mandat principal est d'assurer un encadrement approprié, les institutions multilatérales et bilatérales tel qu'indiqué au paragraphe 93, le secteur privé et, bien entendu, les ONG.

Nous pensons, nous aussi, qu'il y a lieu de mettre en application et d'utiliser les résultats des recherches sur les variétés de céréales performantes non encore vulgarisés; il est temps, à notre sens, d'exploiter les résultats encourageants obtenus sur le manioc dans le Centre de recherches d'Ibadan, au Nigéria. Il faut aussi intensifier et améliorer les utilisations de cultures traditionnelles, comme l'a indiqué le Président du groupe africain dans son discours; cela implique cependant la nécessité de disposer de quantités suffisantes de semences, de tubercules et de boutures à vulgariser ainsi que des intrants requis pour garantir une bonne productivité.

Il faudra, en outre, trouver une solution au problème du financement du monde rural et, dans certains cas, aux problèmes fonciers; mais cela ne devrait pas constituer un goulot d'étranglement national car on peut bien intervenir en premier là où ces difficultés n'existent pas. Il faudra aussi procéder, bien entendu, à la réhabilitation des infrastructures hydroagricoles et de communication et désenclaver les zones de production à fort potentiel.

Pour le deuxième programme spécial, à savoir la mise en place d'un système performant de prévention des urgences, nous convenons avec le Directeur général que la FAO a toujours joué un rôle déterminant dans la lutte contre les maladies des plantes et des animaux et contre les ravageurs transfrontières. Elle doit non seulement préserver cette capacité mais aussi et surtout la renforcer.

En ce qui concerne les propositions du Directeur général relatives à la modification des structures, ma délégation les trouve justifiées et pertinentes et les approuve en conséquence.

L'Organisation doit être en mesure de répondre aux défis auxquels elle est et sera confrontée, à savoir éliminer la faim et la malnutrition frappant déjà plus de 800 millions de personnes et nourrir convenablement une population de neuf milliards en l'an 2030. Elle doit remplir les mandats qui sont les siens suite à la Conférence de Rio et à la Conférence internationale sur la nutrition; et elle doit suivre de près les répercussions sur la sécurité alimentaire de l'Accord et de la Déclaration de Marrakech.

Les nouvelles structures sont donc plus que justifiées; elles obtiendront leur maximum d'efficacité en collaborant étroitement et d'une façon permanente avec les anciennes structures. Nous sommes convaincus que la création de nouveaux bureaux sous-régionaux et leur localisation seront déterminées par des critères précis tel que le demandent le Comité financier et le Comité du programme au paragraphe 1.28 du document CL 106/4.

Enfin, je ne sais pas si le moment est opportun de le faire mais, en tout cas, ma délégation serait favorable à ce que les décisions du Conseil soient rédigées sous forme de résolution. Telle résolution reprendrait, en

quelque sorte, les points figurant dans la note que j'ai citée précédemment et cela pourrait faciliter le travail du Comité de rédaction.

**Yalal RASSOOLOF (Iran, Islamic Republic of):** First and foremost, Mr Chairman, on behalf of myself and the delegation from the Islamic Republic of Iran, I should like to welcome you on the chair. I hereby extend my heartfelt wishes for the success of the meeting and the prosperity of the member countries likewise.

Mr Chairman, the review of the programmes, structures and policies of the Food and Agriculture Organization shows that Mr Director-General has fulfilled his duty comprehensively and with a profound understanding of the complications facing the developing countries. While treating major international issues, the presented proposals have not failed to deal with the real problems of FAO's member states. In addition, his astuteness has been in presenting the proposals in the framework of a zero-growth budget following an objective function which attempts to maximize the impact and cost-effectiveness of the Organization's action.

The suggestions for prioritizing the allocation of resources for forestry in order to create a leading role for the FAO in the implementation of the decisions made by UNCED, augmenting the resources allotted to fisheries in order to prevent overfishing practices and promote responsible fisheries, establishing relations between FAO's activities and the outcomes of the Uruguay Round agreements as well as the World Trade Organization, and last but not least, highlighting the issue of food security, especially in the Low-Income, Food-Deficit Countries, betoken the sensitivity of the FAO toward paramount global issues henceforward and its leading role in the member states' capitalizing on the positive effects of such world events.

Separation of long-term activities from short-term ones, decentralization of activities, increasing the number of regional and subregional offices, creation of the Department for Sustainable Development and transformation of the Development Department into the Technical Cooperation Department will undoubtedly lead to the following:

- Qualitative improvement and increased responsiveness and relevance of services, increasing efficiency of natural resources management.
- Enhancement of coordination and integrity in the different stages of the planning process, including policy-making, investments and operations, which will all in all assist the FAO in achieving a more efficient and effective management system.

A sharpened priority concentration, with initiation of a special programme on food production in support of food security is a logical and powerful strategy in combating the hunger and malnutrition in the world. We have witnessed the success of this strategy in wheat production in the Islamic Republic of Iran, through a programme called the "pivotal wheat production scheme", which increased the total wheat production by 70 percent over the last five years. Therefore we objectively and strongly support this priority issue.

Hereby I would like to appreciate the establishment of the Department for Sustainable Development and the said transformation and wish the best prospects for the two Departments.

Greater dependence upon the expertise of the developing countries, strengthening of FAO offices in these countries and re-deployment of FAO experts based in Rome to regional offices will on the one hand boost the national capacity of such countries' expertise (the most significant problem in many of them as far as development is concerned) and, on the other hand, make possible the reference of the real needs of these countries to the centre and their expeditious, timely follow-up.

While the proposals have been fully advocated in the common report of the joint meeting of the Programme and Finance Committees, it has rightly been mentioned that in certain cases more precise information can help the member states in their decision-making. Fortunately my Government was availed of the opportunity to host Mr Director-General for a short period, and could not only show him some of the capabilities of the Third World countries but also had the chance to obtain more detailed and accurate information on his proposals. On the basis of our discussions on these propositions, I have the pleasure to announce that the Islamic Republic of Iran fully supports the proposed programmes in toto. The Director-General's mastery over the details of the proposals and even necessary executive schemes assured the Iranian Government that, in case these proposals are seriously seconded by all member states, in the future we will witness an organization which aside from being a centre of excellence, can keenly fathom the agricultural problems of the developing countries, take practical measures to solve them and help these countries in traversing the road to development ever more swiftly.

Transforming the FAO into a centre of excellence requires the incorporation of highly qualified specialists, closer connection and interaction with international research institutions such as CGIAR universities of the Member Nations and strong incentives of the personnel to remain in the forefront of science, which of course will be taken into your kind consideration.

Mr Director-General is taking the momentous responsibility of FAO's leadership at a time when many international cruces which have been under years of study and negotiation are arriving at the implementation stage or passing through it instantaneously. Among these, one can name the GATT, the WTO, as well as matters like liberalization, privatization and structural adjustment, which, apart from placing broad and deep effects on the agricultural sectors of the Southern countries and global trade relation, may influence the domestic, social and political scenes of any country. The researches done and books and articles published in this field imply different and at times contradictory impacts on the agricultural and economic fate of the developing countries, which adds to the complexity and ambiguity of the subject. Evidently the impression of such events is different in each and every country, consequently requiring distinctive policy-makings. The FAO, as a centre of excellence, can perform systematic research on proper policy-making by the experts of its member states with the supervision of prominent international scientists, and thus play a decisive role in this area.

The proposal for the incorporation of research, training and extension as well as the integration of policy advice, investment and technical assistance into one organizational unit through field operations not only ensures the necessary coordination and compatibility between different components of the concerned system but also brings FAO's services nearer to

the realistic demands of its member countries and supplies the outcomes directly to practical domains.

My delegation strongly supports the idea of TCDC and ECDC, and is pleased to express its willingness and readiness to fully participate and share in concerned activities. We also support the extension of regional and sub-regional offices in pursuing a more decentralized organization. However, we are of the strong opinion that achievement of the Director-General's objectives on mitigation of the problems of distances and means of communications needs to authorize him to continue this practice in the future.

As regards sustainable agriculture which has been underscored in the proposals, I should like to put emphasis on one significant point although it has been implicitly mentioned. Mere technical and economic justifications do not ensure the sustainability of a prosperous agricultural system. Social and cultural sustainability is among the prerequisites which, if unheeded, may destroy all the endeavour. My country has witnessed obtrusive examples of this kind in the past. Agro-industries and agricultural corporations set up in Iran on the basis of the experience and technical assistance of advanced countries possessed favourable technical conditions and notable economic return, yet due to standing on unstable social and cultural grounds, they collapsed with an incredible speed as soon as the obligatory membership of the farmers was relaxed. I hope that the Director-General will base his programmes on very firm socio-cultural foundations while taking advantage of other successful and failed attempts in different countries.

It is needless to say that the FAO's key to success is for its Sustainable Development Department to subsume all agricultural, fisheries, forestry and policy services in a comprehensive and consistent way.

Ladies and Gentlemen, let me end my words while underlining another point. The Director-General has mentioned the following in paragraph 8 of his report to the Council of the FAO:

"While seeking to maintain its relevance and value to all members, it must accord priority attention to the most fragile economies...

FAO should do its utmost to assist them in breaking away from the destiny of backwater of development initiative, which some may consider their inevitable fate."

I sincerely hope that His Excellency will gain sheer success in this sacred goal of his, yet I would like to emphasize that as long as this mentality, that is, "disbelief of the Third World in its real potentials for development" exists, any effort by any organization or authority may bring about little effect.

Mr Director-General, provided that you, as a knowledgeable and experienced individual, and as the leader of the most important international organization in the field of agricultural development, take into account the change of this conception through simultaneous cultural, technical and socio-economical measures as the preliminary to other activities, you can rest assured of your success in achieving the aforesaid humanitarian goal.

Mr Chairman, the constructive and discerning proposals of the Director-General on the programmes, structures and policies of the Organization are fully advocated by the Government of the Islamic Republic

of Iran, and we announce our unrestricted readiness for its thorough, universal implementation. In the meantime, we are of the belief that materializing the proposed changes is not a simple task, and cordially request the esteemed Council Members to pave the way for the swift implementation of the Director-General's proposals by providing the greatest flexibility possible.

**Aguinaldo LISBOA RAMOS (Cap-Vert):** D'emblée je voudrais vous dire la satisfaction de la délégation du Cap-Vert de vous voir présider pour la deuxième fois une session du Conseil. Je voudrais aussi saluer les autres membres du Bureau et les féliciter pour leur élection.

Une forte volonté de rénovation anime le Système des Nations Unies depuis quelques années. Ausein de la FAO les débats concernant sa restructuration ne sont pas d'aujourd'hui. En effet, "l'examen de certains aspects des buts et opérations de la FAO" soumis au Conseil et à la Conférence en 1989, réaffirmait, d'un côté, la nécessité de reconnaître et renforcer le rôle principal de l'Organisation, et, de l'autre, s'interrogeait sur sa structure géographique, qui devrait être revue d'urgence, étant donné l'importance et la priorité accordées à l'analyse et aux conseils en matière politique. La Conférence, à sa vingt-septième session, en 1993, a donné l'occasion pour déclencher le processus de changements profondément ressentis.

En effet, en reconnaissant au Directeur général, qui venait d'être élu, la possibilité d'examiner le Programme de travail et budget, la Conférence a adopté la Résolution 10/93 qui autorisait le Directeur général à entreprendre l'examen des programmes, structures et politiques et soumettre ses propositions au Conseil, pour décision, tout en respectant les limites du budget approuvé. Cette réunion supplémentaire du Conseil est donc appelée à se prononcer sur les propositions du Directeur général.

J'aimerais, Monsieur le Président, témoigner à Monsieur le Directeur général la satisfaction de la délégation du Cap-Vert pour sa présence pour la première fois au Conseil, notre reconnaissance pour sa brillante et passionnée introduction à nos travaux, pour la façon dont il s'est acquitté de son mandat et pour sa ferme détermination à tout faire pour que notre Organisation, en collaboration avec d'autres partenaires, relève le plus grand défi qui se pose encore aujourd'hui à l'humanité et constitue, d'ailleurs, son objectif principal - combattre la malnutrition et vaincre la faim.

Déjà pendant la campagne électorale, Monsieur Jacques Diouf avait entamé avec les Etats Membres et leurs Représentants à Rome un processus de dialogue et consultation dans le but de faire de la FAO une organisation plus dynamique, souple et efficace, qui puisse mieux répondre aux perspectives, besoins et demandes de ses Etats Membres, chaque jour confrontés à de nouveaux défis imposés par les transformations profondes et rapides qui secouent le monde et par une population qui ne cesse d'augmenter.

Après son élection, le Directeur général a aussi associé à cet exercice des experts indépendants de haut niveau et le personnel de la FAO - aussi bien du Siège que sur le terrain -, ce qui a permis la présentation d'un document d'excellente qualité, complété par des éclaircissements exhaustifs demandés par le Comité du Programme et le Comité financier.

Le Gouvernement du Cap-Vert a analysé avec le plus vif intérêt les propositions qui nous sont soumises et l'approche adoptée par le Directeur général. Elles vont dans le sens de la rationalisation des structures au Siège, la décentralisation des activités techniques, à travers la réorganisation des structures de terrain et l'utilisation des capacités nationales et régionales, ce qui entraînera une réduction des coûts. Avec la réorientation des priorités une attention particulière est donnée à la sécurité alimentaire, tout particulièrement à l'augmentation de la productivité et de la production alimentaire dans les PFRDA, à la prévention et à la lutte contre les ravageurs et maladies transfrontières des plantes et des animaux et à la participation féminine et publique au développement. C'est une approche cohérente et intégrée et sa mise en oeuvre permet la préservation et le renforcement de la FAO comme Centre d'excellence en tout ce qui concerne l'alimentation et l'agriculture, et de Chef de file dans l'intégration des activités du développement durable, dans le suivi et la mise en oeuvre des décisions de la CNUED, et dans la coopération technique avec et entre les Etats.

Nous avons beaucoup apprécié l'engagement du Directeur général de soumettre régulièrement au Conseil, par l'intermédiaire du Comité du Programme et du Comité financier, des rapports sur l'exécution des mesures approuvées. Je suis convaincu que cette procédure assurera un dialogue très utile avec les Etats Membres et permettra l'établissement d'une confiance réciproque et la création de conditions optimales pour la préparation du Programme de travail et budget pour le prochain biennium.

Mérite aussi notre soutien sa décision d'élargir l'éventail des partenaires externes de la FAO, en favorisant la coopération avec les ONG et le secteur privé, y compris à l'échelle locale. Nous connaissons les profonds changements politiques intervenus dans nos pays ces dernières années, et une telle approche est hautement appréciée, surtout si l'on considère la responsabilité supplémentaire du Centre d'investissement en ce qui concerne la sécurité alimentaire dans les PFRDA.

Le programme d'accroissement de la production alimentaire dans les PFRDA, reprenant les recommandations du séminaire de haut niveau sur la sécurité alimentaire dans ces pays, a attiré notre attention sur la singulière et très difficile situation en Afrique, seule région où l'accroissement de la production est inférieur au taux moyen de croissance de la population, dû à la dégradation continue des sols, à la déforestation et aux catastrophes naturelles et provoquées par l'homme.

Ma délégation souhaite vivement que les problèmes de sécurité alimentaire et de l'agriculture durable de l'Afrique restent au centre des préoccupations de la FAO.

J'exprime aussi ma satisfaction en constatant que l'emploi dans les zones rurales, les problèmes d'accès aux aliments, particulièrement complexes en Afrique, et le suivi des implications sur les pays en développement des résultats des accords de l'Uruguay Round sont en première ligne des préoccupations de notre Organisation.

La délégation capverdienne considère très importante l'aide que la FAO accorde aux pays insulaires en développement et estime qu'elle devrait être plus substantielle à l'avenir. Le processus de décentralisation des ressources et la plus grande utilisation des capacités nationales doivent prendre en dû compte les spécificités de ces pays et leur situation

géographique. Ainsi, par exemple, le Cap-Vert, considérant la distance qui le sépare du Bureau régional de l'Afrique et les difficultés de liaison existant dans le continent, aimerait voir renforcée la Représentation de la FAO à Praia.

Monsieur le Président, je tiens à féliciter le Directeur général de son choix concernant l'affectation de ressources aux grands programmes Agriculture, Forêts et Pêches, notamment pour la relance de la promotion de l'accroissement de la production en commençant par des terres ayant les plus grandes potentialités agricoles. Toutefois, de pareilles activités en cours dans d'autres zones moins fertiles ne devraient pas être abandonnées ou réduites car cela pourrait entraîner l'accélération du processus de dégradation des terres, contrariant le principe de l'agriculture durable et les exigences même de la sécurité alimentaire.

J'aimerais aussi saluer la décision du Directeur général d'inscrire dans le Programme ordinaire des ressources pour la préparation de la Conférence technique internationale sur les ressources phytogénétiques, dont l'objectif est de rendre opérationnel le système global de la FAO pour la conservation et l'utilisation des ressources phytogénétiques. Ce processus doit être conduit par les pays sous l'autorité et la supervision de la Commission des ressources phytogénétiques et son Groupe de travail.

Je voudrais aussi faire miens les propos de l'Ambassadeur de l'Ouganda, Président du Groupe africain, et donner la ferme adhésion de la délégation de mon pays aux propositions du Directeur général, qui a accompli un excellent travail dans des conditions si contraignantes et dans un délai tellement court.

La délégation du Cap-Vert approuve des propositions du Directeur général contenues dans les documents CL 106/2 et CL 106/2-Sup.1 et propose au Conseil de les adopter sous forme de Résolution.

Votre tâche, Monsieur le Directeur général, sera ardue et de longue haleine.

Il faut, vous l'avez déjà dit, "soin et diligence", "prudence et célérité", une gestion moderne qui tienne compte des facteurs organisationnels et humains. Il faut aussi que, dès maintenant, le Conseil vous donne le "feu vert" pour faire démarrer cette première étape.

Je suis convaincu qu'à la Conférence de 1995, l'année de la célébration du 50ème anniversaire de la création de la FAO, quand vous présenterez les résultats du travail accompli pendant ce biennium, le Programme de travail et budget pour 1996/97 ainsi que le Plan à moyen terme intégreront les mesures et ressources qui amèneront notre Organisation à sa complète rénovation.

**Mme Michelle COMEAU (Canada):** Monsieur le Président, le Directeur général nous avait promis transparence. Les documents sur le programme nous apportent la preuve qu'il est à l'écoute des Etats Membres et qu'il perçoit le principe consultatif comme un élément de coopération efficace plutôt que comme une intrusion.

Au nom du Canada, Monsieur le Président, je tiens à féliciter le nouveau Directeur général et lui dire qu'il s'agit d'un excellent début de mandat.

Nous sommes, tous, à l'ère des contrôles et des réductions budgétaires particulièrement sévères. Les contribuables de nos pays respectifs remettent tout en question, y compris l'appartenance aux institutions internationales. Il faut désormais que les Gouvernements soient en mesure de défendre leur investissement dans ces organisations et d'en garantir l'efficacité. C'est là une réalité que le nouveau Directeur général semble avoir saisie. Sa transparence et l'établissement explicite de mesures et de politiques favorisant l'efficience et l'efficacité à la FAO, caractériseront désormais les activités de l'Organisation et seront identifiées à la nouvelle Administration. C'est là une initiative fondamentale qui constamment nous forcera à remettre en question nos priorités, à réévaluer nos programmes à la lumière de l'évolution de la situation, et de leur rendement. C'est de plus, ainsi que les grandes entreprises en ont fait l'expérience, la seule façon de rester dans la course, de sortir vainqueur de la compétition qui surgit de toutes parts.

L'esprit d'économie qui caractérise les changements, le renouveau que nous propose le Directeur général oriente la FAO vers une ère s'alimentant non au principe de l'action pour l'action mais plutôt à celui de l'action pour les résultats imputables, escomptés et atteints.

Dans son programme, le Directeur général met l'accent sur la sécurité alimentaire. C'est le défi clé et une question complexe. Comment amener, particulièrement dans les pays souffrant de pénuries alimentaires, l'intégration d'éléments aussi disparates et pourtant interactifs que les questions portant sur les importations et les échanges internationaux, les politiques de production, les stratégies de stabilisation? Comment marier tous ces éléments aux préoccupations reliées à l'accès, à l'aide alimentaire, à la valeur nutritive des denrées, au régime foncier et à l'assistance technique? Intégrer et coordonner tous ces facteurs représente un défi de grande taille. Le Canada compte aider le Directeur général à parachever ce défi dans un souci de coopération et d'efficacité.

Dans un contexte plus vaste, après sept ans de négociations, on vient enfin de signer l'accord du GATT. C'est un premier pas vers un marché international plus ouvert. Nous aimerions connaître quelles mesures le Directeur général envisage pour établir des liens entre le sous-comité consultatif de l'écoulement des excédents et la nouvelle organisation du commerce international?

Au chapitre de l'agriculture, les dispositions en vue de la nouvelle organisation multilatérale de commerce arrivent à point nommé. La priorité que le Directeur général accorde au Programme "EMPRES" reçoit la pleine approbation du Canada. De plus, le Canada attache une importance primordiale à la préservation des programmes normatifs tels le Codex alimentarius et l'Accord international sur la protection des plantes. Le Canada place aussi beaucoup d'espoir dans l'avènement rapide des programmes de statistiques commerciales comme le Centre international de l'information agricole ou la base de données sources et destinataires sur internet.

Pour nous, la biodiversité reste très importante. La proposition de convoquer une conférence technique internationale sur les ressources phytogénétiques a reçu l'appui chaleureux du Canada. Nous sommes heureux que la FAO participe au cinquième Congrès mondial sur les ressources zoogénétiques, qui aura lieu à Guelph, Ontario cet été. Nous encourageons la FAO à faire avancer ses propres initiatives pour la conservation de ces ressources.



Le Canada, c'est bien connu, s'est fait au cours des dernières années le défenseur systématique de l'enjeu forestier au sein de la FAO. A maintes reprises, il a critiqué l'Organisation pour son indifférence apparente à la cause de la forêt mondiale et lui a reproché l'absence de profil du programme de la foresterie.

Quand il est venu au Canada le 7 mars dernier, le Directeur général a promis, et je cite "un signal psychologiquement positif" sur la question forestière. Le Canada lit ce message positif dans l'effort de rééquilibrage du budget ordinaire en faveur des forêts, dans la démarche de coordination des multiples initiatives suscitées par le suivi de la Conférence de Rio, dans l'ébauche d'une stratégie de programme forestier qui justement se situe dans la foulée de la CNUED, dans l'importance de son rôle normatif enfin assumé et dans le souci de consultation et d'implication des divers intervenants.

Evidemment, là aussi certaines préoccupations ne semblent pas disparaître aussi rapidement que nous le souhaitons, à savoir 1° le déséquilibre flagrant qui existe dans le secteur forestier entre le budget du programme ordinaire et celui des activités extrabudgétaires et, 2° le besoin urgent de doter le poste de sous-directeur général de la foresterie d'un gestionnaire efficace et aguerri, d'un expert forestier et environnementaliste convaincu capable d'épauler le Directeur général dans l'immense et pressant défi de la forêt post Rio.

Quant aux pêcheries, je tiens à souligner, dans un premier temps, toute l'importance que le Canada attache à l'élaboration du Code de conduite pour une pêche responsable. Le Canada vient de ratifier l'accord pour contrôler la pêche en haute mer et nous espérons que tous les pays membres feront de même dans les plus brefs délais. Ceci marquera un pas de plus vers notre objectif commun de développement durable de nos ressources halieutiques à l'étendue de la planète comme le veut l'Action 21.

Le Canada appuie la création du département du développement durable. Par la création de ce nouveau département, la FAO reconnaît également la place importante que jouent les femmes dans le développement. Les deux nouveaux départements traverseront une période de rodage et devront, par le fait même, être soumis à une surveillance assidue pour assurer qu'ils sont bien orientés et donnent leur pleine mesure.

Au cours des années, le Canada a suggéré que les réformes que se donnerait la FAO sous-entendent une délégation d'autorité, une compression de la chaîne de commandes, de la hiérarchie ainsi que l'établissement de mécanismes d'imputabilité et d'évaluation. Nous comprenons que ce sont là des principes sur lesquels s'est appuyé le Directeur général et nous l'en félicitons. Nous espérons que leur mise en place aboutira non seulement à des économies non négligeables au profit des programmes mais aussi à une vigueur accrue de l'engagement indispensable du personnel au service de l'Organisation.

Le Directeur général nous propose aussi une décentralisation.

L'élargissement des effectifs régionaux et la création de cellules sous-régionales ont pour but d'accroître l'efficacité et la pertinence des programmes sur le terrain. Nous tenons à souligner que, pour maximiser ce rendement, cette décentralisation doit être précédée de la définition de critères assurant la cohésion des services opérationnels, afin d'éviter

tout phénomène de dispersion des ressources et de dédoublement des activités et afin de maintenir la synergie et la complémentarité des différentes unités. Elle doit, comme nous l'avons dit, s'accompagner d'une délégation d'autorité et d'un mécanisme de surveillance approprié. Un comité pour revoir les projets de terrain aiderait sûrement la FAO à assurer une cohérence entre ses objectifs et les réalisations des projets. Des rapports d'étapes seraient sûrement fort appréciés des Etats-membres qui ont des comptes à rendre à leurs contribuables.

Ceci m'amène à vous faire part d'une certaine appréhension liée à la décentralisation - le retrait de la partie FAO du partenariat de la commission mixte CEE-FAO sur l'agriculture et le bois. Nous jugeons particulièrement importants les travaux sur le bois. A ce sujet, si les pays tropicaux bénéficient de l'Organisation internationale du bois tropical, les régions tempérées n'ont pour seul forum où débattre des questions des marchés du bois et des produits forestiers que cette commission.

Le Canada se réjouit également de l'initiative de la FAO au chapitre de la coopération avec d'autres institutions internationales et régionales et nous félicitons le Directeur général de l'avancement du dossier avec l'IICA. C'est là un modèle de coopération que nous souhaitons voir se répéter avec d'autres institutions régionales et internationales.

Tant qu'il y aura transparence manifeste, contrôle consciencieux et écoute active de la part du Secrétariat, le Canada se rangera derrière lui et appuiera sans réserve son Directeur général. Nos meilleurs vœux de succès accompagnent Monsieur Diouf et toute son équipe, pour une FAO saine et efficace.

**J.M. MAKWETA (Tanzania):** Please accept my gratitude for giving me this opportunity to address this crucial meeting in order to express our genuine satisfaction to the Director-General of FAO for the efficiency he has demonstrated in the preparation and presentation of his proposals. These proposals show the Director-General's commitment to solve the daunting problems of poverty and food insecurity globally. We are also aware that the proposals have been prepared, taking into account the constraints of the budget, staff contracts and time. However, we feel that there is room for further adjustments in the proposals because no idea is born perfect.

Nothing endures except change, so, if FAO is to endure, it must change or accept changes. It is in the light of this interpretation of the Director-General's proposals that my country supports in principle decentralization as a process of devolution of financial, human and administrative responsibilities to the regional, subregional and country offices.

The limits to this process of decentralization we hope will judiciously be taken care of by the Director-General. Still, there is clearly a need to define the roles and responsibilities of the regional, subregional and country offices in order to avoid conflicts and duplications. Taking into account that some of the country representatives will have multi-accreditation, one would wish to see a clear distinction between the role of the subregional offices and those of the country offices with multi-accreditation. Furthermore, in a country with several FAO projects, multi-accreditation is likely to weaken the country office's ability to interact

with the respective governments. It is, therefore, necessary that multi-accreditation be decided on a selective basis.

If our main thrust is to assail the challenges of poverty and food insecurity, then FAO has to maintain a significant presence in the problem areas, namely the low-income food-deficit countries. In a sense, I am arguing for the strengthening of the country offices in low-income food-deficit countries, not only through reallocation of staff but also through a threshold reallocation of financial resources and decision-making powers. This situation also requires undisputable technical competence of FAO country representatives. In this respect, the appointment of country representatives with a political or diplomatic background is likely to limit the impact of FAO activities where they are needed most.

However, we hope that these proposals will be implemented without eroding FAO's principles of universality. This, however, reminds me of the famous saying made by one of the Chinese leaders who once said that in dealing with such issues we should not mind the colour of the cat provided it catches the rat. In choosing or appointing people to main FAO offices, regional, subregional or country offices, we should be guided by competence or by people's ability to deliver goods and not by any other criteria. In addition, FAO has to ensure that there is close coordination between the field programmes and the regular programmes to enhance the impact of FAO's activities. Country representatives are well disposed to contribute to the success of the regular programmes, although they are in most cases not consulted. We are confident that these measures, if pursued diligently, can contribute substantially to overcome the challenges facing our Organization.

On the other proposed reforms, my delegation concurs with the remarks made by the delegations of the UK, China, the African Group, the Latin American Group, the Asian Group and the EEC.

Finally, it is our hope that the Council's decisions in this meeting will lay the framework of a process which would lead to a strong organization which will be more responsive to the challenges of food insecurity and poverty which affect most of the developing countries.

With these remarks, may I say that Tanzania will give all the support needed in the implementation of these proposals once they become accepted.

**Milad Abdessalam SHMEYLA (Libya) (Original language arabic):** At the outset I would like to support the statements made by the Chairmen, of the Near East Group, the African Group and the Group of 77. I would also like to express our appreciation to the Director-General who has resorted to complex and wide-ranging consultations in order to develop the proposals contained in the document now before us, CI 106/2, entitled Director-General's Review of the Programme's Structures and Policies of the Organization. This document is submitted to us in accordance with Conference Resolution 10/93 as adopted by the last Session of the FAO Conference in November last year.

Since we have little time at our disposal, my delegation is not going to comment on all the topics which are before us for discussion. We shall simply focus on a few points which seem to us to be of particular relevance.

In paragraph 6 of the document, it says that the Organization has to confront two major challenges; firstly, to eliminate the unacceptable human tragedy whereby currently 800 million people do not have adequate access to food; secondly, the Organization has to ensure that the world will produce in a sustainable way enough food to feed 9 billion people by the year 2030.

This is where, in my view, FAO has a very important role to play in order to analyse the food security situation throughout the world and see what can be done to help Member Nations develop and implement appropriate action programmes in order to achieve such food security in every region of the world. In this way we shall eventually have collective self-sufficiency which is of particular importance to current low-income food-deficit countries. It is absolutely essential that the Organization should nourish and develop cooperation amongst all international organizations to help these low-income food-deficit countries. In this connection we would like to stress the particular importance of the special programme on food production in support of food security in LIFDCS and EMPRES, the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases.

We agree with the Director-General's proposal to start action on these two new priority programmes within the ceiling of the PWB for the biennium 1994-95 adopted by the 27th FAO Conference in 1993.

Paragraph 9 deals with a series of important technical matters such as the unchecked conversion of prime agricultural land to other uses, the continued draining of soil fertility, the deforestation, the pressure on dwindling water reserves which lead to desertification and drought.

FAO will clearly have to take the necessary measures to put a stop to the courses of desertification. To this effect the Organization should cooperate with all the countries interested at national, subregional and regional level. It should also cooperate with international institutions and organizations dealing with this particularly pressing problem.

My delegation would like to support the new strategies which are being proposed in paragraphs 17-22 of the document before us, in other words the section headed, "The Case for Change". These, of course, deal essentially with decentralization and strengthening of national competence as the basis for the success of development programmes in Member Nations.

The proposal to establish a Sustainable Development Department is most timely because existing ecological systems are becoming increasingly fragile. Measures have to be taken to protect them and to protect the renewal of natural resources which are now threatened because of deforestation, overgrazing and other phenomena.

The proposal by the Director-General fully meets these challenges. We support his proposal for the establishment of a Sustainable Development Department in FAO because we think that this will be extremely useful. We would like to express our appreciation to the Director-General for proposing this measure which will help to safeguard the interest of Member Nations.

The Extension, Research and Education Division is the cornerstone of the Sustainable Development Department. In our view extension as well as education is particularly essential because agriculture, after all, is the very root or foundation of the economy of many developing countries. The

role of agricultural research to assist the development of agriculture is, quite clearly, equally vital. This is why FAO should strengthen national agricultural research systems and facilities through the assistance to universities in carrying out agricultural research programmes by providing technical assistance as required to such universities, in particular in developing countries, so that agricultural problems can gradually be solved.

My delegation has looked carefully at the new organizational chart of divisions and units as found in Annex 3 of the Director-General's proposal. We fully support these proposed changes which we hope will bear positive fruit.

In closing, we hope that FAO will achieve success in its efforts so that we can put an end to the unacceptable situation in which millions of people do not have enough food. My country believes that food is an essential basic right of all human beings.

We also wish the Director-General and his staff every success in the implementation of the new priority programme as defined in the Programme of Work and Budget adopted for the 1994-95 biennium so that the expectations of all the human race may be met in the long run.

**José Luis BERNAL (Mexico):** Mi delegación quisiera, en primer lugar, unirse a las expresiones que fueron manifestadas esta mañana a nombre del GRULAC, por el distinguido observador de la República Dominicana.

Mi delegación quisiera agregar algunos conceptos particulares y dos de carácter general, que creemos pueden servir de apoyo para la labor tan efectiva que está realizando el señor Director General.

En México estamos muy animados por las propuestas que hemos analizado, que han sido puestas a consideración del Consejo por parte del Director General y cuya aprobación, no tenemos ninguna duda, nos permitirá salir de esta reunión con resultados prácticos en beneficio de la Organización pero sobre todo en favor de nuestros pueblos en lo que toca a desarrollo y cooperación en materia agroalimentaria.

Hemos presentado a la consideración de la Secretaría, para ser incluidos en el verbatim, un documento amplio con comentarios específicos en materia de las diferentes propuestas que han sido presentadas. Tenemos comentarios sobre el Departamento de Cooperación Técnica, sobre la creación del Departamento de Desarrollo Sostenible, sobre las iniciativas para renovar la estructura local y en materia también del Programa especial sobre la producción de alimentos y el apoyo a la seguridad alimentaria de la PBIDA. Tenemos algunos comentarios sobre la seguridad alimentaria duradera, sobre el sistema de prevención de emergencia de plagas y enfermedades transfronterizas de animales y plantas, sobre el Programa de reducción de publicaciones y en materia de celebración de reuniones. Creemos que ese documento puede ser de utilidad en forma detallada para estos trabajos que tenemos ante nosotros.

Sólo quisiera detenerme en un aspecto particular, y es el que se refiere a la propuesta para modificar las representaciones de la FAO a nivel regional, subregional y local. La propuesta para una estructura local renovada se considera como un factor fundamental para reforzar la vinculación entre los Estados Miembros y la Secretaría. Creemos, en mi

delegación, que esto permitirá hacer más eficientes las actividades que la Organización realiza en los Países Miembros. En este sentido y como una aportación de mi país, consideramos que es necesario hacer una definición más explícita de las funciones y atribuciones de las Representaciones, así como de la coordinación que debe existir entre éstas y los Gobiernos de los países sede. En particular, proponemos examinar la normatividad con que funcionan las Representaciones, así como sus mecanismos de coordinación, de tal forma que se refuerce la vinculación con las instituciones gubernamentales nacionales y sectoriales que son responsables de la cooperación internacional en cada uno de los países.

También creemos necesario definir con claridad la relación que se quiere impulsar desde la FAO con las ONGs y con los sectores privado y social para que las nuevas normas sean aprobadas por los Estados Miembros, al momento o antes de ser aplicadas.

Por otra parte, es ya una exigencia el que las Representaciones cuenten con un esquema programático y presupuestario de carácter operativo, que evite improvisaciones o expectativas equivocadas. Un esquema de este tipo, a juicio de mi delegación, permitirá encauzar el proceso de cooperación con la FAO en los países, y podría traducirse en un reforzamiento de la capacidad institucional de cada país en favor de la cooperación internacional.

Esto es, señor Presidente, en lo que respecta a las consideraciones específicas, repito, hemos entregado un documento detallado con el que queremos hacer una aportación a las propuestas que nos ha hecho el Director General.

Dos consideraciones de carácter general respecto al proceso que estamos siguiendo. En primer lugar, a juicio de la delegación de México, quisiera reiterar que no debemos ver la reestructuración de la FAO como un proceso único o como un proceso aislado. Participamos en este ejercicio convencidos de que nuestro esfuerzo se ubica en un proceso más amplio de reestructuración de los sectores económico y social del sistema de Naciones Unidas. Los compromisos que adoptemos en el curso de esta reunión del Consejo serán un insumo muy importante tanto para la revitalización de la Organización de las Naciones Unidas como para la formulación y puesta en práctica de la Agenda para el Desarrollo que hace unos días fue presentada por el Secretario General de la ONU a la Comunidad Internacional y que será discutida en la próxima reunión del Consejo Económico y Social.

Mi país considera que la Agenda para el Desarrollo deberá facilitar la creación de nuevas áreas de consenso sobre la base de instrumentos intergubernamentales ya existentes; permitirá reforzar la coordinación de las actividades dentro del Sistema de las Naciones Unidas; y debe llevar a restablecer la cooperación internacional para el desarrollo aprovechando los objetivos y los compromisos contraídos en la Asamblea General y otros foros internacionales. Este proceso supone también evaluar los trabajos que realizan los Organismos Internacionales y proponer medidas para superar los factores que obstaculizan la aplicación y el cumplimiento de sus metas, teniendo en mente que debemos utilizar con racionalidad y eficiencia los escasos recursos disponibles. De ahí que mi Delegación comparta el punto de vista expresado en el día de hoy por varias delegaciones, de que en su reestructuración la FAO debe contemplar una relación renovada y más estrecha con otros foros como la ONUDI, la OMPI, el GATT, la nueva Organización Mundial del Comercio, el Banco Mundial y el Fondo Monetario

Internacional y los Bancos de Desarrollo Regionales y, desde luego, las Comisiones Regionales de Naciones Unidas.

Compartimos también el punto de vista de que en el ámbito alimentario debe desarrollarse también una mayor coordinación y trabajo conjunto de los organismos alimentarios con sede en Roma.

En segundo lugar, como una declaración de carácter general, debemos tener presente que los cambios que ahora propone el Director General no son los únicos ni son los definitivos.

La reestructuración de la FAO debe ser un proceso continuo, abierto, que responda de manera permanente a las nuevas realidades internacionales y a las necesidades de nuestros pueblos. Por ello, la reestructuración no debe limitarse únicamente a cambios en la estructura orgánica y operativa. Al aprobar esta reforma deberíamos expresar un mayor compromiso político de nuestros gobiernos y de la Secretaría con la Organización, tanto a nivel del examen de las propuestas como en su instrumentación, seguimiento y evaluación.

Yo quisiera insistir en este punto, señor Presidente, porque lo que estamos aprobando no es sólo una reforma de estructura o de personal; es a juicio del Gobierno de México, una transformación conceptual de fondo que todos venimos requiriendo, exigiendo y que es urgente emprender para elevar los niveles de vida de nuestras poblaciones. También servirá para mejorar el rendimiento de la producción y la eficacia en la distribución de alimentos; para elevar las condiciones de vida de la población rural; fomentar la conservación de los recursos naturales y la adopción de métodos innovadores de producción agrícola, así como para dar inicio a nuevas formas de asistencia técnica y de cooperación internacional.

Cuando proponemos este compromiso renovado quisiera, señor Presidente, reiterar el compromiso del Gobierno de México con la Organización. Queremos expresar en este momento nuestro voto de confianza en la gestión del Director General, reiterando que México tiene el compromiso de dar todo su apoyo a la reestructuración y cumplir las metas que se están proponiendo. Lo hacemos convencidos de la obligación que tiene México en la comunidad internacional. La economía mexicana ocupa ya entre el 10° y el 13° lugar de importancia en el mundo. Nuestro comercio exterior se expande rápidamente con todas las regiones del planeta. Junto con Canadá y Estados Unidos, al empezar este año, pusimos en práctica el tratado de libre comercio de América del Norte, cuyos resultados positivos son cada vez más evidentes y cuyo estudio se propone entre las metas elaboradas por el Director General. Este tratado es complementado ya por otros acuerdos de libre comercio de México, con Chile, Costa Rica y con Colombia y Venezuela.

Más recientemente México se incorporó a la Organización para la Cooperación y el Desarrollo Económico, la OCDE. Somos también un país de la APEC y tenemos cada vez más profundas relaciones de cooperación con los países europeos.

Consideramos que las nuevas circunstancias ubican a México en una posición de mayor responsabilidad, pero también en una mejor situación para seguir pugnando por un desarrollo mundial más equilibrado, impulsando, como país en desarrollo de América Latina, relaciones de cooperación más fructífera entre países con distinto nivel de desarrollo.

Por ello, hoy, al dar este voto de confianza al señor Director, reiteramos el compromiso de México que está expresado en su constitución política con la cooperación internacional para el desarrollo. Estamos seguros de que sólo a través de la cooperación podemos brindar mejores oportunidades de desarrollo y mejores niveles de vida y bienestar para nuestras sociedades.

**Bandar AL-SHALHOOB (Saudi Arabia, Kingdom of) (Original language Arabic):** At the outset I am pleased to see you chair the deliberations of this Council session. I also wish to congratulate your elected Vice-chairman.

I should like to extend our thanks to the Director-General, his collaborators and the Secretariat, for the sound preparation of the document CL 106/2 and CL 106/2-Sup. 1. We also thank him for having fully implemented in a timely manner the task entrusted to him by the General Conference in Resolution 93/1.

At the outset we would like to welcome what has been stated by the Chairman of the Near East Group. However I wish to address some specific points, and this because of time constraint. My delegation wishes to welcome the proposals submitted by the Director-General within the review of the Organization's programmes, structures and policies. We believe that these proposals represent the basis of the strengthening of the role of the Organization and the promotion of its efficiency in facing up to its challenges.

The approach adopted by the Director-General concerning food security and the priority given to food production and food security in low-income food-deficit countries, is an approach we consider as one of the most important approaches and our policy in the Kingdom of Saudi Arabia is precisely based on giving the highest priority to food security and this in the field of agriculture. We are pleased to see FAO give the priority to this issue, namely through the increase of food production and the wider use of technology, especially the types of technology which have proved its efficiency. We also welcome the use of local technologies and promotion of these technologies bearing in mind the fact that these technologies will have a bearing on production.

We do also welcome the EMPRES system namely the Emergency Prevention system for transboundary animal and plant pests and diseases and we believe that it should be given the highest priority in the Organization. In this connection I believe that cooperation between FAO and other international and specialized organizations should be encouraged because it is of mutual benefit to all these organizations.

As for the proposals concerning the restructuring of the Organization and bearing in mind the clarifications submitted by the Director-General in document CL 106/2-Sup.1, we do support them fully and consider them as the first step in the right direction namely that of promoting the role of the Organization. Furthermore we do believe that we do need regular progress reports on the implementation of these proposals and assessing their impact. We do also support the progressive decentralization policies in the various activities of the Organization. This would also promote the national and regional expertise. The office for coordination of normative and operational and decentralized activities would further increase the impact of decentralization and we believe that it would be one of the positive features leading to the implementation of these priorities at the



Headquarters and field levels. We believe that these initiatives are just the initial step of a long-term process to be furthered in the future.

Finally, we wish every success to the Director-General and to FAO.

**Emiliano ORTEGA (Chile):** Es muy grato, Sr. Presidente, poder expresar la opinión de mi país respecto del tema central de este período de sesiones del Consejo sobre las proposiciones del Sr. Director General para reformar la estructura y los programas de la FAO, de acuerdo con el mandato recibido en la última Conferencia General.

Deseo, en primer lugar, expresar nuestras felicitaciones al Sr. Director General por la excelente presentación que nos ha hecho en el Día de hoy respecto a las propuestas de reforma, a las estructuras y al Programa de la FAO. Quisiera expresar nuestro respaldo a las propuestas del Director General, tal como lo señalara el Presidente del GRULAC en el día de hoy, en particular a los principios rectores contenidos en el documento sobre programas, estructuras y políticas de la FAO.

Sin duda los desafíos que enfrenta la humanidad hoy en día son de gran magnitud. El desafío del hambre y la malnutrición es tal vez el más inquietante. Es por ello que la prioridad asignada a la seguridad alimentaria, con particular énfasis respecto a las sociedades con déficit crónico de disponibilidad de alimentos resulta de la mayor significación económica y humana. Es importante, en consecuencia, que la FAO se ocupe permanentemente de mantener actualizadas sus estructuras y programas a fin de asistir prioritaria y adecuadamente a los países miembros a enfrentar estos desafíos.

En mi país, Sr. Presidente, junto a un prolongado proceso de asentamiento y consolidación política, se han llevado a cabo esfuerzos de gran envergadura destinados a perfeccionar una estrategia de comercio fundada en la apertura de fronteras, el libre intercambio y la competencia. Lo que señalo para Chile representa, con diferencia de matices, la trayectoria de la región Latinoamericana en numerosos casos. Varios países han optado por reducir las barreras arancelarias y no arancelarias al comercio, y en relación con ello, es preciso hacer presente que mientras se discutía la forma de liberalizar el comercio en la Ronda Uruguay, numerosos países latinoamericanos de hecho estaban poniendo en práctica con gran sacrificio muchas de estas medidas. Lo anterior, Sr. Presidente, podría ser un augurio de mejores tiempos para la región. Sin embargo, ha constituido un esfuerzo lleno de sacrificios y limitaciones.

Sin bien los índices económicos de la región son relativamente promisorios, especialmente en los últimos años, todo indica que los sacrificios están lejos de terminar. El tránsito desde un esquema económico de sustitución de importaciones a otro de libre comercio demanda cambios significativos en la estructura productiva de los países que afectan a sectores amplios de la población rural. El caso de los productores agrícolas es, sin duda, el más difícil y está obligando a los gobiernos regionales a buscar elementos de apoyo que permitan encontrar la forma de mejorar la competitividad de la agricultura, ya sea mediante programas de mejoramiento tecnológico o buscando alternativas productivas para la utilización de sus recursos u otras fórmulas. He aquí un campo en el cual la FAO ciertamente puede y debe prestar un apoyo de primera importancia. Es el campo de la transformación productiva el que necesita de apoyos significativos por parte de la FAO.

Chile estima de la mayor importancia una estrecha colaboración con la recientemente creada Organización de Comercio Internacional por parte de la FAO. Necesitamos un acompañamiento sistemático por parte de este Organismo. Para abordar con solidez los procesos de transformación productiva orientados al proceso de exportación, es indispensable para el desarrollo futuro de nuestras economías agrícolas el análisis prospectivo tanto de la oferta como de la demanda de productos básicos, como asimismo de los productos agrícolas no tradicionales.

La inserción en los mercados internacionales presenta obstáculos graves por las distorsiones de los mercados, por la intervención en los mismos y por la insuficiente información para tomar decisiones eficaces y oportunas.

La progresiva segmentación de la demanda está provocando constantes necesidades de ajustes por el lado de la oferta. Nuestros sistemas agrícolas deben ser cada vez más dinámicos para adecuarse a los cambios que presenta la demanda de productos agrícolas. En este proceso necesitamos el acompañamiento estrecho de la FAO.

Sr. Presidente, mi país apoya la proposición del Director General para adecuar la estructura y los programas de la Organización.

Tal como se expresó por parte del Presidente del GRULAC, hemos analizado con detención el Documento Examen por el Director General de los programas estructuras y políticas de la Organización y hemos copncluido que éste contiene los lineamientos adecuados para atacar más directa y eficazmente los problemas básicos en los países con situaciones más apremiantes. Se ha considerado, no obstante, que ello no debe ir en desmedro de la acción de la Organización en favor del desarrollo agrícola en su sentido más amplio, según las necesidades de cada país y de cada región.

Apoyamos también la propuesta de reestructuración que el Director General ha presentado a este Consejo. Nos parece positivo el esfuerzo por descentralizar y fortalecer las oficinas regionales y nacionales y apoyamos igualmente la creación de oficinas subregionales. Pensamos que, a nivel regional, la FAO debe continuar trabajando conjuntamente con las comisiones económicas de las Naciones Unidas. La experiencia de la dirección conjunta FAO/CEPAL en el caso de América Latina ha sido considerada positiva por la región.

Finalmente, pensando desde la perspectiva agraria, quisiéramos sugerir que la FAO estimule en primer término la reflexión y, en segundo lugar, la participación activa en la Cumbre social convocada por la Asamblea General de las Naciones Unidas en Copenhague en marzo próximo, ya que si hay un desafío para el cual se está aún lejos de obtener respuestas, es para la preservación de una ruralidad mínima en las sociedades modernas. Este es un tema de alta significación socioeconómica y, sobre todo, de enorme trascendencia medioambiental. Por otra parte, existe una estrecha relación entre el hambre, la pobreza rural, la seguridad alimentaria y la dimensión social del desarrollo. De ahí la importancia que estos temas sean debidamente considerados en esta Cumbre social y el importante papel que le corresponde a la FAO en esa ocasión. Deseo, finalmente felicitar y agradecer al Director General su acertada y bien estructurada exposición, deseándole el mayor de los éxitos en sus tareas de dirección de la FAO. Mi país se compromete a dar todo el respaldo posible para estas funciones.

**Arnaldo José BADILLO ROJAS (Venezuela):** La delegación de Venezuela desea expresar su apoyo al proceso de reforma que el Director General ha decidido llevar adelante en la FAO así como a su firme disposición de iniciarla cuanto antes a través de las acciones que ha propuesto para su aprobación ante este Consejo.

Sr. Presidente, el distinguido representante de la República Dominicana, quien ha hablado en nombre del Grupo de Países de América Latina y el Caribe, ha expuesto con detalle la posición de nuestra región. La delegación de Venezuela hace suyo este planteamiento que expresa la voluntad colectiva de América Latina y el Caribe en respaldo a las iniciativas del Director General. De esa manera, los países de la región hemos querido destacar la importancia de la dimensión regional en el trabajo de la FAO, ya que esa visión de los problemas añade a la visión individual o soberana de cada país una perspectiva que, por un lado contribuye a simplificar el trabajo de la Organización y, por el otro, señala una vía para visualizar y atender los problemas comunes en las regiones, permitiendo a la FAO una cobertura más amplia en sus intervenciones en favor de los países.

Sr. Presidente, somos reiterativos en el planteamiento de que muchos de nuestros problemas son comunes a los países de una o más regiones. Por ello vemos con satisfacción que el Director General asigne especial atención a los programas regionales de cooperación técnica y económica, para cuyo avance será necesario ampliar el esquema que sirve actualmente de marco a los programas CTPD/CEPD entre países en desarrollo, integrando, bajo la coordinación de la FAO, todas aquellas posibilidades de cooperación que brinden los organismos multilaterales, los gobiernos e instituciones cooperantes y los propios países en desarrollo, para atacar los problemas en un horizonte de tiempo de mediano y largo plazo.

En este sentido, respaldamos la recomendación de la delegación de los Estados Unidos de América de reforzar las relaciones de cooperación con el IMCA en la región.

Tal como lo señala el Director General en el Documento en discusión, las nuevas situaciones demandan formas de organización del trabajo que potencien las capacidades de la FAO y de los países miembros para enfrentarlas. Por eso queremos expresar nuestro respaldo a su decisión de renovar las estructuras de campo y de llevar adelante un proceso de descentralización de las actividades normativas y operativas de la FAO, que saquen del aislamiento a las dependencias regionales. La intención del Director General de aprovechar al máximo las capacidades humanas y demás recursos de las regiones y países, agrega un componente esencial al proceso de descentralización de las actividades de la FAO.

Como se podrá observar, Sr. Presidente, asignamos a la visión regional de los problemas una importancia significativa para el cambio de la forma como la FAO deberá atender los problemas de los países en el futuro. Esta perspectiva nos ayudará no sólo a atender, sin superposiciones o contraposiciones de esfuerzos, los problemas que tienen una dimensión continental o subcontinental, sino también aprovechar las capacidades regionales y nacionales en esquemas de cooperación multi y bilaterales que se adecúen a las necesidades particulares y a las posibilidades de los países.

Sr. Presidente, teniendo como marco el planteamiento de la región de América Latina y el Caribe y de conformidad con las pautas que el Director General nos ha hecho llegar a través de su Nota Informativa del 19 de mayo de este año, queremos concluir expresando nuestro apoyo a las propuestas del Director General en los términos en que están descritas en la Nota Informativa ya mencionada, permitiéndonos agregar solamente un comentario en relación a una de las propuestas del Director General.

Nuestro comentario se refiere al problema de la Seguridad Alimentaria, objeto prioritario de atención de la FAO bajo la gestión del actual Director General, como él muy bien lo ha señalado. Tal como ya los hemos expresado, apoyamos la creación y rápida puesta en marcha del Programa Especial sobre la Producción de Alimentos en Apoyo de la Seguridad Alimentaria de los Países de Bajos Ingresos y Déficit de Alimentos, a la vez que compartimos la recomendación del Grupo de Expertos que participó en el seminario de seguridad alimentaria promovida por el Director General en el mes de enero de este año, en el sentido de que la FAO mantenga sometida a examen su definición general de países beneficiarios de este programa, refinando los indicadores y tomando más en cuenta el estado nutricional de las poblaciones.

Consideramos necesario también prestar más atención a la amplia variedad de situaciones que manifiestan los países en materia de seguridad alimentaria, como lo señala también el Grupo de Expertos mencionado. Por eso, en el documento que expresa la posición de la región de América Latina y el Caribe hemos planteado que "En la región, el problema de la seguridad alimentaria asume características particulares, ya que a la pobreza rural se suma la alta proporción de población pobre, con graves problemas alimentarios y nutricionales, que reside en las capitales y principales ciudades de la mayoría de los países de la región". Entendemos que el Programa Especial sobre la Producción de Alimentos en Apoyo de la Seguridad Alimentaria de los Países de Bajos Ingresos y Déficit de Alimentos atiende a una de las manifestaciones más graves del problema de seguridad alimentaria en el mundo. Por ello, damos nuestro apoyo para que se ponga en marcha cuanto antes este programa especial en la seguridad de que el Programa Ordinario de trabajo de la FAO en este sector prioritario de la Seguridad Alimentaria atenderá las otras manifestaciones del problema. En este sentido, nos complace la aclaratoria contenida en las últimas líneas del Anexo 5, párrafo 16 del documento de información adicional que el Director General nos ha hecho llegar como respuesta a recomendaciones de los Comités del Programa y de Finanzas de la FAO.

**Mrs Souad ABDALLAH (Syria) (Original language Arabic):** Mr Chairman, my delegation supports your lucid and wise Chairmanship of the deliberations of this Council meeting. We would like to pay tribute to the Director-General for all the efforts that he made in collaboration with the Secretariat in the preparation of the documents under discussion and also for having undertaken the review of the programmes, structures and policies of the Organization. We would like to pay tribute to his wise leadership and his strong desire to promote dialogue which is clearly reflected in the positive results we see.

Mr Chairman, we would like to echo the statement delivered on behalf of the Near East. Having reviewed document CL 106/2 and CL 106/2-Sup.1, both documents have been prepared after a number of consultations and deliberations and we believe that they are worth supporting.

However, we would like to mention the following points: firstly, concerning food security, we would like to fully support the proposals of the Director-General concerning the strengthening of these programmes in such a way as to increase production and also through the support to be given to national programmes undertaken by the countries concerned.

Furthermore, we would like to support the continuous trend geared to facilitate the transfer of modern technology to developing countries in order to promote productivity in these countries. We also support the urgent assistance which should be given to food deficit countries. However, we believe that assistance should also be given to the development programmes undertaken by other countries with more favourable conditions.

Secondly, we support the proposal concerning the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases. We believe that it is a very sound proposal indeed. Furthermore, we do think that such an orientation by the Organization is the right step, and we also support the importance to be given to the Regional Offices. We welcome the strengthening of Subregional Offices. However, we believe that the East Mediterranean region does need an office bearing in mind its growing need for technical services.

Mr Chairman, we believe that the proposal submitted by the Director-General which would promote the role of women is worthy indeed. We support it because women play a major role in the promotion of agricultural development. Furthermore, we do support the creation of the new Technical Cooperation Department, taking account of its importance. We also support the Director-General's intention to reactivate the TCP and the cooperation between other international organizations, through coordination programmes and assistance in preparing for the implementation of the new GATT Agreement.

My country gives priority to Agriculture in its national plans. Finally, we appreciate fully the new orientation of the Director-General. Thank you very much, Mr Chairman.

**Alfonso ANAYA TURRIENTES (España):** Quisiera, en primer lugar, agradecer al Director General y a sus colaboradores de la Secretaría la preparación del documento que nos ha presentado, así como la información adicional al mismo, que consideramos de gran calidad, y que nos ha permitido estudiar y analizar las diversas propuestas que en el mismo se presentan.

Siguiendo el orden establecido en el Documento, queremos dejar de manifiesto que compartimos gran parte de los principios que se reflejan en el "Resumen operativo". En este sentido, es evidente el desafío con que se enfrenta la Organización para mitigar el hambre y la malnutrición en el mundo, al tiempo de la necesidad de que cumpla eficazmente su mandato en lo relativo a la producción y al comercio de productos agrícolas, pesqueros y forestales.

Es evidente que la limitación presupuestaria exigirá un esfuerzo de la Organización para racionalizar sus métodos de trabajo, ya que, siendo realistas, debemos pensar que las condiciones, en cuanto a recursos presupuestarios, seguirán siendo sustancialmente las mismas en los próximos años.

Quisiera, asimismo, mostrar nuestro acuerdo con la idea de fomentar producción in situ, en apoyo de la seguridad alimentaria en los países de bajos ingresos y con déficit de alimentos. De hecho, esta idea ha sido defendida en diferentes intervenciones por nuestra Delegación en este foro, en concreto, en las últimas sesiones del Consejo y de la Conferencia.

Pasando al cuerpo del documento, deseamos hacer unos comentarios en cuanto a los diversos párrafos del mismo, sobre todo empezando por el número ocho, en el que se expone y se anuncia la necesidad de llenar el vacío de tecnología que se presente en la actualidad para afrontar los problemas de producción y distribución de alimentos con los que el mundo se encuentra en estos momentos.

Es evidente que la FAO, al igual que otras instituciones y el conjunto de los países, tiene un desafío evidente en definir los sistemas que permiten hacer convivir los principios de aumento de la productividad con los de la sustentabilidad. En el propio documento se reconoce, más adelante, que hay que aumentar la productividad y la producción total de alimentos. Esto es inevitable ante la previsión de la población futura y la cifra de producción alimentaria actual que nos proporciona la estadística. Pero ahí está el desafío; hay que hacerlo teniendo en cuenta y sin defraudar las esperanzas que la humanidad tiene en el concepto de sustentabilidad para dejar a las generaciones futuras un planeta, al menos, como lo recibimos nosotros.

En el párrafo nueve del Documento se recoge una relación, que consideramos muy afortunada, relativa a los problemas a los que hay que hacer frente con toda urgencia y sin escatimar medio alguno para mejorar la situación alimentaria de la humanidad. Son la constante reducción de la fertilidad del suelo sin una sustitución apropiada de nutrientes, la erosión acelerada de la diversidad biológica, la deforestación acusada, la presión sobre las reservas de agua y los imperativos de una pesca responsable y equilibrada. Permítanos, sin embargo, introducir un concepto más a esta acertada lista. Es la desertización que, como todos sabemos, tiene consecuencias devastadoras para muchas regiones del planeta. En su conjunto, constituyen prácticamente el reto al que debe enfrentarse la humanidad y que afortunadamente comprobamos que la FAO hace suyo.

En cualquier caso, conviene tener presente que con independencia de la necesidad de prestar atención prioritaria a las economías más débiles, la Organización, como indica el propio documento, tiene que hacer un esfuerzo por mantener su interés y valor para todos sus miembros. En este sentido vemos con satisfacción el que uno de los principios básicos que regirán el proceso de cambio que nos propone el Director General, sea el que la FAO continúe siendo un Centro de Excelencia y centro de referencia mundial, de acuerdo con sus principales funciones constitucionales. Máxime, cuando en muchas de estas actividades de carácter normativo, es la única Organización Internacional competente para realizarlas; de ahí la gravedad que para la Comunidad internacional supondría el que la Organización disminuyera su actividad en este campo.

En base a lo anterior y aunque apoyamos el planteamiento formulado por el Director General de cierto nivel de descentralización de la Organización, queremos expresar nuestra preocupación por la afirmación del párrafo 36 en el sentido de "llevar a cabo una descentralización progresiva que abarque también a los departamentos normativos". Consideramos que una medida de estas características podría traer consecuencias negativas para la FAO,

máxime si tenemos en cuenta que algunos Departamentos como el de Pesca o Montes disponen ya en la actualidad de recursos humanos limitados.

Vemos con satisfacción la afirmación del Director General de que la distribución del personal requerirá ampliar consultas con los funcionarios interesados y con los órganos representativos de personal.

En relación con las modificaciones concretas propuestas en la sede Central, vemos con especial satisfacción la transformación del actual Departamento de Desarrollo en un Departamento de Cooperación Técnica, en tanto en cuanto esta nueva entidad consiga fortalecer la cooperación con los Organismos intergubernamentales y bilaterales, así como con las ONGs y el sector privado.

Acogemos favorablemente la creación de una Dirección que se ocupe de los asuntos relacionados con la integración de la mujer en el desarrollo, aspecto al que mi país, tal y como pusimos de manifiesto en la última Conferencia, ha dedicado un gran esfuerzo, habiendo realizado en los últimos años estudios muy completos en relación con la situación socioprofesional de la mujer en la agricultura.

En cuanto a la estructura sobre el terreno, quisiéramos poner de manifiesto nuestra preocupación en que las Oficinas Regionales, tal y como se conciben en el párrafo 55, en las que se organizará progresivamente en cada una de ellas un equipo multidisciplinario completo, se terminen convirtiendo en Unidades excesivamente autónomas y carentes, por tanto, de los necesarios nexos de unión con la sede central de la Organización.

Quisiéramos asimismo, en este apartado de las estructuras sobre el terreno, llamar la atención del peligro que puede suponer una excesiva proliferación de centros periféricos, ya que a las nuevas Oficinas subregionales hay que añadir las futuras oficinas en países que actualmente no existen. Esta propuesta, además del importante coste que supondrá ponerla en funcionamiento, puede también ocasionar una excesiva dispersión tanto de medios humanos como materiales de la Organización.

En relación con la redefinición de las prioridades mostramos nuestra aprobación a los nuevos programas propuestos, es decir, el dedicado a prestar apoyo para aumentar la producción de alimentos en los países de bajos ingresos con déficit de alimentos y dedicado a realizar una acción más decidida de lucha contra las plagas y las enfermedades de las plantas y animales.

Asimismo nos mostramos de acuerdo con la justificación y alcance global de estos programas prioritarios, y muy especialmente a la importancia que se da a la extensión y capacitación agrarias apoyadas siempre en la investigación correspondiente. En esta línea, consideramos una magnífica idea la realización de un pequeño número de proyectos piloto por el valor de demostración que puede obtenerse de los mismos. También quisiéramos hacer hincapié en la importancia que debería darse al fomento del cooperativismo en los diversos proyectos de creación de capacidad que se lleven a efecto, fórmula que sólo es viable, si la entidad creada es, a su vez, viable como empresa.

Con relación al sector pesquero, coincidimos plenamente con las ideas expresadas en el documento, que orientan el futuro hacia una conservación de las poblaciones pesqueras, limitando la sobreexplotación de las zonas

con grandes recursos, mediante acuerdos internacionales, en los cuales la FAO debe desempeñar una función de primer orden.

La elaboración del Código de Conducta para la Pesca Responsable, que recibió los apoyos incondicionales por parte del Comité de Pesca, del último Consejo y de la 27ª Conferencia de la FAO, debe seguir adelante, a fin de poder presentar al próximo COFI los acuerdos alcanzados, tanto en sus aspectos políticos como técnicos, y cumplir así el mandato recibido.

En cuanto al sector forestal, consideramos que debe contar con los apoyos necesarios para que siga siendo un sector dinámico, generador de riqueza y contribuya a un desarrollo sostenible de las poblaciones afectadas. Pensamos que la lluvia ácida en los países desarrollados y el futuro de los bosques tropicales deben seguir siendo elementos importantes de reflexión en el seno de la FAO.

Antes de terminar mi intervención, Sr. Presidente quisiera hacer una propuesta, que creemos que puede estar en sintonía con el espíritu de las propuestas que el Director General ha sometido a la aprobación de este Consejo. En concreto, nuestra propuesta consiste en recomendar que la Organización adopte la decisión de utilizar exclusivamente papel reciclado en los documentos, comunicaciones, publicaciones, etc. que se elaboran en la misma.

Entendemos que éste sería un gesto ejemplarizante y consecuente con la creciente preocupación de la FAO por la sostenibilidad de los recursos naturales, y que posteriormente debería extenderse al resto de los Organismos del Sistema de Naciones Unidas.

Por otra parte, teniendo en cuenta el enorme volumen de papel que utiliza la Organización, y que en algún momento todos sufrimos, creemos que esta medida habría que considerarla algo más que un gesto.

Unicamente, a caso de ejemplo, podríamos decirles que en España, en el Ministerio de Agricultura, Pesca y Alimentación y por supuesto en las Representaciones permanentes fuera de España, se utiliza desde hace ya algún tiempo, exclusivamente este tipo de papel, incluyendo las cartas utilizadas por el propio Ministro. Esperamos que esta propuesta cuente con el apoyo de los distintos miembros del Consejo.

Para finalizar, quisiera dejar constancia de que la delegación española apoya las propuestas presentadas por el Director General a este Consejo, al tiempo que muestra su acuerdo en concederle la flexibilidad necesaria dentro de los límites reglamentarios.

**EL PRESIDENTE:** Estoy seguro de que el señor Director General ha tomado buena nota de sus propuestas, que seguramente serán bien acogidas por este Consejo.

**Tim MACKEY (Australia):** Let me commence by expressing Australia's full support for the new Executive Director and our willingness, indeed our desire to help carry out his heavy responsibilities. We have been impressed with the excellent start he has made in his still relatively new position. We have appreciated his frankness in addressing the challenges which face the Organization and his openness - transparency indeed, to use the word



which he himself uses in describing his approach - and we look forward to a continuation of that. We also appreciate the expression of consistency with the winds of change which are blowing throughout the entire UN system, and his acknowledgement that FAO cannot insulate itself from those changes. We are also impressed with the increased cooperation with other organizations that the DG has already initiated, including with the Rome-based food agencies, international financial institutions, and the similar intentions he has for NGOs in the private sector. Of course, the need remains for FAO to find sources of extra-budgetary funding as well. We certainly appreciated Mr Diouf's expression of interest in our priorities from his letter soon after his appointment. And indeed, Australia provided a detailed expression of those priorities, many of which I am pleased to say, have been reflected in his work programme. I would certainly like to acknowledge that.

One important set of measures which we did express as a high priority are the environmental sustainability measures, and these of course are included in several of his proposals, one of which is the creation of the new division, the Department of Sustainable Development, to focus on the UNCED follow-up and the sustainable use and efficient management of natural resources. We in Australia have undertaken a considerable amount of work in this field over the last few years and would be happy to share that with the Organization. We also support the proposed decentralization activities, including to regional, subregional and country levels. We certainly strongly support the proposed establishment of subregional offices and the location of one in the Pacific islands. We support the new division within the Sustainable Development Department on women's and people's participation, another example of an Australian priority which has been reflected in the work programme.

We agree with the measures to improve management systems and practice, to search for economies and to seed further reductions in the overall cost structure of the Organization. Like many other member countries, Australia is applying the same approaches within our own budget system and we support those here under the general no net increase approach.

We fully support the proposed emergency prevention system to combat transboundary plant and animal pests and diseases which is to concentrate initially on locusts and rinderpest. We are a country which is very familiar with the destructiveness of the plague locust and appreciate the reasoning behind its selection for action. In future we would not wish to see the system confined to only those mentioned. For example we would wish to see others included: foot-and-mouth disease is one and the old world screwworm fly is another.

In addition to that, we fully endorse the resources shifts to forestry and fisheries, areas that are of course of particular interest to the countries of the South West Pacific region which Australia represents here today. These shifts will allow FAO to play a leading role in the implementation of UNCED follow-up in the forestry sector and to carry out work for the preservation of overexploited fish stocks. We also note with satisfaction the increased provision to be made for the Code of Conduct on Responsible Fishing.

Mr Chairman, you can see that there are many areas in the DG's review which we support and we believe Australia's priorities in many cases have been taken into account in the work programme.

Let me turn now to the issue of food security. In his remarks this morning the Director-General said that his ambition is to have all countries in a position to meet their basic food needs. Of course, we fully support that ambition. The point I would make, however is that countries do not have to meet their basic food needs solely from food grown and produced within their own borders. The importance of other factors than food production in obtaining food security has indeed been reflected in the work programme with the emphasis on trade measures. Like many other members, Australia believes that the increased economic growth resulting from trade also is an important factor in obtaining food security. I notice, Mr Chairman, in the written version of the Director-General's statement, - of course he made a somewhat shortened version in his earlier remarks this morning - there was a sentence in paragraph 11 which I will just quote: "In view of the high dependence of a large number of food-insecure countries on agriculture for employment and income, their only feasible option for an early and sustainable improvement in food security is the enhancement of the productivity and production of food". Mr Chairman, Australia's view is that it is not the only feasible option. Of course, increased food production in the food-insecure countries is a very important component of increased food security and certainly a component in which FAO itself can bring a great deal of skill and expertise to assist those countries, but there are other important options, including world economic growth. There is general agreement, Mr Chairman, that there will be considerable world economic growth resulting from the Uruguay Round outcome. We in Australia regard that outcome as a good beginning rather than an end to the liberalization of world trade. The point I would like to make is that this new increased economic growth will benefit developing countries as well as developed countries. We are pleased to note that these trade issues are reflected in the DG's work programme, for example, in the significant area of work which facilitates trade and agricultural products such as the Codex Alimentarius work.

I was very interested today to hear many other members make similar points in relation to food security as those I have just made. I noticed one from the delegate of China, Vice-President Wu, who stressed from China's point of view increased market access to developed countries is an important factor for increased food security. There will, of course, be some improvement in market access through the Uruguay Round outcome. Australia identified work on trade issues as a high priority in our response to the DG's request. There are some aspects following on from that which do concern us because there are to be some reductions in some of the programmes in this category, including the programme on commodities policy and trade which is to go down by 9.5 percent. That covers producer-consumer consultation, collaboration with GATT and consultation at country level. Another to go down is food control and consumer protection which also covers cooperation with the GATT development, the development of national food import/export inspection and certification systems and food quality control at various levels. Included also in this category are elements of the crop protection subprogramme, 2.1.2.4, where there is to be a postponement of activities in support of the strengthening of plant protection infrastructures in developing countries.

In the case of the elements dealing with the implementation of the International Plant Protection Convention, we seek advice from the Secretariat as to whether it has been affected by the Review. We would also be concerned if the element of this subprogramme involving integrated pest management were to be adversely affected. We have been closely involved in

this project in Southeast Asia and we are very much aware of the benefits developing countries can obtain from it. Its continuation, at least at the current level, will help to complement the overall emphasis given to food security in low-income food-deficit countries.

We would wish to see a reconsideration of any proposed reduction in allocation to the programmes I have just mentioned.

We place a priority on FAO's work on both plant and animal genetic resources. We note there is to be a decline in allocations to the Animal Genetic Resources programme due largely to a high vacancy rate. However, we are pleased the priority on work in animal genetic resources is to continue. We consider the work being done, including that on the world watch list, is valuable.

We would also mention that one aspect of food security is what could be termed seed security and we have noticed that there is a reduction under subprogramme 2.1.2.3. We would like to express concern about that also.

In closing, may I stress again our full support for the DG, our general support for his work programme and our appreciation for the fact that Australian priorities have been reflected in it. We stress the role which increased trade and economic growth have to play in increased food security, as exemplified by the extra growth which will result from the Uruguay Round. We support the proposed establishment of a subregional office in the South-West Pacific Region.

**Kenji SHIMIZU (Japan):** My delegation welcomes the initiative of the Director-General who reviewed the programmes, structures and policies of the Organization and put forward the reform proposal for our deliberation as mandated by Conference Resolution 10/93.

The observation of my delegation focuses on three areas of the proposal which are as follows.

The first area is on Secretariat structures. As to the approach, Japan shares the way of thinking contained in paragraphs 35-40 in general. However, Japan is concerned about the expanded structure proposed by the Director-General, namely the number of units being increased from 38 to 52 in total.

Japan has some questions about the proposals, in particular the increase of the units and wishes the following points to be clarified further. First, Japan has a standing policy called "Scrap and Build" approach or criteria for any reform plan of the Organization. When you consider creating a new unit, you must abolish or scrap an existing unit. The case to build a new unit may be justified by abolishing an existing one, because building a new unit has serious implications in terms of decrease of efficiency and increase of budget, in particular, in the future.

The creation of a new structure itself needs very careful study.

Secondly, the expanded structure is studied in terms of decentralization which is the main process of the proposed reform by the Director-General. Some of the resources available now at Headquarters would be shifted to the field offices as a result of the proposed decentralization. My delegation

needs clarification on the future implications of the increase of units at Headquarters, despite the reduced resources available at Headquarters now.

Thirdly, there is not sufficient clarification on the demerit or shortcomings of the existing structure as well as on the merits of the reshaped structures.

Fourthly, there are missing reform proposals on other units such as for the Administration and Finance Department and the Department of General Affairs and Information. The proposal on those units may not be necessary to get the correct balanced picture of the re-shaped structure of the Secretariat.

On field structures, Japan supports in general the exercise to review and enhance the geographical proximity of this Organization.

The proposals on how to re-deploy staff resources for United National Regional Commissions, the creation of sub-regional offices and national programme offices as such, however, need careful study too.

The proposals, to re-deploy staff resources for UN Regional Commissions, creation of sub-regional offices and national programmes offices as such, however, need careful study, too. There is a danger of a layer of bureaucracy or just the creation of additional or dual structures at field levels or a budget increase in the future as a result. It also needs to give attention to more strengthened linkage with UNDP, an authorised UN coordinator of operational activities, as the integrated approaches for development are growing.

The reform processes at field level should be implemented by a step-by-step basis with a view to ensuring the maximum efficiency of field activities as well as avoiding an increase in bureaucracy.

The second area is sharpened priority focus. Needless to say, my Government places high priority on the attainment of world food security. My Government has been of the view that for the attainment of world food security liberalized agricultural trade should not be the only tool. Strengthened production capacities of developing countries is the first track to be addressed.

In this connection, my delegation associates itself with, and fully supports, the basic-approach of the Director-General as well as the high level seminar to strengthen agricultural production of LIFDCs by the initiation of the special programme and to attain "a higher degree of food self-reliance" of these countries as referred to in the para 74 of the Director-General's proposal.

Moreover, my delegation welcomes the Director-General's approach to seek the participation of multilateral and regional financing institutions in the course of the programme implementation. It is the hope of Japan that in the future, this kind of collaboration approach with financing institutions will lead to more solid funding for agricultural development based on this special programme as well as field activities of this organization. My delegation believes this approach will become a new area and a concrete contribution of FAO to international agricultural development and will enhance the dynamism of FAO.

My delegation basically supports the Africa-oriented approach of the special programme, considering the current special situation in Africa. However, I would like to mention that the majority of the chronically under-nourished population still exists in the Asian region and also in other regions where many people are suffering from mal-nutrition today. Therefore, the initiation of this special programme should not adversely affect other programmes aimed at food security in other regions such as Asia, as mentioned by Indonesia on behalf of the Asian Groups.

In establishing food security, sustainability of agriculture is important to stress, as mentioned in the paragraph 90 (F) . As one example of the contribution of my country in this regard I would like to refer to an international conference planned by my country and FAO, in the fisheries area, to be held in the latter half of 1995, namely "The International Conference on Sustainable Contribution of Fisheries for Food Security" . It has been planned by my country and FAO.

My delegation hopes many countries dependent on the majority of food on fisheries resources will participate in the Conference.

My delegation, would also like to stress the importance of the long-term global food outlook following the previous 2010 outlook. The reliable long-term food outlook is very important in planning on food security strategy. In this connection I would like to point out the danger of an excessively optimistic food outlook because it may undermine the credibility of this organization.

With regard to EMPRES, we remember last year's disaster caused in the area of West Asia and Sub-Saharan Africa by locusts. My delegation welcomes the strengthening of FAO's activities in this area, making use of this Organization's expertise capabilities.

I turn to other matters, in particular the financial and personnel systems, FINSYS/PERSYS.

The related problem is a very regrettable development in terms of the use of our valuable resources and the responsibility of the management.

Japan strongly wishes the Finance and Programme Committees to give full attention to the causes and problems and prepare convincing recommendations for us.

In conclusion, my delegation highly commends the efforts of the Director-General who has initiated this important step to reform the organization and strengthen the food security. Japan is ready to actively cooperate with other member countries and the Secretariat to keep this momentum with a view to realizing a revitalized organization.

**Bong Koo RHEE (Korea, Republic of):** My intervention will be very brief in compliance of the recommendations of the independent Chairman and to assist the efficiency of this Council.

My delegation agrees with the Director-General's view that FAO is now facing many challenges and welcomes his decision as a process for transferring FAO into a more efficient and responsible organization.

My delegation would like to support what the Asian Group Chairman said on behalf of that Group on the principle proposed by Mr Diouf which is focused on enhancing the efficiency and streamlining of the Secretariat structure. In particular, we believe that the Director-General's proposal to save US\$29.7 million through salary savings on frozen posts, publications and meetings which are cancelled or postponed and other operational cost reductions will be a very encouraging start.

Let me make a few comments on the Director-General's Review.

I agree that the food production is an important part of achieving food security for low-income, food deficit countries, but there seems to be an unbalanced tendency on food production for aiding those countries.

I would like to remind you that developing food marketing and distribution systems is as important as food production in achieving food security of those poor countries.

In addition, it is also important to take a balanced approach in selecting the low-income, food-deficit countries to avoid the support for food security being concentrated in a particular region.

We know of FAO's effort to establish a new Department for Technical Cooperation and Sustainable Development in order to cope with the ever-changing world of the agricultural environment. We thank the Director-General for his sincere efforts to emphasize women in development by creating the division charged the matter.

However, we do believe that it is necessary to watch closely so as not to create unnecessary overlaps in using budget, manpower, and office facilities with other Departments within the Organization.

My delegation considers that the restructuring of the Administration and Finance Department and the Department of General Affairs and Information is also an important part in restructuring FAO. In view of that, my delegation hopes that we will be informed of the restructuring of these two departments at least before the next Council meeting in November of this year.

It is necessary that the role of the regional office and sub-regional office be classified clearly so as not make any budget waste owing to work overlap. In connection with the transfer of staff presently in the joint divisions with the UN Regional Economic and Social Commission (UNRESC) which is envisaged as part of the strengthening of the regional offices, paragraph 56 of document CL 106/2, my delegation wishes to be informed of whether any prior consultation with UNRESC took place regarding the transfer of staff.

Regarding the Sharpened Priority Focus, I would like to express a few more comments.

We know very well that many people, particularly lots of children, do not have adequate access to food and suffer from malnutrition. Therefore, I agree that the food production is essential to achieve food security for low-income, food-deficit countries.

However, as many member countries stressed, we have to consider not only food production, but also the improvement of world agricultural marketing system to aid those countries. And the Special Programme for Food Production in Support of Food Security should be provided evenly to the low-income, food-deficit countries, including lots of Southern-Asian countries.

We believe that the Emergency Prevention Systems for Transboundary Animal and Plants Pests and Diseases is very important to attack the Agricultural problems which individual countries alone cannot solve. But it is also true that FAO is not yet endowed with sufficient technical and logistical capacities to cover preventive action and control operation on a large scale. The other problem of the issue is that there are still many countries having weak protecting structures.

In principle, however, we greatly welcome the Director-General's proposals for the solutions to the challenges facing FAO in the 1990's and beyond. We sincerely hope the proposal will be able to produce a successful fruit.

**J.C. PANT (India):** On behalf of the Indian delegation may I compliment the Director-General for his bold initiative and excellent presentation of his planned strategy for reorganizing the Food and Agriculture Organization.

According to the Director-General, two major challenges confronting the Organization are to eliminate a situation whereby currently 800 million people do not have adequate access to food and where 192 million children below the age of five suffer from malnutrition and secondly to ensure that the world could produce enough, in a sustainable manner, to feed 9 000 million people by the year 2030 AD. We agree that these two major challenges are required to be met by FAO. FAO is required to adapt to a situation of increasingly diverse and contrasting problems of its Member Nations. While it must seek to retain its relevance and value to all members, it must accord priority attention to the most fragile economies, for example of the least-developed countries. Countries in political and social transition, like those of Eastern Europe, represent another group of Member Nations which require support during the process of adjustment. FAO must contribute to the process of reduction of the gap between the haves and the have-nots, both in terms of standards of living and of technology.

The Director-General has also pointed out that in view of the Organization's mandate for the conservation and preservation of natural resources, FAO's actions should be geared to sustainable development. In the context of the reduction of finite resources reflected in: (a) conversion of prime agricultural land to other uses, (b) the draining of soil fertility, (c) the erosion of biological diversity, (d) the annual deforestation of 17 million hectares in tropical areas, the pressure of water resources and (f) imperatives of responsible fishing, FAO is obliged to play a more effective role in assisting Member Nations in the required reorientation of policy and the design of effective measures.

FAO would also have to play its role in the context of the conclusion of the Uruguay Round and the formation of a new World Trade Organization. This Agreement portends important implications for developing countries from changes in international markets for agricultural commodities as also changes in policy options open to countries in the future. The Organization would have to assist Member Nations in assessing the implications of the

Agreement at national, regional and group level. It will have to participate in the implementation of the provisions of the new World Trade Organization. It is expected to be closely involved in the work of the new Committee on Sanitary and Phyto-sanitary Measures especially through the expert work of the Codex Alimentarius Commission and the International Plant Protection Convention, including expanded technical assistance to developing countries on food standards. It would be called upon to assist in food security assessments and food aid matters through the involvement of the Consultative Sub-Committee on Surplus Disposal. It would also have to assist developing countries in adjusting to the post-Uruguay Round disciplines on the choice of policies to support agriculture.

It is against this backdrop of complex challenges the Director-General seeks to undertake certain changes in the structures and policies of the Organization.

The changes proposed above by the Director-General insofar as the Administrative structure is concerned are, therefore, basically three: (1) transformation of the Development Department into the Technical Cooperation Department; (2) establishment of a new Department of Sustainable Development and (3) revamped field structure with the proposed establishment of Subregional Offices.

We support transformation of the Development Department into the Technical Cooperation Department as this is largely an administrative reshuffling and consolidation of functions with the objective of providing assistance in policy, investment and implementation of field operations to Member Nations. This Department would also be providing technical support to WFP as also coordinating emergency assistance through the medium of the Office for Special Relief Operations (OSRO). The focal point for TCDC-ECDC would come within this Department as also Technical Cooperation Programme Unit (TCP). We welcome this innovation in structure and, therefore, support the Director-General's proposal whole-heartedly.

We also support the Director-General's proposal for creating a new Department, i.e. the Department of Sustainable Development. Presently activities relating to this issue are being dealt with in different Units of FAO and the intention of the Director-General is to integrate all cross-sectoral activities into this Department. The follow-up action on UNCED dominates the policy context in which the Mid-term Plan of FAO (1994-99) was framed. Ever since the 1987 Report of the World Commission on Environment & Development formalized the issue of sustainable development, the subject has been attracting increasing attention over the years. UNCED and Agenda 21, today are issues of major concern. India is also a signatory and active participant in UNCED. FAO would, therefore, have to coordinate its efforts, avoiding duplication with the other agencies in the UN System. With this background in mind, it is perhaps appropriate that the Director-General proposes to establish a separate Department of Sustainable Development and we support the project.

Some changes have been contemplated in the field structures of the Organization. We welcome the proposal to augment the Regional Offices of FAO by stationing multidisciplinary technical teams therein. Transfer of staff presently working in the joint divisions with the UN Regional and Economic and Social Commissions, to the FAO Regional Offices shall facilitate the strengthening of these offices without extra costs and are therefore welcome.



It has been proposed to establish Subregional Offices in North Africa, Southern and Eastern Africa; Pacific islands; Caribbean; and Eastern Europe. These offices would contain small teams of technical officers and would be headed by the FAO Representative in the country of location. Given the problems of the South Asian Region along with the fact that a large mass of population lives in this region, we suggest that a subregional office in South Asia must be considered favourably. The location of the office could be decided later after consulting countries in the region. While the proposed Subregional Office would be augmented with technical expertise, we suggest that their establishment may also be accompanied by a measure of autonomy in decision-making. We support the Director-General's proposal to replace internationally recruited professional staff in FAO country representations by National Programme Officers (NPOs). This would help in cost reduction as also in assembling a team of officers who are conversant with local conditions and are technically as well equipped as internationally recruited professional staff. We strongly support this proposal of the Director-General.

The Director-General's proposals on the issue of food security are of considerable significance and we support them. This issue merits focusing a greater attention on it by FAO and the proposal reflects the needs of the developing countries in particular. India itself has, over the years, developed a well-defined food security policy which aims at increasing food production, encourages farmers by guaranteeing remunerative prices, safeguards consumer interests through a public distribution system, maintains adequate stocks of foodgrains to meet emergent situations, etc. India's food security, therefore, meets the goals of attaining desirable levels of food production, ensuring access to food supply to those who need it and increasing the stability of food supply through a mechanism of buffer stocking. It is important to ensure that people have continued access to sufficient supplies of nutritional, adequate and safe food. A successful food security system will provide for each household to have social and economic access to enough food to meet its needs. We are, therefore, in agreement with the Director-General's proposals on the issue of food security and support him fully. We also reiterate our strong commitment to South-South Cooperation and our faith in TCDC as a mechanism to promote development in the South. India is ready to offer its expertise and share its experience with the LIFDCs. I have been personally talking about this to the Mission of LIFDCs located in New Delhi and look forward for necessary support from the FAO system.

Insofar as the establishment of the Emergency Prevention System (EMPRES) is concerned, we extend our support to its establishment as also the earmarking of some part of the budget of 1994-95 for it. The locust problem is very much relevant to us, especially in view of last year's locust invasion which affected India. We also agree that early warning and control systems especially in the countries of origin of the desert locust in Africa could go a long way in containing the menace. The problem of the desert locust is also being discussed by us with the missions of concerned African and Asian nations in New Delhi and the Director-General's emphasis is bound to be helpful in preventing this natural menace. FAO must have the capability to respond quickly and effectively to emergencies and earmarking of specific finances for this operation is essential. It is also a fact that funding from donor countries generally gets delayed thereby losing its effectiveness. We, therefore, strongly support the proposal of the Director-General for the establishment of EMPRES.

We support changes in administrative procedures and systems especially where they are designed to reduce administrative and support costs, given the budgetary constraints that exist, both in FAO and in Member Nations. It is essential that FAO's administrative costs be reduced and the savings deployed for technical programmes which are of immediate relevance to Member Nations. For example, the proposal to recruit national programme officers in FAO Representatives' Offices rather than internationally recruited professional staff, is a sensible and valid measure of cost reduction. We support proposals aimed at cost reduction introduced by the Director-General.

**Ms Katalin BAKK (Hungary):** The Hungarian delegation has studied with much interest the review of the programmes, structures and policies of the Organization together with the documents, CL 106/6, i.e. the reports of the meetings of the Programme and Finance Committees. We also have been glad to listen to your introduction which no doubt casts further light on your reasons and concepts in streamlining the Organization.

It has been my delegation's impression that the Director-General's recommendations do enjoy a general support by both the two leading bodies of FAO and the overwhelming majority of Member Nations. I do not want to misuse the time of the Council so I am refraining to repeat the main points already made during this Session. I only would like to briefly address myself to our remarks as to the general impact and reasonability of the Director-General's proposals on the one side and some minor matters which may seem details to some delegates but might be vital to countries in transition the interest of which I also feel obliged to take up here and now.

The Hungarian delegation feels that the Director-General's proposals on streamlining the Secretariat, on revamping field structure and to sharpen priorities are all well-founded serving the genuine interest of the Organization and its Member Nations. It is why my Government expresses itself in favour of these recommendations. Some points we were reading with pleasure and satisfaction indeed recognizing ideas which had been brought forward many years ago by a number of delegates, Hungarians included, at different fora of FAO. One of such issues was the merger of operational divisions which we are now happy to notice as being one of the cornerstones of the new structure the DB intends to establish. The other is the setting up of subregional offices the Hungarian delegation has been advocating for approximately three years.

We support the two new departments to be set up and the change in handling policy issues within a centralized division with the proviso that policy advice will and shall note the exclusive monopoly of that division which should rather act as a coordination unit in this respect.

The document before us repeatedly stressed that it contains the general ideas and outlines of the reorganization and streamlining with details to be followed as soon as possible. While my delegation fully agrees with this approach I would like to call your kind attention to the importance and experience of all changes to be made within a reasonably short period not to keep staff-concerned in a state of uncertainty over a period of time longer than it would absolutely be needed. We are looking forward to the Director-General's systematic and frequent reporting to the Governing Bodies on the progress of restructuring work. There is no change proposed

to the Technical Cooperation Programme Unit, see paper CL 102/2-Sup.1, paragraph 14, and we are quite happy with that since in our interpretation the Director-General thinks as positively on TCP projects as my Government does hoping that these mostly efficient and cost-effective projects will continue to be available for governments requiring them.

I am turning now my attention to the priority setting included in the document before us. We fully understand that the Organization will deploy the bulk of its human and financial strength to assist low-income food-deficit countries. We are fully aware that the up-grading of the food economy in low-income food-deficit countries is the sine qua non of further worldwide development. What we are not fully in agreement with is the too strong production oriented approach we seem to detect in the document. Our views are pretty close to that expressed by the Programme Committee on this matter and registered in paras 27-29 of the Committee's report. Policy improvements and/or changes, distribution and market access and rural development may often be instrumental in triggering also an upward trend in production. Moreover agro-history in general and the history of the first green revolution in particular taught us that new technologies could not always be as efficiently utilized as some improved traditional ones. I am sure FAO officers will take due care of this peculiar feature of agricultural production in many countries.

This delegation appreciates indeed the efforts of the Director-General to put new ideas and new solutions forward within the framework of the approved budget. We feel that the reallocations suggested within various budget lines are acceptable and the document has exercised a remarkable self-constraint in doing so. The savings in meeting and publication cost, which are apprx. 13 percent making a balance of Annexes 6 and 7, could with no major difficulties be increased. Taking however into account the quite important role FAO publications, guides and other books actually are playing in formal and informal training as well as in extension work in a number of countries we felt that further cuts in these lines will have to carefully be considered on a case-by-case basis.

One last remark I think could be pertinent to this thought. We learned that during the forthcoming two years three major world-level events are planned to take place: Women's World Conference, World Social Summit and World Food Summit may heavily draw on the budget of the Organization.

I would now like to come to a point which is of special interest to Hungary and to other European countries in transition. My delegation noted with delight that the Director-General had proposed a subregional office to be established in Eastern Europe. While I have the privilege to confirm my government's willingness and preparedness to host that suboffice, we fully share the Director-General's view that countries concerned should only decide on its location. In this regard I am happy to inform you that progress has already taken place in favouring the Hungarian capital. I feel it is my duty to bring to your attention, Mr Chairman, some points we feel are pertinent.

Drawing staff from existing offices is not only a cost-conscious way of implementation, but at the same time it may result in having well-experienced and skilled officers to deal with the regions and countries to be covered by the suboffice. We feel, however, that regional experts should have a role to play in these offices and be much more utilized for the benefit of the regions.

We are convinced that suboffices in general will contribute without any extra costs to the efficiency of projects and special programmes FAO may assist governments concerned in these areas.

May I, however, call the attention to the fact that the provision to have the FAO country representative automatically heading the suboffice is not applicable in the suboffice for East Europe for obvious reasons. I am sure that a reasonable and satisfactory solution will be found.

I would like hereby to inform you on the statement of the Hungarian Government. The Hungarian Government fully agrees with the Director-General's proposed new policy of progressive decentralization and the establishment of subregional offices so as to mitigate the problems of distance and means of communication. These would permit FAO to ensure that the needs and concerns of some countries, too far away from a Regional Office and which share specific problems, are duly addressed. Thus, the subregional office would facilitate the outreach of the Regional Offices to these countries.

Taking into consideration that the number of new Member States of FAO in the Central-Eastern European region is rapidly increasing, at the 1992 European Regional Conference in Prague, the Hungarian Minister of Agriculture proposed in his speech the establishment of a Central and Eastern European Subregional Office. He also declared **"we would be pleased to have this office in Hungary." We would like now to confirm the proposal in this statement repeatedly.**

We emphasize that it is the competence of the FAO Director-General to decide on the ways and means of operating such a subregional office, including the redeployment of staff.

I am coming to an end of my intervention. We have read with delight the numerous references to FAO being a "centre of excellence" which was true in the past and no doubt will be even more applicable in the future. I feel this definition has been matched at this Council Session by a "paper of excellence" with which my delegation, with the above slight remarks, is associating itself.

**Vernon DOUGLAS (Trinidad and Tobago):** Thank you, Mr Chairman, for the opportunity to enter the debate on this important agenda item. As always, my delegation takes the floor on behalf of the fifteen member and associate Member States of the CARICOM subregion of Latin America and the Caribbean.

My delegation listened with interest to the statement made this morning by the Chairman of the Latin American and Caribbean Group, of which we had no prior notice and which contained positions on certain matters on which we had not been consulted. We must therefore, without going into the merits of these points, state unequivocally at the outset that declaration does not reflect the official position of the government of the Republic of Trinidad and Tobago nor of the 14 other CARICOM Member associated States on whose behalf my delegation is authorized to speak.

Mr Chairman, my delegation and the CARICOM subregion which we represent fully and unequivocally endorse the proposals as contained in the Director-General's Review of the programmes, structures and policies of the Organization. My delegation has had an opportunity to fully analyse and

debate the Director-General's proposals at the 69th Session of the Programme Committee and the Joint Meeting of the Programme and Finance Committees in April. We confirm that the reports truly reflect our deliberations, conclusions and recommendations. We will not repeat our views as expressed in those fora but it is important to underscore a few points.

Firstly, the tenor of the Director-General's response to Conference Resolution 10/93 is truly remarkable in scope and comprehension and must be commended. It clearly demonstrates how well the Director-General has read and interpreted the mood of the membership and his own insight in terms of understanding the development condition - poverty, hunger, rural deprivation - and the mandate and capacity of the Organization to respond in cooperation and collaboration with significant partners, not the least important of whom are the Member Nations themselves.

Secondly, Mr Chairman, my delegation on behalf of the CARICOM fully endorses the proposals for streamlined Secretariat structures and improved organizational planning. The establishment of a Technical Cooperation Department charged with providing a country focus orientation to the organization's work is particularly welcomed. However, we wish to emphasize that in our view, and against the background of our own experience with the existing delivery systems, this country focus orientation must characterize all the divisions of the proposed new department: the Policy Formulation Division, the Investment Centre Division and the Field Operations Division.

The other elements of the streamlined secretariat - Department of Sustainable Development, the Office for Coordination and an Agriculture and Economic Development Analysis Division - are equally supported.

The proposals for the revamped field structures aimed at strengthening and using effectively national capacities are fully endorsed. They reflect a deep understanding of the development dynamic and will enhance responsiveness and relevance.

The Caricom Sub-region, constitutes 15 Member and Associate Member States which actively and functionally cooperate in agriculture, fisheries, forestry and rural development, and which share unique and common historical, ecological and development characteristics and relationships. We wholeheartedly congratulate the Director-General on the farsightedness of his proposal for establishing a Sub-regional office in the Caribbean. In our view the Director-General has demonstrated an understanding of our circumstances and needs and an uncanny ability to respond. In anticipation of Council's support to these proposals, the Regional Ministers of Agriculture meeting in Grenada, June 5 - 9, i.e. next week, will be deliberating on this matter with a view to facilitating early implementation.

We would wish to underscore the point that in supporting the proposals for establishing Sub-regional Offices in the Sub-regions identified at paragraph 58 of Document CL 106/2, the CARICOM sub-region understands that in determining the location of these offices, the principle to be adhered to is consultation between the FAO and the relevant Member Nations of the particular Sub-region. We urge that this principle not be compromised.

We endorse too the sharpened priority focus outlined in:

- a) the Special Programme on food production in support of food security in low-income food deficit countries; and
- b) the emergency prevention system for transboundary animal and plant pests and diseases.

In providing support to these proposals, my delegation notes with satisfaction the additional information provided by the Director-General in Doc. CL 106/2 - Sup.1 at the request of the Programme Committee. This further reflects the increasing transparency which has begun to pervade the Organisation. We look forward to this transparency being extended to the entire Programme and Budgeting process.

We urge Council to endorse the proposals before us and so enable the Director-General to proceed to take all the necessary actions to initiate that much sought after transformation of operational systems, structures and procedures such as would facilitate greater efficiency, effectiveness and accountability in the Organization.

**Supote DECHATES (Thailand):** To follow your guidance strictly is presenting comments to the Council, the delegation of Thailand will confine its comments only to the document under discussion. My delegation wishes to express its appreciation to the Director-General on a timely compliance with the mandate given by the FAO Conference resolution 10/93 as well as on a wide range of activities before formulating his review of the programs, structures and policies of the FAO.

At the outset, my delegation wishes to endorse the statement made by the delegation of Indonesia on behalf of Asia Nations. Moreover, Mr Chairman, please allow me to make more specific comments on behalf of my country.

I will divide my comments into three parts, namely, the streamlining of secretariat structure, the sharpened priority focus and other measures.

With regard to the first one, my government fully supports the establishment of both a Technical Cooperation Department and a Sustainable Development Department. We are convinced that these two Departments would benefit not only the member nations but also further improve the efficiency of our organization in the years to come. It must be noted that the future role of the Sustainable Development Department is in line with the support of the world's governments in Chapter 14 of Agenda 21, adopted by the Earth Summit. Among other things, as proposed by the Director-General, the Technical Cooperation Programme unit would then be operated within the Department of Technical Cooperation. I would like to point out that the nature of the Technical Cooperation Programme is of very high value to the developing countries. The Programme normally responds promptly to the needs for technical assistance as well as in emergency cases. Therefore, I strongly hope that the procedures of approving the requested-projects from the member nations would be strengthened, especially the speeding up of the whole process. In relation to the field structures, my delegation welcomes the firm intention of the Director-General to leave unchanged the number and location of the FAO Regional Offices. As stated in the document, the Regional Offices would be strengthened while the Sub-regional Offices are proposed to be located in five more countries. My delegation would greatly appreciate it if the secretariat could illustrate more on the linkage and competence of the Regional Offices, Sub-Regional Offices and FAO Country

Offices. My delegation certainly believes that the delegation of authority in decision making from the headquarters to the field would definitely meet the objectives of decentralization.

Mr Chairman, I will continue my comments on the second part of the document, the sharpened priority focus. My delegation is of the view that the Director-General has outlined correctly his immediate plan to lead this Organization in accordance with the needs of the world community. I refer in particular to the Special Programme on Food Production in Support of Food Security in Low-Income Food-Deficit Countries, and Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases. There is no doubt, the target group of world population has been clearly stated to all concerned. May I stress that the consumption of local food products should be encouraged by all means i.e by promotional campaigns and by improving food process through appropriate technology. In addition, the emphasis of food production alone is not the only way out to solve the problems of food security of the poor but rather an integrated means including the creation of purchasing power, the distribution of food and sustainable agricultural production.

Mr Chairman, this is my final point with regard to other measures in the document. My delegation very much welcomes the intention of the Director-General to broaden the external partnership of FAO with UN agencies, international organizations, non-governmental organizations and the private sector. We feel that close cooperation should not only aim at international organizations but the priority should be given to national and regional organizations including NGOs.

Lastly, I would like to inform the Director-General that my country has and continues to attach great importance to the work of the FAO. We can assure him that he can count on my government's sincere support for him to lead this Organization, especially at his particular time, for his Review proposed to this session of the Council.

**EL PRESIDENTE:** Son las ocho y media, y como les había prometido, a esta hora suspenderemos nuestra reunión. Les agradezco mucho por haber soportado este maratón, pero creo que fue importante. El ejercicio ha valido la pena. Tienen ustedes ahora una visión de conjunto de las posiciones en general de todas las delegaciones. Creo que el señor Director General está también muy satisfecho de haberles escuchado y de tener ya una impresión clara de cuál es la voluntad del Consejo.

El día de mañana comenzaremos a las nueve y media. Le pido que sean puntuales.

The meeting rose at 2 0.30 hours.

La séance est levée à 20 h 30.

Se levanta la sesión a las 20.30 horas.

**council**

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

**conseil**

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

**consejo**

ORGANIZACION DE LAS NACIONES UNIDAS PARA LA AGRICULTURA Y LA ALIMENTACION

**CL**

CL 106/PV/3

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**Hundred and Fifth Session**

**Cent cinquième session**

**106° período de sesiones**

**THIRD PLENARY MEETING  
TROISIEME SEANCE PLENIERE  
TERCERA SESION PLENARIA**

(31 May 1994)

The Third Plenary Meeting was opened at 09.45 hours

Mr José Ramón López Portillo, Independent Chairman of the Council, presiding

La troisième séance plénière est ouverte à 9 h 45

sous la présidence de M. José Ramón López Portillo, Président indépendant du Conseil

Se abre la tercera sesión plenaria a las 9:45 horas

bajo la presidencia del Sr. José Ramón López Portillo, Presidente Independiente del Consejo



LE SECRETAIRE GENERAL: Avec votre permission, Monsieur le Président, je voudrais attirer l'attention des honorables Membres du Conseil sur le fait que le programme des séances de ce mardi contient à la page 3 un rappel du fait qu'aujourd'hui on célèbre, dans le système des Nations Unies, la Journée mondiale sans tabac.

Depuis la première journée mondiale sans tabac en 1988, cette journée est chaque année le point culminant de la lutte contre l'utilisation du tabac et des efforts pour faire cesser le tabagisme.

Environ 2, 5 millions de personnes meurent chaque année de maladies causées par le tabac. Cependant, on est de plus en plus conscient des effets destructeurs du tabagisme: dans les pays industrialisés, le nombre de fumeurs diminue, et la consommation de tabac baisse environ 1 pour cent chaque année; mais dans les pays en développement la consommation augmente d'environ 2 pour cent par an et les tendances actuelles suggèrent qu'au début du prochain siècle, il y aura dans ces pays 2 millions de nouveaux cas de cancer du poumon chaque année.

Il faut donc renforcer la lutte contre ce fléau dans le monde entier.

Efforçons-nous de faire chaque jour une "journée sans tabac" et de nous entraider partout à choisir la santé.

II. PROGRAMME, BUDGETARY, FINANCIAL AND ADMINISTRATIVE MATTERS (cont'd)

II. QUESTIONS CONCERNANT LE PROGRAMME, LE BUDGET, LES FINANCES ET L'ADMINISTRATION (suite)

II. ASUNTOS DEL PROGRAMA Y ASUNTOS PRESUPUESTARIOS, FINANCIEROS Y ADMINISTRATIVOS (continuación)

5. Director-General's Review of the Programmes, Structures and Policies of the Organization (cont'd)

5. Examen par le Directeur général des programmes, structures et politiques de l'Organisation (suite)

5. Examen realizado por el Director General de los programas estructuras y políticas de la Organización (continuación)

Council discussion and decisions (cont'd)

Débats et décisions du Conseil (suite)

Debate y decisiones del Consejo (continuación)

**Alhaji MAI M. JIR (Nigeria):** Let me, Mr Chairman, congratulate you and commend you for the very able manner in which you have been conducting the affairs of this Council. Let me also congratulate the Director-General, Dr Jacques Diouf, and his team for the comprehensive and well thought out proposals which have been placed before the Council, as well as the Director-General's excellent introduction to these proposals.

Mr Chairman, my delegation has reviewed the relevant documents. We associate ourselves with the position expressed by the distinguished delegate of Uganda on behalf of the African Group. We also agree with the position of the Group of 77. Mr Chairman, I will therefore comment briefly on very few items.

We endorse the guidelines contained in paragraphs 23-27 of document CL 106/2. We believe that if these guiding principles are adhered to and proposed changes are governed by them, there will emerge an FAO better equipped and structured to face the challenges.

We welcome the special programme on food production in support of food security in low-income food-deficit countries, especially the forecasts in Africa. We therefore endorse the recommendations contained in paragraphs 67-71 of the document CL 106/2. Mr Chairman, emphasis should not be placed on increased food production alone, but a comprehensive package to be developed within a framework of a food security agenda. While talking of food security, we should not place emphasis on crops alone. We should also encourage, although it is stated in the documents, other food items like fish, poultry and small animals for balanced food.

While the emphasis on the food security support is going to be on a country level, FAO should develop partnerships with regional and sub-regional initiatives in order to maximise efforts. For example, Mr Chairman, the West and Central African ministers of agriculture have formed a forum to address the problems associated with agriculture and agricultural production in the sub-regions. Similarly a sponsored programme by the World Bank and some donor countries is addressing the same problem through the Special Programme on African Agricultural Research. Such collaboration and coordination would reduce individual countries dissipating energy and resources in areas that are not well endowed. Comparative advantage should be encouraged for mutually beneficial trading to develop within a region or sub-region. Mr Chairman, FAO with its vast treasure of expertise collaborating and supporting such initiatives would, we believe, greatly enhance the objective of the Special Programme.

Turning to paragraph 70 of document CL 106/2 on the strengthening of ministries of agriculture, one area of concern, especially in most developing countries, is the dearth of data and information. Without adequate or elaborate data, proper planning and analysis will be difficult. We therefore wish to suggest that efforts should be made to encourage the improvement of data and capacity to analyse data.

Mr Chairman, we also consider that the GATT agreement on developing countries, especially the low-income food-deficit countries has food security implications at least in the short- and medium-term. We therefore suggest assessing the GATT agreement implication on short- and medium-term effects in order to determine the strategy to absorb the possible shock, and long-term implications to develop an appropriate policy and strategy in order to face the challenges. We in Nigeria have started a preliminary assessment of the implications of this agreement as it affects our agriculture and food security.

Mr Chairman, we also welcome the Emergency Prevention System (EMPRES). Transboundary pests and diseases are of major concern to all countries, especially the developing countries, because of the low capacity to mobilize immediately and an inadequate early warning system for the invasion of pests, which constitutes a great threat to food security. Locusts, quelea birds, rinderpest, foot and mouth disease, and in the West Africa sub-region the neem tree scale infestation are some of the major threats in Africa and elsewhere.

We also wish to suggest, Mr Chairman, that FAO should collaborate with regional and sub-regional organizations, as such organizations cut across our borders. For example, in the West African and Central African region we have the Lake Chad Basin Commission, the Niger Basin Authority and ECOWAS, and in other regions similar organizations equally exist. This would solve the problem of crossing boundaries.

Mr Chairman, we would also suggest that a programme of training of local personnel should be developed according to the peculiarity of the area, so as to develop a capacity for early warning.

Mr Chairman, we support the establishment of Sustainable Development and we strongly support the concept of women in agriculture. You may be aware that about two years ago Nigeria's former first lady warned of the hunger price, and we have been able to develop this programme for women very effectively in Nigeria. We also wish to support the people's participation.

Mr Chairman, we welcome and support the decision on decentralization and revamped field structures. We believe that this would bring the Organization closer to reality and closer to the problems in the field. Decentralization should be supported with appropriate delegation of authority. This would ease and hasten problem solving. The establishment of sub-regional offices, strengthening of country offices and building of national capacity will give every country a sense of belonging and bring the Organization home to every country. As much as practicable, nationals should man the country and the field offices.

Mr Chairman, we also support the establishment of the Office of Cooperation of Normative Operational and Decentralized Activities. However, we would say that the staffing of this office should reflect both quality and the geographical spread of the Organization.

Finally, Mr Chairman, we wish to assure the Director-General, Dr Jacques Diouf, of our country's full support and cooperation. We express the hope and confidence that when these proposals are approved and eventually and gradually implemented, a better and stronger FAO will emerge. Thank you for your attention.

**Adel M. ABOUL-NAGA (Egypt) (Original language Arabic):** Thank you, Mr Chairman, for giving me the floor once again and allowing me this time to speak as a representative of my own country, Egypt. I shall be as brief as possible.

I do not believe that at this juncture of the discussion I need to stress our support as a delegation of Egypt for the document submitted to us or our support for the Director-General's proposals on the subject matter. This comes in accordance with the statements made by the Group of 77 and the heads of the Near East and African Groups.

I would nevertheless like to stress some of the details that are of a special importance to us and, in so doing, I will in fact be supporting the positions and statements of a number of countries from our region.

These points are, first, a recommendation to continue to support the Animal Genetic Resources Programme, this to further complement the success achieved by this Programme including, as the Director-General has stated, the expansion of the Department of Animal Genetic Resources so that it may include plant genetic resources and animal and fish resources. We also believe that a centre for animal genetic resources should be established, as that centre has not yet started its activities despite the support of many Member Nations of the Organization for the establishment of this centre.

I would like to seize this opportunity to welcome the statement by the U.S. delegation, namely the support for animal genetic resources by providing further financing which would help the Organization to increase its activities in this field where it occupies a special place.

My second comment is an expression of welcome and full support for the Director-General's proposals for supporting and strengthening regional offices, especially the Near East Regional Office.

We also support the EMPRES programme to expand the necessary requirements for combatting desert locust and animal diseases which are diseases from which our region suffers.

Thirdly, considering the statements made by a number of delegations for welcoming the possibility of hosting regional and sub-regional offices of the FAO, we wish to reaffirm what we stated earlier in the Programme Committee, namely the need to establish a clear cut and objective criteria to determine those countries best suited to host such offices and best suited to serve the region in which they are situated. I would like to call upon those countries which are not in fact best suited for such a criteria to accept the implementation of these criteria in order to avoid any secondary differences between the countries of a single region and so that we, the members of the region and the Organization, may continue in our efforts to support the Director-General in the forthcoming period of change which we all hope for and which will place FAO in the appropriate position to face the challenges of the 21st century and for which we hope there will be full success as developing and developed countries.

**Adel CORTAS (Liban) (Langue originale arabe):** J'ai le plaisir et l'honneur de présider la délégation de mon pays à l'occasion de cette 106ème session du Conseil de la FAO. Je voudrais d'emblée vous féliciter pour votre accession à ce poste de combien important de Président de ce Conseil et dont vous êtes certes très digne. Je tiens à vous souhaiter, à vous et aux vice-présidents, un plein succès dans la direction de ces travaux. J'espère que vous serez en mesure de parvenir à prendre des décisions qui ne pourront être que bénéfiques pour les Etats Membres.

Par ailleurs, je voudrais souhaiter au Directeur général qui participe pour la première fois aux travaux de ce Conseil en sa qualité de Directeur général, un succès permanent à la tête de l'Organisation qui oeuvre pour le bien-être des peuples qui souffrent sur terre, et qui cherche à mettre définitivement un terme aux problèmes de la faim et de la malnutrition dans le monde. Nous avons confiance en vos compétences, vos qualités de gestionnaire, votre sagesse et votre bonne volonté qui vous permettront sans aucun doute d'atteindre les objectifs nobles que vous vous êtes assignés lors de l'élaboration de votre programme au moment de votre élection au poste de Directeur général de cette Organisation, en novembre dernier. La délégation de mon pays soutient toutes les mesures que vous prendrez en faveur de l'Organisation et des Etats membres.

Je tiens dans cette brève intervention, à faire part d'un certain nombre de remarques sur l'examen effectué par son Excellence M. le Directeur général des programmes structurels et politiques de la FAO et ce, suite à la décision de la Conférence générale lors de sa 27ème Session.

Tout d'abord, nous remercions le Directeur général pour l'immense effort qu'il a déployé avec ses collaborateurs, au sein du Secrétariat, dans l'élaboration du document CL 106/2 et de son supplément. Nous exprimons notre accord de principe avec les propositions et recommandations contenues dans ces documents et notamment celles inhérentes aux principes et objectifs retenus par le Directeur général.

La FAO a toujours été et continuera d'être le centre international et le point de référence par excellence pour apporter une solution aux problèmes de l'agriculture sur le plan international. Quand je parle d'agriculture, j'entends par là aussi bien l'alimentation et la nutrition que les forêts, les ressources halieutiques, la production agricole, animale et végétale.

Nous approuvons le principe de décentralisation des activités administratives. De même, nous approuvons la démarche du Directeur général visant à étendre les activités de l'Organisation et de sa représentation au niveau des pays, ainsi qu'à créer des bureaux sous-régionaux dans les sous-régions d'Afrique du Nord, d'Afrique de l'Est, d'Europe de l'Est, des îles du Pacifique et des Caraïbes. Notre seul souhait à ce propos est que soit confirmé l'usage désormais établi au sein de l'Organisation qui consiste à renforcer continuellement le Programme de coopération technique. Or nous n'avons pas relevé dans ce document une indication confirmant une telle continuité. Cela dit, je suis convaincu qu'un grand nombre d'Etats Membres partagent le point de vue selon lequel nous devons continuer à renforcer ce programme de coopération technique.

Deuxièmement, nous appuyons pleinement le programme dont la création est proposée par le Directeur général qui vise à renforcer la sécurité alimentaire par le biais de la production vivrière dans les pays à faible revenu et à déficit alimentaire. Ce programme ne peut être que bénéfique aux pays en développement. De même, appuyons-nous le système de prévention des urgences pour les ravageurs et maladies transfrontières qui, à notre sens, est le plus beau cadeau que l'on puisse faire aux peuples producteurs dans les pays souffrant d'un déficit alimentaire chronique.

Troisièmement, il va sans dire que la réorganisation et la restructuration du Département du développement au sein de l'Organisation vient à point nommé. Cela ne peut être que bénéfique à l'amélioration de la performance de l'Organisation. Cependant, nous avons deux remarques à ce propos.

Tout d'abord, nous estimons qu'il est nécessaire de faire en sorte que les services chargés des projets de terrain ne soient pas isolés du département technique. Je dis cela fort d'une expérience de vingt ans au sein de l'Organisation. En effet, l'on ne saurait isoler la gestion de projets des services techniques; bien au contraire, il faudrait veiller à ce qu'il n'y ait aucun cloisonnement entre les deux, cela étant une nécessité pour le bon fonctionnement de l'activité administrative et technique de l'Organisation. Je n'en veux pour preuve que la performance du Centre d'investissement au sein de la FAO où la gestion des projets est étroitement associée aux activités techniques. Il va sans dire que le Centre d'investissement devrait servir d'exemple à ce titre pour notre Organisation.

Ma deuxième remarque, c'est que je n'estime pas justifiée, personnellement, la création d'un département à part qui ait la charge des bureaux régionaux de l'Organisation. Je comprends parfaitement que l'on cherche à créer un département de développement durable - la création d'un tel département ne peut que retenir notre approbation et notre soutien, d'autant plus que nous sommes convaincus que, suite à la CNUED de Rio de Janeiro, notre Organisation se trouve désormais investie d'un rôle nouveau dans le renforcement du développement agricole de pair avec le développement écologique - mais nous estimons que ce département, qui devrait être responsable des bureaux régionaux, aurait très bien pu être intégré au Bureau du Directeur général, d'autant plus qu'il s'agit là d'un organe de coordination.

Quatrièmement, nous approuvons l'option du Directeur général qui vise à apporter davantage d'éclaircissements et d'informations sur les propositions formulées dans le document CL 106/2 et son supplément pour assurer plus de transparence et une plus grande clarté quant aux objectifs visés par le Directeur général pour les politiques et les structures de l'Organisation ainsi que ses programmes, ce qui permettra de clarifier les tâches qui seront celles des nouveaux départements et d'avoir davantage d'informations sur les ressources qui vont leur être allouées et sur

l'origine de ces ressources, tel qu'énoncé au paragraphe 145 du document CL 106/2. Nous accordons un intérêt particulier à la mise en oeuvre de ces propositions et nous espérons qu'il en sera tenu compte lors de l'élaboration du Programme de travail et budget pour 1996-1997, ce qui permettrait de mettre sur pied un programme de travail et budget tout à fait rénové pour ces années.

Cinquièmement, nous appuyons la démarche du Directeur général visant à accorder une plus grande importance au rapprochement des cadres et des compétences des Etats Membres plutôt que de les garder cantonnés au siège à Rome.

Sixièmement, nous approuvons les modifications qui vont être apportées au Programme de travail et budget pour la période 1994-1995 tel qu'énoncé au paragraphe 145 du document CL 106/2 et dont l'examen figure dans ce document et son supplément. Nous sommes fermement convaincus que ces modifications ne peuvent que profiter à notre Organisation.

Nous souhaitons au Directeur général et à l'Organisation un succès constant.

**Dato'Ahmad Zabri IBRAHIM (Malaysia):** Chairman, distinguished delegates and observers. Thank you, Mr Chairman, for giving us the floor and for giving me my first opportunity to speak in this important session. We also would like to congratulate the Director-General and the Secretariat for putting before us a very comprehensive paper for discussion and decision in this session.

My delegation concurs with the Director-General and the Secretariat on the challenges facing FAO as illustrated in the document CL 106/2. It is our view these challenges are by no means small. Among these challenges we regard with particular concern the human tragedy, the needs of fragile economies, the assault on finite resources, the implications of the Uruguay Rounds of Multilateral Trade Agreements, the need to incorporate the role of the private sector as a result of liberalization towards market economies and continuing disparities of economies, most especially in food availability and accessibility of member nations in the group of low-income food-deficit countries.

We note in particular the state of food shortages and crisis in Africa, Iraq, Bosnia-Herzegovina and Haiti as reported in the global information and early warning system on food and agriculture, Foodcrops and Shortages Special Report of the FAO, March/April 1994. It is evident there is a serious food crisis in eastern Africa and especially in those states affected by civil strife, and the situation is further aggravated by declining levels of food aid. In parts of southern Africa, cyclones between January and March 1994 have caused serious crop damage in Madagascar and Mozambique. In other parts of the world shortages of materials and necessities, poor soil conditions, compounded by political instability have put more stress on the already serious food supply situation.

Mr Chairman, the reason for us raising these points is to demonstrate our great concern in Malaysia of having a much stronger FAO to look into matters of food production and food security in a manner which would lead to greater international attention, collaboration and action. A "quo vadis" of FAO as regards meeting some of these challenges is most timely and appropriate, and today we shall be examining the proposals of the Director-General towards this end.

We commend the Director-General for having the courage of conducting a situation analysis of the organization and his commitment in identifying the strengths and weaknesses, the opportunities and threats to the organization. Among the strengths of FAO, which under normal circumstances should be capitalized, are the already accepted fact of the FAO being a centre of international cooperation, accumulation of various expertise in the secretariat, data processing and remote sensing capabilities. There is a need, however, for a balance between the special needs and requirements of developing countries, especially in the group of LIFDCs, and that of the needs of developed countries. The special needs of the group of developing countries is to be able to frequently seek assistance from the FAO in respect of national capacity building in food, agriculture, fisheries and forestry. Some of the elements of capacity building are already available within the present strengths of FAO, but to be more effective there should also be a practical demonstration, the involvement of those with hands-on experience in team building, with reorientation for the benefit of recipients. We strongly believe that capacity building in food and agriculture must be sufficiently broad to include the building of infrastructure, institutions and trained manpower to overcome the ever-changing conditions. At the moment international collaboration for capacity building in food and agriculture is quite uncoordinated and diverse. In most instances it is carried out bilaterally, making the access of many LIFDCs which need such capacity-building almost an impossibility.

Looking at the weaknesses of the Organization that have been highlighted, which include high centralization, high cost of delivery and limited resources, we are in complete agreement on the need for some changes and improvements. In a very large organization like FAO these tendencies come about when demand for certain data and information in the diversified fields of agriculture requires some sophistication, but over the years expertise has also tended to be reactive and sometimes academic in the absence of case studies, experiments and field trials.

Another consequence of overcentralization is high cost of delivery, which has been duly acknowledged in the paper. The problem of limited resources is faced by many organizations but we strongly feel that a more relevant and strong FAO in terms of meeting the proper needs of Member Nations and involvement in proactive activities, would attract greater member participation, thus leading to greater willingness for them to provide the requisite resources. We are seeing a renewed confidence amongst Member Nations in FAO now as a result of the greater willingness of the management to consult members and to increase members' awareness and work together towards collective solutions.

Equally important aspects of the analysis are the opportunities and threats to the Organization. An important opportunity that has rightly been put in the paper is the possibility of the FAO being a "Centre of Excellence". We in the Malaysian delegation have asked ourselves what is the centre of excellence most relevant to the FAO? We come to the conclusion that it may be possible to look at the FAO as a centre of excellence for assisting Member Nations in capacity building in the broader sense of practical application, and not just policy advice. Another opportunity that is open to the FAO to realize is to explore the potential of the private sector, which has tremendous resources for burden and profit sharing in food, agriculture, fisheries and forestry.

In analysis of any organization needing new direction for improvement, it would be presumptuous for it to say it can proceed smoothly without consideration of the threats which the organization may face. In this regard, my delegation would like to propose that ways and means must be found towards minimizing the threats of member disenchantment due to the over-attention of FAO on too many fronts which compete for the scarce

resources, especially if these involvements are not carefully assessed. We feel that, in order for FAO to seize the opportunity to become a centre of excellence, it is necessary for FAO to be selective in its area of competence.

The alternative strategies available to the Director-General are many from the analysis, but again we would like to commend the Director-General for his proposal, in spite of constraints of time and budget. In proposing to streamline the Secretariat, where the Development Division is to be converted to a Technical Cooperation Division, we hope that the orientation of this new department is more towards national capacity building in food, agriculture, fishery and forestry. In forming the new Department of Sustainable Development focus should be made on increased food production, agriculture, fisheries and forestry towards meeting the objective of increased food security. To meet the realities of rural development of developing countries some consideration should also be made to include off-farm and non-farm activities which would enhance access to food for the affected communities through increase in rural income.

On the proposal for the revamping of the field structures resulting in five new subregional offices in remote and new regions of concentration, my delegation is fully supportive of the idea. However, we would like these subregional offices to be given the required authority and that they be answerable directly to FAO Headquarters in order to avoid delays in programme and activities implementation. Although decentralization could also be applied on a project basis, we realize that, without sufficient FAO networking, the build-up of country projects would be slow. As regards the proposal for multiple accreditations of country representatives, we would like to see further examination of the duties and responsibilities of these representatives in relation to meeting the new direction, strategies and programmes of the Organization.

As regards the second strategic choice of the Director-General, i.e. the sharpening of priority focus where a special programme for food production and food security for LIFDCs is to be instituted, and a programme for emergency prevention systems for control of animal and plant diseases in Africa, our delegation feels strongly that these two programmes would go a long way to meet the necessary food productions and security in Africa. It has been noted that, in spite of the strong and wide attention given to drought, hunger and malnutrition in Africa since the early eighties, Africa continued to be marginalized in some areas of development, especially those related to increased food production and food security. An initiative directly focusing on the implementation of food and agriculture production in Africa should be supported by the world community.

The third strategic choice of the Director-General is other measures which include improvement in financial and administrative procedures and systems, reduction in publications and meetings and broadening of partnership. We are in agreement that the objective is to reduce cost without sacrificing efficiency. As regards the reduction in publications, meetings and broadening of partnership, we would like to suggest greater collaboration and exchange of ideas on an informal basis between the expertise of FAO and expertise of country representations in Rome besides the normal channel of formal FAO meetings.

Such understanding and collaboration could lead to a better coordination on the type of data, information and publications that are relevant to the need of member countries. This collaboration may also help to reduce lengthy discussion on complex issues and, generate mutual confidence for a more efficient discussion and consideration of practical issues. Such an improvement in this collaboration and exchange would also enable the



Organization to make more efficient and better progress on all other issues.

As for the timing it should be implemented in phases. The immediate programme and working budgetary period of 1994-95 should be able to see the progressive implementation of the three strategies proposed by the Director-General and our country would cooperate to the best manner of our abilities. The longer term implication would be through re-orientation of the next Medium-Term Plan of 1996-2001 and the consequent budgetary allocations for the periods of 1996-97, 1998-99 and the last phase. We are confident that with the commitment of the Director-General and the Secretariat and the support of Member Nations, the prospects that will emerge from the assessment at the end of 1995 would be positive in reaching the new direction. In this regard, we also appreciate the inclusion of ideas and thoughts from Asia in the next medium-term plan towards jointly building a lasting food production capability and food security.

With regard to the Director-General's reference to having a panel of independent experts to look at forestry issues at FAO, we have reservations about having such an independent panel because forests are sovereign resources and as such government-appointed representatives should address forestry issues. Therefore, we have doubts over the usefulness of these views, even those of independent persons. We would support such an initiative if the panel were to comprise government-appointed experts.

In connection with the above, we would welcome a meeting of ministers and those responsible for forests. This would ensure that government policy and views are taken into account.

As for paragraph 36 of the Director-General's Statement, there is already an international forestry agreement on tropical forests, i.e. the ITTA, which has just been concluded. It is the view of my delegation that to fulfil the spirit of Rio which talks about all forests, FAO should focus its future work on international agreement for boreal and temperate forests. We believe that the sustainable utilization and management of boreal and temperate forests deserve our urgent attention.

In conclusion, our delegation supports the Director-General's review of programmes, structures and policies of the Organization as laid down in document CL 106/2 in order to assist him to proceed with the implementation process.

**Christophe KIEMTORE (Burkina Faso):** Monsieur le Président, avant de vous livrer la déclaration du Burkina Faso, je voudrais, en ma qualité de Membre du Comité financier, souscrire aux compte-rendus faits le Président du Comité du Programme et le Vice-président du Comité financier. La délégation du Burkina Faso a eu l'occasion d'exprimer ses positions techniques au cours du débat portant sur l'examen par le Directeur général des programmes, structures et politiques de l'Organisation.

Nous apportons également notre soutien aux déclarations du Groupe des 77 et du Président du Groupe africain.

Nous appuyons également la proposition concrète faite par la délégation de Madagascar, notamment la préparation d'une résolution pour consigner les recommandations que le Conseil serait amené à prendre en ce qui concerne l'examen de ce point important de l'Ordre du jour.

La délégation du Burkina Faso a étudié avec la plus grande attention, le document CL 106/2 intitulé "Examen par le Directeur général des programmes,

structures et politiques de l'Organisation", soumis pour examen et approbation du Conseil. Ma délégation apporte son soutien déterminé à l'ensemble des propositions du Directeur général consistant à engager dès l'exercice 1994-95, une procédure de réformes progressives de la FAO en vue de la rendre plus efficace et plus dynamique. Ma délégation supporte les principes généraux proposés, tous axés sur le renforcement de la FAO en tant que Centre d'excellence de l'agriculture et de l'alimentation mondiale, sur la poursuite de la décentralisation, sur la rationalisation des activités opérationnelles et le recentrage des priorités.

En apportant son soutien aux propositions du Directeur général, ma délégation se félicite de la mise en oeuvre d'un mécanisme de consultation élargi auquel ont participé des experts de haut niveau, les Etats membres et les fonctionnaires de la FAO au siège et sur le terrain. Nous notons la richesse des conclusions du Directeur général, tout en appréciant à sa juste valeur l'ampleur du travail réalisé dans un contexte général étriqué. Malgré les contraintes de temps et de limites budgétaires, le Directeur général a pu respecter les recommandations des résolutions 9/93 et 10/93 de la 27ème Conférence générale lui demandant de formuler ses propres propositions concernant les réformes structurelles et politiques à apporter à la FAO.

Ma délégation se félicite du fait que les propositions mettent en exergue un ensemble de principes courageux de gestion qui, à terme, permettront de réaliser des économies budgétaires destinées à financer le démarrage d'activités de développement. A cette fin, nous appuyons la volonté politique affichée en faveur d'un redéploiement du personnel sur le terrain, d'une décentralisation et de l'utilisation des capacités nationales. En somme, la délégation burkinabé partage les objectifs poursuivis par le Directeur général dans la mesure où leur finalité sera l'amélioration de l'efficacité des services rendus aux Etats membres.

Au cours de l'examen des propositions, la délégation du Burkina Faso a été agréablement touchée par la véracité et la pertinence des choix stratégiques et grands principes d'action que le Directeur général souhaite imprimer à l'Organisation. Tout en confirmant le rôle de la FAO en tant que Centre d'excellence des activités normatives, le Directeur général propose d'entamer dès à présent une procédure de décentralisation des activités opérationnelles au niveau des régions, sous-régions et des pays. Cette mesure devra favoriser l'émergence d'une capacité nationale d'exécution des projets grâce à l'utilisation systématique des ressources humaines potentielles des pays en développement.

Le recentrage des activités de la FAO sur un nombre limité d'actions concrètes et urgentes répond à une nécessité d'utiliser rationnellement les ressources de plus en plus rares de l'Organisation.

La restructuration du siège traduit, de toute évidence, une volonté d'adapter la FAO au nouveau contexte mondial; aussi ma délégation partage le principe selon lequel la FAO devra se rapprocher davantage des bénéficiaires. Sur le plan opérationnel, la décentralisation de la FAO sur le terrain ne sera profitable que dans la mesure où les économies réalisées serviront à la formation d'une expertise nationale disponible et compétente.

En ce qui concerne le lancement d'actions concrètes pour le démarrage, la délégation du Burkina Faso voudrait souligner l'importance des Programmes de lutte contre les épizooties et les ravageurs des plantes.

L'ampleur de la sécurité alimentaire dans les pays à faibles revenus et à déficit vivrier est cruciale. Le cas de l'Afrique est à juste titre le plus

caractéristique de la misère humaine et la plus extraordinaire des 40 dernières années. Depuis une dizaine d'années, la communauté internationale met en oeuvre des stratégies de développement qui malheureusement n'ont eu que très peu d'effets sur les problèmes de la faim en Afrique. Il existe cependant en Afrique une réelle volonté politique d'atteindre un degré élevé d'autosuffisance alimentaire, exprimée à plusieurs occasions. Le Programme spécial de l'OUA pour le relèvement de l'agriculture en Afrique (1986-1990) et le Programme d'action de l'ONU pour le redressement économique et le développement en Afrique (1986-1990) sont des preuves de la détermination des dirigeants et des hommes politiques africains à sortir du marasme.

Au plus fort moment de la crise alimentaire africaine en 1984, la treizième Conférence régionale de la FAO pour l'Afrique tenue à Harare avait demandé à la FAO de réaliser une étude sur les problèmes agricoles et alimentaires en Afrique. Les conclusions de cette étude préconisaient déjà à l'époque "un ensemble de mesures d'urgence pour remédier à l'insuffisance des incitations, aux manques de facteurs de productions, aux carences des institutions et aux faiblesses des infrastructures". La quatorzième Conférence régionale pour l'Afrique tenue à Yamoussoukro en 1986 a fermement appuyé ces conclusions et recommandé à la FAO "la préparation d'une étude de faisabilité sur le développement de l'aide en nature fournie à l'Afrique sous forme d'intrants agricoles". L'on se souvient encore de l'époque glorieuse des quatre "i": intrants, incitations, institutions, infrastructures.

Introduisant l'étude FAO intitulée "L'agriculture africaine, les 25 prochaines années", le Directeur général de l'époque disait ceci aux ministres africains présents à Yamoussoukro: "Ce qu'il leur faut, ce sont des engrais, des pesticides, des instruments agricoles, des outils, des pompes, des tracteurs, des moyens de transports, sans oublier les indispensables pièces de rechange. Ce qu'il leur faut en somme, c'est tout ce que les industries fournissent à la production agricole, tout ce que les industries africaines ne produisent pas encore en quantités suffisantes et que les pays africains peuvent de moins en moins acheter, faute de facilité de crédits".

Nous pouvons en conclure que, depuis 1984 (Conférence de Harare), les gouvernements africains et notamment le mien avaient déjà circonscrit le problème de l'insécurité alimentaire en Afrique et préconisé des stratégies pour enrayer le fléau de la faim. Leurs ambitions n'ont jamais été concrétisées faute de soutien des pays donateurs. A ce propos, c'est dans ces termes que Monsieur E. Saouma, Directeur général de la FAO pendant 18 longues années, déclarait dans un livre publié à l'occasion de la vingt-septième Conférence générale: "...force est de reconnaître que les ressources nécessaires pour mener à bien les programmes spéciaux pour l'Afrique n'ont jamais été fournies ni aux gouvernements concernés ni aux organisations des Nations Unies qui auraient dû les aider...". S'agissant de la suite réservée au programme d'aide en nature, Monsieur Saouma tire la conclusion suivante: "...cette proposition ne rencontra malheureusement dans les pays donateurs qu'une indifférence polie et dut être abandonnée..."

Monsieur le Président, ma délégation est convaincue du bien-fondé de la stratégie retenue par le Directeur général. Celle-ci est orientée sur le transfert et la validation des technologies, le renforcement des capacités nationales, l'accroissement des investissements et le renforcement de la coopération technique et économique entre pays en développement. Nous nous félicitons de constater que toutes ces conclusions sont conformes aux principes défendus par les Conférences régionales de la FAO pour l'Afrique depuis celle historique de Harare en 1984. Ma délégation estime que les

conclusions et recommandations des Conférences régionales sont un recueil précieux des besoins de l'Afrique en matière de développement et invite le Directeur général à continuer à s'y référer pour la préparation de son programme de travail 1996-97 et son plan à moyen terme.

La délégation burkinabé se fait l'écho de l'appel des Ministres africains de l'agriculture réunis à la Conférence régionale de Maurice (1988) en demandant aux donateurs d'appuyer et d'élargir leur assistance à ce programme. Le Gouvernement du Burkina Faso serait très honoré et reconnaissant du Directeur général s'il pouvait participer au lancement des projets pilotes de sécurité alimentaire dont la mise en oeuvre est prévue pour 1994-95.

En même temps qu'il met en oeuvre un programme intense visant à accroître les disponibilités alimentaires, le Directeur général propose d'autres mesures pour le renforcement de la capacité de prévention des crises au sein de la FAO. Ma délégation apprécie vivement la priorité qui sera accordée à la prévention et à la surveillance des crises. La redynamisation des organisations régionales de lutte, la constitution de stocks de vaccins et le renforcement de la coordination sont des dispositions dont nous soutenons la mise en oeuvre rapide.

En ce qui concerne plus particulièrement la lutte contre les criquets pèlerins, ma délégation voudrait se référer à la Conférence Régionale de Maurice et à la vingt-septième Conférence générale de la FAO, respectivement leurs Résolutions 2/88 et 5/93 qui, toutes deux, contiennent des indications pour des actions concrètes en faveur de l'Afrique.

En ce qui concerne l'élargissement du partenariat, ma délégation note que la réussite des actions proposées par le Directeur général est rigoureusement dépendante de la capacité de l'Organisation de mobiliser des ressources extrabudgétaires. Dans ce contexte, l'idée d'un partenariat élargi avec les institutions internationales telles la Banque Mondiale, le FIDA, les banques régionales (BOAD, BAD) et les ONG bénéficient de tout le soutien de mon Gouvernement.

Nous exhortons le Directeur général à poursuivre en les intensifiant les contacts déjà établis avec plusieurs partenaires et à conclure des arrangements institutionnels pour des financements plus prévisibles.

En conclusion, permettez à ma délégation d'appuyer les propositions du Directeur général visant à lancer deux nouveaux programmes prioritaires dans les domaines de la sécurité alimentaire et la prévention contre les ravageurs.

Ma délégation soutient également les propositions concernant la modification de la structure de la FAO et apprécie la création de nouveaux Départements dont celui tant attendu de la coopération technique.

Nous souscrivons à la nouvelle politique du Directeur général, qui consiste à une décentralisation progressive et un redéploiement du personnel. Parmi les mesures annoncées, ma délégation voudrait souligner le caractère prioritaire de la constitution d'un cadre d'administrateurs nationaux.

Ma délégation exprime son accord avec le Directeur général pour reconnaître que les réformes proposées dans le cadre du programme 1994-1995 ne sont que le début d'un long processus de réflexion commune au cours duquel une grande place sera accordée à la consultation avec les gouvernements des Etats Membres, les organisations internationales et les partenaires publics et privés.

Le Burkina Faso est prêt à favoriser et à soutenir ce processus en participant activement aux consultations qui devront avoir lieu dans le cadre du programme de travail 1996-1997 et du plan à moyen terme.

**Mme Fatma LARBI (Tunisie):** Merci, Monsieur le Président. Ma délégation souhaite féliciter le Directeur général, le Secrétariat, le Comité du Programme et le Comité financier pour la qualité des documents qui nous ont été fournis à savoir le CL 106/2, CL 106/2-Sup.I, et CL 106/6.

Monsieur le Directeur général, dans sa déclaration, a présenté clairement les propositions relatives aux structures, politiques et programmes. Ma délégation adhère pleinement aux réformes proposées par le Directeur général suite aux larges consultations qu'il a bien voulu organiser afin d'accroître l'efficacité de notre organisation.

Ma délégation fait siennes les déclarations faites par les représentants du Groupe des 77, le groupe Africain et le groupe de la région du Proche-Orient .

Permettez-moi de vous présenter brièvement les commentaires de ma délégation sur les points suivants:

#### 1) Département de la coopération technique

Ma délégation appuie les activités tendant à rapprocher les services de notre organisation des Etats Membres par:

- la fourniture aux pays des conseils en matière de formulation et analyse des politiques économiques et sociales.
- l'élargissement du champ d'action du Centre d'investissement afin qu'il puisse drainer davantage de ressources financières combien nécessaires pour l'accroissement de la production agricole et le développement rural.
- le développement des opérations de terrain et la promotion de la CTPD et CEPD.
- Le renforcement du programme de coopération technique très apprécié par les pays en développement.

#### 2) Département du développement durable

Ma délégation appuie la création de ce département mais voudrait bien s'assurer que l'objectif n'est pas seulement le suivi de la CNUED mais surtout l'examen des problèmes intersectoriels en liaison avec les départements techniques de l'Agriculture, des Pêches et des Forêts.

Une attention particulière pour le renforcement de la Division de la participation féminine et populaire au développement, en ressources humaines compétentes notamment féminines et en moyens financiers adéquats.

#### 3) Les structures du terrain

Ma délégation appuie l'idée proposée par le Directeur général quant au renforcement des capacités nationales et l'utilisation des fonctionnaires nationaux compétents et qualifiés dans les programmes de terrain. Elle appuie également la création des bureaux sous-régionaux et plus particulièrement celui pour la sous-région Afrique du Nord et la sous-région Afrique australe. De même, elle souhaite vivement le renforcement des bureaux régionaux en compétences techniques et en ressources financières afin qu'ils puissent répondre aux besoins croissants des Etats Membres quant aux programmes spéciaux relatifs à la sécurité alimentaire dans les pays à faible revenu à déficit vivrier, d'une part, et au système de prévention des urgences pour les ravageurs et maladies transfrontières des animaux et des plantes, d'autre part; ma délégation appuie sans réserve ces deux programmes spécifiques et souhaite mettre l'accent surtout sur la prévention contre les infestations acridiennes qui menacent l'agriculture

dans notre région, et invite les services techniques de la FAO à se pencher davantage sur les aspects environnementaux quant au choix et à la gestion des stocks de pesticides et d'étudier en priorité les possibilités d'utiliser les méthodes de lutte biologique intégrée.

Enfin permettez-moi de dire un mot sur le Grand Programme 2-3 relatif aux Forêts.

Ma délégation souhaite voir le programme relatif à la protection et au développement de la forêt méditerranéenne avoir la place privilégiée dans le Programme de travail et budget 1994-95.

En conclusion, nous espérons que ces réformes auront un effet d'entraînement suffisant pour mobiliser des ressources extrabudgétaires combien nécessaire à leurs succès.

Notre appui au Directeur général nécessite de lui donner davantage de souplesse et de flexibilité dans l'exécution progressive des réformes envisagées.

**George N.M. PELPOLA (Sri Lanka):** The Director-General should certainly be congratulated for successfully accomplishing a tremendously difficult task of reviewing the existing structure of the FAO for which the mandate was given by the Conference in Resolution 10/93. This has been attempted in the face of exacting pressures of time. Further it has captured the very essence of what most of the member countries anticipated, to make this organization more effective, vibrant, and much more sensitive to the aspirations of the nations. This attempt also reflects one other feature, that is the commitment of the Director-General to engage in consultation with the Member Nation as well as with all concerned in the Organization in determining issues of the paramount importance.

My delegation is happy to observe two important aspects which are kept in focus in attempting to review the programmes, structures and policies: Firstly, the cost effectiveness and the necessity of operating within the approved levels of the budget. We appreciate the efforts taken to re-deploy resources without fundamentally affecting the thrust of the approved Programme of Work and Budget for 1994-95 and the ability it has displayed to preserve the priorities of the Member Nations and in some cases to strengthen it. Secondly, the transparency of operations and accountability which it displays through improved management practices.

I now propose to revert to some of the basic issues in the Director-General's review. Let me first touch on the Streamlining of Secretariat Structures.

It is proposed that the present Development Department should give way to the newly created Technical Cooperation Department to increasingly focus on the country services principally by placing together the policy advice, investment and field operations. These three components are indeed interrelated and substantially reinforce each other. My delegation, in particular, attaches great importance to the policy advice and the investment centre and the proposal definitely places sharper focus on these components.

The Department of Sustainable Development is a new creation. It seeks to place priority on several key aspects of development both from national and international points of view. This department will indeed permeate all layers of development activities hitherto undertaken by the FAO, in particular those of several sub-sectors. Bringing to the centre-stage all

development activities and fusing them together for clear transparency and efficiency of operation is indeed a laudable attempt. This has undoubtedly elevated this Department to that of a nerve centre from which all impulses would radiate and therefore it should be nurtured with utmost care and understanding.

The changes contemplated in the existing field structures by strengthening the Regional Offices and decentralizing the operations and servicing the country specific field programmes has been a step, the importance of which my delegation has persistently stressed at all conference sessions. Therefore we fully support and endorse the meaningful steps envisaged in the improvement of the field structures. In particular the concept of the Sub-regional Office will certainly strengthen the Regional Offices and provide more closer rapport and understanding of the country specific field programmes.

With a view to strengthening the national capacities, the Director-General proposes the recruitment of National Programme Officers to the Regional Offices. This again is a positive step in the right direction where the qualified nationals would be able to involve much more vigorously in the design and actual implementation of the country specific programmes. My delegation therefore supports this proposal.

The effectiveness of the entire restructuring exercise depends primarily on one factor, namely the integration of a wide range of activities as stipulated in the document and the ability to coordinate effectively both within the department as well as between the related departments. The technical cooperation department appears to be well knit with components strategically placed. The Department of Sustainable Development has brought under its umbrella all important activities. My delegation wishes to stress that the people's participation which is essential to rural development should receive much more emphasis and very clear indication of the tasks ahead.

We place high priority on rural development through people's participation and for this purpose a massive programme is underway to establish farmers' organizations as a method of reaching the rural masses. FAO should develop better mechanism and institutional support to strengthen the people's participation programmes in the proposed structures. The mandate of the newly created service for people's participation in the division on women and people's participation should be further mandated to be a technical unit for facilitating FAO dialogue and collaboration with farmers' organizations and similar rural people's organizations. Efforts should be made for funding of a regular dialogue at international level and for technical cooperation in all relevant FAO activities at regional and national levels.

My delegation supports the proposal to launch special programmes on food security. This should indeed be country specific field programmes which should take into account past experiences, the socio-political climate within which such programmes are to be implemented. We are indeed happy to note the new approach encompasses both productivity improvements as well as sustainability.

The concept and programme of EMPRES is both timely and urgent. This proposal indeed supplements and strengthens the food security programme of the Director-General. My delegation therefore supports the proposal. The stage seems to be right to put into operation the proposals. Any change would naturally entail some degree of resistance. However it is necessary that the transition should be made smooth as well as vigorous so as to allow the new system to take root firmly in order to achieve the objectives.

contemplated. The Director-General should have the necessary flexibility to proceed with it.

My delegation is happy to note the interest shown by the Programme Committee as well as the Finance Committee in regard to the new proposals and would endorse the position taken that the Council should be kept informed of the progress of the implementation of the new proposals through the Programme Committee and the Finance Committee.

**Mile Colette TAQUET (Belgique):** A ce stade des débats et pour éviter d'inutiles répétitions, je me bornerai à commenter quelques points clés des orientations proposées en suivant le schéma que vous nous avez suggéré.

#### **A. Les programmes d'action spéciale**

1. Le programme spécial de production alimentaire à l'appui de la sécurité alimentaire dans les pays à faible revenu et à déficit vivrier.

Nous sommes favorables à l'attribution d'une haute priorité politique à ce programme. Aussi, toutes les actions qui contribueront au développement des capacités nationales et à leur intégration dans des stratégies durables sont importantes à nos yeux. Nous pensons aussi que le programme est prometteur en ce qu'il s'attaque aux racines du problème de la malnutrition et privilégie les options génératrices de revenus. Nous souhaitons que dans sa démarche la FAO recherche l'appui de partenaires gouvernementaux et non gouvernementaux afin de concrétiser l'option décrite au paragraphe 68 du document CL 106/2.

2. Quant au programme EMPRESS nos experts approuvent les propositions qui sont soumises. Ils se sont toutefois interrogés sur les raisons qui motivent la concentration des moyens sur la lutte contre la peste bovine et les acridiens et insistent pour que l'on ne néglige pas d'autres maladies qui elles aussi doivent être contrôlées afin de protéger les capacités de production animales et végétales.

Le renforcement des mécanismes d'alerte et dispositions prévues pour accélérer les opérations de lutte emportent notre agrément.

#### **B. La réforme des structures**

J'aborderai:

1. Le département de la coopération technique. De manière générale, nous pouvons donner notre accord au réaménagement que l'on préconise. Nous sommes convaincus qu'il est un préalable indispensable à la simplification des procédures de gestion des opérations de terrain.

La concentration de ces activités s'inscrit dans une logique à efficacité de réduction des coûts de gestion.

On a déjà beaucoup dit sur les désavantages de la séparation entre les activités opérationnelles et normatives. Les informations complémentaires et les explications concernant le "Bureau de coordination" sont satisfaisantes, à notre avis. Au-delà de cette structure qui a certainement ses mérites, il reste que la communication et la fluidité de l'information reposera principalement sur les agents de la FAO, leur capacité d'adaptation et d'ouverture au changement...

2. La création d'un département du développement durable est probablement le point qui soulève le plus de doutes dans le chef de mes autorités. Bien sûr, elles souscrivent à l'objectif global qui sous-tend la



création de ce département. Toutefois, il semble regrouper des divisions et des unités dont la contribution au développement durable n'est pas plus déterminante que celles d'autres divisions qui n'en font pas partie.

Elles pensent que la FAO doit être la maison du développement durable, à tous ses étages dans toutes ses divisions opérationnelles ou normatives pour chaque projet dès sa conception.

Nous redoutons que ce département ne se transforme progressivement en une annexe académique, sans articulation avec les services que l'Organisation fournit aux Etats Membres en dernière instance.

C. En ce qui concerne le projet de décentralisation, cette délégation ne peut manquer d'exprimer certaines réserves qui portent sur le coût à long terme de ces propositions et leur pertinence. Ma qualité de représentant d'un Etat qui d'une certaine manière, depuis plus de 20 ans n'a cessé de se décentraliser, m'autorise sans doute, à vous livrer ces quelques réflexions:

1. Les opérations de décentralisations sont par essence coûteuses et les structures qui en résultent exigent un surcroît de personnel et de moyens financiers.

2. La décentralisation n'a de sens que si elle s'accompagne d'une réelle délégation de pouvoir donc d'une répartition des tâches fixant les compétences de chacun quelle que soit l'ampleur des responsabilités que le siège confiera aux instances régionales et sous-régionales, des mécanismes devront être mis au point, soigneusement, pour éviter un dédoublement des tâches administratives. La sauvegarde de la cohérence des actions qui seront conduites par le siège et ses antennes est primordiale pour le bon fonctionnement de l'ensemble.

Nous estimons que c'est seulement dans le respect de ces conditions que les bénéfices escomptés, en souplesse et en pertinence des services de l'Organisation pourront se matérialiser. Nous espérons en outre que le choix définitif des bureaux sous-régionaux correspondra à des critères d'efficacité et non à une simple répartition géographique.

Ces quelques remarques sont destinées à approfondir les propositions qui nous sont soumises. Elles portent plus sur les modalités de leur application que sur leurs principes qui, en général, reçoivent l'approbation de nos activités.

**Ivan MARULANDA GOMEZ (Colombia):** Celebramos el clima de cambio que siente por estos tiempos en la Organización, y la actitud renovadora y receptiva del Director General. Hemos encontrado el momento de propiciar la modernización de la FAO, la revisión de sus estructuras, sus sistemas de trabajo y sus políticas, y nos hemos abierto a la autocrítica. Todo esto en un plano de diálogo directo, sencillo, concreto y amistoso, que nos parece constructivo. Es una etapa necesaria que veníamos reclamando desde hace varios años.

Este ejercicio que realizamos es propicio para recordar que la Organización es de los países y para servir a los países. Es indispensable, por lo tanto, abrir el diálogo con todos y respetar las opiniones de todos.

Queremos hacer algunos comentarios a los documentos presentados por el Director General.

Consideramos que los retos de la Organización deben presentarse en términos realistas. Hablar de que vamos a eliminar el hambre que padecen 800 millones de personas es una de dos cosas: o una frustración anticipada y garantizada, o simple retórica. Debemos desterrar de la FAO la retórica que nos desdibuja y nos hace perder tiempo. Además, es el disparador de cadenas interminables de discursos grandilocuentes y vacíos de contenido.

La verdad es que la FAO, con un modesto presupuesto bianual de 672 millones de dólares, no puede aspirar a "eliminar el hambre en el mundo" ni "asegurar la producción sostenible de alimentos para 9 000 millones de personas en el año 2030", como se afirma en el documento. Debemos poner una medida razonable a las pretensiones de trabajo, poner los pies en la tierra y concretar nuestras metas. Sólo así podremos medir los progresos que obtenemos. Además debemos reconocer que se hacen otros esfuerzos valiosos y que no somos los únicos.

A propósito de este tema, Sr. Director General, le recomendamos con respeto que revise el estilo y la calidad de los documentos FAO. Pensamos que hay mucho por hacer allí. Con frecuencia sobran palabras, falta concreción y claridad, falta llegar derecho a lo que se quiere decir, sin rodeos ni vaguedades. Y sin poesía. A veces el lenguaje de estos documentos es espirituoso y poético y esto crea problemas. En primer lugar, porque con facilidad lleva a lo político, a la política, y la FAO es un Organismo TECNICO. Subrayamos este concepto TECNICO. Y en segundo lugar, porque pone una pauta inconveniente para las discusiones. Les toca la vena poética y la vena política a los participantes de las reuniones y empezamos a perder el tiempo todos aquí escuchando discursos llenos de frases soñadoras, vacías y de especulaciones. La calidad de nuestro trabajo decrece.

Lo anterior es válido también para las intervenciones del Director General o las de sus representantes en las reuniones.

Nosotros hemos escuchado al Director General en dos ocasiones. Nos parece positivo su estilo llano, sencillo y preciso. Inclusive informal. Esperamos que haga carrera en la Organización, y se destierre la retórica de los funcionarios y de la delegaciones.

Lo que hemos dicho tiene que ver con la cuestión de FAO como "Centro de Excelencia": la calidad de los documentos y de las intervenciones de la Secretaría y los delegados de los países. Repetimos: sobran palabras, sobra inspiración, falta concreción, sustancia, y es indispensable darle al trabajo un estricto carácter técnico.

De igual modo, nos parece importante quitar ritualidad y protocolo a nuestras actividades. Bajar el tono diplomático. Perdemos tiempo en los formalismos y damos a las labores un ambiente equivocado, propio de los parlamentos o de las cortes. Debemos crear un clima de trabajo distinto en las relaciones personales y en las reuniones: técnico, profesional, especializado y descomplicado. Esto, si queremos alcanzar el título de "Excelencia".

Un último punto a este respecto: por lo menos en el caso del Español, las traducciones de los documentos son deficientes. Es más, muy deficientes algunas veces. Sobra reseñar la esterilidad que esto produce, la incomunicación, y, asimismo, la forma como influye en la baja calidad del trabajo. Además, no olvidemos que los lectores externos a la Organización nos juzgan por esos textos.

Bien podría el Director General crear un Comité de evaluación de la calidad de los documentos FAO y de las traducciones, así como de las intervenciones que se preparan en su nombre, para rectificar errores y crear un esquema

basado en la claridad, en la economía de palabras y en el predominio del análisis técnico. Y en el caso de las traducciones, de la fidelidad y la comprensión de los textos.

Nos referimos ahora a otros temas.

Estamos de acuerdo con quienes han dicho que el concepto de aumentar la producción de alimentos como medio de disminuir el hambre es incompleto. El documento CL 106/2 se contradice en este punto. De un lado, habla de la necesidad de aumentar la producción, y, del otro, sostiene que "la cantidad total de alimentos es suficiente para todos". Es evidente que tenemos un grave problema de distribución. Producción y distribución son dos conceptos inseparables, al lado de la calidad.

En nuestra opinión, no se debe proponer otra vez prototipos a escala mundial como se hizo en el pasado con la llamada "Revolución Verde". Debemos aprender de los errores que se cometieron, y que trajeron a la discusión varios delegados. Creemos que cada región es un caso particular. Es más, cada subregión y hasta cada país. En esa escala más pequeña debemos trabajar para poner a las comunidades objetivos de desarrollo que sean comprensibles para ellas, y además manejables, razonables y realistas.

Compartimos la duda expresada por Reino Unido en cuanto a la idoneidad de la FAO para recomendar políticas agropecuarias a los gobiernos. No estamos de acuerdo con los modelos inflexibles que se reproducen de país en país de manera indiscriminada. Ni con dogmas o verdades reveladas en materia de políticas de desarrollo. Lo que es válido para unos, no lo es en igual medida para otros. Además, ese es el campo de la política interna de los países, que debemos evitar. Meternos allí puede ser conflictivo.

Otra cosa es difundir información sobre las políticas que se están adoptando en los países y las evaluaciones de sus resultados. Esto es indispensable. Es un servicio que debe prestarse en forma sistemática.

Nos parece loable la idea de buscar planos de aproximación con otras entidades internacionales como el Banco Mundial y el Fondo Monetario Internacional. Sin embargo, debemos ser cuidadosos de que la FAO no pierda su independencia de criterio y no termine afiliada a las pautas que estos organismos le dictan a los países en materia de desarrollo. Desde nuestro ángulo institucional, nos movemos en un sector concreto de la economía y de la comunidad que plantea sus propias exigencias y sus propias realidades. Su conexión con las políticas globales macroeconómicas y con los intereses de otros sectores de la sociedad, nos plantea un nivel de exigencia concreto y específico, muy particular, especializado, que no debemos dejar que se pierda o se desdibuje.

La descentralización. Es un punto que nos interesa sobremanera.

Nos sumamos a quienes han reclamado descentralización administrativa, de funciones y de recursos. Mantener el poder total de decisión en Roma, no es descentralización. Nos quedaríamos a mitad de camino, y tal vez crearíamos un sistema absurdo. No aconsejamos una descentralización a medias.

Consideramos que también se deben descentralizar algunas reuniones. Por ejemplo, las del Comité Forestal y el de Pesca y las de los Comités Intergubernamentales de productos. Así, podrían asistir los empresarios agrícolas, los campesinos, los funcionarios especializados de los gobiernos, los investigadores, las universidades, las organizaciones no gubernamentales. Al mismo tiempo, los estudios y las discusiones profundizarían más en realidades tangibles y en cuestiones aplicables a la

realidad. Estas reuniones deberían ser programadas y evaluadas en las Conferencias Regionales.

Es más, dichas reuniones podrían tener capítulos subregionales, regionales y globales que vayan integrando la información y la discusión de escalas reducidas a otras más amplias. Esto permitiría conseguir economías y mejorar los resultados. Las reuniones en Roma deberían así reducirse al máximo y distanciarse unas de otras.

El criterio de la descentralización que nos interesa es este: las comunidades rurales y las organizaciones vinculadas a ellas deben actuar en el seno de la FAO, deben hacer en el sitio en donde actúan, la vida cotidiana de la FAO. No unos diplomáticos o unos técnicos en Roma, alejados y ajenos a las realidades complejas y cambiantes de la comunidad. Desconectados de los acontecimientos. Lo que hacemos aquí, a miles de millas de nuestros países, no llega. Y, por lo tanto, no es útil.

En no pocas ocasiones en esta sede hacemos esfuerzos que no producen consecuencia alguna en ningún lugar del mundo. Muchas veces esos esfuerzos son de baja calidad, porque no atienden asuntos de verdadera importancia, o los atienden con poca información y conocimiento. Aquí estamos expuestos a diario a la emergencia de discutir sobre infinidad de cosas disímiles y complejas, una detrás de otras, casi siempre las mismas personas, muchas veces sin tener la información, los conocimientos y el interés que tienen los verdaderos actores en nuestros países. Por esto, el nivel de exigencia sobre los documentos que analizamos no es siempre alto. Para que la FAO recupere su importancia, debemos llevarla al campo.

Un último punto sobre la descentralización. Nos parece que la idea de las oficinas subregionales debe generalizarse y que se deben suprimir las representaciones por países. Si se quiere, éstas podrían convertirse en oficinas de enlace, con estricto carácter técnico y reducidas a un tamaño mínimo.

De otro lado, compartimos la idea de quienes han expresado su preocupación por la separación de las actividades de medio ambiente en un Departamento de Desarrollo Sostenible. Podrían invertirse recursos en un sistema ineficiente. Otros organismos internacionales están de regreso de ese esquema. De hecho, el desarrollo sostenible es un concepto apropiado y acogido en el mundo y en particular en el sistema de Naciones Unidas, y debe expresarse en cada sitio de análisis y estudio como algo que hace parte integral de cualquier fase de trabajo. Lo mismo ocurre con la integración de la mujer en el desarrollo.

Consideramos que el Director General y la Organización en su conjunto deben proseguir este esfuerzo de cambio que estamos empezando y que tendrá que continuar sin pausa en el tiempo. Creemos que los Comités conjuntos de Programa y Finanzas deberán evaluarlo en forma constante, lo mismo que este Consejo. En cada reunión deberíamos tener un informe y una evaluación.

**Grégoire MOUBERI (Congo):** J'interviens au nom de la délégation de la République du Congo pour présenter nos félicitations au Président et au Directeur général pour leurs élections respectives.

Les Présidents du Groupe des 77 et du Groupe africain ont exprimé de manière claire et suffisante la détermination des membres de ces groupes d'appuyer les propositions du Directeur général soumises à l'approbation du Conseil. Notre délégation y souscrit sans réserves.

Je voudrais cependant exprimer quelques préoccupations ressenties par mon pays en particulier et la sous-région de l'Afrique centrale en général au plan de la sécurité alimentaire et de la décentralisation.

Au plan de la sécurité alimentaire, le Président du Groupe africain a indiqué, hier, les principaux produits de base qui nécessitent d'être développés. Permettez-moi d'ajouter à cette liste quelques produits qui sont les produits de base de l'Afrique centrale, à savoir le manioc, le maïs, la banane et le plantain. Toujours sur le plan de la sécurité alimentaire, notre délégation apprécie vivement les efforts de la FAO visant à offrir une assistance technique aux organisations féminines de notre pays dans la réalisation de projets de développement rural. Nous souhaitons toutefois que cette action soit renforcée et soutenue.

S'agissant de la décentralisation portant sur la création de bureaux sous-régionaux, notre délégation tient à dire qu'elle approuve cette initiative et qu'elle en félicite le Directeur général mais souhaite que celui-ci puisse approfondir la réflexion en ce qui concerne la sous-région Afrique centrale. En effet, cette sous-région regroupe des pays qui constituent une particularité non seulement au niveau écologique mais également au niveau politique.

La situation du Rwanda, avec ses répercussions, l'instabilité politique de certains pays sont des facteurs qui bloquent actuellement le développement rural de ces pays. L'action de la FAO dans notre sous-région est déterminante pour la relance des activités agricoles.

C'est pourquoi notre délégation pense que la décentralisation avec la création d'un bureau sous-régional aiderait la FAO à renforcer son action dans cette sous-région.

Notre délégation espère que ces quelques réflexions seront prises en compte dans l'application progressive des objectifs soumis à l'approbation du Conseil.

**Sra. Grafila SOTO CARRERO (Cuba):** La delegación de Cuba, señor Presidente, no había intervenido en la discusión de este tema, tema que es el más importante de este Consejo, puesto que habiendo contribuido a la elaboración del Documento presentado ayer por el GRULAC y que, por supuesto, apoyamos en todas sus partes, considerábamos que no era necesario repetir el apoyo de mi país al Documento presentado por el Director General.

Las consideraciones técnicas a este Documento las envió nuestro Gobierno al Director General en su momento respondiendo a la amable solicitud hecha a los gobiernos. Solamente nos ha impulsado a hacer esta intervención la necesidad que entiende mi delegación de aclarar dos aspectos bien precisos. Primero, la necesidad de que nos quede claro en este Consejo el alcance que tendrían las Oficinas Subregionales; su interdependencia y vínculos con las Oficinas Regionales y las Oficinas de países. En el caso de la Subregión del Caribe, sería necesario aclarar desde ahora, qué países comprendería. También quisiéramos que se nos aclarara o se nos ofreciera una respuesta sobre la propuesta de la creación de una Oficina Subregional en el área centroamericana.

El segundo punto, señor Presidente, sería aclarar que mi delegación apoya la formulación de Proyectos de Desarrollo en regiones y países con dificultades en su seguridad alimentaria, tal y como fue planteado por el Director General en el Documento.

Solamente quisiéramos señalar que debe quedar claro que a la hora de otorgar estos proyectos no se tengan en cuenta consideraciones de tipo político.

Apoyamos el contenido del párrafo 76 del documento 106/2, pero nos preocupa que la voluntad política de algunos donantes, en algunos casos específicos, esté permeada de consideraciones políticas y que no se entiendan las verdaderas causas de los problemas de seguridad alimentaria que presentan algunos países.

Finalmente, señor Presidente, quisiéramos por su amable conducto reafirmar el apoyo de mi delegación y de mi país a la encomiable labor que ha comenzado el Director General en aras de erradicar el hambre y la malnutrición en el menor tiempo posible.

**Wilberforce A. SAKIRA (Uganda):** Thank you very much, Mr Chairman, for giving us the floor once more. As you are aware, the Ambassador of Uganda, who is the Chairman of the Africa Group, took the floor yesterday and talked on behalf of the Africa Group. I hope you will allow me now to present the views of the Uganda delegation, so that members may know how we feel about the proposed changes. We promise to be brief, as some of the ideas and views were given by the Ambassador of Uganda in his speech yesterday.

Mr Chairman, our delegation has noticed that document CL 106/2 entitled "Director-General's Review of the Programmes, Structures and Policies of the Organization", was examined in detail by the Programme and Finance Committees of the FAO. Both committees agreed in principle to the proposals put forward by the Director-General. We have noted that, and we think it is important for us to keep this at the back of our minds. Secondly, the document is about strategic choices and broad lines of action, but fine points of detail will come later. This is indicated in paragraph 148. What the Director-General is seeking at this stage is approval of the principles, in order to proceed with the implementation of the proposed measures. Details will be provided later. This is indicated in the document. The essence of the present proposals is to initiate a process of structural streamlining simultaneously geared to engineer focus on selected priorities which need strengthening. We have noted this in paragraph 22.

Thirdly, the proposals address two new programme priorities, namely food security in low-income food-deficit countries and transboundary pests and diseases. This is indicated in paragraph 147. Also, the Director-General proposes a reduction in meetings and publications as a means of reducing expenditure but at the same time maintaining efficiency and high quality work.

Fourthly, we have noted that the proposals will strengthen national capacities, utilizing local institutions and local experts. This is indicated in paragraph 20. This will be a cost-saving measure and will be of great benefit to developing countries. We have also noted that the programme exercise will affect less than 4.5 percent of the current budget.

Based on what we have observed, we endorse the proposal because, firstly, food is a basic human right. It is deplorable that currently 800 million people do not have adequate access to food and 192 million children below the age of five years suffer from acute or chronic protein energy malnutrition. This is indicated in paragraph 6. This should not continue any more. Emphasis placed on producing food security in low-income food-deficit countries is a step in the right direction. Measures should be put in place to enable countries which are famine-stricken to produce their

food in adequate amounts. As an agronomist, I had better take the opportunity to say that while creating awareness in such countries, agronomic factors such as seedbed preparation, early planting, correct spacing, fertilizer application, early weeding, pest and disease control, as well as early harvesting should be emphasized by FAO.

Mr Chairman, farmers lose a lot of their produce after harvest due to pest infestation. Estimates indicate that in the developing world farmers lose if the seed is not protected. Therefore we recommend that post-harvest handling should be emphasized.

In ensuring food security, traditional foodstuffs should be emphasized. In Uganda, like in the rest of sub-Saharan Africa, roots and tubers, millets, sorghum and plantains, which have perpetuated local populations for many centuries, should be encouraged. We suggest that high-yielding varieties developed at institutes like the International Institute for Tropical Agriculture (IITA) in Nigeria should be disseminated to areas of need.

We therefore endorse the Director-General's proposal to launch a Special Programme on Food Production in support of food security in low-income food-deficit countries, with special focus on action at country level and technology transfer, starting with pilot projects in a limited number of areas as well as in LIFDCs.

That is indicated in paragraph 74. We welcome the proposal that, among low-income food-deficit countries, Africa should be the main focus of concern, as indicated in paragraph 67.

Pests like locusts and armyworms and diseases like rinderpest, bovine pleuro-pneumonia and foot-and-mouth disease cause considerable damage on the African continent. At the time of writing, bovine pleuro-pneumonia has been reported in all areas where cattle are kept in Uganda. Furthermore, armyworms periodically devastate considerable quantities of finger millet and sorghum in my country. In addition, the cassava mealybug is reportedly spreading to various parts of the country, while the water hyacinth has become a threat to the fish industry in Uganda. At the time of reporting, two of our major lakes have been swallowed up by the weed.

There is therefore need to put measures in place in order to contain the occurrence of such pests and diseases. We consequently endorse the Director-General's proposal to establish an Emergency Prevention System (EMPRES) including technical coordination of control or eradication of transboundary pests and diseases as detailed in paragraph 115.

Mr Chairman, we endorse the Director-General's intention to extend partnership with sister organizations that operate in the field of agriculture such as IFAD, WFP, international financing institutions, like regional banks and the World Bank, NGOs, and with the private sector, so as to marshal extra-budgetary resources and expertise for the benefit of Member Nations.

This is in one of the documents which we have. We hope it will not just remain in the books as being reported by some members but that it will be taken up and FAO will follow it up.

Regarding the reorganization of the FAO structure, we endorse the proposal to create a Department of Sustainable Development ensuring focus on UNCED follow-up and activities related to Women and People's Participation in Development.

We also support the proposal to transform the Development Department into a Technical Cooperation Department for, we believe, TCP is the life-blood of developing countries.

The creation of six sub-regional offices is endorsed by our delegation. We hope this will be implemented as soon as possible because we believe that all these measures will lead to overall savings to the Organization, local experts being hired at local level and that well-qualified and experienced staff currently at FAO Headquarters will be near the people who need them -the farmers.

Last, but equally important, we endorse the proposal to convene the TFAP consultative group under the Regular Programme funding, as indicated in paragraph 35 of the Director-General's Statement which was delivered yesterday.

**Ms Elena SUETT-ASKERSTAM (Observer for Estonia):** Following your directions, I shall refrain from the customary congratulations. Nevertheless, I should like to express appreciation to the Director-General for the task accomplished in presenting his proposals to this Council within the time available to achieve this enormous work.

As a newly elected member of this Council during the last FAO Conference for the period 1995-97, Estonia would like, first of all, to thank all those countries which supported us through their vote. In response to this confidence, we commit ourselves to do our best to support and contribute to the Organization's work and to that of its Council in a constructive and positive manner.

We have reviewed, thoroughly and with great interest, the Director-General's proposals for the Organization's direction, activities and programmes for the times to come. We fully support his intentions for food security as well as the Emergency Prevention System. We also appreciate his intention to achieve greater transparency in the operations of the Organization, reduce bureaucratic costs and enhance efficiency and responsiveness to the requests and needs of the Member States. These are for us most welcome developments. We also support the proposals for the changes within the Organization's structure.

At this point, allow me to express Estonia's grateful acknowledgement of the fact that both on the part of the previous and the present Director-General, Estonia's requests to FAO for advice and assistance have, in spite of the much discussed financial situation of the Organization, without exception been agreed to and carried out within acceptable time limits. My Government is particularly sensitive to the impartial and non-self-interested advice and project proposals which have come to us from FAO.

Our keenest interest, needless to say, is the Director-General's commitment to more concentrated and intense attention to the needs of the CIT countries of the Central and Eastern European sub-region and we are firmly convinced that here FAO can play, and is already to some extent playing a catalytic and decisive role in supporting us on the road toward the goals which all these countries are striving for after their varied experiences during the last most unhappy period of our history.

Estonia's aim is to become a fully active and functioning member of the European Region and to contribute its share to FAO's and WFP's activities both in kind and in expertise. We are convinced that the time we require to



achieve this aim will not be long and we look to FAO to assist us in shortening this time period.

In support of this belief I may say that our achievements over less than three years since again being in charge of our own affairs include, although incomes are still very low, making rapid progress with privatization in all areas. We have a stable and internationally quoted currency. Inflation is under control. Unemployment is dropping.

Agreement has been reached with the North Atlantic Treaty Organization. We have become a member of the Council of Europe and we are carrying on intense negotiations with the Organization of European Cooperation and Development and the European Union which we hope to join as a member by the year 2000.

In support of the above developments, we are very pleased with the Director-General's commitment to decentralization and to the establishment of a sub-regional office for the CEE sub-region which we see as a unit, although still under the umbrella of the European Regional Office, now located in Rome, staffed by experts from within our sub-region, that is, by staff with direct experience of our various national situations of what has passed during the years we have been cut off from contact with the rest of Europe as well as the direction in which we now desire to head.

I should like to use this occasion to thank the Nordic countries who have expressed their support for a stronger representation of FAO in the CEE sub-region. Here we appreciate the Director-General's efforts, which we have noted, for increased use of national capacities. With reference to this, allow me to say that the academic and human resources in our sub-region are likely to be found to make a considerable contribution to the Organization. We also recognize the possible re-deployment from present joint divisions, but wish to underline that to the CEE sub-region this should occur on a case-by-case basis.

Regarding what follows, I am authorized to speak on behalf of all three of the Baltic countries. We wish to place on record our support for the offer of host country facilities for the Central and Eastern European sub-regional office which has been made by Hungary. This is the only concrete offer which has been made to us and our support of this offer is furthermore based on the recognition of Hungary as having made perhaps the fastest headway towards a market economy and the development of its agricultural policies along the lines we all aim for. It has taken the lead in promoting, even provoking, the coordination and harmonization of our regional policies in agriculture and related fields. I refer particularly to the two high-level meetings, one of which was at ministerial level, which were instigated and hosted by Hungary in 1993. We find the central geographical location of Budapest in the sub-region most suitable, the facilities offered as generous and the country with its official language as English suitable for a sub-region where 13 of 14 countries are officially anglophone.

Our firm wish is that the Director-General proceed without delay with his plans for decentralization and the establishment of the CEE sub-regional office. We also commend the Director-General for his commitment to devote more funds to the CEEC. We appreciate his efforts to locate such funds from previously untapped extra-budgetary sources.

We wish the Director-General the very best in carrying out his important mandate and would like to assure him of the support of our three countries in so doing.

**Jan BIELAWSKI (Observer for Poland):** Thank you, Mr Chairman. I have just been asked by Mme Maria Zwolinska to read her statement. It is a brief statement. Mr Chairman, we congratulate you and also ourselves for having both you and the Director-General throughout this session. Thank you for giving us the chance to speak at this most historic session of the Council, which under your most able chairmanship has amply demonstrated that the innovative proposals of the Director-General, prepared in compliance with Conference Resolution 10/93, have already re-invigorated FAO. As the Roman saying goes, he who gives first gives twice. For that reason we wish to join others at this session of the Council who expressed themselves in favour of the quick adoption of the package necessary to demonstrate to the Director-General that we approve of the main thrust of his programme and give him strong support and encouragement to start putting it vigorously into practice.

The second reason I take the floor is to emphasize that the complete success of measures presently undertaken, as well as those still contemplated for the future, largely, if not decisively, depend on the continuation of this frank interaction between Member States and the Director-General. In this context, Poland looks forward to the opportunity of discussing the regionally-specific aspects of food security. We are pleased to note that the Director-General has not dismissed from consideration the qualitative aspect of food security, obviously essential for central and eastern European countries confronted with complex problems of radical systematic transformation in agriculture. We need the further dialogue starting with the 19th Regional Conference for Europe on a well-formulated and coherent policy response to changing conditions and pressing new needs in these countries. Indeed, a special blueprint is needed for central and eastern Europe, and is in fact long overdue. A quick look at the map, at the ever-growing list of FAO members called central and eastern European countries, including the new independent states, clearly indicates the magnitude of the problem.

Our basic assumption is that a greater commitment of FAO in this sub-region will have a positive, sizeable multiply effect, including the greater capacity to contribute to the achievement of the global goals of the Organization. We hope this purpose will also be served by the convening of the Second Consultation of the Ministers of Agriculture of these countries, to be held this September in Warsaw. We are happy that it will be privileged to have the presence of the Director-General.

As we are convinced of the need to retain a certain balance between normative and other functions which largely account for FAO's comparative advantage, and the family of government organizations versus operative functions, we believe that a green light should be given to the decentralization exercise. We welcome in particular an integrated approach to the strengthening of activities and institutions at the regional, sub-regional and national level. Like the Hungarian and Slovak delegations, we too welcome the proposal to establish the FAO Sub-regional Office for Central and Eastern European Countries, and express our hope that its scope, functions, structures and modi operandi will be the subject of immediate, even if informal discussions, so we can advise the Director-General before decisions are made.

Lastly, because of this self-imposed restraint, I should like to make a formal statement which is linked with one small area of possible dialogue. As actions carry more weight than words, we would like to inform you that the Government of Poland intends to examine closely with the FAO Secretariat a contribution we could make to the Emergency Prevention System for transboundary animal and plant pest diseases. In this way we think we

could also help implement the second programme proposal of the Director-General. Thank you, Mr Chairman.

**P.J.A. SWART (Observer for South Africa):** This is the first time in many-years that South Africa is participating in Council activities, albeit in an observer capacity. We view this as a rather historic and happy event and would like to thank the many members and FAO officials for the friendly and hearty manner in which we have been welcomed back. It is particularly gratifying to be returning to FAO at a time when it is planning an important re-orientation of its activities.

Let me congratulate the Director-General on his efforts to refocus FAO on a number of pressing priorities and his proposals regarding re-organization.

It is notable that South African agricultural policy is currently undergoing fundamental review and a number of priority areas in our current policy vocabulary, notably those of food security and sustainable development, find their counterparts as priorities in the Director-General's review. We therefore support, in general, both the guiding principles proposed by him in paragraphs 23-27 of CL 106/2, as well as the suggested redirection required to support these principles.

South Africa strongly supports the programme of technological cooperation between countries and has the wish to share, not only with our neighbours, but also in the wider context, our technology and resources. We are also keen on closer cooperation between southern African countries on issues such as desertification, the mitigation of the effects of drought and sustainable development. In this respect the facilitating role of FAO and the vision contained in the Director-General's review will be most important.

South Africa supports the rationale of decentralization of services, especially as far as the establishment of sub-regional offices is concerned. The principle of regionalization is also being promoted by other specialized international organizations. It might be prudent to consult with these organizations to ensure the rational deployment of resources and to avoid duplication. It would also be particularly useful to take note of the sub-regional structures already in existence in the southern African region. This would facilitate the linking of FAO activities with those of SADC and the Southern African Regional Council for the Conservation and Utilization of the Soil (SARCCUS) in this region.

South Africa's centres of expertise are looking forward to cooperating more effectively with their equivalents, not only in the southern African region, but also other regions. Within the family of SARCCUS, for example, a similar information service is in place as that operated by FAO in respect of the desert locust. This should, however, be extended further into the region to become more effective. The manner in which this can be advanced needs to be further explored. Here FAO can play a very significant role in this regard. We would welcome the opportunity of participating and discussing manners in which this could be done. The same principle applies to animal and plant diseases.

Referring to EMPRES (Emergency Prevention System), mentioned in paragraph 95, the arguments in favour of such service are fully supported. In this respect we also welcome the initiatives of FAO and look forward to active cooperation with all the relevant agencies.

In conclusion, we wish the Director-General and staff of FAO the very best for the efforts required to implement his proposals.

I trust I have met your request for brevity.

Alan BOJANIC (Observador de Bolivia): En primer lugar quisiera agradecer la oportunidad que se nos da para justamente, plantear un conjunto de preocupaciones e iniciativas que creemos que, en este momento histórico, la FAO debe tomar. No queremos dejar pasar esta ocasión para compartir con ustedes los cambios que se están dando en mi país, muchos de los cuales son filosóficamente coincidentes con los que se están proponiendo en estos momentos para la FAO.

A partir de una sustantiva reforma del Poder Ejecutivo aplicada en septiembre del año pasado, el Gobierno de Bolivia ha decidido la creación de organismos estatales, de instancias encargadas de orientar acciones relacionadas con el desarrollo sostenible, la participación popular, el tratamiento del tema género, la seguridad alimentaria y el ordenamiento territorial, poniendo así, en primer plano, temas y preocupaciones que son de alcance global para efectos del desarrollo social y económico.

En tal sentido, la estrategia del desarrollo agropecuario que recientemente ha sido definida por el Gobierno de Bolivia, tiene como elementos centrales la seguridad alimentaria y la lucha contra la pobreza, coincidiendo en sus grandes líneas con lo que la FAO pretende hacer en los aspectos de interpretación, en los aspectos fundamentales del desarrollo agrícola, así como en las prioridades y tipos de acción que deben emprender para su superación.

Más concretamente, Sr. Presidente, y en relación a este período de sesiones, proponemos y nos hacemos eco del conjunto de iniciativas que se están formulando para lograr los objetivos de excelencia institucional, precisando más concretamente lo siguiente:

- Apoyar el proceso de reestructuración de la FAO, que consideramos apunta en la dirección correcta, particularmente en lo que respecta a unir las actividades normativas y operativas a nivel de ejecución de programas en los países y que posibilita estar más cerca de las demandas para actuar en consecuencia con mayor agilidad y flexibilidad.
- Complementariamente, asumimos que es de vital importancia dar un fuerte impulso al proceso de descentralización, de modo que las oficinas regionales adquieran mayor capacidad de decisión sobre el conjunto de elementos que involucra la asistencia de la FAO a sus países miembros. No obstante, tenemos la convicción que, en la sola descentralización técnica sería insuficiente para obtener los resultados deseados. En consecuencia, es de esperar que el proceso de descentralización parta de la descentralización administrativo-financiera. Ello implica introducir una serie de modificaciones en los roles de las oficinas regionales y, sobre todo, en las representaciones en los países, para dotarles de un carácter más técnico y menos diplomático o de mera intermediación. La descentralización tiene que llegar a los niveles más bajos posibles.
- Respaldamos plenamente la iniciativa del Sr. Director, así como del Grupo de América Latina, en el sentido de emplear más recursos locales, no sólo en términos de la contratación de expertos nacionales, sino también del mejor uso de las capacidades institucionales y de servicios, evitando así la dispersión de esfuerzos y la subutilización de los recursos existentes en los países.
- La FAO debe retomar su rol en cuanto al planteamiento de estrategias y capacidad de generar ideas innovadoras para lograr la sostenibilidad en

los procesos de desarrollo económico y social en el marco de la conservación de la base de los recursos naturales.

- Esta institución debe desarrollar una capacidad para asistir a los países en la formulación de programas de inversión en el sector agropecuario que maximicen la relación costo beneficio, que tengan impactos efectivos y que sean sostenibles en lo institucional, lo social y lo ambiental.

Si bien valoramos las actuales actividades que realiza la FAO en materia de promoción del comercio de productos agropecuarios entre países, creemos que este tema merece aún mayores esfuerzos, sobre todo para desarrollar capacidades de negociación en los países de menores ingresos.

El manejo de los distintos programas y proyectos que tiene a su cargo la FAO en los países miembros, debe recibir un enfoque sistemático, de manera tal de poder contar con una visión integrada entre los procesos de producción agropecuaria, ganadera, forestal y pesca. Ello evitaría el contar con proyectos aislados y de poco impacto.

Para concluir, estamos convencidos que la aplicación de los cambios propuestos para la FAO será, para el caso particular de Bolivia, un excelente complemento a los esfuerzos nacionales que estamos realizando y que afortunadamente van en la misma dirección. Cambios todos estos que nos permiten ver con optimismo que los recursos naturales, de obtener la seguridad alimentaria y de promover la participación popular, pueden ser propósitos efectivamente alcanzables.

**Lothar CAVIEZEL (Suisse):** Monsieur le Président, la Suisse a eu le privilège de pouvoir participer, au sein du Comité financier, à la première étape de l'examen des propositions du Directeur général résultant de son Examen des programmes, des structures et politiques de l'Organisation. J'aimerais signaler d'emblée que nous soutenons, en principe, les propositions du Directeur général soumises à l'approbation de ce Conseil.

Pour faciliter l'examen des propositions par le Conseil, le Comité du Programme et le Comité financier ont recommandé au Directeur général de fournir au Conseil des informations supplémentaires sur plusieurs sujets. Nous avons examiné cette documentation avec beaucoup d'intérêt.

Nous voyons les réformes proposées par le Directeur général comme un premier pas dans une démarche qui devra occuper les pays membres et le Secrétariat pour un certain temps. Nous félicitons le Directeur général de sa promesse de mener ce processus dans la transparence et dans un dialogue étroit avec les pays membres. Pour réussir, nous devons faire le chemin de la réforme de notre Organisation ensemble et maintenir cet esprit d'ouverture.

Cette réunion extraordinaire du Conseil aura quelques premières décisions à prendre. Dès ces décisions prises, le Directeur général aura à prévoir de nouveaux tours de consultations sur la suite de la réforme avec le Comité du Programme et le Comité financier et, en même temps, avec les gouvernements. Les principales prochaines étapes formelles seront les réunions du Conseil en novembre 1994 et juin 1995 et enfin, de plus grande importance, la Conférence de 1995 qui devra discuter et adopter le budget de notre Organisation pour 1996 et 1997.

La Suisse aimerait se concentrer sur quatre points qui se réfèrent tous au document détaillant les points de décision du Conseil.

Le premier point concerne le Programme spécial: production alimentaire à l'appui de la sécurité alimentaire dans les pays à faible revenu et à déficit alimentaire.

Au Comité de la sécurité alimentaire, on a discuté de la stratégie d'un développement agricole durable dans deux différents types de zones agricoles. Le premier type, étant à haut potentiel, permet d'être identifié plus ou moins avec les régions d'une éventuelle nouvelle révolution verte. Le deuxième type, à faible potentiel, est plutôt identique aux zones écologiquement précaires ou même dégradées.

Avec une stratégie d'une révolution verte pure, on risque d'éveiller l'espoir de pouvoir nourrir facilement neuf milliards de personnes en l'an 2030. Par contre, on continue de perdre chaque année des milliers d'hectares de sol à faible potentiel, perte définitive d'une ressource non renouvelable. Cela n'irait certainement pas dans le sens d'un développement durable. Pour cette raison, le Comité de la sécurité alimentaire demandait au Secrétariat d'étudier une stratégie équilibrée et de la présenter à la prochaine session du Comité.

Nous félicitons le Directeur général d'avoir présenté, dans la stratégie de la sécurité alimentaire de notre Organisation, une contribution importante et une politique équilibrée entre ces deux pôles de gravité.

Nous aurons l'occasion, lors de la prochaine session du Comité de la sécurité alimentaire, de discuter d'une telle stratégie plus en détail et remercions le Directeur général pour sa contribution promettante.

Le deuxième point concerne la proposition de créer un Département de développement durable. Comme de nombreuses autres délégations, nous pensons que cette proposition risque d'aller à l'encontre du but recherché car les thèmes tels que la protection de l'environnement, la participation féminine et populaire et la bonne gestion des affaires publiques sont par excellence des thèmes transversaux. Ils touchent incontestablement aussi bien les structures que les opérations de notre institution.

Avant de créer le Département de développement durable proposé, nous suggérons de considérer comme première étape la création d'une unité d'état-major rattachée directement au Directeur général et composée d'un petit nombre de personnes. Sa mission serait celle d'un point focal ou d'une conscience collective des thèmes transversaux qui devront se manifester au niveau de toutes les stratégies de développement élaborées par notre Organisation, au niveau de chaque département de la FAO, au niveau de toutes les activités opérationnelles et à celui des attitudes de tous les acteurs impliqués dans la réussite du développement durable.

Cette proposition alternative de créer une unité d'état-major aurait, à notre avis, essentiellement trois avantages:

- a) une meilleure intégration des thèmes transversaux,
- b) un coût sensiblement moindre,
- c) le maintien d'une plus grande souplesse pour le futur.

Le troisième point touche l'engagement de personnel national. Et là, nous trouvons une proposition qui nous fait hésiter. C'est la proposition faite au paragraphe 59 du document CL 106/2, en anglais, d'engager progressivement des "Programme Officers" nationaux. Le terme utilisé dans la version française du document est différent; on y parle de fonctionnaires nationaux, ce qui donne une définition nettement plus large. Dans le document de deux pages appelé "Points soumis au Conseil pour décision", on utilise encore un autre terme: en français, on parle

d'administrateurs nationaux; en anglais, de "national professional officers". C'est la confusion. L'idée de faire de plus en plus appel sur le terrain à des experts nationaux nous semble bonne, tant que cela ne pose pas de problèmes supplémentaires. Mais la proposition faite au paragraphe 50 est de remplacer, dans les bureaux des pays, "les cadres recrutés au niveau international autres que les Représentants de la FAO". On parle donc aussi des "Programme Officers". Et c'est là que réside le problème.

Nous doutons qu'il soit possible de garder ces derniers à l'abri de pressions de la part de leur gouvernement. Le rôle de fonctionnaire de programme nécessite une neutralité et une indépendance que seul un fonctionnaire international peut avoir. Nous suggérons de renoncer à l'idée de fonctionnaires de programme nationaux car elle comporte trop de risques. A l'exception de ces postes, l'idée d'un engagement progressif de fonctionnaires professionnels nationaux nous semble bonne. Rappelons aussi, dans ce contexte, que nous sommes en faveur d'une structure unifiée sur le terrain des organisations onusiennes.

Le quatrième point concerne les implications budgétaires: nous avons pris note que les modifications structurelles proposées aux différents niveaux sont toutes faites dans le plafond approuvé du budget 1994/95. Nous avons aussi pris note des deux chapitres 1 et 5 qui ont été affectés par des coupures et du grand nombre de postes qui ont été gelés. Nous félicitons le Directeur général de ces mesures et nous l'encourageons à continuer ses efforts à cet égard.

Mon pays soutient l'objectif déclaré du Directeur général d'améliorer les services de la FAO destinés aux pays membres et de baisser les coûts administratifs de l'Organisation. Les progrès réalisés dans cette direction nous permettront de mesurer le succès des réformes que nous sommes en train de lancer. Nous espérons trouver la trace de ces progrès dans les rapports intérimaires sur les réformes et, enfin, dans le budget 1996-97 pour notre Organisation. En préparant le prochain budget biennal, le Directeur général aura à résister aux tentations de faire payer les coûts de la réforme par le nouveau budget voire d'externaliser ces coûts en les transférant sur des sources extrabudgétaires.

Rappelons, en conclusion, que le but ultime des réformes reste de faire plus et mieux avec les ressources disponibles. La réforme ne doit donc pas occasionner dans le futur des coûts supplémentaires; au contraire, elle devrait libérer des fonds pour plus de services aux pays membres.

**Jacob B. PIETERS (Observer for the Netherlands):** FAO, as the major UN agency in the field of agriculture, rural development, forestry and fisheries, has always received our support. In spite of the many achievements of the past we agree with many other members that a review of this organization was long overdue. Therefore, we were pleased to learn that the new Director-General has taken the initiative to guide a process of change, both structural and policy-oriented.

Given the small margins he was faced with, he has succeeded in formulating proposals which are promising for the future. Moreover, the Director-General deserves our respect as he and his team have produced a paper and an addendum, which describe his views in a concise and clear way. This is promising as well.

The point of view of the Netherlands with regard to the Director-General's review is in accordance with the statement of the EC. However, we would

like to ask your attention for some issues to which the Netherlands attaches particular importance. My country endorses the guiding principles of the review, as the very basis of the process of change. We are looking forward to their implementation.

The Netherlands shares the opinion that FAO has to focus in particular on its role of centre of excellence and should concentrate on activities and programmes, which are based on its expertise and its comparative advantage. Policy advice and technical support are part of this. Sustainability is the framework into which FAO's future policy should fit. Sustainable agricultural production and sustainable use of natural resources should be its major objective.

Indeed, Agenda 21 of UNCED offers a clear and comprehensive framework in which sustainable agriculture, rural development and food security can be pursued in an integrated and coherent way.

The chapter of Agenda 21 dealing with sustainable agriculture states that its technical, social, economic and ecological aspects are interrelated. This should therefore guide the work of FAO.

Within the context of Agenda 21 the Netherlands welcomes the intention of FAO to give priority to forestry as stated by the Director-General in his excellent opening statement. We share his view that the present situation is alarming. Alarming in our view for the sake of humanity, but also for the future of this planet as a whole. Therefore, FAO should play again its leading role with regard to forestry. The initiatives of the Director-General are a step into the right direction.

Agenda 21 also pays attention to the theme of Agrarian Reform. It is therefore remarkable that agrarian reform is not included as one of the main themes of FAO's policy, the more so because the WCARRD Conference of 1979 already initiated a policy in this respect.

Agrarian reforms are important preconditions for success in this field. These include changes in the structure of agrarian ownership in favour of small farmers and landless people and people's participation with more attention for the private sector. FAO's priority on sustainable agriculture would require in our view that the organization also plays a leading role in this area.

The Netherlands concurs with the proposed policy of priority for food security, especially in Africa, in the years to come. However, we have concerns about the proposed approach. The Director-General in his statement and Annex 5 of document CL 106/2 Sup.I have provided us with useful further clarification on FAO's proposed approach to food security. Nevertheless, we cannot escape the feeling that food insecurity is still presented too much as a problem of insufficient food production and narrowed down to a matter of transfer of technology to food producers. In our view the central problem of food insecurity is poverty, with three generally agreed dimensions: production, availability and access to food.

Notwithstanding the fact that at the global level sufficient food is being produced, in many parts of the world there are severe shortages. In these areas all three dimensions (production, availability and access) require attention in a balanced manner. Pursuing food security is a subtle complex of socio-economic, technical and political factors, implying that for each country and region specific solutions will have to be found.



FAO has already done important work so far with its broad approach to food security. It would be a matter of concern to my delegation if this valuable work would be lost in the now proposed new green revolution. As we have stated in the context of sustainable agriculture in general, also Food Security should be approached in a multi-disciplinary way, integrating economic, social, cultural and ecological factors. It is not that increasing food production comes first and then other factors will follow. On the contrary, they should form part and parcel of the strategy to increase food production itself. Likewise, interventions that fail to take into account macro-economic conditions such as market and price policies are bound to fail. This implies also that due attention be given to vulnerable eco-systems, (semi) arid regions, forestry and biological diversity.

Concerning the proposals for restructuring, I would like to make the following brief observations.

The establishment of a Department for Sustainable Development seems a logical step. However, as has been said by many others, it is important that this should lead to a clear integration of the sustainability concept throughout the Organization.

My delegation supports the proposals concerning the Technical Cooperation Department and we like to associate ourselves with the remarks made by the German Delegation on synergy between operational and normative tasks of the Organization. This implies that FAO should not engage in operational activities that bear no relation to its mandate or that do not emanate from its comparative advantage in certain areas.

Mr Chairman, my delegation supports in principle the proposals concerning decentralization. However, decentralization is not a goal in itself but should serve certain objectives, namely improvement of quality and sustainability of programmes, reduction of costs and capacity building in the countries in question. It should go hand in hand with better communication between Headquarters and the field and delegation of decision-making authority to the field.

In conclusion, Mr Chairman, we would like to state clearly that we endorse the Director-General's proposals in general. We consider them as a first step in the process of reform. However, like many others, we have expressed certain concerns especially with regard to the proposed special programme on food security. We trust that they will be taken into account in the implementation of the proposals, which we will follow with keen interest.

Thank you, Mr Chairman.

**Nasreddine RIMOUCHE (Observateur de l'Algérie):** Monsieur le Président, je veux tout d'abord vous remercier pour m'avoir permis de prendre la parole et vous féliciter de la façon dont vous conduisez les travaux de cette session.

Permettez-moi d'adresser également mes félicitations à Jacques Diouf pour l'exposé introductif clair et complet qu'il a présenté hier sur les programmes, structures et politiques de changement qu'il se propose d'effectuer au sein de notre Organisation.

Les propositions de modification soumises au Conseil par le Directeur général quelques mois après son élection, et qui sont reflétées dans le document CL 106/2 visent essentiellement le renforcement de l'efficacité de la FAO. Nous souhaitons que le résultat ne soit que positif pour l'ensemble

de la famille de la FAO ainsi que les personnes et les couches les plus défavorisées dans le monde. Ces propositions reflètent les convictions du Directeur général dont l'ambition demeure: la qualité maximale de l'action de la FAO par la séparation des activités globales et normatives menées à l'échelon des pays; le rapprochement des masses rurales par la décentralisation pour que l'action de la FAO soit perçue à proximité des problèmes; accroître la productivité et la production alimentaire pour parvenir à vaincre le spectre de l'insécurité alimentaire.

Pour ce qui est de la rationalisation des structures du Secrétariat, la délégation algérienne appuie la proposition visant à transformer l'actuel Département du développement en Département de la coopération technique.

Elle appuie aussi la création d'un Département du développement durable et réaffirme sa conviction quant à la nécessité d'une telle structure dont l'importance n'est plus à démontrer.

S'agissant de la structure de terrain, nous souscrivons à la proposition du Directeur général de renforcer les bureaux régionaux et de créer un certain nombre de bureaux sous-régionaux, particulièrement en Afrique du Nord et en Afrique australe, ainsi que les bureaux au niveau national grâce à des accréditations multiples, et ce pour des raisons bénéfiques sur un double plan: réduire les coûts et réduire les distances.

Concernant l'radication des maladies et ravageurs transfrontières, nous reconnaissons le rôle de la FAO et de la Communauté internationale dans les efforts déployés pour éradiquer la lucilie bouchère, le criquet pèlerin et les autres fléaux, mais la mobilisation demeure nécessaire, voire indispensable pour faire face à la persistance de ces calamités.

La délégation algérienne estime qu'un système de prévention des urgences et la mise en place d'un dispositif de surveillance et d'intervention rapides contre le criquet pèlerin s'avère indispensable dans les régions touchées par ce fléau au bénéfice d'une action préventive en vue d'apporter les correctifs nécessaires aux défaillances relevées dans le fonctionnement des opérations de lutte, de façon à prévenir l'aggravation des situations susceptibles de menacer les économies des pays concernés.

Dans un contexte plus général, des efforts doivent être entrepris par tous afin d'assurer l'efficacité de la FAO et son renouveau. La conjugaison de plusieurs facteurs favorables et la succession d'événements prometteurs indiquent des résultats positifs.

Enfin il apparaît tout-à-fait évident que le résultat final dans un domaine aussi important que celui de la FAO ne pourrait être reconnu qu'à travers un esprit de solidarité et un climat consultatif.

Compte tenu de cela, et bien que l'accord général soit réalisé à un niveau aussi important, la délégation algérienne tient à exprimer son appui aux propositions du Directeur général et à préconiser leur adoption par le Conseil. Elle continuera à apporter sa contribution en vue de renforcer le rôle de la FAO dans le but d'atteindre les objectifs et les résultats escomptés.

**Souhaib D. BANGOURA (Observateur de la Guinée):** Monsieur le Président, ma délégation souhaite vous remercier et vous féliciter pour l'efficacité avec laquelle vous dirigez nos travaux.

Je voudrais également m'associer à mes prédécesseurs pour féliciter le Directeur général pour sa grande initiative que ma délégation apprécie à juste titre.

Monsieur le Président, le présent Conseil se tient à un moment décisif pour l'avenir de notre grande Organisation, la FAO.

Le présent document se situe dans le cadre d'un processus au niveau international de consultation, de réflexion, d'analyse approfondie de la FAO. Ce processus a abouti à la formulation de la politique et de stratégies présenté comme un outil de travail et de dialogue.

Tout au long de ce processus, les partenaires et les pays membres y ont été tous associés pendant la prise de décision.

Le document présenté par le Directeur général est d'une importance capitale. C'est pour cette raison que tous ceux qui sont intervenus depuis hier matin jusqu'alors n'ont pas hésité à collaborer avec la FAO dans l'élaboration de cette politique mais également appuient sans réserve le nouveau programme.

Le document présenté ici est évolutif et a pour rôle de fixer des règles au jeu économique de la FAO, et de mieux répartir les responsabilités. Cela se précisera au fur et à mesure que l'on avancera dans ce processus. Il servira comme cadre de concertation et de dialogue non seulement au niveau des différents lecteurs concernés mais également (et cela est important) entre les autorités compétentes et les partenaires les plus concernés.

Quant à l'appui des propositions formulées par le Directeur général, notre représentant du groupe africain l'a notifié hier en des termes clairs et sincères<sup>1</sup>.

**Benson C. MBOGOH (Observer for Kenya):** Mr Chairman, allow me to join other delegations who have taken the floor before me, to commend the Director-General for the brevity, clarity and completeness of both the Secretariat documents before us and his own introduction presentation at the opening of the Session.

Mr Chairman, my delegation associates itself with positions taken by the Chairman of the African Group and the Group of 77. However, we wish to further comment on and stress some issues we consider of particular concern to us.

My delegation endorses the broad thrust of the Director-General's priority proposals and the general principles underlining the changes proposed there in.

The determination to attack the endemic food security problem in low-income food-deficit countries by resolutely strengthening the productive capacity in these countries. The choice of priority for a technology-driven approach to food security enhancement is an imperative for many developing countries today as evidenced by the grim food demand and income projections in least developing countries.

The proposals do and must continue to recognize other component factors that have to be taken account of in this effort.

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

2. We endorse the proposals for the broadening and strengthening of the partnerships between the Organization and other role players in agricultural development, other UN Agencies, IGOs including regional economic integration bodies. This must be effected all the way from policy to field operational level. For the troubled African Region, special efforts must be made to establish and strengthen operational linkages with the regional intergovernmental organizations such as IGADD, PTA, SADACC, ECOWAS and assist these organizations to become truly effective vehicles and catalyzers of development especially in Africa.

3. The decentralization proposals meet with our agreement to the extent that, the global development problems, the country and regional needs, today are too diverse, too urgent to be effectively handled with centralized management systems established early this century.

We thus are in agreement to the establishment of Sub-Regional and Country Offices as proposed.

Nevertheless we appreciate the potential administrative and financial problems in this structure which have to be appropriately addressed on a continuous basis if the benefits are not to be compromised

To mention a few:

i. The need for a stronger central liaison and coordinating mechanism at the Headquarters should be obvious, to ensure unity of cooperate purpose, avoid duplication both between the separate units at the Headquarters and between the field units and Headquarters.

ii. The problem of how much delegation to give to the field operational officers - how much autonomy to allow and how much control over administrative, technical and budgetary matters need an in-depth look.

iii. The use of local country representatives is an interesting proposal and indeed desirable on several counts, from a financial saving standpoint, and the distinct local knowledge is an advantage of local officers. However the need for constant global exposure and interaction with development systems outside there should not be underplayed as this could soon result in lethargy and loss of technical dynamism to the detriment of FAO effectiveness at country level - regular cross-country tours, retraining and other forms of interaction must be built into this system.

Finally Mr Chairman, for member countries to take full advantage of these changes, it is necessary for parallel efforts to be undertaken by member countries to re-orient where possible the working procedure to ensure fuller harmonization of these initiatives FAO must therefore sensitize fully member countries through the mechanisms available including the Regional Conference<sup>2</sup>

**Alain DOSS (UNDP):** Mr Chairman, on behalf of Mr James Gustave Speth, the Administrator of UNDP, I would like to thank you for this opportunity to address the FAO Council at a moment when you are considering issues of major importance to your Organization.

For close to 45 years, UNDP and its predecessor organizations have maintained with FAO a productive partnership for development. This is a partnership that has trained thousands of men and women, established

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<sup>2</sup> Statement inserted in the verbatim records on request.

hundreds of technical institutions, created networks of excellence in every region and pushed forward the frontiers of knowledge all over the world. Passing difficulties should not obscure a record of successful collaboration in many endeavours across the globe.

Past achievement must now inspire us to look ahead and to adapt our partnership to a changing world. The Director-General himself has set out his vision of FAO's future in his document "Review of the Programmes, Structures and Policies of the Organization" which is now before the Council. We commend the Director-General on this Review and for its readiness to match the challenges ahead with a call for reform.

The single greatest challenge we face today is mass poverty. More than one billion people live in absolute poverty - 20 percent of the world's population. They live in households too poor to obtain the food necessary for sustaining normal work. Half a billion live in households too poor to obtain the food needed for minimal activity. One child in three is underweight by age five. Most of this hunger arises from poverty, not emergencies however dramatic and awful they may be. Sadly, the UN projects that the number of people in absolute poverty will increase from 1.2 billion today to 1.5 billion by the year 2025.

Unchecked, these failures will grow larger. The Director-General's Review sounds a clear warning: if the world's people are to enjoy an adequate diet, world food output must triple over the next half century to keep pace with expected population increases. This will not happen if the current depletion of the earth's soils, water resources and biodiversity continues unabated.

We concur with the Director-General that the goal of achieving sustainable food security in the decades ahead emerges as a critical challenge. Food output must be tripled and people must have the income to buy it. The erosion of the resource base must be halted and then reversed.

Poverty is not inevitable. We will not overcome it, however, by continuing with past models of development which too often have excluded the poor. We must rethink our policies and put poor people at the centre of development. We must pursue a pattern and practice of development that empowers poor people to make choices that affect their daily lives. We must encourage development that produces growth but also distributes its benefits equitably. We must stimulate development that advances women. And we must promote development that protects and regenerates the natural resource base of this planet. These are the essential elements of what Gus Speth, the Administrator, has termed "sustainable human development", it is the inner core of Agenda 21.

At the centre of any policy of sustainable human development, there must be a concern for food, agriculture and people. The global sweep of economic reform, trade liberalization and technological innovation has opened up unprecedented opportunities. But poor rural people and poor farmers will not benefit from these opportunities if they cannot join the economic mainstream. Sustainable agricultural development will not come only from introducing better crops, new cattle breeds, more credit or rural cooperatives, important though these may be. It will come through investment in rural people - in their health, their education, their skills and their environment. It will come through investment in rural women and their children.

Sustainable human development is about "how" as well as about "what" we do in the name of development. We should heed the lessons of experience that we too often ignore. Involving farmers and rural people actively in

defining, designing and decision making is not optimal but essential. We see this missing requirement in many projects that have failed because they used top down approaches and because they were based on narrow technical specializations.

We must recognize too that the fate of poor rural people depends on many factors beyond the control of the household. Macro-economic policies, prices, services and infrastructure and the ecology and natural resources of a region all contribute to the well-being of the rural household.

Faced with change and the need to bring about change, UNDP too is engaged in a process of reflection and redefinition. The Administrator has launched a policy dialogue with members of the UNDP Executive Board, the agencies of the UN system and the staff itself on the future directions and goals of UNDP. This is an ongoing process when the annual session of the Executive Board takes place, and the next step will be taken in Geneva a week hence.

Already, however, certain of the main elements of this process are becoming clear. As they may be of interest to your deliberations, Mr Chairman, I would like to mention quickly a few of the salient points.

First, there appears to be an emerging consensus that UNDP must focus its energies and concentrate its resources on a limited number of critical programme areas. In a period of stagnant or declining resources, when development aid is increasingly questioned as to its effectiveness and impact, we are obliged to reassess UNDP's role in technical cooperation and within the UN system. And while UNDP's universality is not in question, the greater part of our resources will be channelled towards the poorer countries.

Secondly, the main theme for UNDP is work in the future will likely centre on the concept of sustainable human development. This is a cross-cutting theme that goes beyond the traditional, sectoral structures which have been the organizing principle of UNDP's technical cooperation in the past. To respond adequately, we shall therefore have to find new ways of working both with our country partners and with the UN system.

General Assembly Resolution 47/199 points the way. Already we are witnessing the emergence of a new paradigm of UN technical cooperation:

- There is a shift away from large numbers of small projects towards a smaller number of focussed programmes;
- UN assistance is being re-positioned to deal more with policy work and less with project execution;
- National partners are taking on more project implementation themselves.

Decentralization and the increasing use of national capacities are key elements in this paradigm.

UNDP, like other organizations in the UN system, is adjusting its policies and procedures to reflect these new perspectives for technical cooperation. We have opened a dialogue with our UN partners. For that purpose, joint working groups are being established with various UN agencies, including FAO to define common strategies. Let me add that the Administrator personally attaches great importance to these initiatives for strengthening UNDP's collaboration with the agencies. Next week, he will propose to the Executive Board a new set of measures designed to strengthen the technical

support facility (TSS1) in order to provide financial support to UNDP's substantive partnership with the agencies.

Later this week, UNDP will publish the Human Development Report for 1994. This year this Report addresses the issue of human security. It advances the argument that in the post cold war era the security of nations will depend as much on the well-being of their peoples as on their strength of arms. The Report suggests that the fault lines of the future will lie not only between nations, but also within nations.

Sustainable food security is a fundamental aspect of global human security. It fuses the goals of household food security and sustainable agriculture; it requires that we look not only at the aggregate supply of food, but also at income and land distribution, at household livelihoods and dietary needs, at food distribution and waste, at women's opportunities, at fertility and population issues, and at the protection and the regeneration of the resource base for food production. And it also depends on increasing the supply of jobs and thereby making food security affordable.

Mr Chairman, this is the great challenge before us. Here is an agenda for common action by FAO and UNDP. Let us bring together the comparative strengths of each organization to tackle this agenda: FAO with its unrivalled knowledge and specialized expertise in agriculture, fisheries and forestry; UNDP with its long experience in operations management and country-based programming.

Mr Chairman, sustainable human development is not an exclusive mandate of UNDP. It is a concept that has many dimensions - none more important than sustainable food security and the sustainable management of the world's soils, forests and waters. SHD is a concept that can give a sense of cohesion and meaning to the overall UN development mission. As such, it is much more than the sum of UNDP's resources.

We look forward, therefore, to intensifying our dialogue with FAO in the months ahead. Both FAO and UNDP are embarked on a parallel process of reform but already we see a convergence of ideas. Renewed and revitalized, both institutions can help the United Nations move forward to realize the potential and the promise of Rio.

The meeting rose at 12.45 hours.

La séance est levée à 12 h 45.

Se levanta la sesión a las 12.45 horas.

**council**

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

**conseil**

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

**consejo**

ORGANIZACION DE LAS NACIONES UNIDAS PARA LA AGRICULTURA Y LA ALIMENTACION

**CL**

CL 106/PV/4

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**Hundred and Fifth Session**

**Cent cinquième session**

**106° período de sesiones**

**FOURTH PLENARY MEETING  
QUATRIEME SEANCE PLENIERE  
CUARTA SESION PLENARIA**

(31 May 1994)

The Fourth Plenary Meeting was opened at 14.15 hours

José Ramón López Portillo, Independent Chairman of the Council, presiding

La quatrième séance plénière est ouverte à 14 h 45

sous la présidence de José Ramón López Portillo, Président indépendant du Conseil

Se abre la cuarta sesión plenaria a las 14.45 horas

bajo la presidencia de José Ramón López Portillo, Presidente Independiente del Consejo



**Ms Anne ROGERS (United Nations):** On behalf of Mr Nitin Desai, Under-Secretary General for Policy Coordination and Sustainable Development in the United Nations Secretariat, I would like to express to you, Mr Director-General, the Department's renewed congratulations on your election and best wishes for the success of the important process of streamlining and reinvigorating the Food and Agriculture Organization which you have begun.

As the United Nations Department established in 1993 to provide substantive support to, among others, the Economic and Social Council, the Commission on Sustainable Development, the Intergovernmental Negotiating Committees for a Framework Convention on Climate Change and for the Elaboration of an International Convention to Combat Desertification, as well as to the High-level Advisory Board on Sustainable Development and the Inter-agency Committee of the ACC on Sustainable Development, the Department for Policy Coordination and Sustainable Development (DPCSD) has been charged by the Secretary-General and the UN General Assembly with the responsibility for monitoring the implementation of Agenda 21 and in general ensuring the effective follow-up to UNCED. In addition, the department includes the Secretariats for the Fourth World Conference on Women and for the World Summit for Social Development and has responsibility for coordinating the UN's work on Africa and on poverty and hunger-related issues.

Naturally, the Department works closely with those Specialized Agencies and other organizations of the UN system which have been assigned the role of "task manager" for UNCED follow-up in specific sectors. In this regard, the Department values its close working relationship with the FAO. The Department for Policy Coordination and Sustainable Development looks forward to even greater cooperation between the UN Secretariat and the proposed new Department of Sustainable Development in FAO to contribute further to the achievement of our common concerns.

II. PROGRAMME, BUDGETARY, FINANCIAL AND ADMINISTRATIVE MATTERS (Cont'd)

II. QUESTIONS CONCERNANT LE PROGRAMME, LE BUDGET, LES FINANCES ET L'ADMINISTRATION (suite)

II. ASUNTOS DEL PROGRAMA Y ASUNTOS PRESUPUESTARIOS, FINANCIEROS Y ADMINISTRATIVOS (continuación)

- 5. Director-General's Review of the Programmes, Structures and Policies of the Organization (CL 106/2; CL 106/2-Sup.I; CL 106/6) (conclusion);
- 5. Examen par le Directeur général des programmes, structures et politiques de l'Organisation (CL 106/2; CL 106/2-Sup.I; CL 106/6) (conclusion)
- 5. Examen realizado por el Director General de los programas, estructuras y políticas de la Organización (CL 106/2; CL 106/2-Sup.I; CL 106/6) (conclusión)

**Ms G. PELA (Observer for the International Federation of Agricultural Producers):** The International Federation of Agricultural Producers was informed about the Director-General's Review of the Programmes, Structures and Policies of FAO during the meeting of the Director-General himself with the INGO Representatives residing in Rome; information was also received through the statement delivered on behalf of the Director-General to the IFAP World Farmers' Congress, in Istanbul, early in May.

I would like to take this opportunity to thank the DG for both these initiatives which were greatly appreciated by IFAP and its membership, which is made up of 80 national level farmers' organizations all over the world.

IFAP fully supports the special focus on food security, especially in low-income food-deficit countries, and on plant pests and animal diseases, as well as on the implementation of Agenda 21 and assessment of the implications of the Uruguay Round agreements. All these are also major concerns of the world farming community represented in IFAP.

We noted with interest the Director-General's concern to maximize the impact of FAO's action through broader partnership with important actors of development, both in the non-governmental and private sectors.

IFAP is convinced that in agricultural and rural development, farmers and farmers' organizations, along with other rural people's organizations, including cooperatives, are the major partners. They would deserve greater visibility in FAO policy and structure. An appropriate mechanism for regular consultation should be envisaged at international, as well as at other appropriate levels.

The IFAP General Conference last May affirmed the importance of an explicit emphasis on farmers' organizations within the new structure of FAO. "People's Participation" should not be structurally confined to any one specific division - such as the Women in Development and People's Participation Division - as is currently proposed. It is emblematic the fact that in both document CL 106/4, paragraphs 1.25, and document CL 106/6, paragraph 19 of Appendix A, reference is made to the new division exclusively with regard to women in development; the other priority topic "People's participation" is omitted!!

In our view people's participation and organizations should be appropriately placed to cover a wide range of activities with a clear mandate to work for small farmers and farmers' organizations, and facilitate interdepartmental coordination and monitoring of implementation of the Programme of Action for People's Participation. Adequate mechanisms for facilitating dialogue with producer organizations on policy issues would also be necessary at international, as well as at other levels, as required. Effective farmers' organizations will facilitate the delivery of services to farmers in a cost-effective way.

A clear signal should be sent to all FAO staff and particularly to Country Representatives for more systematic consultation and cooperation with national farmers' organizations. The participation of farmers, especially through their representative organizations, and their institutional strengthening should be a built in component in field projects.

IFAP appreciates the effort made to deal with cross-sectorial issues under the new Department on Sustainable Development. IFAP fully shares the views expressed in document CL 106/2, paragraph 73, that FAO interventions cannot achieve impact in terms of sustainable solutions to food security on a large scale, unless a conscious effort is made, inter alia, to ensure the full participation of the farmers... We also noted with appreciation the emphasis put on cooperation with farmers and farmers' organizations throughout the section on "Technologies", paragraphs 78 to 80, where such cooperation is envisaged from the identification of projects for raising production of major staple food crops, to generation and application of appropriate technologies. The strengthening of producer organizations and services to farmers is also mentioned in paragraph 80.

Indeed, these provisions respond to the main trust of the IFAP Development Programme, and open greater scope for cooperation between FAO and IFAP, especially at national and local levels.

Structural adjustment and liberalization programmes, democratization processes in many countries, and the further decentralization of development efforts have all contributed to create greater awareness of, and a more favourable environment for the strengthening of farmers' organizations. At present, an increasing number of IGOs, donor agencies, and promotional NGOs are taking an interest in the strengthening of farmers' organizations.

Adequate mechanisms for facilitating dialogue with producer organizations on policy issues would also be necessary at international, as well as at other levels, as required.

While only farmers can strengthen their organizations; external assistance is however needed in many cases.

IFAP has recently launched a worldwide action for the strengthening of farmers' organizations to coordinate efforts within the farm movement, donors and promotional NGOs. In this important initiative, we are looking forward to partnership with FAO, within the context of its Plan of Action for People's Participation.

IFAP wishes full success to the DG in his action, and renews its support to FAO for the achievement of our common goals: to meet the nutritional requirements of the people of the world, improve the economic and social status of rural people and promote sustainable agricultural development.

**Ms Francesca RONCHI-PROJA (Observer for the International Federation for Home Economics):** Chairman, I will be brief. However, I want to point out that I am speaking as a representative of the International Federation for Home Economics and also as a coordinator of the ad hoc group of the INGO representatives residing in Rome, a group of 25 INGOs. You can, therefore, easily estimate how much of your time we are saving.

I have been asked by my colleagues, members of the group, to express to the Council our interest in and appreciation for the proposals submitted to the Council and illustrated by the Director-General in his introductory statement.

We support the priorities selected for FAO activities, in particular the emphasis on food security, nutrition and the protection of the environment and natural resources. We note the greater visibility given to the restructuring of the issues on women in development and people's participation. These are issues of constant and common interest to the INGO members of the group. We had the opportunity to discuss briefly recently with the Director-General his proposals in a meeting organized on the initiative of the Director-General himself, a unique initiative and the first meeting of this type, for which we were very appreciative.

I wish to recall here the interest expressed by FAO Member Governments on the expanded partnership with NGOs expressed at the last session of the FAO Conference in November 1993 and included in the Report of the Conference.

The INGO group looks forward to continuing the dialogue started, as was the desire of the Director-General at the conclusion of the meeting with him. We are ready as a group and in our individual capacities and competence to

provide support and cooperation for the implementation of the programme of the Organization as approved by the Council.

**About THIAM (Observer for the International Organization of Consumers' Unions):** The International Organization of Consumers Unions would like to thank the Chairman for this opportunity to express our views to the Council. We are appreciative of the clear commitment to a spirit of openness and collaboration with NGOs expressed not only in the Director-General's Review of the Programmes Structures and Policies of the Organization, but also in his recent actions in organizing a meeting with NGOs in Rome.

The International Organization of Consumers' Unions (IOCU), is here also representing the views of the Consumer Policy Institute (CPI) and the groups which constitute the Pesticide Action Network (PAN). We would like to express our strong support for the general principles of the proposed reorganization, of the importance of food security at a household, local, national and regional level, and the commitment to decentralization which may provide opportunities for closer collaboration between many NGOs and FAO. We share the concern that excellence be committed to serving the poor and the ends of social justice, rooted in the principles of equity and participatory democracy.

While mindful that further details of these proposals remain to be developed, we would like to raise a number of issues that are of concern to IOCU and the NGOs whose views are represented here.

Throughout the UNCED process many NGOs have expressed their support for the work of FAO, and in particular the sustainable agriculture and rural development (SARD) initiatives, arising from the Den Bosch Declaration, which subsequently formed the basis of Chapter 14 of Agenda 21. SARD was endorsed by the 1991 Conference, with the decision to develop the approach throughout all FAO departments. While the Director-General has emphasized the commitment to ensuring that the proposed new Department of Sustainable Development should not compartmentalize these functions, we would nevertheless echo the concerns expressed by many of the delegates that this is a possibility, and would welcome an institutionalization of the cross-cutting approach which was adopted for SARD.

The work undertaken by FAO in developing special action programmes (SAPs) to operationalize SARD provided a clear structure to which those NGOs working on these issues could contribute. Particularly important were the SAPs which focused on integrated pest management, integrated plant nutrition systems, sustainable management of natural resources. We would welcome further elaboration of how these SAPs relate to the new priorities for food security and the Department of Sustainable Development. In the new spirit of optimism, we hope that governments will now commit funds for the SAPs.

We particularly emphasize our support for the concerns raised by many delegations here, including the Latin American regional group, the European Union member States, the UK, Germany, Italy and others, that food security should not be seen as an issue only of production. Without at least equal consideration on the problems of access and distribution of food and of increasing rural incomes, the problems of poverty and social inequity will be perpetuated.

While IOCU cannot speak on behalf of all NGOs, we work with many on the issue of sustainable agriculture and rural development. NGOs in all continents have held or planned workshops to help prioritize the principles

and practices of a more sustainable approach to agricultural production: whether this is based on principles of low external input, sustainable agriculture, integrated pest management, organic production or agro-ecology. We also echo the statements of many delegations, including the Africa group, of the need to document and promote successful traditional technologies.

There is widespread recognition of the mistakes of the green revolution, high input, capital-intensive agriculture, which prioritizes investment in the high potential areas at the expense of people living in marginal zones. We appreciate the clear distinction made by Mr Diouf in assuring delegates that the proposals to promote production, and of a new green revolution, will fully acknowledge the past mistakes, and will avoid overdependence on off-farm inputs and policies which promote social inequity rather than participatory development. It may be helpful that the important work developed within FAO and the UNCED process should retain the name of sustainable agriculture and rural development rather than returning to the terminology of the green revolution. We share the concern that agricultural strategies based on high inputs for high yields reinforce, aggravate and create inequality and social injustice, contributing to landlessness and exacerbating poverty.

The green revolution taught us that there is a complex relationship between food production and food security. The aim of a sound agricultural policy is to develop a strong farming sector, which serves the needs of farmers and rural communities, as well as producing a surplus to export and to feed populations living in the city. But rural communities suffer great poverty, and policies which enhance household food security and rural development are essential to contribute to development. The issues of distribution of and access to food, and its production in a manner which enhances household food security, must be prioritized. A strong and growing rural population can contribute to enriching the soil and increasing local food security.

While NGOs are diverse and have no central decision-making body, there has been considerable coordination under the umbrella of UNCED and beyond. In the interests of the closer collaboration many NGOs hope to develop with FAO in the important tasks ahead, we would like to share our concern with the increasing tendency to link public interest NGOs and the private sector. The proposed Unit for Cooperation with Private Sector and NGOs could lead to a great deal of misunderstanding, and may not have the desired effect of further enhancing cooperation between FAO and NGOs. While we appreciate that this is an important means of harnessing resources, a relatively small number of NGOs are in a position to provide grant assistance for sustainable agricultural development. Many other NGOs offer a resource and provide a bridge in other ways: from farmers and rural people's organizations, to campaign and policy advocacy groups, to research and information organizations. There is a strong and clear distinction between these NGOs, who operate either as membership or public interest organizations, and the private sector. It is important for FAO to work with both, but it is vital that a distinction is drawn between the two types of organizations, not only to ensure the trust of NGOs, but also to ensure clarity at a national level where the issues, interests, values, constituents of the private sector and NGOs is entirely different. We would ask that in working out further the structure for collaboration, the FAO seek full discussions with a range of NGOs to develop the most appropriate structures.

The goal of food security will need to be assessed against the pressures created by completion of the GATT Uruguay Round and the creation of the World Trade Organization. There can be no automatic assumption that sustainable development will be promoted through trade. The liberalization

of markets will provide opportunities to export crops to wealthy markets, and will begin to remove unfair competition from subsidized products. However, there will also be losers under GATT. The agrochemical industry sees liberalization of markets as an opportunity to increase its sales in the South; vulnerable agricultural industries in poor countries need protection from foreign imports to develop their strength; farmers in many areas will face cheap food imports which depress local production and undermine long-term food security. The result may be more food insecurity.

Finally, while noting the importance of systems for preventing transboundary animal and plant pests and disease, we would welcome further elaboration of the reasons for the very high priority given to this issue. Our work on the health and environmental impact of pesticides leads us to have a particular concern with proposals in paragraph 115 (a) to establish pesticide and equipment banks to provide pesticides and equipment. Past experience has demonstrated that for many African countries, the huge problems they experience from obsolete stocks of pesticides stem directly from such an approach to emergency supplies. We believe that understanding of more integrated and sustainable approaches to pest control are well advanced and should be supported.

**Lino VISANI (Observateur de l'Alliance coopérative internationale):** Monsieur le Président, je suis très heureux de pouvoir exprimer, au nom de l'ACI qui représente plus de 700 millions des membres individuels, notre satisfaction sur l'orientation générale contenue dans les documents présentés et notamment sur les trois points que le Directeur général a mis à la base des changements concernant l'action future de la FAO.

Dans un cadre d'évaluation positive, je voudrais toutefois ajouter quelques observations sur les propositions concernant les nouveaux départements .•

Dans le Département de la coopération technique, les rapports avec les ONG sont associés à ceux du secteur privé comme un problème de mobilisation des ressources externes et internes. Cette vision n'est pas du tout participative. En plus, les ONG ne sont pas des privés quelconques; le but des ONG vise toujours à la solidarité en fonction de l'intérêt général.

Toujours selon les documents C 106/4 et C 106/6, il résulte que, dans le nouveau Département du développement durable, la seule forme de participation populaire est l'intégration des femmes dans le développement. Mais il faut savoir que la participation populaire est une chose et que l'intégration des femmes dans le développement est une autre chose, comme la Conférence de la FAO l'a établi avec l'approbation du plan d'action sur la participation populaire dans le développement. La participation populaire, c'est la promotion d'organisations paysannes comme les coopératives et les syndicats dans la pluralité des formes, démocratiques et autonomes; c'est aussi le développement du dialogue avec les gouvernements; c'est la décentralisation du pouvoir public afin de rendre possible un développement équitable et durable. L'intégration des femmes demande ce développement participatif. Sans cela, l'intégration des femmes et la participation populaire restent de bonnes déclarations de principe. Nous demandons donc de donner à ces compositions des solutions opérationnelles qui correspondent davantage aux nécessités de changement.

L'Alliance coopérative internationale a fait ces propositions dans l'esprit positif de l'action de la FAO et pour donner sa contribution à une collaboration plus étroite avec la FAO.

**Mme Lydie ROSSINI VAN HISSENHOVEN (Observatrice du Conseil international des femmes):** C'est au nom du Conseil international des femmes que je désire remercier le Directeur général de la FAO de nous avoir invité à participer en tant qu'observateur à la cent sixième session du Conseil et féliciter le Secrétariat pour la clarté des documents.

Dans le document CL 106/2, nous avons pris connaissance avec un grand intérêt des changements proposés, soit la création d'un Département du développement durable qui assurerait la focalisation sur le suivi de la CNUED, que nous appuyons, et de la nouvelle division témoignant de la priorité accordée au rôle des femmes et à la participation populaire au développement, tel qu'indiqué à la page 4, ainsi que du Service de l'intégration des femmes dans le développement, tel qu'indiqué dans l'annexe 5. Cette nouvelle structure constituerait aussi un instrument important de coordination des activités concernant la préparation de la Conférence de Beijing de l'an prochain, tel qu'indiqué à la page 5 de la version anglaise du document CL 106/4, à laquelle nous offrons notre étroite collaboration, l'un de nos objectifs étant l'élimination de la pauvreté et de la malnutrition.

La FAO insiste sur le rôle des femmes dans le développement et sur leur représentation au sein de l'Organisation. Les mêmes principes sont énoncés au paragraphe 39 b), à la page 15 du document CL 106/2.

A cet effet, nous tenons à remercier les ministres et les représentants qui ont insisté sur le rôle important que jouent les femmes, sur la nécessité de rendre efficaces les projets qui leur sont destinés et sur la coopération toujours plus étroite qu'il faut avoir avec les ONG.

Le chapitre relatif au renforcement des capacités nous tient à coeur et nous sommes disposés à mettre en commun l'expérience pratique et le succès obtenu par le passé en ce qui concerne les ateliers de formation, l'échange de visites et les voyages d'études, etc., comme cela figure au paragraphe 87 du document.

C'est en Afrique même qu'il y a plus de vingt ans, le CIF a déployé ses forces et son énergie dans la mise en oeuvre de séminaires nationaux et internationaux organisés en faveur des femmes des zones rurales des pays en développement afin de les aider à réaliser des initiatives locales destinées à sensibiliser les femmes de la base. Ces séminaires furent suivis par des ateliers de formation régionaux et subrégionaux débouchant sur des plans d'action et des projets favorables à des échanges d'expériences ou de recherche de solutions dans des milieux comparables.

Pour terminer, nous apprécions à juste titre la teneur du paragraphe 131 du document relatif à l'élargissement des partenaires et nous désirons assurer le Directeur général de la pleine collaboration de notre Organisation, vieille de plus d'un siècle mais toujours jeune par son dynamisme et son esprit d'avant-garde.

**Ms Elena LODI-FE (Observer for the World Association of Girl Guides and Girl Scouts):** The World Association of Girl Guides and Girl Scouts, an educational movement based on spiritual values, of nearly 9 million girls and young women in 128 countries, has been collaborating with FAO for many years.

It strengthened this active participation during the months which preceded the ICN, during the Conference, it is follow-up, and the implementation of the Plan of Action. On that occasion, FAO and WAGGGS published a joint booklet, "Food and Nutrition - A Choice for Life".

FAO's participation at WAGGGS World Conference, in Denmark - summer 1993 - has certainly led to stronger country-level plans in nutritional development projects, such as the projects carried out by the Girl Guides and Girl Scouts of Thailand, Yemen, Gambia, Argentina, Sri Lanka, Ghana, Lybia, Jordan, Guyana, Mauritius Islands, and Tanzania.

I am sure that WAGGGS and other youth movements would be eager to follow any idea elaborated by FAO in its battle for household nutritional security and household food production. They would be eager to help to solve micronutrient deficiency problems and spread knowledge about vitamins and mineral rich foods, and other nutritional values. May I dare suggest that FAO should elaborate a plan of action in this field with a particular eye to the young, their interests, their dreams and their enthusiasm; and maybe promote joint activities linked to the World Food Day, or to some other occasion, which could lead to awards to an outstanding group of young people, who have strived and accomplished a project which has led to practical results, even if limited in number and area.

We, from WAGGGS, would be happy, I am sure, to consider this way of collaboration, which would be nothing more than a way to strengthen our ongoing programmes and a further step towards peace in the world.

**Giuseppe VASTA (Observateur de l'Organisation de coopération et de développement économiques):** Monsieur le Président, je vous remercie de bien vouloir m'accorder la parole.

Je suis vraiment heureux et je me sens très honoré de participer à cette séance du Conseil que quelqu'un a justement qualifié d'historique.

Je désire féliciter son Excellence, le Directeur général Monsieur Diouf, et lui souhaiter un bon travail et des satisfactions qu'il mérite bien en raison de son dévouement, de sa compétence, de sa préparation professionnelle, et de l'amour avec lequel il organise et suit les travaux pour le bien-être du monde entier, pour combattre la pauvreté, la malnutrition, la faim et la mort.

Le document qui contient l'examen par le Directeur général des Programmes, Structures et Politiques de l'Organisation est très complet, et le magnifique discours prononcé par le Directeur général mérite toute notre considération et notre gratitude.

Je ne m'attarderai pas à faire des analyses mais je désire confirmer que l'OCDE, que j'ai l'honneur de représenter ici, ne manquera pas de collaborer avec la FAO, comme elle l'a fait par le passé.

A ce propos, je me permets d'insister sur la nécessité de tenir compte, dans le contexte de la sécurité alimentaire, de l'importance d'une nutrition complète, non seulement du point de vue quantitatif, mais aussi et surtout du point de vue qualitatif.

Sur ce point, je confirme l'intérêt que nous avons démontré à la Conférence internationale sur la nutrition organisée et tenue à la FAO avec la collaboration de l'OMS.

En ce qui concerne le vaste champ de la génétique, il faut consacrer à ce secteur tout l'intérêt, l'intelligence et les études nécessaires pour que cette branche puisse donner les résultats les plus compétitifs tant sur le plan scientifique que sur le plan éthique.



Je m'arrête ici, Monsieur le Président, en renouvelant de tout coeur mes vœux les plus sincères au Directeur général et à ses collaborateurs.

En ce qui concerne la Journée mondiale sans tabac, je désire souhaiter à toutes les femmes et à tous les hommes d'employer à ce sujet toute leur intelligence et leur amour pour leur santé et leur vie.

**EL PRESIDENTE:** Hemos terminado la lista de oradores referente al tema 5. Les pregunto a ustedes, señores delegados, si antes de ofrecer la palabra al Director General desean hacer alguna observación adicional. Si no es así, tengo el honor de ofrecer la palabra al Director General.

**DIRECTOR-GENERAL:** Mr Chairman, Honourable Ministers and Delegates, friends from different intergovernmental and non-governmental organizations, I wish to take this opportunity to try to answer and give clarification on some of the points that have been raised during the discussion of the Review of the Programmes, Structures and Policies of the Organization. Before so doing, I wish to say that I was very pleased that Mrs Bertini, Executive Director of the World Food Programme, attended the opening ceremony. This is an indication of the excellent relations we have with this organization. I also do appreciate the support and advice we received from the chairmen of the Programme and Finance Committees.

I wish also to say how appreciative I am of the comments that were made here during the discussion. In addition to the general support, which is very encouraging to me for the future action to be undertaken, I consider that the comments that have been made here, have been positive. They have been positive because they have given the opportunity to throw some more light on certain aspects of my proposals. They have also raised some concerns that we will take into consideration in the process of implementing the programme and, also, they have raised some questions that we have not had time to give thought to but we will, during the process, try to deepen the analysis of those aspects with a view to arriving at a more appropriate solution.

I wish first to raise one important issue, which is that FAO is part of a UN system. FAO cannot handle all the problems alone. FAO has to play its part and FAO has to do it in areas where it has a comparative advantage.

Secondly, in making my proposals, I had to take into consideration the fact that the resources of FAO are limited. External assistance to agriculture represents around \$10 billion a year; FAO's budget is US\$673 million for a biennium. One has therefore also to have some humility in relation to what can be done and also to see what the magnitude of the problems is. We also have to take into consideration the fact that in making my proposals I had to work within the framework of a zero-sum game. There was no possibility of initiating new action, of strengthening activities without taking resources from somewhere else. Therefore it should be understood that the exercise of prioritization, the exercise of focusing, requires that we drop certain things, that we reduce certain activities. We cannot want something and its opposite. This is a basic principle of Descartes, as the French would appreciate. Therefore one should look at the proposals in that framework. My proposals affect less than 4.5 percent of allocated resources. This is the reason why in indicating how I will use that 4.5 percent of the budget, I did not find it rational to raise all aspects of the two new priority areas of food security and prevention against international pest and diseases. Naturally, coming from a Central Bank and also with the background of a government official, I know all the dimensions of the problem of food security. I naturally believe that it has

to be considered within a framework of overall economic growth; I know that it is related to issues of incentives in macro policies; that it is related to issues of fiscal and trade policies, but how can I, in 4.5 percent of the proposed budget deal with all those problems? It would not be realistic and I will try while I am here as Director-General to present you proposals that are realistic.

Let me now address some of the issues that were raised. First, food security. Why do we keep repeating the fact that there are 800 million people who do not have adequate access to food? Why do I insist on the fact that there are 192 million children below the age of five who have deficiency in protein and calories? Because I think this is the very essence of the work of FAO. It is not politics; it is not rhetoric; FAO was created with a view to liberating humanity from want. Our motto is "Fiat Panis". If, in undertaking our activity, we do not think of the people we are supposed to serve, if we do not have in mind the need to satisfy the requirements of those people, then what is the ethical basis of our action? I therefore think that it was right to raise those facts and I will continue to raise them over the next six years since this is the essence of the action we are undertaking.

Now the issue of focusing on food production which was raised again and again. Let me be very clear about it: as I have already said, FAO is one organization among others and each of these organizations will have to play its part in food security; short-term activities are to be undertaken in relation to the action of the World Food Programme; investment activities will have to be undertaken with UNDP, the different banks and, naturally, IFAD. Each of us will have to play its role and FAO has to act where it has a comparative advantage. It is in technology knowledge and transfer that we have expertise. We know the concept of food security and its composite elements. We have been speaking about it for the last ten years. In fact a special programme for Africa was adopted in 1984. Did it change the situation? During that period production per capita in Africa went down by 5 percent. We therefore have to try something else and, in all humility, I say let us start with a specific area where we can have an impact. Again, it is not a lack of understanding of the global conceptual framework of food security but we are talking about action, we are talking about pilot projects. We are also talking about the way of assisting our member countries on how to deal with these issues. If we have proposed to create a division that would deal with policy advice to Member Governments it is to be able, in consultation with those governments who have in the end the responsibility for deciding on plans, priorities and programmes of their country, it is to be able to advise them on the policies that would create the proper framework under which there would be an incentive for increased production and productivity. So those elements would be complementary.

The issue of world markets was also raised. Here we have a division which deals with commodities, which analyses their markets, the influences of policies adopted by different countries, the impact of barriers and different trade policies. But, again, I would not address all those issues in a document which focuses on the priority related to 4.5 percent of the budget. These matters are taken care of in other parts of the programme of work and in other components of the structure of this institution.

EMPRES was generally supported. There were just two issues raised. One was that we should address other diseases. Yes, I would like to address everything but what can I address within an initial programme which is of the amount that I indicated. I have to start somewhere. You do not run before you start to walk. I walk first and then, in the process, I gain speed and with the resources you will provide, I can go much faster.

The second issue raised was related to pesticides' use. Yes, we are very-conscious of the fact that one has to be very careful with the use of pesticides but then again one has to be balanced in judgement. When there are millions of locusts over a country eating its crops, there is no other way than to use pesticides to deal with them and this is why we do not want to wait until we reach that stage, knowing that the use of pesticides would have consequences on the environment and this is why we are taking preventive action.

A number of questions were raised regarding restructuring. Firstly, the issue of normative versus operational functions; here again I had to balance the concerns of the different Member Nations. Some countries are more interested in operational activities. They want FAO to be in the field to help them in solving their problems of agricultural development.

Other countries have solved those problems. They are more interested in the global normative functions of the institution. I am here to serve the 170 members of the Organization. Therefore I have to take into consideration both views, and I have tried to do it in a balanced way so as to be able to service the different membership of the institution.

A technical question was raised: should normative staff be involved in backstopping activities of the Technical Cooperation Department? - yes. In fact we have provided different ways of interaction. First, we have indicated that the methodologies to be used by the Technical Cooperation Department in project preparation and policy advice, would be developed in the normative departments. In addition to that, once a project is prepared in the field, it would have to go back to the normative department for scientific clearance before it is finalized. This will ensure that the Technical Cooperation Department is not judge and jury. Second, there should be an opportunity for the normative departments to be aware of what is happening in the field, to collect data and information and be in contact with realities. We have thought about that. Again we did not enter into those details because, as I explained, we will undertake the restructuring and organizational planning in four phases. We are only at the first phase of the exercise, which is the easiest and consists of putting boxes together in the most effective way. But to determine what would be the optimum mix of staff and expertise within each of these divisions, services, regional offices and so on, will be part of the second phase. It is an exercise which will take time.

When we get those staff, we will have to define what their relationships are within the units, and divisions and between units and divisions? All functional relationships will also need some more thought, analysis, and we will undertake it. This is the third phase. However, we are dealing with human beings, with staff who have families, who are located in certain places. They have their associations and professional organizations. We have to involve them in the last phase of the exercise. All these will take time, will need consultation to arrive at a decision, and again we could not present all these things in the document before you.

Now the Department of Sustainable Development: I think the issue is very simple. Again it is a basic principle of logic. I cannot at the same time want a structure that is completely integrated and a structure that also deals individually with each of the different aspects of sustainable development; it is not possible. It therefore has to be complementary. The issues would be dealt with vertically by each of the different departments. The issue of sustainable development of forestry would be dealt with by the Forestry Department; the issue of sustainable development of fisheries would be dealt with by the Fisheries Department; the issue of sustainable development of agriculture would be dealt with by the Agriculture

Department, and so on, but someone has to integrate and coordinate the work.

When we attend the meetings of the CSD, I cannot send all four Heads of Departments. Someone also, at some time, has to ensure that the principles, the methodologies, the policies regarding sustainable development are the same within the Organization. Who will design them? Shall we ask each department to do it? This is why we have proposed to create the Department of Sustainable Development. Within the department, we made sure that each of the different divisions had a trans-departmental nature; none is vertical - Technology with the three aspects of research, extension and education, women in development and people's participation.

By the way, if I did not specifically address the issue of people's participation, it is because this matter has been taken care of already. There was nothing that I was adding, so I did not feel the need to address it again, but this was not due to a lack of interest or that no importance was given to it. I strongly believe that agricultural development, like any development, is an issue of human beings. If people are not participating in irrigation schemes, in production programmes or whatever, and do not have the capacity to decide (because they are not empowered to do so) nothing will happen.

The third element is covered by the Division of Rural Development and Agrarian Reform. This again is a cross-sectoral division which cuts across fisheries, forestry, agriculture and so on, and that is why we put it in the Department of Sustainable Development. Naturally we will try to make sure that some of the concerns raised are duly taken into consideration in the work of the department which in particular will help FAO in its role of Task Manager. It will be the focal point for our relationship with the CSD and the implementation of Agenda 21.

On the question of new structure, one delegate made some calculations arriving at the conclusion that there would be four units more. I think this is due to the fact that we changed the names of some focal points into units and so on. In fact, there has been a creation of one new department, which is the Department of Sustainable Development. We have nine divisions more and nine divisions less. That is the new structure. So there is a regrouping and no addition.

With regard to the question of the review of AF and GI Departments, again I would like to have been able to do everything in the period of two months but I had to make choices, particularly after having assessed the situation and realizing that we have not only problems of administrative and financial rules that have to be reviewed, streamlined and made more efficient, but that our two management systems, FINSYS and PERSYS, are not operational. I have put together two teams that are already working on those two issues of procedures and rules and of management systems, but it will take time and I do not make any commitment that I will be able to give you a response at the next Council meeting. In fact, it took five years to design the existing system. So, I will take the time necessary to do the work properly and come to you with proposals that are sound.

Now the issue of decentralization: There have been several requests for additional subregional offices, which I understand, but again we have to go step-by-step. We are proposing to start with one subregional office in each region. We will experiment with that, we will learn in the process. If we make mistakes, we will correct them to arrive at the most appropriate structure in the subregional offices. If we are then convinced and if we have more resources (because I will not be able to draw from the other parts of the Organization) then we will open new offices, but I think that

by that time our case will be so convincing that we will be able to get the additional resources to do the work.

The concept of subregional offices is very specific. These are small units of experts - multidisciplinary but specialized teams - to deal with the specific problems of the subregions. They will have nothing to do with our national programme in the country except for the provision of specialized technical support to ongoing projects. The only thing that we said was that in order to avoid another layer of bureaucracy and additional costs, after having selected a location, we will make sure that the FAOR in that location is the head of the subregional team. Naturally, in Eastern Europe, where we do not have a regional office or a national office, we will have to appoint a head in that particular case.

On the issue of joint divisions with Regional Economic Commissions, let us consider the facts. Firstly, we said that we were cooperating with the Economic Commissions. We want to continue this fruitful cooperation with these commissions, but not necessarily in the form of a joint division. Why? Because today FAO is the only organization within the UN which has joint divisions with Economic Commissions. None of the others have ever had them except for UNIDO, which had an arrangement of that nature, but which has, for financial reasons, withdrawn its staff from the Economic Commissions, and today there is not a single UNIDO division in an Economic Commission. I am paid to defend the interest of FAO first and my responsibility is to ensure that I implement the programme of FAO first. When the resources of FAO are put at the disposal of an institution, however friendly, and I am asked to make an exercise in a zero-sum game framework, then I first look at my programmes and my priorities. This is what I did in this particular case.

In fact, one should also add that FAO does not have a joint division in all regions. So why should it be a rule, particularly at a time when we have received a letter from the Secretary-General of the UN asking us to review the whole issue of cooperation with each of the Economic Commissions in order to arrive at the most appropriate mechanisms of cooperation? So my commitment is to continue the cooperation and to make it as effective as possible, yet I would give priority to the programmes of FAO and to the structure of FAO.

Now decentralization of normative functions, which eventually could break up the centre of excellence concept? No, on the contrary, I believe that different normative departments should have the opportunity, the choice to decentralize. Nobody would oblige them to do so. For example, I have in mind the issue of servicing a regional agreement that has been developed by the normative function following international consultations. Why shouldn't we decentralize the staff member who would service this agreement if this is the place where he would most effectively carry out his functions. So this is not something which is set right from the beginning, it is an opening for the most effective use of staff in the normative functions.

Delegation of authority - yes, within limits of control and within limits of things that the Director-General is confident with, because he is in the end responsible to you in the use of the resources of the Organization. How we will do it is a matter that we will have to analyse bearing in mind, in particular, that this should be in parallel with the overall exercise of looking at the financial rules, regulations and procedures and the streamlining of those procedures, not to mention the software systems that would be necessary to manage the financial resources at Headquarters and in the field. If I do not have the instrument which would allow me to exercise control, I would not decentralize and I would not delegate. When I have the instrument, I am prepared to do it and I will be working towards that

situation where I will be able to do it in a way that I would feel comfortable with.

Cost efficiency is the overall objective of the exercise. We did not want to take the risk of providing the figures at our disposal, because everybody would tell me, after some time, "but you said that". I can however, say that the preliminary figures available show that the costs would be much lower in the field than at Headquarters.

With regard to national professional officers and national staff, I think this is a logical and simple matter. Between 31 December 1993 and 1 January 1994 I moved from the position of national expert to the Director-General of FAO, so what is wrong with using national expertise? And that is not to mention that most of the officers here were one day national experts anyway, so I think we should be open to those ideas.

I believe that the question of partnerships is really a very important area. We have started as much as possible to try to improve relations with our partners. We have excellent relations with the World Food Programme with whom we are increasing our programme of cooperation. We have started holding regular meetings to review our activities and arrive at a joint exercise.

We are now having contacts with the different financial institutions - the World Bank and UNDP at international level; the Inter-American Bank, the European Bank for Development and Reconstruction, the Asian Development Bank, the African Development Bank and the Inter-American Development Bank at regional level; and at subregional level with the Caribbean Development Bank, the Central American Bank of Economic Integration and the West African Development Bank. We are now having contacts with all of them. I forgot the Islamic Development Bank in Jeddah. We have started having exchanges of missions with a view to seeing how we can work out joint programmes, joint activities, for a period of two years in which we would focus on areas of common interest. I believe that this is important. As I said in the beginning, external investment in agriculture dropped from 12 billion in 1980 to US\$10 billion in 1990. When we asked the financial institutions, "why? Is it a policy when you see that the world population during that period has grown by 19 percent?" they said "no, we do not have enough bankable projects for the agricultural sector." We hope that by pulling together our technical, economic and financial expertise we will be able to present, naturally, in cooperation with each country, an adequate number of bankable projects to increase investment in agriculture.

We also consider the NGOs as our natural partners. We have already started having meetings with them because we think that if you want to cooperate in the sense of operating together, you have to think together before you come to action, and that is why we consulted them at the early stage of our review process, as we did with member countries. Let me clarify one issue. When we say that we will cooperate with NGOs at the level of resource mobilization, our idea of resource is generic, it is intellectual resource, it is knowledge and experience, it is not financial resources. I think that clarification ought to be provided.

Why did we put the NGOs with the private sector? Again, if I separated them, someone would have said that we had an additional unit. So for the time being, until we have more resources, our cooperation with NGOs and the private sector will remain in the same unit.

I have tried to respond to some of the questions you raised. I hope that to a certain extent I have clarified the issues. Thank you.

**EL PRESIDENTE:** Este Consejo agradece al Director General la forma clara, directa, detallada y abierta con que planteamientos que aquí se han vertido, y que son muchas de las cuestiones aquí planteadas.

Ruego a los distinguidos delegados indiquen si desean hacer alguna observación respecto a este tema número 5.

**Juan Carlos VIGNAUD (Argentina):** Los comentarios de Director General transmiten una vez más el entusiasmo de nosotros mismos en Buenos Aires por el documento con las propuestas de reformas que analizamos. Y cuando vimos ese entusiasmo, entendimos que debíamos analizarlas con un entusiasmo equivalente y por eso es que mi Gobierno decidió crear un grupo multidisciplinario en el Gobierno para que las analizara y enviar dos delegados a Roma, a costa de quienes pagan los impuestos, para que transmitiéramos ese entusiasmo de Argentina, para apoyar las propuestas que se nos habían presentado. Y eso nos llevó a tomar mucho tiempo. Pero quiero decirle que no estamos en absoluto arrepentidos de haber tomado excesivo tiempo, porque las propuestas así lo merecían y creo que el apoyo que había que dar a esas propuestas debía ser bien fundado. Y eso es precisamente lo que intentamos hacer.

**EL PRESIDENTE:** El Consejo, desde luego se benefició con la profundidad y el carácter técnico y sustancial de su intervención el día de ayer. En ningún momento hubo queja alguna, simplemente esta Presidencia sintió la necesidad en todo momento de incentivarles a reducir sus intervenciones para que pudiéramos terminar a tiempo. Ya ven ustedes que estamos un poco en retraso.

Señor Director General, si no hay ninguna otra intervención por parte de los distinguidos delegados, me voy a permitir hacer un breve resumen de nuestros trabajos.

El Consejo discutió las propuestas del Director General en relación con su examen de los Programas, Estructuras y Políticas de la FAO, según lo solicitado por la Conferencia en su Resolución 10/93. Felicitó al Director General por haber cumplido puntualmente con el mandato que se le había encomendado por medio de dicha Resolución y se congratuló de la amplia, clara, transparente, detallada información que pudo presentar en los documentos que se pusieron a consideración de este Consejo, en virtud de la brevedad del tiempo disponible para ello.

Apreció el hecho de que usted, Director General, hubiera consultado a una amplia gama de gobiernos y de representantes de los Estados Miembros de la Organización.

Reconoció el carácter político y normativo de sus propuestas, que representan, como usted bien lo indicó, un primer paso, una primera fase.

Reconoció también que estas propuestas se inscriben en un marco de transformaciones estructurales similares en el sistema de Naciones Unidas y en un proceso de adaptación y reforma constante.

Se concluyó que todos los Estados Miembros de la FAO continuarán participando activamente y de cerca en el proceso de cambio y adaptación de la FAO y en la formulación de sus políticas, de sus programas y en el seguimiento y evaluación de los mismos.

Reconoció las limitaciones que enfrentaba especialmente en cuanto al margen de maniobra, tanto para la preparación de sus propuestas, como en relación al marco presupuestario sin crecimiento y que la distribución de los recursos había afectado a menos del 4, 5 por ciento de lo presupuestado y aprobado para este bienio.

En el contexto de las modalidades y las recomendaciones, por ustedes vertidas durante nuestros debates, que han sido recogidas en el verbatim y que, sin duda, serán reflejadas en el informe, el Consejo aprobó el establecimiento del Programa Especial sobre la Producción de Alimentos en apoyo de la Seguridad Alimentaria en los países de bajos ingresos y con déficit de alimentos (PBIDA).

Aprobó el Sistema de Prevención de Emergencia de las Plagas y Enfermedades transfronterizas de los animales y las plantas (EMPRES).

En lo que se refiere a las estructuras, el Consejo aprobó la transformación del presente Departamento de Desarrollo en un nuevo Departamento de Cooperación Técnica, con la estructura interna indicada en el documento CL 106/2.

Asimismo, el establecimiento de un nuevo Departamento de Desarrollo Sostenible, basado en las dependencias actuales de los Departamentos de Agricultura y de Política Económica y Social, con la estructura interna indicada en el documento CL 106/2, con las precisiones por ustedes vertidas al respecto.

Asimismo, el establecimiento de una nueva Dirección de Análisis del Desarrollo Económico y la Agricultura en el Departamento de Política Económica y Social y, en este aspecto igualmente, el establecimiento de una oficina de coordinación de las actividades normativas, operacionales y descentralizadas.

En cuanto a los aspectos de política, el Consejo aprobó su política de descentralización, en particular el fortalecimiento de las Oficinas Regionales, el establecimiento de las Oficinas Subregionales para cada una de las siguientes subregiones: África del Norte, África Austral y Oriental y las del Pacífico y Caribe y Europa Oriental.

También el establecimiento progresivo de un cuadro de funcionarios profesionales nacionales en las oficinas de representación en los países.

Hasta aquí lo que aprobó el Consejo, con las modalidades y con las recomendaciones que ustedes han indicado. Me voy a permitir escoger algunas. No las puedo incluir todas. No encontrarán aquí tampoco el énfasis o las prioridades que ustedes han marcado. Las señalaré en términos generales, para guiar el informe de nuestro Consejo.

Se tomó nota de que este marco de propuestas de carácter normativo deberá irse precisando, a fin de evaluar el proceso realizado y la efectividad del cambio de nuestra Organización.

Se destacó la necesidad urgente de que la FAO mantenga su carácter de centro de excelencia de evaluación internacional y de referencia mundial en las esferas de su mandato, limitando en lo posible los efectos del período de transición sobre el Programa de Labores y Presupuesto del presente bienio y de que minimicen esos efectos para el próximo bienio.

En lo que se refiere a los PBIDA y el esfuerzo en materia de seguridad alimentaria, se indicó que la labor en este asunto pertenecía a la esencia del mandato de la Organización y que el esfuerzo extraordinario propuesto por el Director General no va, en ningún modo, en contra de otros esfuerzos para apoyar la seguridad alimentaria.

Se reconoció que las propuestas consideraban la amplia labor conceptual y empírica de la FAO en apoyo de la seguridad alimentaria y la enorme complejidad de este tema.



Se destacó igualmente la importancia, no sólo de la producción sino de la disponibilidad y el acceso a los alimentos y el vínculo de la pobreza con condiciones de seguridad alimentaria.

Se precisó que el esfuerzo para apoyar a los países de bajos ingresos y con déficit de alimentos no debe buscar la autosuficiencia alimentaria como finalidad exclusiva o principal necesariamente.

Se destacó la importancia de incrementar la producción alimentaria en los PBIDA, en particular en el continente africano, con la finalidad de aumentar los ingresos en zonas rurales pobres, la disponibilidad de alimentos locales y el acceso a los alimentos.

Se insistió en que debe evitarse que estos países tengan que pagar indefinidamente facturas cada vez mayores por la importación de sus alimentos. Varias delegaciones mencionaron también que deben aplicarse tecnologías experimentadas con buenos resultados, así como la ayuda alimentaria utilizada para generar empleo entre los agricultores, programas de bienestar alimentario, actividades de alimentos por trabajo, medidas para apoyar la acumulación de existencias reguladoras y mejorar la capacidad de almacenamiento, entre otras.

Asimismo se coincidió con el Director General en la importancia y potencialidades de integrar las experiencias de los agricultores y las del personal local de extensión en la mayor medida posible y explorar y fortalecer los intercambios CTPD y CEPD.

Se pidió al Director General que no disminuya el énfasis en las actividades de desarrollo en su sentido más amplio ni tampoco respecto a todas las regiones y países donde se ubica población en circunstancias de inseguridad alimentaria y que continúe actuando como hasta ahora lo ha hecho la FAO, conforme a las necesidades de los distintos países, regiones y subregiones, con énfasis en el problema, entre otros, de producción, acceso y disponibilidad de alimentos.

Se insistió en continuar con la importante labor y papel catalizador y promotor del Programa de Cooperación Técnica y con un enfoque más integral.

Se tomó nota igualmente de que para llevar a cabo esta acción en los PBIDA, el Director General combinara fuentes de financiamientos extrapresupuestarios con recursos catalíticos del Programa Ordinario.

Se esperó que habrá, a raíz de este esfuerzo adicional y catalítico de la FAO, una reacción positiva y abundante de parte de la Comunidad de Donantes.

En relación al proceso preparatorio de la Cuarta Conferencia Técnica sobre Recursos Fitogenéticos, deberá ser participativo y supervisado por los países a través de la Comisión de Recursos Fitogenéticos y su Grupo de Trabajo. Un objetivo importante de la Conferencia es el desarrollo pleno del sistema global sobre recursos fitogenéticos establecido por la FAO a partir de 1983. Se anunció por parte de una delegación la disposición de sus Gobierno de hacer una importante contribución financiera en apoyo de la realización de dicha Conferencia y se le dio por ello el apoyo.

Se insistió también en potenciar las actividades de la FAO en el campo de la zoogenética. Se destacó la importancia de la formulación del Código Internacional de Conducta para la Pesca Responsable y la necesidad de apoyar la fase preparatoria de consultas y reuniones, tanto con recursos del Programa Ordinario como con generosos recursos extrapresupuestarios. Se espera también que la reunión a nivel ministerial del próximo período de

sesiones del COFI esté adecuadamente apoyada por expertos independientes y con el asesoramiento indispensable.

El Consejo, unánimemente, apoyó la propuesta y las recomendaciones del Director General en torno a EMPRES e hizo hincapié particularmente en la necesidad de mejorar los mecanismos de coordinación y de seguimiento en la lucha contra la langosta del desierto y en la erradicación de la peste bovina.

Adicionalmente, en cuanto a la unidad de propósito, se manifestó que la separación propuesta entre las actividades normativas y las operacionales tiene por objeto mejorar la calidad y oportunidad del trabajo de la FAO. Sin embargo, muchos delegados han expresado la opinión de que esta separación consensual no debe llevar a un divorcio. Hay que esforzarse por mantener a la FAO como una organización unida, recurriendo incluso a mecanismos de coordinación apropiados. De igual manera, se enfatizó la necesidad de la máxima colaboración y coordinación con otras organizaciones de Naciones Unidas, con organizaciones internacionales, organizaciones no gubernamentales y el sector privado, como el señor Director General ha enfatizado y nos ha informado de actividades que ha realizado al respecto.

Se destacó la necesidad de mantener una masa crítica suficiente de conocimientos técnicos en la sede, a fin de que la FAO pueda seguir actuando como centro de excelencia. Esto se aplica en particular al sector de pesca y al forestal y a iniciativas de política importantes como el Código de Conducta de Pesca Responsable y otros esfuerzos internacionales en materia de Conservación de Recursos Forestales.

Existe, asimismo, la opinión general de que una política eficaz de descentralización debe ir acompañada de medidas apropiadas para la delegación de facultades, a fin de evitar estratos burocráticos y de un ajuste de las políticas de personal, por ejemplo, para facilitar la movilidad y la rotación de personal entre las oficinas. La utilización propuesta de oficiales profesionales nacionales deberá conducir a la creación de capacidad a ese nivel, pero deberá estar en consonancia con las normas ya establecidas en el sistema de Naciones Unidas.

Varias intervenciones han subrayado la conveniencia de mantener la fructífera cooperación entre la FAO y las comisiones económicas regionales de las Naciones Unidas, tal como se realiza actualmente por medio de las divisiones mixtas, teniendo en cuenta las circunstancias específicas de cada región.

En dichas intervenciones se ha invitado a buscar acuerdos alternativos, en consulta con las citadas comisiones. El Director General ha dicho que no afectará dichas relaciones, pero que hará un uso apropiado de los recursos humanos y financieros que están invertidos quizá inapropiadamente actualmente en esas comisiones, como un caso extraordinario en el contexto de las Naciones Unidas.

Se aprobó plenamente la política propuesta de descentralización mediante el fortalecimiento de las Oficinas Regionales, el establecimiento de las Subregionales, y la utilización de oficiales nacionales del Programa ONP en las oficinas de la FAO en los países. Deberá ser la FAO la que se encuentre más cerca de la constitución de las modalidades de acción que sean también pertinentes y que sean económicamente viables. Deberán quedar aclaradas las responsabilidades respectivas en todos los niveles para lograr una auténtica sinergia, como ustedes lo indicaron, y asimismo estas oficinas no deberán convertirse en una FAO en miniatura, trabajando aisladamente una de otra.

Varios grupos de países consideraron que las propuestas de creación de Oficinas Subregionales no estaban suficientemente maduras como para actuar rápida o precipitadamente y solicitaron mayores estudios al respecto. Se solicitó al Director General, en particular, establecer otras Oficinas Subregionales a las consideradas y propuestas por él, por ejemplo, en el istmo centroamericano.

Se acogió favorablemente la creación propuesta de un Departamento de Desarrollo Sostenible utilizando dependencias ya existentes en los Departamentos de Agricultura y de Política Económica y Social. Quedó bien entendido que la finalidad es dar una visibilidad adecuada a la labor de la FAO relativa a las actividades complementarias con la CNUMAD y dedicar mayor atención a las prioridades intersectoriales sobre la mujer en el desarrollo y la participación popular. Sin embargo, se expresó cierta preocupación en el sentido de que en este nuevo Departamento debería conservarse eficazmente la función a que se le destina, que es la de promover y coordinar, pero no sustituir las actividades que deberán seguir realizándose en los Departamentos sectoriales y en otras oficinas.

Creo que debo aplicarse a mí mismo la regla de los diez minutos. Sé que me estoy extendiendo y voy a concluir en un minuto más.

Se consideró que la consolidación en el propuesto Departamento de Cooperación Técnica de los servicios prestados a los Estados Miembros en los sectores de las políticas, la inversión y las operaciones de campo son una iniciativa oportuna que debería proporcionar una mayor coherencia en la prestación de dichos servicios.

También en este caso se expresó cautela con respecto a la necesidad de mantener interacciones adecuadas entre las actividades normativas y las puramente cooperacionales en beneficio mutuo, el Departamento no debería convertirse, pues, en una casa dentro de la casa.

Finalmente, muchas intervenciones han refrendado ciertamente los distintos aspectos de las propuestas que de una u otra forma se refieren a la reducción de los costos; por ejemplo, en lo relativo a la simplificación de los procedimientos administrativos, la mejora de los sistemas de información, o la utilización de capacidades locales.

El sentido de todas las intervenciones que no deberá ahorrarse esfuerzo alguno para elevar la relación costo-eficiencia en ejecución sin sacrificar en modo alguno la calidad y la tempestividad.

Sé, distinguidos delegados, que hay muchos otros comentarios que ustedes hicieron y que no he incluido aquí. No se preocupen porque estoy seguro de que han sido recogidos en el verbatim y que nuestro Comité de Redacción sabrá reflejar. Sin embargo, yo sugiero y propongo que el informe de nuestro Consejo sea, en la medida de lo posible, preciso, claro y conciso ya que los verbatims reflejan de forma extensiva las posiciones, y lo que el Director General seguramente va a ver de este Consejo son sus líneas generales. Repito de nuevo, este es un primer paso, esta es una primera fase, ha habido consenso, se han aprobado sus propuestas, y no me queda nada más que felicitarle, Director General, por esta tónica que ha usted implantado a la FAO y por el nuevo rumbo que toma nuestra Organización.

**Christophe KIEMTORE (Burkina Faso):** Monsieur le Président, je dois vous féliciter pour la qualité de votre résumé qui rend compte de la situation exacte de nos discussions.

Cependant, je voudrais revenir sur une proposition que ma délégation, avec d'autres, avait formulée, et qui est en droite ligne avec votre dernière remarque, qui consiste à simplifier le travail du Comité de rédaction dont je suis membre. Je voudrais revenir sur la proposition qui consiste à adopter toutes ces dispositions à travers une résolution. La FAO aborde un nouveau chemin à travers un processus de restructuration. Une résolution est bien indiquée pour engager ce processus. Les délégations pourraient se mettre d'accord sur une résolution, et le rapport contiendrait les commentaires des différentes délégations.

Je voudrais avoir votre point de vue sur cette proposition.

**EL PRESIDENTE:** Esta Presidencia no tiene nada en contra de un Proyecto de Resolución; sin embargo, deseo expresar mi opinión en el sentido de que no es estrictamente necesario que se produzca una Resolución para dar un mandato claro al Director General. Creo que en sus debates lo han recogido, pero ustedes pueden ponerse de acuerdo y formular un Proyecto de Resolución en el Comité de Redacción, este Consejo lo estudiaría el día de mañana, y espero que se apruebe. Repito, no es indispensable; pero si es su voluntad estamos a las órdenes.

**Alvaro GURGEL DE ALENCAR (Brazil):** I think I understand the concerns of my neighbour to my right, the distinguished delegate of Burkina Faso, but perhaps there is a simpler way of making it abundantly clear that there is a decision.

As I recall, you yourself, Sir, at our first meeting yesterday morning read out the decisions which Council was asked to take. We know what they are. They are on a piece of paper which was produced for our consideration. I think, if this is required, if I may make a suggestion, I would simply ask the Council to confirm that there is no objection to accepting those points, that the Council is prepared to adopt those decisions as you have read them out yesterday.

**EL PRESIDENTE:** En mi resumen yo empecé por dar respuesta a aquellos puntos que mencioné ayer en la mañana, y que habían sido distribuidos a todos ustedes, indicando que al parecer de la Presidencia de este Consejo, esos puntos habían sido aprobados. Ahora, si ustedes quieren que en su informe aparezca la introducción, el listado de puntos que han sido aprobados en forma de resolución, o sin que sea forma de resolución, les vuelvo a repetir que no es necesario estrictamente. Se puede comenzar, quizá, si les parece bien, por identificar ese listado de puntos que han sido aprobados y continuar luego con las recomendaciones y posiciones del Consejo respecto de ellos.

¿Otro comentario, señor delegado del Brasil?

**Alvaro GURGEL DE ALENCAR (Brazil):** It is not really a comment. I apologize for perhaps not having been clear enough. I was not suggesting that we make out a list. I was suggesting that the list which you read out to us yesterday morning, which purports to be the decisions which the Council was asked to take, is the list to which we should now in one second give our full approval. We do not need to prepare anything else. The list is right there in the document. You have read it out to us. We just have to adopt it, Sir.

**EL PRESIDENTE:** Yo estoy de acuerdo señor delegado, yo al resumir la reunión he indicado que el Consejo aprobó, y luego leí la lista de puntos que el Consejo aprobó. Creo que queda claro; no hay nadie que rebata esta opinión y, por tanto, espero que el informe refleje claramente lo que el Consejo aprobó, con las recomendaciones que se reflejarán en el informe. Si le parece bien, el Comité de Redacción tomará nota de esto y nuestro informe así lo precisará.

¿Alguna otra observación? Si no la hay, pasamos entonces al Tema 6 y damos por concluido el Tema 5 de nuestra Agenda.

Si me permiten voy a despedir al Director General que nos tiene que abandonar. Inmediatamente después continuaremos nuestros trabajos.

- 6. Measures to Improve the Collection of Assessed Contributions
- 6. Mesures visant à améliorer le recouvrement des contributions ordinaires
- 6. Medidas para mejorar la recaudación de las cuotas

**K. MEHBOOB (Assistant Director-General, Administration and Finance Department):** The paper before you is a very short one, and is self-explanatory, Mr Chairman.

You will recall that the last session of the Conference had considered the question of accepting local currency in respect of assessed contributions and had directed that an in-depth review be carried out on this question and proposals submitted to this special session of the Council.

In carrying out the review, the Director-General considered that the question of currency convertibility, foreign exchange exposure and currency management were complex issues. Therefore, he is not submitting any proposals to this session but he will take the matter back to the Finance Committee at an appropriate future time.

**EL PRESIDENTE:** Espero que hayan tomado nota de que no se presenta a este Consejo ninguna cuestión para debate o decisión, sino simplemente para información. Les pregunto a ustedes si tienen alguna información que hacer respecto de este punto. Me parece que no hay Delegación que desee hacer uso de la palabra. Por tanto colijo que este Consejo ha tomado debida nota de las medidas para mejorar la recaudación de las cuotas.

- 7. Trust Funds - Support Costs Reimbursement
- 7. Fonds fiduciaires - remboursement des dépenses d'appui
- 7. Fondos Fiduciarios - Reembolso de los gastos de apoyo

**V.J. SHAH (Deputy Director-General, Office of Programme, Budget and Evaluation):** Mr Chairman, I hope that you and the Council will deem it appropriate to take action on this matter as swiftly as you did on the preceding point.

At the last Conference there was a proposal before the Conference on revised arrangements for support costs reimbursement on Trust Funds. The matter had been dealt with comprehensively but, unfortunately, without a meeting of minds among the Member Nations. The Conference therefore requested the Director-General to pursue consultations with all interested Member Nations with a view to arriving at a consensus solution. It

requested the Director-General to submit the outcome of these consultations to you at this session through the Programme and Finance Committees.

The consultation with interested Member Nations was held. The Director-General indicated his preference to settle the issue by a determined effort to reduce administrative costs rather than by putting forward various options for possible reimbursement at this stage. This is the course which was reported to the Programme and Finance Committees. I am pleased to point out to the Council that both Committees have endorsed this approach. That is the intention of the Director-General. We will pursue the matter in the context of the next Programme of Work and Budget.

If it should so please the Council, Mr Chairman, you may wish to take note of this development.

**EL PRESIDENTE:** Agradecemos al Dr. Shah por introducir este tema. Espero que hayan tomado debidamente nota, igualmente de los documentos y párrafos correspondientes para información.

Les pregunto si tienen alguna observación que hacer. Veo que ningún Miembro del Consejo tiene ninguna observación; por tanto concluyo que este Consejo ha tomado debida nota del tema sobre Fondos Fiduciarios - Reembolso de los gastos de apoyo y de los avances reportados por la Secretaría.

### III. CONCLUDING MATTERS

### III. AUTRES QUESTIONS

### III. OTROS ASUNTOS

#### 8. Any Other Business

#### 8. Questions diverses

#### 8. Otros asuntos

**EL PRESIDENTE:** Lo que voy a hacer es pasar al otro aspecto del tema 8, que son los métodos de trabajo, y le voy a ceder la palabra al Dr. Bommer.

**D.F.R. BOMMER (Chairman, Programme Committee):** The last point to report to you and even ask endorsement, even decision by the Council on discussions we had in the Programme and Finance Committee on the methods of work of both Committees. You recall last year the Council asked both Committees to study their method of work, various aspects of it and we in the Programme Committee, had a rather lengthy debate last fall and the Finance Committee repeated this in depth this year. The Programme Committee returned to it in our meeting in April. A number of items we finally dropped for further consideration, a few we left for revisiting in later sessions, but one both committees agreed upon which should be made operational because it is so much the request of members of the Council, to have information on what these two obscure Committees are going to discuss and to have access to the documents which are made available. Therefore it is that both Committees in the joint session have recommended that the invitation with the agenda and the list of documents for meetings of both Committees will be made available to the membership of the Organization and the documents available can be sent to respective governments on request. So there is not a general distribution, to avoid unnecessary cutting of wood to prepare paper, to provide to those who have a special interest on the specific item they can have the document. The Programme Committee's documents are usually documents that are already prepared for Council and Conference. It is more in the Finance Committee that there are some issues, and this we cannot

exclude from our Rules and Procedures, which might have to be kept confidential but most of the documents we have agreed in both committees are more or less non-confidential stuff and should be easily available. The Director-General in preparing for our last meeting had difficulties to allow us to act on this procedure as we proposed because he said the Council had never endorsed it. So it is put forward to the Council now for final endorsement that in future the agenda and the list of documents of both Committees are going to be made available to the membership of the Organization, and that the non-confidential documents are available on request to be sent to Member Nations; certainly not 100 copies but one or two to avoid the unnecessary reproduction of documentation.

**Gian Luigi VALENZA (Vice Président Comité des finances):** Je ne peux que confirmer ce qui avait été dit par mon ami et collègue le Président du Comité des Programmes. En effet, ce point a été discuté la dernière fois. Il a de nouveau été discuté cette fois-ci pendant les séances du Comité financier et ensuite on en a discuté ensemble avec le Comité du Programme. Ce qui a été dit reflète fidèlement ce qui s'est passé et nous demandons que le Conseil approuve ce document avec néanmoins une réserve sur certains documents du Comité financier. Dans ce cas-là, seulement on ne distribuera pas les documents dans l'immédiat, et nous attendrons un certain délai. Mais il apparaît clairement que beaucoup de délégations sont favorables à notre démarche et j'espère que le Conseil pourra approuver cette requête.

**EL PRESIDENTE:** Han sido ustedes informados de las conclusiones y propuestas a las que llegaron los comités del Programa y Finanzas respecto de sus métodos de trabajo ¿Hay alguna delegación que desee hacer alguna observación al respecto? En ese caso, creo que este Consejo está informado y endosa las propuestas de los dos comités del Programa y Finanzas respecto de sus métodos de trabajo, y espero que ustedes hagan buen uso de las conclusiones y propuestas a las que se ha llegado. Ahora sí paso la palabra a la distinguida Delegación de Canadá respecto del punto que solicitó al aprobar el orden del día sobre el 50° Aniversario de la Organización que se celebrará en su país.

**Mme Michelle COMEAU (Canada):** Le 16 octobre 1995 marquera le 50<sup>e</sup> anniversaire de la fondation de la FAO. Comme vous le savez, c'est au Canada, dans la ville de Québec que fut signé par 44 pays fondateurs, le 16 octobre 1945, l'acte constitutif de l'Organisation des Nations Unies pour l'alimentation et l'agriculture, c'est également à Québec, durant ces jours mémorables, qu'eut lieu la première Conférence des Etats Membres.

Cinquante années plus tard, la FAO poursuit son oeuvre avec la participation de la presque totalité des pays du monde. Bien que notre planète n'ait pas encore atteint la sécurité alimentaire pour chaque être humain, il n'en demeure pas moins que la contribution de la FAO en regard de cet idéal est remarquable et qu'elle mérite d'être soulignée à maints égards.

Au nom du Gouvernement du Canada, il me fait grand plaisir de vous présenter les activités commémoratives que nous organisons, sous le patronage de la FAO, pour souligner cet anniversaire, en octobre 1995, à Québec.

En premier lieu, le Gouvernement du Canada, en collaboration avec le Gouvernement du Québec et la ville de Québec, organise un symposium international qui se tiendra dans la ville de Québec, les 11, 12 et 13

octobre 1995. Un kiosque est monté près de la sortie de cette salle et des affiches vous seront offertes avant votre départ.

Le thème retenu pour ce symposium sur: "l'humain au cours du développement - La sécurité alimentaire par son savoir-faire".

Le Comité organisateur a retenu les objectifs suivants:

- Proposer, dans le cadre du développement durable de l'agriculture, des forêts et des pêcheries, des changements aux politiques nationales et internationales liées à la sécurité alimentaire;
- Offrir à la FAO un contexte où elle pourra faire le bilan des 50 dernières années et, à l'aube du 21ème siècle, envisager les orientations qui guideront les années à venir;
- Faire participer le secteur privé et les organisations non gouvernementales à la réalisation de la sécurité alimentaire et du développement durable.

Ce symposium s'adresse aux décideurs, ainsi qu'aux praticiens. On y retrouvera des spécialistes et des représentants et représentantes des gouvernements, des universités, de l'industrie et des organisations non gouvernementales.

Ceux-ci auront pour mandat de préparer des recommandations et de présenter des solutions concrètes faisant appel au savoir-faire des individus pour assurer la sécurité alimentaire. Pour y parvenir, les participants seront invités à rechercher des moyens inédits.

Ainsi, lors de la séance d'ouverture, d'éminents experts feront le point sur la situation mondiale actuelle et lanceront le débat. Je profite de l'occasion pour remercier le Directeur général, Monsieur Diouf, d'avoir accepté de présider et de participer à la séance d'ouverture du symposium international de Québec.

A la fin du symposium, les recommandations qui surgiront des discussions et des analyses des divers ateliers seront rapportées et rediscutées dans les trois groupes reconstitués afin d'en tirer les conclusions qui s'imposent. Celles-ci feront l'objet des recommandations qui seront présentées à la séance plénière de fermeture pour adoption officielle par les délégués.

Le symposium international de Québec précédera la commémoration spéciale du 50ème anniversaire de la FAO ainsi que la Journée mondiale de l'alimentation qui, le 16 octobre 1995, auront lieu à Québec, au Château Frontenac, à l'endroit même où s'est tenue la première Conférence de l'Organisation des Nations Unies pour l'alimentation et l'agriculture.

Ces cérémonies donneront lieu à une déclaration mondiale puisque, lors de la dernière Conférence de la FAO, les participants ont adopté une résolution dans laquelle ils réclament l'élaboration d'une "Déclaration sur l'alimentation et l'agriculture" qui devrait être soumise à l'approbation des Etats Membres et qui réaffirmerait leur engagement et leur respect envers les principes fondamentaux de l'Organisation.

Ce projet de résolution devrait être présenté aux Etats Membres lors des Conférences régionales et devrait être entériné par l'ensemble des représentants des pays présents à Québec, dans le cadre des événements du 50ème Anniversaire de la FAO. Permettez-moi de vous dire que l'occasion ne pourrait être mieux choisie.



En raison de ces circonstances et avec l'appui et l'approbation de pays membres, nous souhaitons que cette déclaration passe à l'histoire sous le nom de "Déclaration de Québec".

Avec la perspective d'un sommet sur la sécurité alimentaire mondiale en 1996, le Directeur général a avancé l'idée d'organiser après le symposium une réunion des ministres, dont le but serait d'examiner un document préliminaire sur la sécurité alimentaire, qui serait présenté lors du sommet. Cette Conférence des ministres aura lieu les 14 et 16 octobre et deviendra partie intégrante des célébrations du cinquantième anniversaire.

Grâce à une approche dynamique, les recommandations et les solutions du Symposium seront acheminées à la Conférence des ministres présents, conférant toute l'importance et l'impact du travail des délégués au symposium.

L'ensemble des événements prévus pour souligner le 50ème Anniversaire de la FAO, notamment le Symposium, la Journée mondiale de l'alimentation, et la déclaration de Québec, constituera une tribune exceptionnelle pour les discussions sur l'alimentation et l'agriculture du prochain millénaire. Ces événements attireront l'attention à nouveau sur les très graves problèmes de la sécurité alimentaire, notamment sur le fait que 800 millions de personnes ne mangent pas à leur faim. Des progrès remarquables ont été faits mais il reste beaucoup à faire.

Au nom du Gouvernement du Canada, je félicite la FAO pour sa contribution importante des 50 dernières années et je l'assure de notre support pour l'atteinte de son objectif dans les années à venir: faire disparaître la faim de notre planète.

D'ici là, nous vous attendons aux célébrations du 50ème Anniversaire de la FAO, puisque leur succès dépend de votre participation.

**EL PRESIDENTE:** Agradezco mucho a la distinguida delegada su abundante información tan atractiva y tan completa respecto a la forma en que su Gobierno, su pueblo, va a dar acogida a la FAO para la celebración de su 50º Aniversario. El Consejo ha tomado nota con agradecimiento.

**Ricardo VELAZQUEZ HUERTA (México):** La Delegación de México quisiera brevemente felicitar y agradecer a la Representación y al Gobierno de Canadá por la magnífica, rica y abundante información y que nos ha proporcionado para preparar los festejos del 50º Aniversario de la FAO. Estamos absolutamente seguros que la eficiencia del Gobierno de Canadá nos permitirá tener eventos que seguramente van a desembocar en beneficio de nuestra Organización y de los países a los que ésta sirve. Pensamos que esta oportunidad, aunada y vinculada ahora a las propuestas que recientemente hemos aprobado de reforma, que ha presentado el Director, señor Diouf, darán un nuevo impulso a los esfuerzos internacionales en favor de los países menos adelantados y más pobres.

El programa que nos ha presentado Canadá nos deja muy esperanzados. Hay mucho que hacer y nosotros queremos felicitar y agradecer al Gobierno y a la Representación del Canadá y hacer un exhorto, a nuestra vez, a todos los Países Miembros de esta Organización para que pongan su mejor esfuerzo al objeto de que este Aniversario sea el inicio de una nueva Organización para la Alimentación.

**Ms Lynnett M. WAGNER (United States of America):** The Delegation of the United States welcomes the information provided by the Delegate of Canada

on the plans for the commemoration for the 50th Anniversary of FAO to be conducted in October 1995 at Quebec. As the partner of Canada in the North American Group and a founder member of FAO the United States has been fully supportive of Canada's initiative to host this event. We want to cooperate further in this effort.

As other Member Nations will note the food security focus of the Symposium parallels and re-emphasizes the Director-General's new emphasis for FAO and provides an opportunity for experts to exchange views on this complex problem. The proposal to follow this expert session with a Ministerial meeting is a useful one and builds on the Symposium's discussion toward a later session where policy-makers can focus on the vital discussion of how to feed the world in the 21st century. We applaud Canada's leadership in this area and look forward to a successful meeting in Quebec.

**Christian BERGER (France):** Je tiens à remercier la Délégation du Canada pour les informations qu'elle vient de nous donner sur la participation du Gouvernement du Canada à la préparation des événements importants qui marqueront le 50<sup>e</sup> anniversaire de notre Organisation. Je voudrais aussi très simplement transmettre un message d'encouragement à tous ceux qui d'ores et déjà à la FAO comme ailleurs travaillent au succès de cette journée. Enfin, je voudrais vous dire que nous nous réjouissons déjà d'y participer avec vous tous en terre francophone.

**Tim MACKEY (Australia):** Canada's NAFTA colleagues have expressed their enthusiasm for the Canadian proposal and I think it is only appropriate that one of the Canada CAIRNS Group colleagues should also express the same enthusiasm, and I certainly do that from the Australian perspective. After all, if Australia can have its CAIRNS Group why can't Canada have its Quebec Declaration? Australia, as members will know, was a founding parent of FAO in 1945 and we have been very active members ever since and we intend to be just as active in the future. Of course, the theme identified by Canada is extremely important. It is indeed the same as the new Director-General's basic objective, his top priority. Australia will certainly attend the conference and be an enthusiastic participant. Thank you, Mr Chairman.

**Soetatwo HADIWIGENO (Indonesia):** Mr Chairman, we are gratified to hear that the Canadian Government is not only going to commemorate the 50th anniversary of FAO but is also going to place the emphasis on food security. I have to take the floor here to thank them, because it was two years ago that the Non-Aligned Movement and Summit in Jakarta expressed concern over food security and launched an effort to try and help our brethren in Africa in trying to assuage their plight. On behalf of Indonesia and the Non-Aligned Movement we thank Canada for that.

**John J. GAULE (Observer for Ireland):** Mr Chairman, as the host country of the European Regional Conference being held next week in Killarney, Ireland, where one of the specialist themes is food, we also have enthusiasm for organizing events, and we would like to warmly welcome the initiative of Canada to host the Symposium on Food Security to celebrate the 50th anniversary of the founding of FAO and we wish them every success with the event.

**DEPUTY DIRECTOR-GENERAL:** I simply want to take the floor to say two things, first on behalf of the Director-General to express our appreciation to Canada not only for the activities that they have been working toward for

some time, but in particular for their readiness and willingness to collaborate with him in the Ministerial Meeting to be held immediately-after the Symposium and to which reference has been made.

Secondly, I want to assure you that, God willing and the translators willing, the first Draft Declaration will be before the European Regional Conference. It will be tabled at the Conference and will appear at each of the subsequent Regional Conferences. We are inviting your comments on the Draft Declaration in this round of Regional Conferences so as to have it perfected and move it on to the Council in June 1995, then to the World Food Day ceremony, the Ministerial Meeting, and then for formal adoption at the Conference in 1995. Thank you, Mr Chairman.

**EL PRESIDENTE:** El Consejo ha tomado nota. Distinguidos delegados, si no hay ningún otro aspecto que quieran tratar en este tema ocho, voy a darlo por concluido.

9. Date and Place of the Hundred and Seventh Session of the Council

9. Date et lieu de la cent-septième session du Conseil

9. Fecha y lugar del 107º período de sesiones del Consejo

**EL PRESIDENTE:** Pasamos al último tema, el nueve. Fecha y lugar del 107º período de sesiones del Consejo. Para decisión. Documento CL 106/INF/7. Les hago notar que el Consejo está previsto, de acuerdo al documento mencionado, del 15 al 24 de noviembre. En Roma. ¿Hay algún comentario en este sentido?

Distinguidos delegados, se ha aprobado el lugar y la fecha del próximo 107º período de sesiones del Consejo. Será del 15 al 24 de noviembre.

Doy por concluido el tema nueve y me queda solamente indicarles que el Comité de Redacción se reunirá en la Sala de México a las 20.30 horas y el Consejo se reunirá mañana a las 15 horas. Creo que este Consejo se ha probado a sí mismo que puede desarrollar sus trabajos de una manera ejecutiva y sustancial y que hemos logrado en este relativamente breve tiempo, darle un mandato muy claro a nuestro Director General y haber así respondido a lo que la Conferencia esperaba de nosotros. Les felicito. Les agradezco mucho.

The meeting rose at 17.00 hours.

La séance est levée à 17 heures.

Se levanta la sesión a las 17.00 horas.

## **council**

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

## **conseil**

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

## **consejo**

ORGANIZACION DE LAS NACIONES UNIDAS PARA LA AGRICULTURA Y LA ALIMENTACION

**CL**

CL 106/PV/5

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**Hundred and Fifth Session**

**Cent cinquième session**

**106° período de sesiones**

### **FIFTH PLENARY MEETING CINQUIEME SEANCE PLENIERE QUINTA SESION PLENARIA**

(1 June 1994)

The Fifth Plenary Meeting was opened at 16.45 hours

Mr José Ramón López Portillo, Independent Chairman of the Council, presiding

La cinquième séance plénière est ouverte à 16 h 45

sous la présidence de M. José Ramón López Portillo, Président indépendant du Conseil

Se abre la quinta sesión plenaria a las 16.45 horas

baio la presidencia del Sr. José Ramón López Portillo, Presidente Independiente del Consejo

**EL PRESIDENTE:** Distinguidos señores y señoras, abrimos esta última sesión del Consejo con el propósito de aprobar nuestro informe. Antes de comenzar, me ha solicitado el Coordinador del Subgrupo FAO/GRULAC, y a nombre de aquellos países, leerles a ustedes una comunicación, cosa que voy a hacer rápidamente. Me veo obligado a hacerlo por razones que se explican por sí mismas. Dice así:

Estimado señor Presidente: Me permito molestar su atención y la de los miembros del 106° período de sesiones del Consejo de la FAO con el propósito de aclarar un malentendido que se ha producido con el señor delegado de Trinidad y Tabago y los demás miembros del GRULAC.

El GRULAC, al conocer las propuestas de reforma del Director General de la FAO, estableció un Grupo de Trabajo abierto en el cual participaron todas las misiones residentes en Roma, entre las que se encuentran Dominica, Haití, República Dominicana y Cuba, por parte de los países del Caribe. Este Grupo de Trabajo, que me correspondió coordinar, se reunió periódicamente y elaboró un documento de trabajo sobre las propuestas del Director General de la FAO al 106° período de sesiones del Consejo, el que fue traducido al inglés y enviado el 18 de mayo recién pasado a todas las representaciones residentes en Roma y en el exterior, según correspondiera, solicitando a cada país que, junto con dar a conocer su opinión y puntos de vista sobre el particular, sometiera el documento al parecer de su respectivo gobierno.

Veo que Dominica ha pedido el uso de la palabra. Es observador de este Consejo. Le voy a dar la palabra solamente por dos minutos, porque no pienso abrir el debate al respecto.

**Ms Hannelore A.H. BENJAMIM (Observer for Dominica):** Thank you, Mr Chairman. I never thought I would see Plenary going through what we are going through, and I apologize to you and the Director-General for saying what I have to say. When I was sitting in the subgroup for GRULAC I was representing the CARICOM countries. In those subgroup meetings I stated very clearly that when a working document is prepared by GRULAC it cannot say "the Caribbean and Latin American Group", and the Chairman of the subgroup, Ambassador Rojas from Chile, agreed with me that it should read "the Latin American and the Caribbean Group represented in Rome". I would like to let you know that, because of this, a certain misunderstanding took place, because the papers were presented to us until last Tuesday in Spanish, and we made the statement that these papers would have to go to the Secretariat for translation into English, then they would go on to all the governments of CARICOM for them to give their opinion. This was not done. The only countries to adopt them in English were the Chairman of CARICOM, Minister Cruickshank, and the Permanent Secretary, Mr Rudder from Trinidad, and therefore I fully agree with what was said by the Trinidadian delegate yesterday, when he said he was speaking on behalf of all 15 CARICOM countries, but he could not give his statement on the working paper because he had not received the opinions of all 15 countries. That is where the mistake arose, and I am sorry that we could not work this out within our own subgroup. I apologize, but I wanted to have this clarified. Thank you.

**EL PRESIDENTE:** Hemos tomado nota. Esta presidencia lamenta mucho el haber tenido que empañar esta última sesión con este asunto. Voy a cerrar ahí todo comentario al respecto. Han quedado ustedes notificados.

Pasamos ahora a la aprobación de nuestro Proyecto de Informe.

Antes de comenzar voy a pedirle al Presidente del Comité de Redacción, al ilustre Sr. Grue, que nos proporcione algunas observaciones respecto de los trabajos y resultados de dicho Comité.

### ADOPTION OF REPORT

### ADOPTION DU RAPPORT

### PROBACION DEL INFORME

**Per Harald GRUE (Chairman, Drafting Committee):** Thank you, Mr Chairman. Mr Director-General, distinguished members of the Council, I would like to take this opportunity to thank the members of the Drafting Committee for their spirit of cooperation and collegiality, which made our work very productive. We only had two sessions in which to discuss the very crucial issues of interest to the Organization, but we worked in a cordial, constructive and timely manner to produce the four REP. documents which you have before you this afternoon. We feel that we have produced a balanced report, which accurately reflects the debates we have had in Plenary. In fact, special attention was paid to producing a document which would be acceptable to all Member Nations of the Council. I would like to point out in this context that the draft reports before you have been unanimously approved by all the members of the Drafting Committee, and that there are no outstanding reservations which we felt should be referred to the Plenary for decision. I am therefore confident, ladies and gentlemen of the Council, that these draft reports will also meet with your unanimous approval. Thank you, Mr Chairman.

**EL PRESIDENTE:** Distinguidos delegados. Ustedes han escuchado lo que nos ha dicho el Presidente del Comité de Redacción. Seguramente también tienen ustedes un sentimiento muy claro de la atmósfera de enorme colaboración, consenso, apoyo y ejecutividad que ha habido en este período de sesiones del Consejo de nuestra Organización. Tengo la impresión, por lo que me han dejado sentir varios delegados, que este Informe, después de los arduos trabajos del Comité de Redacción, recoge el sentir de este Consejo, y quizá podríamos aprobarlo en bloque. No estoy imponiéndoles esta decisión, pero creo que recojo el gran espíritu de colaboración y el sentimiento de que el informe recoge la posición de todos ustedes y por eso me atrevo a hacerles esta propuesta. Si hay alguna delegación que no estuviera de acuerdo, propondría entonces ir sección por sección y si, aun así, no estuvieran de acuerdo, entonces, párrafo por párrafo.

Les propongo que aprobemos este Informe en bloque.

¿Hay alguna delegación que se oponga a mi propuesta?

En ese caso, señores, por aclamación, aprobemos este Informe.

Applause  
Applaudissements  
Aplausos

Draft Reports - Parts I - IV were adopted en bloc

Projets de rapport - Les parties I à IV ont été adoptées en bloc

Proyectos de informe - Las partes I a IV han sido aprobadas en bloque

**EL PRESIDENTE:** Distinguidos delegados, quiero felicitarles a todos ustedes. Creo que hemos dado grandes muestras de ejecutividad y de calidad.

Con esto damos fin a los trabajos de este Consejo. Voy a pedir al señor Director General, antes de concluir, que nos presente algunas palabras finales.

**LE DIRECTEUR GENERAL:** Monsieur le Président, Messieurs les Ministres, distingués Chefs de délégation, Mesdames et Messieurs, je voudrais saisir cette occasion pour vous remercier de la confiance que vous m'avez renouvelée après m'avoir élu, en voulant bien accepter les propositions que je vous ai faites.

Soyez assurés que je considère que c'est un pacte de confiance qui m'impose des obligations: qui m'impose d'être à l'écoute de vos préoccupations, qui m'impose aussi d'essayer de faire du mieux que je pourrai pour mériter cette confiance.

Ce sera un exercice difficile, il y aura des erreurs. Encore une fois, nous ne sommes que des êtres humains. Nous essaierons de faire le maximum. Nous demanderons votre indulgence mais une indulgence qui sera aussi une indulgence attentive; et s'il y a des choses que nous pourrions faire pour mieux accomplir notre tâche, n'hésitez pas à nous le dire. Nous vous écouterons et nous serons toujours sensibles aux conseils que vous pourrez nous donner pour mieux faire ce pour quoi nous sommes ici: vous servir.

Je vais très bientôt entrer dans une phase très difficile, la plus importante d'ailleurs de mon ~~débat~~: c'est le choix de l'équipe qui devra travailler avec moi. Je ferai cet exercice conformément aux dispositions du paragraphe 3 de l'Article VIII de l'Acte constitutif, qui m'impose de choisir le personnel le plus compétent, dans la limite de ce que nous pouvons payer, puisqu'aujourd'hui les salaires de la FAO ne sont pas aussi compétitifs que les salaires des institutions du système de Bretton-Woods. Mais nous essaierons de choisir les experts les plus compétents, tant de l'intérieur que de l'extérieur, sans a priori et sans préjugés. Ce faisant, nous serons amenés à faire des choix alors que nous avons quatre, cinq, six ou sept propositions par poste. Nous ne pourrons naturellement pas satisfaire tout le monde et j'espère que vous le comprendrez. Mais soyez assurés que nous ferons nos choix de manière tout à fait ouverte en tenant compte de l'intérêt de cette institution et avec le désir d'assumer loyalement notre mandat vis-à-vis des Etats Membres pour le plus grand bien de l'Organisation.

Encore une fois, je vous remercie de votre indulgence, de votre compréhension, de votre soutien et de votre confiance. J'espère que les autres sessions du Conseil et de la Conférence seront analogues et que nous

adopterons tous les rapports en bloc parce que je vous aurai fait des propositions raisonnables.

Applause

Applaudissements

Aplausos

**EL PRESIDENTE:** Señor Director General, permítame, a nombre de todos los miembros del Consejo, agradecerle a usted estas palabras de apertura, de sinceridad, de disposición al diálogo, al entendimiento, a la participación. Creo que ha creado usted una atmósfera extraordinariamente positiva, un momentum muy importante para la Organización, en el sentido en que soplan los vientos de cambio en el mundo y en el sistema de Naciones Unidas.

Señor Director General, con su permiso, hemos llegado a la parte final de nuestros debates. Es el momento de los agradecimientos. Deseo empezar por el Presidente del Comité de Redacción y por los miembros del Comité de Redacción. El Presidente del Comité de Redacción logró llevar a cabo, producir, entregarles a ustedes un documento que ha sido aprobado por aclamación y por ello merece él y los miembros del Comité de Redacción todo nuestro agradecimiento y nuestro reconocimiento. Igualmente, recojo de ustedes el sentimiento de enorme satisfacción por la extraordinaria labor realizada por el Director General para cumplir con el propósito de la Resolución 10/93 y presentarles a ustedes sus propuestas de examen y revisión y transformación de la Organización. El hecho de que haya sido fácil, limpio, este período de sesiones del Consejo refleja el hecho de que el Director General recogió de todos ustedes, de los gobiernos miembros de nuestra Organización, el sentimiento general y la dirección hacia la cual la Organización debe transformarse. Por ello, Director General, nuestro profundo agradecimiento, porque su esfuerzo en este breve tiempo le ha permitido a este Consejo llegar a una conclusión, no sólo clara sino también otorgarle a usted un mandato definitivo para los trabajos que ha de realizar de aquí en adelante. Como usted ha mencionado, van a ser tiempos difíciles y de arduo trabajo para usted, pero estamos seguros de que bajo su firme mando llegará esta nave a un buen puerto.

Asimismo, agradezco, a nombre de todos ustedes, al Secretariado de nuestra Organización por la forma eficaz en que ha apoyado al Director General y también al Secretario General del Consejo y al Asistente del Secretario General del Consejo, por la forma en que han apoyado los trabajos de este Consejo.

Agradezco también, a nombre de ustedes, a los distinguidos intérpretes, que nos han permitido comunicarnos, a las mensajeras de nuestra Organización y a todos aquellos que han tenido que ver con los trabajos de este Consejo y que tanto lo han facilitado. Pero la última palabra de agradecimiento es a todos ustedes, por generar este espíritu de cordialidad y de solidaridad. Muchas gracias distinguidos delegados.

Hay un miembro que ha pedido el uso de la palabra. Se lo otorgo.

**Adel M. (Egypt) (Original language Arabic):** Mr Chairman, I have asked for the floor simply to convey our thanks to the Director-General for



his excellent work and to express our renewed trust in him, but we must also thank you, Sir, for the excellent way in which you have conducted our proceedings. We would like to thank the Chairman of the Drafting Committee for the excellent work he has done.

With your permission, I would also like to thank the Permanent Representative of Tunisia, Mr Chadli Laroussi, and congratulate him on having been appointed to the post of Minister of Agriculture of his country. This is something that we should all celebrate, especially we in the Near East Group, and all members of this Council should be happy to see a colleague of ours being promoted to a high position of this kind.

EL PRESIDENTE: si no hay ningún otro comentario, damos por clausurado este período de sesiones del Consejo y espero que nos encontremos aquí, en noviembre, con el mismo espíritu. Muchas gracias.

The meeting rose at 17.00 hours.

La séance est levée à 17 heures.

Se levanta la sesión a las 17.00 horas.