

**IMPLEMENTATION
OF THE
REVIEW OF
CERTAIN ASPECTS
OF FAO'S GOALS
AND OPERATIONS**

**REPORT OF THE DIRECTOR-GENERAL
TO THE CONFERENCE**



C 91/21
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Twenty-sixth Session
Rome, 9-28 November 1991

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INTRODUCTION

Need to strengthen FAO

1. The Conference decided on a Review of Certain Aspects of FAO's Goals and Operations through Resolution 6/87, adopted at its Twenty-fourth Session. Based on the debate which then took place, the report of the Conference underlined two important reasons for the Review of FAO. Firstly, the Conference expressed "unanimity ... on the need to strengthen FAO in every possible manner, so that it could continue to play a leading role in world agriculture during the years ahead". Secondly, there was a current of opinion that "an in-depth review of FAO's goals and operations would be timely so that the Organization could face the challenges of the 1990s and beyond with increased strength and efficiency" (C 87/REP, paras 138-139). The Review of FAO was, therefore, a valuable and timely exercise, aimed specifically to strengthen the Organization in every possible way.

High cost of the Review

2. The Review of FAO was a costly exercise, particularly at a time the Organization was facing financial difficulties. The Director-General was obliged to make sacrifices in order to meet its costs. As reported to the Twenty-fifth Session of the Conference, the direct costs of the Review amounted to US\$ 2 million. In addition, FAO staff, especially at senior level, had to devote considerable time to assist the experts and provide support to the Programme and Finance Committees, under the auspices of which the Review was carried out. Conservatively, the cost of staff support is estimated at US\$ 1 million.

Consensus at all stages

3. The joint report of the Programme and Finance Committees on the Review of Certain Aspects of FAO's Goals and Operations was thoroughly examined by the Twenty-fifth Session of the Conference. It bears recalling that a spirit of consensus marked the entire process of the Review: the work of the two groups of experts, the work of the Programme and Finance Committees, and their respective reports. The same spirit led the Conference to adopt, by consensus, Resolution 10/89.

Phased implementation

4. The Resolution requested the Director-General to implement the measures proposed in this Resolution on a phased basis, to the extent resources were available, without impairing the execution of other priorities and activities in successive Programmes of Work and Budget adopted by the Conference. It also appealed to all

Member Nations to pay their full assessed contributions to the Regular Programme promptly and to financing agencies and institutions to consider the provision of extra-budgetary funds to cover the cost of selected activities.¹

5. The same resolution requested the Director-General to report on implementation to the Twenty-sixth Session of the Conference through the Council and the Programme and Finance Committees.

November 1990 - Preliminary Report

6. A preliminary report on the implementation of Resolution 10/89, as well as other decisions taken by the Twenty-fifth Session of the Conference, was submitted through the Programme and Finance Committees, to the Ninety-eighth Session of the Council in November 1990.² Such a report was not requested by the Conference. The Director-General however submitted it on his own initiative, as a mark of his good faith and the priority he attaches to carrying out the directives of the Conference.

7. The Council considered that the preliminary report was "clear, concise, well-focused and a prompt response to Resolution 10/89". The Council was particularly pleased that despite the financial difficulties the Director-General had taken actions on a wide front of priority areas. It "expressed satisfaction that the measures already introduced and those contemplated in the coming year would greatly enhance the efficiency, effectiveness and impact of FAO's activities". The Council encouraged the Director-General to pursue his efforts to implement Resolution 10/89, and appealed to all Member Nations to ensure the financial stability necessary for him to do so.³

8. This document is the report requested by the Conference Resolution 10/89. It is submitted to the Conference through the Programme and Finance Committees and the Council.

RESOURCE CONSTRAINTS

9. The Conference had considered the requirements for resources to implement the recommendations emanating from the Review, on the basis of the Director-General's estimated requirement of US\$ 27 million, of which US\$ 8 million might be drawn from extra-budgetary resources. However, the Conference did not approve any supplementary appropriation and Member Nations and financing institutions have not come forward with the extra-budgetary resources required.

10. It has been and continues to be the firm intention of the Director-General to implement the decisions of the Conference relating to the FAO Review as promptly and

¹ C 89/REP, Resolution 10/89 (operative paras 10, 11 and 13)

² CL 98/17, August 1990

³ CL 98/REP, paras 92-104

fully as possible. He regrets that the continuing financial crisis, which has now assumed proportions of unprecedented magnitude, has prevented him from doing more than presently reported. Contrary to what was expected as a result of the Review, the capacity of the Organization to serve the needs and aspirations of Member Nations has been severely eroded by the liquidity crisis.

11. In this context, the Director-General has taken action to implement the Conference decisions in accordance with its directives, i.e. on a phased basis and to the extent that resources permitted. While the largest and most important components of the Conference decisions have been implemented, the Director-General is committed to pursue further action as resources become available, in the hope of completing the task during the next biennium.

GENERAL DIRECTIVE

12. The entire process of the Review had been characterized by staff involvement and participation: in the preparation of information for the groups of experts; their briefing and discussions with them; and secretariat responses to the Programme and Finance Committees. The Director-General has followed the same principle of staff involvement in implementing the decisions of the Conference on the Review.

13. Immediately after the Conference, the Director-General invited proposals from each department on the modality of the follow-up action within the limits of the Regular Programme resources and availability of extra-budgetary funds. He reviewed the proposals received in working sessions with his senior colleagues and issued instructions on the actions to be pursued.

14. In order to ensure that FAO staff at Headquarters and in the regions and field were fully aware of the decisions taken by the Conference, and their operational and financial implications, a Director-General Bulletin (DGB No. 90/11) was issued to all FAO staff. The text of the DGB appears in Appendix A.

ACTIONS RESULTING FROM THE FAO REVIEW

LONG-TERM STRATEGY

15. In their report on FAO's Objectives, Role, Priorities and Strategies, the Programme and Finance Committees recommended that the chapter on food and agriculture prepared for the International Development Strategy (IDS) and subsequently reviewed and approved by FAO's Governing Bodies, be adopted as the Organization's long-term strategy.⁴

16. The Director-General had submitted a provisional outline and tentative review of the contents of the Long-term Strategy for the Food and Agriculture Sector to the Twenty-fifth Session of the FAO Conference in 1989 (C 89/12). In the light of the

⁴ C 89/21 - paragraph 2.64(v)

decision of the Conference, the full FAO Long-Term Strategy document was submitted to the Ninety-eighth Session of the Council in November 1990 (CL 98/13). The FAO Long-Term Strategy was based, *inter alia*, on an elaboration of the findings and recommendations of existing FAO global and regional studies as well as on the principles and objectives of a number of Plans of Action, Strategies and other Agreements adopted by FAO Governing Bodies. The Council expressed general agreement with, and broadly endorsed the objectives and policy recommendations of the Long-Term Strategy, and considered that it provided an appropriate background for the preparation of FAO's Medium-term Plan.⁵

17. The Long-Term Strategy for the Food and Agriculture Sector formed the basis for FAO's contribution to the preparation of the International Development Strategy for the Fourth United Nations Development Decade, as well as for FAO's contribution to the Eighteenth Special Session of the General Assembly which adopted, on 1 May 1990 by Resolution S-18/3, a Declaration on International Economic Cooperation, in particular the Revitalization of Economic Growth and Development of the Developing Countries. It also provided the long-term perspective for the preparation of the Medium-Term Plan (C 91/23).

MEDIUM-TERM PLAN

18. Perhaps one of the most far-reaching decisions emanating from the Review was the Conference decision to introduce a rolling six-year Medium-term Plan. The Director-General was requested to submit the first version of such a Plan to the Twenty-sixth Session of the Conference.⁶

19. The Ninety-eighth Session of the Council was apprised of the preparations underway to issue the first version of FAO's Medium-term Plan (1992-97) in due time to permit careful consideration of its substantive content by Member Governments.

20. The Council considered that the Medium-term Plan should constitute a major policy document for giving direction to the existing programmes and new initiatives. It would present cross-programme priorities and could facilitate coordination with other UN Organizations. The Council reiterated the organic link between the Medium-term Plan and the successive Programmes of Work and Budget, including for the identification of resource needs. It again stressed the need for prompt and full payment of assessed contributions by Member Nations.⁷

21. The Medium-term Plan (C 91/23) which is submitted to the Conference under agenda item 15 has been a major collective effort involving all FAO departments. As requested by the Twenty-fifth Session of the Conference, the technical Committees of

⁵ CL 98/REP, paragraphs 40 and 41

⁶ C 89/REP, Resolution 10/89 (operative paragraph 6)

⁷ CL 98/REP, paras 93-95

the Council (COAG, COFI, COFO) received separate documents on the medium- and long-term perspective and programme priorities of agriculture, fisheries and forestry respectively. The views and recommendations of these committees were taken into account in the preparation of the Medium-term Plan.

22. Within the Secretariat, the Director-General established a Working Group under the chairmanship of the Assistant Director-General for Programme, Budget and Evaluation, and including senior staff members with recognized experience from concerned departments. The working group was instrumental in ensuring needed contributions from respective units. When needed other members of the Secretariat were co-opted to provide assistance.

23. The Director-General is happy to submit the Medium-term Plan to the Conference, through the Programme and Finance Committees and the Council.

SUSTAINABLE DEVELOPMENT AND ENVIRONMENT

24. In operative paragraph 3 of Resolution 10/89, the Twenty-fifth Session of the Conference recognized "that in accordance with its mandates, an integral part of the goals and priorities of the Organization must be the increased awareness and concern of Member Nations to promote and strengthen efforts for sustainable development, protection of the environment and the proper management of natural resources in the interests of future generations...". To this effect, the Conference adopted Resolution 3/89 on FAO Activities Related to Sustainable Development.

25. Resolution 3/89 called for the intensification of "FAO interdisciplinary work to ensure integration of environmental considerations in all relevant FAO programmes" and by giving further priority "to activities associated with sustainable development under the technical and economic programmes". It requested the Organization "to strive for projects and programmes which have greater compatibility with sustainable and environmentally-sound development". Closer cooperation between FAO and other UN organizations was requested in this field, in particular for the preparation of the 1992 United Nations Conference on Environment and Development (UNCED) and for a joint meeting with UNEP on sustainable agriculture as part of the preparations for UNCED.

26. As requested in Conference Resolution 3/89, the Director-General reported to the Ninety-eighth Session of the FAO Council in November 1990 on the implementation of this resolution.⁸ In this report the managerial and organizational measures taken in early 1990 were described, including the appointment of a Special Adviser to the Director-General on Environment and Sustainable Development at ADG level (Appendix B, DGB No. 90/9); the establishment of a Steering Committee at the same level; the strengthening of the existing Interdepartmental Working Group on the subject, its upgrading to Division Director level and the expansion of its coordinating machinery for interdisciplinary work (Appendix C, DGB No. 90/12). The organization of an FAO/Netherlands Conference on Agriculture and the Environment in April 1991 was

⁸ CL 98/6

announced involving the cooperation of UNEP, UNCED and other UN agencies, and the active contribution of FAO to the preparatory process of UNCED was confirmed.

27. In his report to the FAO Council in November 1990, the Director-General also informed member countries that a number of FAO intergovernmental meetings had addressed or were going to address several specific facets of sustainable development and environment issues so that they could give further guidance to FAO's work in this field. These included, *inter alia*, the FAO Commission on Fertilizers in April 1990; the Regional Conferences for Europe (April 1990), for Africa (June 1990), and for Latin America and the Caribbean (July 1990); the Committee on Forestry (September 1990); the Committee on Fisheries (April 1991); and the Committee on Agriculture (April 1991).

28. Cooperation and consultation with other UN agencies, which were reported to the Council in November 1990, included FAO's contributions to the Second World Climate Conference in October 1990; the elaboration of an Inter-agency Programme for the Sustainable Use of Water; the participation of FAO as a full member in the Committee of International Development Institutions on the Environment, and related consultations with several of these institutions; FAO's contributions to the work of the WHO Commission on Health and the Environment; FAO's participation in the UNCED Working Parties, and the meetings of its Preparatory Committee; and continuing cooperation with UNEP, Unesco/MAB and IOC, as well as IUCN.

29. The Council welcomed the measures taken, in particular the convening of the FAO/Netherlands Conference on Agriculture and the Environment and encouraged the Organization to pursue its efforts of internal and external coordination in this field.⁹

30. The major development since the November session of the FAO Council was the FAO/Netherlands Conference on Agriculture and the Environment held in 's-Hertogenbosch, Netherlands, from 15-19 April 1991.

31. The main results of the Conference were reported to the Committee on Agriculture in late April and a full report was presented to the Ninety-ninth Session of the Council.¹⁰ In addition the outline of a proposed follow-up action was presented to the Programme Committee in May 1991 and to the Ninety-ninth Session of the Council in June 1991 in the form of an International Cooperative Programme Framework for Sustainable Agriculture and Rural Development (ICPF/SARD).¹¹ Both the Programme Committee and the Council endorsed the proposal and the Council requested its further elaboration in a more detailed report to the Conference.

⁹ CL 89/REP paras 68-78

¹⁰ CL 99/23

¹¹ CL 99/3 Sup. 1

32. Since then, the work of integration of sustainability and environment concerns in FAO programmes has continued, as has cooperation with other UN system institutions and the NGOs concerned. In particular, a major effort was made to contribute to the preparation of UNCED on a variety of subjects to be addressed by that Conference: climate, including the related preparations for a convention; biological diversity, including the preparation of an international convention; land degradation; forests; oceans and fisheries; freshwater resources; toxic chemicals; biotechnology; and cross-sectoral subjects such as poverty and food security. The den Bosch Declaration and Agenda for Action as well as the ICPF/SARD were used for the submission of proposals for action to be included in the UNCED Agenda 21.

33. In line with Conference Resolutions 3/89 and 10/89 sustainable development and environment protection concerns should pervade all the relevant FAO activities of the Regular and Field Programmes. The results of the action taken are, therefore, to be found in more detail in a series of reports and proposals before the Twenty-sixth Session of the Conference. These include:

- (i) the Review of the Regular Programme 1990-91; ¹²
- (ii) the Review of the Field Programmes 1990-91 with particular reference to the work being done to introduce environment and sustainability considerations in the Field Programme and project cycles; ¹³
- (iii) the proposals of the Director-General for the Programme of Work and Budget 1992-93 which include, within each Major Technical Programme and in many sub-programmes, specific elements to strengthen FAO activities in this field; ¹⁴
- (iv) the proposals of the Director-General for the Medium-term Plan in particular on those aspects related to cross-sectoral linkages. ¹⁵

34. In addition to the above, a separate comprehensive report ¹⁶ is presented to the Conference under the agenda item "Report on the FAO/Netherlands Conference on Agriculture and the Environment and other Matters related to Sustainable Development", which addresses in more detail the substantive aspects of policies, programmes, coordination and inter-institution cooperation related to the implementation of Resolution 3/89. This document proposes *inter alia* a gradual

¹² C 91/8

¹³ C 91/4

¹⁴ C 91/3

¹⁵ C 91/23

¹⁶ C 91/30

development of the ICPF/SARD which is expected to bring about a progressive streamlining of FAO field activities certain key areas of sustainable agriculture and a closer link with the Regular Programme in line with the recommendations of the Review of FAO's Goals and Operations.¹⁷

COUNTRY POLICY WORK

35. The Conference fully endorsed FAO's role as an international forum and source of policy advice and requested the Secretariat to make its views known when it sees scope for policy improvement at the country level.¹⁸ It acknowledged FAO's leadership and comparative advantage in sector and subsector reviews and requested member countries to seek FAO's early involvement in structural adjustment work. In this connection the Conference welcomed FAO's cooperative arrangements with the World Bank, IMF and UNDP.¹⁹

36. FAO's involvement in country policy work takes place at the request of Member Governments and is usually undertaken in collaboration with donors or financing agencies. This procedure offers some guarantee that the resulting recommendations, once endorsed by the Government, will lead to specific actions with or without external assistance. External support to implement structural adjustment programmes is usually defined with a fair amount of certainty, but financial assistance for the preparation of such programmes is limited.

a. Current practice

37. Country policy work calls for an integrated and in-depth analysis of a wide range of issues relating to the development process viz. appraising the demand for food and agricultural products, assessing the country's natural resources for sustainable development, the macro-economic, structural adjustment, monetary and trade policies framework which influence the development of the food and agricultural sector, and the population dynamics; reviewing current policies affecting the sectors and sub-sectors falling within the mandate of FAO; assessing socio-economic aspects of policies, the flow of external development assistance and national capacity to formulate and implement agricultural policies as well as to monitor and evaluate their impact and the need to incorporate environmental and sustainable development considerations in the mainstream of agricultural policy and planning. This wide coverage of problems necessitates a multidisciplinary and integrated approach, for which FAO has the capacity.

38. As country policy work has many dimensions, the tasks involved are shared by several units in FAO. Policy advice and analysis on technical disciplines, e.g. fertilizers, plant protection, mechanization, is handled by the unit mainly responsible for the

¹⁷ C 89/21, paras 2.60, 3.23 and 3.24

¹⁸ C 89/REP, paras 206 and 209

¹⁹ C 89/REP, para. 210

concerned discipline but may involve contributions from other units, particularly from units in ESD. Policy work related to the use and conservation of natural resources falls within the respective domains of the Departments of Agriculture, Fisheries and Forestry and is undertaken collectively by several units. The work relating to environment and sustainable agricultural development, which is carried out by different departments and divisions, is coordinated by the Assistant Director-General for Environment and Sustainable Development. Similar coordination mechanisms also exist for Food Security and WCARRD follow-up.

39. The Economic and Social Policy Department engages in country policy work covering the entire sector of food and agriculture (nutrition policy, food policy, food security, trade, commodity policy, sector planning, policy with respect to vulnerable groups, WCARRD follow-up, sector analysis, structural adjustment and environmental policy). The Investment Centre undertakes sector and sub-sector reviews with the primary aim of identifying investment projects for external financing. It also, in some cases, helps to assess the consequences of policies on the sector or the sub-sector concerned. The Regional Offices, Joint FAO/EC Divisions and the Country Offices, also participate in country policy work. Information pertinent to country policy work is also maintained by most units at Headquarters and at Country and Regional Offices.

40. FAO's assistance in reviewing sector policies and performance is led by ESP or DDC in cooperation with units having sub-sector responsibilities. Food Security and WCARRD missions are multidisciplinary and often require experts on matters beyond FAO's mandate. Sub-sector policy work, which focuses on a particular discipline, also requires specialists in related topics.

41. A substantial share of FAO's assistance is in the form of strengthening national capacity to formulate and implement policies. Particular emphasis is placed on the in-service training of national staff, where Regular Programme and field activities under TCP and other multilateral and bilateral funding are closely integrated. The main effort is directed towards sub-Saharan Africa but the Near East, Latin America and Caribbean, Asia and Pacific countries also receive FAO support through national or regional training programmes.

b. Performance

42. FAO's involvement in sector and sub-sector studies and in structural adjustment work is of long standing. Since 1984, FAO under its Regular Programme has completed twenty-six studies on various aspects of structural adjustment and another seven studies have recently been initiated.

43. The range of FAO's support to developing countries in policy work through field projects is shown in the table below. Assistance covers sector and sub-sector reviews, preparation for donor meetings or negotiations for adjustment programmes, impact of structural adjustment and developing or strengthening national capacity for policy analysis through institution building and/or training. Seventy-two countries have been or are being assisted, 29 in Africa, 10 in Asia and the Pacific, 15 in Latin America and the Caribbean, 12 in the Near East and North Africa and 6 in Europe. Out of the 147

projects, 27 have been completed, 82 are on-going and 38 projects are in the pipeline. Out of the 109 completed and on-going projects, 40 projects were funded under the TCP. The total allocation to the 147 projects amounts to about US\$ 185 million.

FAO's Assistance to Member Nations in Policy Work

	No. of projects			Allocation (US\$ '000)		
	Completed	Ongoing	Pipeline	Completed	Ongoing	Pipeline
Assessing Impact of Structural Adjustment Programmes	-	5	2	-	852	1 300
Preparation for Negotiations on Structural Adjustment Programmes	3	3	2	396	690	1 055
Sector or Sub-Sector Policy and Performance Review	17	35	12	37 427	7 184	41 172
Institution-building in Planning and Policy Work	2	28	16	2 985	43 918	19 038
Training in Agricultural Planning and Policy Analysis	5	11	6	2 302	3 753	21 926
TOTAL	27	82	38	43 110	56 397	84 491

44. During 1989-90, the Investment Centre had full responsibility for the completion of 46 sector and sub-sector studies at the request of the World Bank, regional banks and UNDP as well as FAO/TCP, although many of them were for the specific purpose of identifying and formulating investment projects.

45. A number of training documents have been prepared in support of these activities and are progressively published; the "Policy Analysis for Food and Agricultural Development: basic data series and their use" was among the earliest ones. Another document "Training in Policy Impact Analysis" reviews the state of the art and sets orientations for a training programme. Several training texts used in various courses have been edited as a manual for "Agricultural Policy Analysis" to be published in 1991. A series of companion volumes are under preparation such as "L'analyse de filière: une méthode pour l'analyse des politiques", "Food Security Policy Analysis", and "Price and Markets Analysis". The training manuals are complemented with computer exercises for use in training sessions.

46. The following selective examples of projects illustrate the broader sectorial dimension of FAO policy work at the country level and coordination with other agencies. The following section describes some of the cooperation with other institutions which has resulted in the kinds of practical cooperation cited in these examples.

Senegal

47. A TCP project was initiated to assess the impact of the Structural Adjustment Programme on the food and agricultural sector. To exchange ideas, several meetings at FAO Headquarters and the field were held involving officials from the World Bank and other multilateral and bilateral donors. A national team, assisted by international consultants, was established to address specific issues. This was followed by a national seminar, co-sponsored by FAO and the World Bank, in which high level government policy-makers and donors' representatives discussed critical policy issues and institutional reforms. The outcome of the project was the preparation of an Agricultural Development Policy Statement by the Government of Senegal on the basis of which a structural adjustment loan was negotiated.

Burkina Faso

48. Within the framework of a Structural Adjustment Programme negotiated with IMF and the World Bank, a TCP project assisted the Government in the preparation of policies for the agricultural sector as well as a medium-term strategy to improve the performance of the sector. To this effect, the Government has established a number of Working Groups to review each sub-sector and propose policies for improvement. The Ministry of Agriculture has established a Steering Committee in which FAO and other major donors are members. In implementing this project, FAO works closely with the World Bank and other bilateral donors, notably the French "Caisse Centrale de Coopération Economique" (CCCE).

China

49. At the request of the Chinese Government a TCP project on training in Agricultural Policy and Planning was formulated in February 1990. A group of senior Chinese planners visited policy-making and research institutions in India and USA; a three-month training course was conducted at Beijing Agricultural University for 29 agricultural planners from central and provincial institutions. The course raised interest from both trainees and government officials who expressed further need to develop the capacities in modern methods of policy analysis and planning. As a consequence, and in coordination with the Ministries of Agriculture and Commerce, the State Price Bureau, the State Planning Commission, and the UNDP/WB supported Interministerial Committee for Joint Training Coordination in the field of agriculture, forestry and water resources, a larger-scale training project has been identified for consideration in 1991 by the UNDP and the Asian Development Bank.

Viet Nam

50. In 1989, a joint FAO/World Bank/UNDP mission visited Viet Nam to identify priority macro-economic and institutional changes required in the transition towards a market-oriented economy and investment opportunities in the agricultural sector. Following the mission, a TCP project was initiated on Policy Impact Analysis to assist in the operational strategies for the transition. A first Policy Impact Analysis Workshop was held in August 1990 attended by senior Vietnamese officials and distinguished experts and scholars. Subsequently, senior officials of the State Planning Committee went on a study tour to Indonesia and Thailand to learn from the experience of the two countries in agricultural policy formulation and related programmes. A second workshop took place in August 1991. Within the framework of a bilateral trust fund from France, two fellowships were awarded in early 1991 on "Structural Adjustment and Agricultural Policies"; and a training course on "Introduction to Agricultural Policy Analysis" will be held in October 1991 and a second one in early 1992. These training activities will contribute to further reforming policies and institutions for the transformation of the economy towards a market-oriented system. FAO has liaised with the Asian Development Bank regarding its on-going and planned investment projects for agricultural development in Viet Nam.

Zambia

51. There has been effective cooperation between the World Bank and FAO in activities related to the development of comprehensive food security programmes both at the country level and between headquarters of the two institutions. The experience in Zambia provides an example of this cooperation. The World Bank convened a Consultative Group meeting in Paris (March, 1991) where the FAO Planning Framework with the Explanatory notes of the Zambia Phase II programme were circulated. The Bank has suggested that a joint donor roundtable be convened in June or July of this year to consider together the food security programme being prepared with FAO's assistance and an agricultural sector review for Zambia which the Bank is about to complete. Other countries in which there has been similar cooperation on country policy work focused specifically on food security include Tanzania, Chad and Niger.

Benin and Côte d'Ivoire

52. FAO has made substantial contribution to the efforts of member countries to restructure their institutions as a component of structural adjustment programme. Two examples of FAO activities and cooperation in this field are in Benin and Côte d'Ivoire.
53. In 1989-90 FAO executed two important projects funded by UNDP and the World Bank, amounting to US\$ 1.2 million, with the objective of restructuring the rural institutions in Benin, representing all the agricultural services, and in particular the Ministry of Agriculture and its regional departments. The results of these two projects were endorsed by the government and by all the concerned donors. The

World Bank used these results as the basis for its project "Support to Agricultural Services in Benin" and requested the collaboration of FAO Officers who had undertaken the work, in the appraisal and formulation of this large-scale project. Implementation of this World Bank project is planned to start in 1991 with co-financing by several other donors.

54. The Government of Côte d'Ivoire, on a recommendation by the World Bank, has requested FAO to assist in the restructuring of its rural institutions, i.e. the Ministry of Agriculture with its regional departments and five rural development companies. In consultation with the Government, the UNDP Resident Representative and the World Bank Office in Abidjan, FAO has prepared a project in this field, which it will start to implement in June 1991 with UNDP funding. The World Bank has expressed its wish to participate in project activities in order to prepare the ground, as in Benin, for a large-scale project in support to agricultural services.

c. Cooperation with other institutions

55. Cooperation with other institutions on sector and subsector reviews, structural adjustment, WCARRD and food security is essential and is being strengthened. Members of the ACC Task Force on Rural Development participate in WCARRD follow-up missions. UNIDO is frequently asked to provide or identify a member of a sector policy review mission. The meeting between the Managing Director of the IMF and the Director-General in October 1989 resulted in an agreement on broad lines of FAO/IMF collaboration regarding Policy Formulation Papers in selected countries, with particular emphasis on designing medium-term policy measures to help and protect the poor.

56. In March 1990, the Director-General wrote to the President of the World Bank, the Managing Director of IMF and the Administrator of UNDP conveying the wish of the Twenty-fifth Session of the Conference for FAO's participation in structural adjustment activities as well as in the preparation and holding of sector or subsector meetings that follow World Bank Consultative Group meetings and UNDP Round Tables. Replies were received from all the three, confirming their interest in strengthening their collaboration with FAO in country policy work. The UNDP Administrator welcomed a more meaningful involvement of FAO in Round Tables while the President of the World Bank emphasized the need to keep a flexible approach to FAO participation in Consultative Group meetings, which should be examined on an *ad hoc* basis.

57. Also in March 1990, as part of the annual consultation, a FAO team led by the Assistant Director-General of the Economic and Social Policy Department visited the World Bank and IMF on structural adjustment work and environment. The World Bank agreed to draw the attention of national authorities to the possibility of using FAO as executing agency for technical assistance components of World Bank projects, particularly in the fields of policy capacity building and resource management. It was also agreed that in order to facilitate collaboration at country level, staff in World Bank Resident Missions and FAO Representations will be sensitized to the advantages of collaboration

and encouraged to exchange information on their respective activities and plans. Full understanding was reached on exchanging information and documentation covering sector work, as well as policy studies, training, workshops and seminars, and to share documents describing current concerns and work proposals.

58. The IMF convened a seminar for UN officials on Social Aspects of Adjustment Programmes in Washington in October 1990 at which the Assistant Director-General of the Economic and Social Policy Department represented FAO. Associated discussions held with the senior staff of IMF led to a general consensus to establish informal collaboration on a country-by-country basis in connection with the preparation of Policy Formulation Papers (PFPs) and the exchange of information and documentation. Subsequent follow-up has included (1) identification of countries for which the IMF will provide PFPs and other documents, (2) identification of countries in which FAO has proposed being involved in the PFP preparation process on a collaborative basis, and (3) preliminary discussions with respect to IMF-FAO collaboration on activities in selected countries.

59. The FAO team also visited the IDB and the outcome is a new Technical Cooperation Agreement between FAO and IDB covering the preparation of investment projects, feasibility studies and sector policy papers. The draft agreement is being submitted to the Board of Directors of IDB for approval. An exchange of letters on FAO involvement in the implementation of the technical assistance components of IDB loans is under discussion.

60. As several agencies have taken initiatives to provide training in support of reinforcing national policy formulation and implementation capacity, close contact is maintained with the Economic Development Institute of the World Bank, other institutions and main bilateral donors in order to ensure synergy both in the preparation and the delivery of training for policy work at the country and regional levels.

d. Strengthened coordination

61. In order to strengthen the coordination mechanism and information system for country policy work in FAO, the Director-General established (a) a Steering Committee on Sector and Structural Adjustment Policy Work (SSAP) to advise the Director-General on SSAP and to oversee the formulation and coordination of activities in support of FAO's SSAP work (b) a Central Task Force on SSAP, chaired by the Director of Policy Analysis Division and comprising eight experienced senior staff members familiar with country policy work to support the Steering Committee and (c) a Country Policy Information System (Appendix D DGB No. 90/51).

62. The Steering Committee and the Central Task Force have met several times in 1991. The Planning Assistance Service of the Policy Analysis Division acts as the Secretariat of the Central Task Force.

63. Under the guidance of the Steering Committee the Central Task Force performs the following four functions with a view to promoting and strengthening the coordination of FAO policy work:

- (i) close oversight and general guidance of all SSAP work by FAO at all levels;
- (ii) a second level oversight of non-SSAP work by FAO in order to ensure consistency in advice provided through SSAP and other policy work;
- (iii) enhance cooperation in SSAP work at country level and exchange of information with other international organizations; and
- (iv) monitor and periodic reporting of the status and progress of country policy work by FAO.

64. Work on Country Policy Information System is progressing satisfactorily. Various options and relevant issues are being explored to ensure that the organization-wide system meets the needs of units engaged in policy work and enhances the policy advice provided by the Organization to its member countries. This is a complex undertaking to which careful attention is given in the framework of the country policy work of FAO.

REVIEW OF WCARRD FOLLOW-UP

65. The review of WCARRD follow-up experience was recommended by the Programme and Finance Committees based on the proposal made by the Group of Experts who reviewed FAO's objectives, role, priorities and strategies. This recommendation was accepted in principle by the Director-General.

66. Although the report of the Conference does not contain a specific direction to this effect, in view of the importance of the subject to FAO and other UN agencies and considering the ten years of experience gained, the Director-General has implemented the recommendation.

67. The purpose, scope and implementation modality of the review were discussed by the Eighteenth Meeting of the ACC Task Force on Rural Development in May 1990. The members of the ACC Task Force welcomed the Director-General's initiative and expressed their readiness to collaborate fully with FAO in this review. They also agreed with the arrangements proposed by the Director-General for conducting the review.

68. The review was undertaken by three external consultants assisted by an in-house Working Group. They made visits to several member agencies of the ACC Task Force on Rural Development as well as to selected countries in order to assess the impact of the assistance provided by FAO and other agencies as part of WCARRD follow-up. The draft report of the consultants was circulated to member agencies of the ACC Task Force for comments. The consultants submitted their final report to the Director-General in May 1991. It was also the subject for discussion by the ACC Task Force on Rural Development which met in Nairobi in the same month. The recommendations and the agenda for rural development in the 1990s contained in the report were generally found to be acceptable, subject to some specific observations on several of the recommendations. The report of the external consultants, the Director-General's comments on the report as well as those of the ACC Task Force are submitted for the consideration of the Conference under agenda item 8, along with the Third Progress Report on WCARRD Programme of Action (C 91/19).

TCDC AND ECDC

69. Technical and Economic Cooperation among Developing Countries (TCDC/ECDC) are conceptual priorities which permeate the entire spectrum of FAO's technical and socio-economic programmes. TCDC is a recurrent theme throughout the Organization's Programme of Work and Budget. Intercountry technical consultations and preparatory work for the establishment of networks are examples of TCDC promotional activities financed from Regular Programme resources. In some cases, as for the initial years of the regional credit associations, "seed money" is provided to finance the external costs of TCDC operations. Regional and sub-regional cooperation schemes including integration bodies provide natural channels for FAO's support to Economic Cooperation among Developing Countries (ECDC) in food and agriculture. Generally such support involves assistance in the formulation of agricultural development strategies and agricultural planning within the framework of regional cooperation, identification of mechanisms and procedures for the expansion of intra-regional agricultural trade and assistance in the design and implementation of regional and sub-regional food security schemes.

70. The Conference agreed on the continuation of FAO's support to the New International Economic Order (NIEO) and particularly to TCDC and ECDC. In order to further strengthen TCDC and ECDC the Director-General initiated an internal review of both activities. Based on the findings of the reviews, he has delegated the overall coordination of ECDC/TCDC to the Assistant Director-General, Development Department and combined the functions of TCDC and ECDC in a single unit in the Development Department, with a focal point for both activities in each technical division and Regional Office. He has also arranged to combine in one Newsletter coverage of both TCDC and ECDC and for a periodic joint report on TCDC and ECDC to the Governing Bodies. Since the Twenty-fifth Session of the Conference, three more issues of the Newsletter have been brought out, in April 1990, October 1990 and April 1991. The Newsletter, with an expanding readership including government authorities and institutions, features innovative TCDC/ECDC approaches and opportunities and disseminates information on completed and planned activities.

71. A paper providing information on FAO's support to TCDC during the period 1989-1990 was presented to the May 1991 Session of the High Level Committee on the Review of TCDC as a follow-up to the Buenos Aires Plan of Action. The Committee recognized the pre-eminent position of FAO among the specialized agencies and noted that despite budgetary constraints, the Organization's support to TCDC from all sources, Regular Programme and extra-budgetary resources maintained its upward trend to nearly US\$ 49 million (up from US\$ 45 million during 1987-88 and US\$ 30 million during 1985-86).

72. FAO's biennial report on support to ECDC was prepared in June 1990 and transmitted to UNCTAD which has the system-wide coordinating responsibility for ECDC. The report summarized the means of action employed by the Organization in catalyzing ECDC efforts of the developing countries. The Review of the Regular Programme 1990-91 (Part III) reviews Technical Cooperation Networks which currently number about 140 and are supported by FAO mainly as instruments of TCDC (C 91/8).

These networks, which vary in their geographical coverage as well as in the emphasis of their primary functions, are increasingly becoming a significant part of FAO's activities and serve as useful channels of contact with national institutions. TCDC and ECDC are examined as a special theme in the Medium-term Plan document (C 91/23), which provides a broad framework of FAO's goals for the period 1992-1997.

73. Among the diverse TCDC/ECDC activities carried out by FAO, a few illustrative examples are of particular interest. A joint mission, formed by the ASEAN Agricultural Development Planning Centre (ADPC) and FAO, visited ASEAN countries (Indonesia, Malaysia, the Philippines, Singapore and Thailand) in July 1990 to develop a technical cooperation project. The proposed project, Assistance in Agricultural Planning and Policy Analysis in the ASEAN, envisages a four-year (1992-95) technical assistance programme for strengthening the region's capacity in agricultural policy analysis and development planning as well as project formulation and monitoring for regional cooperation in food, agriculture and forestry. The strategy is to conduct applied analysis and assessments, in close cooperation with ASEAN member countries and institutions, of crucial and pressing interregional and intraregional policy issues and problems affecting the ASEAN agriculture sector as well as regional economic cooperation. The project will also establish a monitoring and evaluation system within the Committee on Food, Agriculture and Forestry (COFAF) organizational structure for application in regional cooperation programmes, projects and activities relating to food, agriculture and forestry. ASEAN countries will continue to exchange information and experiences for a better understanding of the region's agriculture sector while technical reports and documents produced by the project will be made available to national planners and policy decision-makers.

74. During the biennium, two FAO sub-regional early warning and food information system projects for SADD and IGADD countries have provided opportunities for exchange of experience and know-how between the member countries of these groupings. In 1992-93 FAO's comprehensive food security programming methodology will be applied at the sub-regional level in West and Central Africa, where FAO is executing the agricultural sector component of two UNDP-funded ECA executed multisectoral projects which call for the elaboration of comprehensive sub-regional food security strategies. During 1991, support was also given to ASEAN in the design of a project to enhance cooperation in food security.

75. For the 1992-93 biennium, it is planned to hold two regional meetings that will examine the consequences for developing countries in Latin America and the Caribbean and in Africa of the changes in agricultural policies of international significance stemming from the Uruguay Round of Multilateral Trade Negotiations as well as other key policy developments such as the European single market and changes in national policies under way in Eastern Europe and the USSR.

WORLD AGRICULTURAL INFORMATION CENTRE (FAO-WAICENT)

76. The Conference welcomed the establishment of WAICENT²⁰ to reinforce the role of FAO as the world centre for collection, analysis and dissemination of information on food, agriculture, forestry, fisheries and nutrition. To strengthen the activities already dedicated towards this objective, and to speed up implementation, the Director-General established a Steering Committee and an Inter-departmental Working Group for WAICENT and appointed a Programme Manager (Appendix E DGB No. 90/24).

77. WAICENT is composed of statistical data-bases (FAOSTAT) and textual data-bases (FAOINFO). By November 1991, a prototype of the dissemination module of FAOSTAT will be finalized and demonstrated to the Conference. By mid-1992 the prototype model will be further developed to replace the existing AGROSTAT Information System. In 1992, work on the FAOINFO would be completed. WAICENT is scheduled to become fully operational by the end of 1992 and released to external and internal users.

78. The activities completed in 1990 include the review of existing statistical working systems, data banks and applications, the development of common modules and facilities to be used, data flows and the system structure of FAOSTAT, design of Time Series as the core component of FAOSTAT, the selection of the Data Base Management System, review of hardware and communication system and the preparation of corporate standards.

79. In 1991, the development phase of FAO-WAICENT started and the achievements include the installation of a development platform (Micro VAX 3100 E and a network), the signing of a site licence with INGRES International for the Data Base Management System including staff training, one Development Team and three User Teams were established and their work priorities determined and the AGROSTAT PC, a diskette dissemination system, was completed.

80. In May 1991, a Briefing Paper on FAO-WAICENT was issued and a briefing session held for the Permanent Representatives to FAO.

81. Once completed WAICENT will provide the following benefits:

- by applying common standards for classifications and definitions, codes, quality indicators, statistical methods, data collection procedures, data-base processing rules and procedures, the quality and consistency of information will improve;
- through the improvement of communication means and channels with national statistical offices, the coverage and timeliness of the information will be enhanced;

²⁰ C 89/REP, para. 209

- more of FAO's information will be available and access to information will be substantially improved for both external and internal users;
- substantial economies will be achieved and this will enable FAO to reorient resources to assist Member Nations in improving their information processing and dissemination systems;
- through the coordination of the different working systems the demand for information on national offices will be reduced.

82. The introduction of more advanced computer technology in Headquarters would permit in the medium term to replace the present system of questionnaires submitted to national statistical offices with computer readable means, thus reducing the workload for countries and at Headquarters. In addition, the know-how acquired with WAICENT would be transferred through field projects to national offices for making their data-base management more efficient.

REVIEW OF FIELD OPERATIONS BY THE GOVERNING BODIES

83. As requested by the Conference ²¹, the Director-General has instituted a system for the systematic review of field operations by Member Nations, which was welcomed by the Council, at its Ninety-ninth Session in November 1990. Each of the Technical Committees of the Council (COAG, COFI, COFO and CFS) which met during this biennium was presented with a document which reviewed the field programme related to the mandate of the Committee. A synthesis of their findings is contained in the Review of Field Programmes 1990-91.

84. The Committees appreciated these documents and commended FAO on their quality. COAG welcomed the structure of the "Review of Field Programme 1988-90". It recognized the complementarity between the Regular Programme and Field Programmes and the value of the Special Action Programmes in generating field activities. COAG gave its support to the acceleration of national execution and the importance of inter-country projects in support of TCDC and ECDC. It endorsed the measures introduced towards the decentralization of field operation and stressed the importance of evaluation.

85. COFI reviewed FAO-executed projects covering fisheries. It emphasized the need for base-line data at the beginning of projects in order to permit subsequent assessment of impact and to ensure purposeful monitoring and evaluation; stressed that projects should be designed within the context of national fisheries development plans and recommended that long-term sustainability aspects should be reflected in project design. The increased utilization of national expertise and support to TCDC activities was emphasized.

²¹ C 89/REP, para. 226(a)

86. COFO recognized FAO's leadership in technical cooperation programmes relating to forestry, and the high quality of the forestry field programme's performance. It requested governments and funding institutions to increase their commitments to forestry. COFO commended FAO for focusing its forestry field programme in order to strengthen national institutions and accelerate the training of human resources. Recognizing the complexity and multidisciplinary nature of the forestry field programme, it recommended that agricultural, animal husbandry and rural development projects should include forestry components in improving environmental quality and promoting sustainable development.

87. The Committee on World Food Security reviewed the field programme activities related to food security. It supported the field work of the Food Security Assistance Scheme (FSAS) in formulating comprehensive national food security programmes and praised the cooperative activities of FAO with other institutions in implementing the expanded mandate of food security.

88. All four Committees underlined the effectiveness of FAO's Technical Cooperation Programme with the developing countries. An overview of FAO's field programme in each region was also submitted to the respective Regional Conferences.

89. A policy document on Operational Activities for Development was submitted to the Ninety-ninth Session of the Council (June 1991). The document was primarily concerned with UNDP Support Costs Successor Arrangements and Follow-up to the United Nations General Assembly Resolution 44/211. The Thirty-eighth Session of the UNDP Governing Council (in New York) adopted its final decision on the new support costs arrangements. The contents and implications for FAO of this decision are addressed under item 17 and 17.1 of the Conference, Review of Field Programmes 1990-91 and Operational Activities for Development, respectively.

90. As reported to the Ninety-eighth Session of the Council, the Director-General has introduced changes in the format of the Review of Field Programmes as submitted to the Conference under agenda item 17.

91. The Review is more comprehensive, there is increased emphasis on policy matters, greater coverage of substantive sectors and more stress on performance assessment and evaluation, with a section focusing on TCP (C 91/4).

IMPROVING INFORMATION ON FIELD OPERATIONS

92. An FAO Yearbook containing basic information on field projects under all funding sources, including the TCP, has been issued and will continue to be produced on an annual basis. The Yearbook is available to Member Governments, FAO staff and other users on request.

93. In addition, a publication on FAO development services, which will summarize the range of services offered by FAO as a development agency and adviser to governments and donors, is under preparation. The publication is intended for both

government and non-government bodies as well as the private sector involved in development.

94. Work is underway to develop a Field Programme Manual which will bring together the various guidelines, instructions and procedures relating to all aspects of FAO field operations.

95. The computerized Field Programme Management System is making steady progress. The aim of the system is to provide management with information on the critical parameters of the Field Programme which are essential for proper monitoring and decision making and to make data and information available to operators who have responsibility for the implementation of field projects. The system will be linked to the FINSYS/PERSYS project sub-system.

96. To develop the Field Programme Management System, a one-year Trust Fund project, involving US\$ 360 000, was approved by the Government of France in September 1990 and further extended to December 1991 with an additional sum of US\$ 200 000. The project is operated by a Project Director in the Office of the ADG, Development Department and receives guidance from the Information Systems and Resources Committee (ISRC) and the Field Programme Committee (FPC). It also receives support from a Users Committee.

97. After completing the conceptual design of the system (definition, coding, information flow responsibilities, consolidation of the existing pipeline systems, etc.), the project has now reached the stage of actual development of the system, starting with design of the database, the definition of the input responsibilities, data input and retrieval facilities, conversion of data from existing systems and finally testing the system. It is hoped that the major part of the Field Programme Management System will be completed by the end of 1992.

98. Consolidated project formulation guidelines are under finalization. The purpose is to provide the necessary advice, including detailed instructions, on the content and format to be followed in the formulation of technical cooperation projects.

STRENGTHENING FAORS

99. The Conference requested the Director-General to strengthen FAO Country Offices in order to handle more effectively country policy work and to strengthen the role of the FAORs in field operations.²² For the current biennium, the Director-General had originally proposed the creation of 10 fixed-term posts of Senior Economists for policy work and 15 posts of Programme Officers for a total cost of US\$ 4.2 million per biennium. Regretfully, in view of the Organization's serious financial difficulties, the Director-General has had to drastically scale down this proposal to six posts, three posts of Senior Programme Officer and three posts of Programme Officer, for an expenditure of US\$ 1.1 million per biennium, giving preference to those countries with

²² C 89/REP, Resolution 10/89 (operative para. 8) and para. 226(c)

a large FAO field programme and/or those which require urgent assistance in connection with structural adjustment work.

100. Furthermore, the Director-General has already taken a number of measures to increase decentralization at field level *inter alia* by doubling the ceiling of field purchase orders to US\$ 20 000 (thus some 60 percent of all purchase orders may now be initiated in the field) and by authorizing FAORs to recruit national consultants. Other measures to enhance further decentralization are currently under consideration, in particular for purchases and subcontracts.

101. The introduction of modern communications facilities such as telefaxes, improved telephone exchanges and office automation was pursued and more than two-thirds of all the FAO Representations are now modestly equipped. Resources and local conditions permitting, it is intended to progressively equip all FAO Representations with such equipment.

102. Because of the increasing number of emergency situations which have recently prevailed, security equipment and facilities such as two-way radios and power generator sets had to be provided to a significant number of FAO Representations in line with the recommendation of the UN Security Coordinator.

REINFORCING FIELD OPERATIONS AND TECHNICAL BACKSTOPPING

103. The urgency and the extent of the need to strengthen FAO's capacity for timely and adequate technical and management support to field operations was recognized by the Experts who reviewed the work of FAO. This led them to conclude that "the technical staff in FAO needs to be augmented to effectively handle the requirements of field operations" and to recommend "that additional CPOs should be assigned as an immediate amelioration measure" (SJS 3/2, paras 53 and 84). In the light of this assessment, the Programme and Finance Committees recommended that "additional project officers be appointed as an immediate ameliorative measure and the technical backstopping staff be increased". The Conference endorsed this recommendation.²³ The Conference decision reflects the recognition that in the years ahead FAO is expected to be progressively involved in complex field projects related to country policy work, sustainability, biotechnology and environmental issues. All such projects call for rigorous technical backstopping by qualified technical and policy-oriented staff. Likewise, the emphasis on national execution will demand the services of additional senior project operations officers for monitoring, supervision and follow-up as well as increased interaction with the FAORs. The Director-General welcomed this recommendation and expressed his readiness "to implement short-term measures of relief as a priority matter" (C 89/21, para. 51). However, he regrets that because of growing financial difficulties of the Organization, this valuable recommendation has remained farthest from implementation.

²³ C 89/21, paras 3.18 and 3.52(V) and C 89/REP, para. 226(b)

104. For the 1990-91 biennium, the Director-General had originally proposed the establishment of 18 professional posts (12 project operations officers and six posts for technical backstopping) with the necessary servicing staff at a cost of US\$ 3.9 million. Regretfully, the worsening financial situation did not permit implementing the measures during the biennium. However, in the Programme of Work and Budget 1992-93, the Director-General is proposing a net increase of 17 professional officers in the four technical departments. Although a modest measure in relation to actual requirements, it is expected that up to one-third of their time may be devoted to technical backstopping of field projects.

105. The possibility of increasing the number of project officers in operations units is overtaken by the new UNDP support costs successor arrangements decided upon by the UNDP Governing Council in June 1991. In this connection, the Director-General feels obliged once again to draw the attention of the Governing Bodies to the continued deterioration in the level of FAO's earnings from UNDP-supported field operations. He wishes to remind the Conference that the bulk of UNDP support cost earnings (about US\$ 23 million per annum) is used for the salaries of Rome-based staff involved in field operations and their international travel. In view of the continued increase in the salaries particularly of General Service staff and the rising cost of international travel, and on the other hand the flat rate of support cost reimbursement, the gap between support cost earnings and actual expenditures by the Organization in support of field operations has widened year after year. As a result, the subsidy of the Regular Programme in support of field operation has increased rapidly over the years.

106. This matter and the implications of the new UNDP support cost successor arrangements are being closely examined by the Director-General and will be reported to the Conference. The effects of the decision taken by the UNDP Governing Council are expected to be complex and extensive. Meanwhile, the Director-General has taken some specific measures to adjust to new circumstances. These measures are reported separately to the Conference in the Review of Field Programmes.

FIELD INSPECTION

107. The Governing Bodies did not reach a clear-cut decision on field inspection. The Group of Experts on FAO's Field Operations recommended the creation of two or three Field Inspectors to be attached to the Office of the Director-General and to deal exclusively with the Management aspects of field operations.²⁴ The Programme and Finance Committees recommended that "a field inspection unit be established reinforcing the Evaluation Service...",²⁵ while the Conference urged the Director-General "to strengthen the process of Field Programme evaluation through the work of the Evaluation Service".²⁶

²⁴ SJS 3/2, March 1989, page 106, para. 70

²⁵ C 89/21, para. 3.51(iv)

²⁶ C 89/REP, para. 227

108. The Director-General undertook a careful internal review of all current activities which fully or partially focused on the inspection of field operations. He also reviewed the current procedures related to the monitoring and evaluation of the Field Programme. As reported to the Council,²⁷ the review demonstrated that the work of FAO in field inspection is fairly extensive. This applies particularly to the management aspects of the field projects and country offices.

109. At present there are various mechanisms in place which aim at identifying and solving the management issues affecting field operations. These include the audit and inspection visits by AUD, the tripartite evaluation missions under the auspices of PBE, annual tripartite reviews conducted at the field level with the participation of the FAOR, trouble-shooting missions by the senior staff of Operations units to projects on a case-by-case basis and *ad hoc* inspections carried out by the Field Inspector in the Development Department and DDF staff. The process of field monitoring, which has recently been strengthened for both UNDP and Trust Fund projects, is a major tool in detecting projects facing management problems. Attention to such problem projects is also drawn by the FAORs in their six-monthly reports.

110. The various activities related to inspection and evaluation carried out by FAO during 1988-89 absorbed nearly 255 work-months of staff for a direct cost to FAO of US\$ 3.2 million. This sum, which excludes overhead costs, amounts to approximately 0.6 percent of field project delivery in 1988-89. If allowance is made for the overhead costs, the ratio would be of the order of 1 to 1.2 percent of field project delivery.

111. In the Programme of Work and Budget 1990-91, a post of a Senior Evaluation Officer was approved and filled and a new post for Field Office Inspection was approved in the Development Department.

112. Moreover, the Director-General has taken the necessary steps to streamline the field inspection activities of the different units. These include harmonization in the scheduling and terms of reference of missions undertaken by different units for the purpose of field inspection and other management problem-solving, better briefing of missions prior to their inspection visits, sharing the reports of inspection missions and a closer scrutiny of the monitoring reports to detect management and operational problems before they surface.

RELATIONS WITH FUNDING AGENCIES

113. In order to further strengthen FAO's relations with UNDP (the major contributor to FAO's Field Programmes), in March 1990, the Director-General wrote to the Administrator of UNDP requesting that the annual meeting of the senior staff of the two organizations should become a permanent feature of FAO/UNDP cooperation. He also invited the views of the UNDP Administrator for a joint FAO/UNDP letter to their respective country representatives to reinforce their working relationship in order to resolve outstanding problems on the spot and to undertake joint preparatory work for

²⁷ CL 98/17, paras 49-55

the UNDP Fifth Programming Cycle. The Administrator welcomed the Director-General's initiative and agreed to hold senior level consultations to take into account the outcome of the inter-governmental discussions at present underway on major policy issues. The possibility of sending a joint communication to FAO/UNDP country representatives, as proposed by the Director-General, will be considered at the senior level meeting.

114. With most Trust Fund donors, FAO organizes two meetings every year, one in Rome and one in the capital city of the donor agency. These meetings have proved useful and productive and the Director-General intends to further improve the contents of their agenda by drawing the attention of the donor agency to Regular Programme priorities and seeking its financial support for selected activities, such as studies, seminars and technical consultations. In this connection, the technical departments have been instructed to formulate proposals for possible Trust Fund contributions in support of activities closely related to priorities under the Regular Programme.

115. However, the major thrust of the meetings with Trust Fund donors continues to be on projects related to FAO's Special Action Programmes, umbrella projects linked to priorities approved by the Conference and the performance review of ongoing activities funded by the Trust Fund donor.

SUPPORT TO AGRICULTURAL TRADE NEGOTIATIONS

116. As agreed by the Twenty-fifth Session of the Conference, the Director-General has taken steps to increase FAO's involvement in international trade, in conjunction with the Uruguay Round of Multilateral Trade negotiations under the auspices of GATT, including the involvement relating to Codex Alimentarius and plant protection. In particular, he is proposing two senior professional posts (P-5) in the Programme of Work and Budget 1992-93 to facilitate FAO's involvement in the follow-up to the Uruguay Round negotiations on sanitary and phytosanitary regulations and barriers to trade. The action covers three fronts.

i. FAO/Codex/GATT Cooperation

117. In the Programme of Work and Budget 1992-93 the Director-General has proposed the allocation of US\$ 260 000 for a Senior Officer in the Food Policy and Nutrition Division to act as the FAO/Codex/GATT Food Control Coordinator and the principal liaison point between GATT and the expert scientific bodies supporting Codex. This post will be used to strengthen the Food Control and Consumer Protection Unit of the Food Quality and Standards Service (ESNS).

118. The Conference and the GATT discussions have stressed the need for assistance programmes to enable developing countries to meet Codex and international trade requirements. ESN is implementing about 50 national, regional and global food control assistance projects, many through the Technical Cooperation Programme, to strengthen national food control, quality and safety capabilities,

control and monitor food contamination, and support export and import inspection and certification programmes.

119. FAO's Food Quality and Standards Service has continued close collaboration with the GATT Secretariat and has participated as observer at all meetings of the Uruguay Round's Working Group on Sanitary and Phytosanitary Measures.

ii. FAO/IPPC/GATT Cooperation

120. In the Programme of Work and Budget 1992-93 the Director-General has proposed an increase of US\$ 420 000 for the Plant Production and Protection Division in connection with plant protection.

121. The role of the International Plant Protection Convention (IPPC) Secretariat will be to support efforts of the GATT to eliminate unreasonable barriers to international agricultural trade. To achieve this objective the Secretariat will promote action to harmonize plant quarantine principles, develop standard techniques for pest risk assessment and related procedures for pests of major crops, and following close consultation with member countries and the regional plant protection organizations, assist in establishing standards for plant quarantine and protection. In addition to this GATT related function, and subsequent to the April 1991 ratification of the amended IPPC, the IPPC Secretariat will be responsible for the dissemination of information, under the new paragraph 4 of Article VI of the IPPC and amendments to sub-paragraphs (b), (c) and (d) of paragraph 2 of the same Article. These provisions require all contracting parties to inform FAO immediately they restrict the import of plant or plant products into their territories, change their plant protection legislation, or require consignments to be imported through specified points of entry. FAO, in its turn, is obliged to inform all other contracting parties of such restrictions or changes.

iii. Trade and Commodity Advice

122. With the resumption of the Uruguay Round negotiations in 1991, the Director-General has also made provision in the Programme of Work and Budget for 1992-93, as in the present biennium, to ensure continued FAO technical assistance to interested developing countries participating in the negotiations. In the current biennium FAO has provided commodity information at the request of both individual countries and groups of developing countries participating in the negotiations on Agriculture, Tropical Products and Natural Resource Based Products. Substantive technical advice has been extended to the group of net food importing developing countries and to member countries of the Central American Common Market. In addition to providing continuing support to the participants, it is planned to assist developing countries in examining the impact of policy changes flowing from the Uruguay Round negotiations.

123. Provision is being made in the Organization's work on commodity policies and trade to facilitate understanding of the issues in respect of agriculture and tropical products pertaining to the Uruguay Round and its follow-up. The CCP and its

intergovernmental groups continue to monitor developments in national policies and to review trade barriers. For instance, the Intergovernmental Group on Grains is planning to examine further the possible implications of liberalization of international grain trade for the levels of public and private stocks. Moreover the work on agricultural commodity projects which is to be concluded in 1992-93 will examine the issues of agricultural trade liberalization in the medium to longer term.

STAFF TRAINING

124. The Conference had welcomed the Director-General's recommendation for staff training to enable them to keep pace with new technology and approaches to development.²⁸ The vehicle for this is the External Training Programme.

125. The Director-General established a Steering Committee to advise him on the topics for which leave for external training will be granted and on the selection of the trainees among the applicants. Managers are encouraged to identify potential professional staff members for external training and this has become an integral feature of the annual staff evaluation report.

126. The Director-General had envisaged that during the 1990-91 biennium 60 staff members should be given the opportunity for external training. However, owing again to financial difficulties, it was not feasible to pursue this objective. Finance Committee approval to reinstate the Programme with a limited budget of US\$ 150 000 for 1991 was given in September, 1990. In 1991, actions are underway to provide external training to 15 professional and 5 general service category staff members; 7 of the staff members will be women. In 1992, it is envisaged to select 20 professional staff members for external training.

127. It may be recalled that the External Training Programme is not the only means of upgrading the knowledge and experience of FAO's professional staff in areas relevant to the work of FAO. Other training programmes organized by the Personnel Division include a course on Development of Management Skills to be initiated in 1992 and the on-going courses on Current Issues in Development (e.g. Environment and Sustainable Development), on Project Formulation, Monitoring and Evaluation and on Computer Applications.

CONCLUSIONS

128. The Review of Certain Aspects of FAO's Goals and Operations was intended to give FAO new direction and vitality and in particular to strengthen the planning and implementation capacity of the Organization for expanded and better services to its Member Nations. The recommendations of the Review responded to these objectives.

²⁸ C 89/REP, para. 217

129. The decisions of the Conference were aimed at a stronger FAO to meet the challenges facing world agriculture and rural development. While the shift of resources from low to high priority areas is a legitimate and worthy course, in the final analysis, the strength and vitality of FAO, as of any other organization, depend on the injection of additional resources to meet emerging needs. This issue was fully recognized by the majority of the Member Nations when endorsing the recommendations of the Review.

130. The Director-General has spared no effort in implementing the Conference decisions. He regrets that the financial situation of the Organization has not permitted further action. The execution of the Programme of Work and Budget approved by the Conference for 1990-91 has been more difficult than ever because of the financial situation and the Conference had specifically directed him to implement the decisions on the FAO Review without impairing other priorities and programmes in the Programme of Work and Budget.

131. The Director-General wishes to emphasize that there are several important and useful recommendations emanating from the Review which would make FAO stronger in the future, provided they are put into effect immediately. The implementation of these recommendations calls for additional resources both under the Regular Budget as well as from extra-budgetary sources. If these resources fail to materialize, the Organization is bound to weaken to the point where its mandate could be threatened. Corrective action would then be much more difficult and costly. The Director-General hopes that an improvement in the financial stability of the Organization will permit him to satisfy the Conference by completing action on the decisions emanating from the FAO Review.



director-general's bulletin

DATE: 12 February 1990

No. 90/11

FOLLOW-UP TO THE TWENTY-FIFTH SESSION OF THE CONFERENCE

Since the conclusion of the Conference I have given priority attention to organizing our efforts and resources to implement the directives and recommendations of the Conference, including, in particular, Conference Resolution 10/89 on the Review of Certain Aspects of FAO's Goals and Operations, the text of which is attached as Annex 1.

In early December, the attention of Department heads was drawn to the issues and directives on which we need to take action and proposals invited from them on the possible modalities of our response, within the limits of authorized Regular Programme resources and availability of extra-budgetary funds. Regular Programme allotments for 1990 were issued on a provisional basis, pending decisions on the maximum possible response to the Conference's directives, including activities not foreseen in the Programme of Work and Budget 1990-91 and any necessary subsequent programme and budgetary adjustments.

The proposals of Department heads were reviewed in working meetings in mid-January and instructions have been issued on the action to be pursued. I shall closely follow the implementation of this action.

Our efforts must now be directed to as full implementation of the Conference's directives and recommendations as resources and circumstances permit, both in specific subject areas and on an integrated Organization-wide basis, such as action on the environment and sustainable development, the Plan of Action for the Integration of Women in Development, policy advice, planning and priorities for the Regular Programme and measures to strengthen the effectiveness and impact of Field Programmes.

Individual Bulletins have and will be issued, as necessary, on arrangements for specific action, e.g. for the International Conference on Nutrition (DGB No. 90/1) and on FAO Programmes on the Environment and Sustainable Development (DGB No. 90/9).

The present Bulletin addresses a number of other important actions of relevance to units at Headquarters, in Regional Offices and in offices at the country level.

Plan of Action for the Integration of Women in Development

I draw your attention to Conference Resolution 7/89, the text of which is attached as Annex 2.

The Plan has a broad conceptual and operational scope. It comprises training of FAO staff, assistance to member governments, project development and monitoring, policy and planning, home economics and related training, documentation and data collection and population education.

While the Human Resources, Institutions and Agrarian Reform Division is a focal point for implementation, action will be pursued with all units under the auspices of the Inter-Departmental Working Group on Women in Development.

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- Policy advice

In the context of the FAO Review, the Conference agreed that the policy advisory role of FAO, especially at the country level, was extremely important and was likely to expand in the coming years and that FAO should further strengthen its capacities for policy analysis, in keeping with the demand for such assistance.

The Conference has endorsed the following guidelines which should now, as far as appropriate and feasible, be used for FAO's involvement in policy-oriented studies:

- (i) initiation of study at the request of the recipient government;
- (ii) maintenance of coordination with other institutions (especially the World Bank and the International Monetary Fund (IMF));
- (iii) the assured participation of FAO in the fora where the findings and recommendations of the study are discussed;
- (iv) monitoring of follow-up action; and
- (v) building up of the institutional capacity of member countries in policy analysis and FAO's involvement at the earliest possible stage of the process.

I am writing to the World Bank, the IMF and other institutions concerned, in order to strengthen our mutual cooperation in this field. Measures are also under study for the improved coordination of our in-house capacity and information base.

The Conference agreed that FAO's comparative advantage was greatest in sector and sub-sector reviews related to agriculture, forestry and fisheries and recommended that FAO be recognized as the lead agency and coordinator for these activities. It also welcomed the developments in cooperative arrangements between FAO, IMF, the World Bank and UNDP in structural adjustment work. The Conference requested member countries to seek FAO's early involvement in structural adjustment work, and for FAO to make its views known when it sees scope for improvements in policies which bear on structural adjustment programmes.

- Planning and priorities for the Regular Programme

This subject was a key aspect of the FAO Review.

The Conference has endorsed the re-introduction of the Medium-Term Plan covering three biennia, to be submitted to the next Conference. The Plan will deal with the setting of priority areas across the spectrum of our programmes and activities and serve as a basis for priority setting in subsequent Programmes of Work and Budget. Instructions for the preparation of the Medium-Term Plan will be issued in due course.

The Conference agreed that the current procedure for the preparation of the Programme of Work and Budget is satisfactory. In this connection the Conference endorsed the following guidelines on priority setting:

- articulation and justification of the problem to be addressed by FAO;
- evidence of FAO's comparative advantage in the problem/sector to which priority is given;
- benefit of the priority activity to a broad segment of FAO's membership;
- compatibility of the priority activity with the recognized roles of FAO;
- complementarity with other priorities.

I expect these guidelines to be observed in the process of any programme adjustments during the biennium and wish to ensure that they will be observed in the preparation of future Programmes of Work and Budget.

Field Operations

The examination of FAO's Field Operations provided major directives, which as far as appropriate and feasible will now be followed by all concerned staff at Headquarters and in the Regions and the field.

The Conference endorsed the conclusion that the Regular and Field Programmes are intertwined both in structure and functions. It agreed that FAO make available to governments its worldwide experience in its field projects and that FAO's performance compared favourably with that of other Agencies. It agreed that where appropriate and feasible, FAO's involvement in field projects should inter alia be based on the criteria of comparative advantage.

We need to bear in mind the Conference's stress on the need for a programme approach as far as possible in order to provide a coherent focus to field operations and to avoid a multiplicity of programmes with limited impact. While projects should be related as much as possible to FAO's high priority areas, as defined by our Governing Bodies, as recognized by the Conference we need to retain the flexibility to respond effectively to governments' specific requests on their own merits.

Instructions have been issued to the colleagues concerned on a range of measures regarding the Field Programme, including preparation for the systematic review of field operations by our Governing Bodies, strengthening FAO Representations in member countries and a range of other actions mandated by the Conference.

Conclusions

The recent Conference was of special significance because, in connection with the conclusions of FAO Review, its directives covered a wider range of action than normal within a tightly constrained programme and budgetary framework. I count on your continuing competence, devotion to duty and renewed efforts to meet the great challenge with which we are now faced.

Edouard Saouma
Director-General

Resolution 10/89REVIEW OF CERTAIN ASPECTS OF FAO'S GOALS AND OPERATIONS

THE CONFERENCE,

Recalling the decision of the Twenty-fourth Session of the Conference in Resolution 6/87 to request the Programme and Finance Committees to carry out, with the assistance of experts, and present to the present Session a review of the role, priorities, objectives and strategies of the Organization,

Appreciating the initiative of the Director-General at the same time to commission a review of certain administrative and financial questions through management consultants and to submit their conclusions and his views to the Programme and Finance Committees,

Expressing gratitude to the two Groups of Experts which assisted the Programme and Finance Committees for the quality of their work and of the reports³⁷ submitted to the Programme and Finance Committees,

Expressing satisfaction with the efforts of the Programme and Finance Committees in successfully conducting the Review and with their report as submitted to the Conference in which a consensus was reached on almost all the issues,³⁸

Expressing satisfaction also with the comprehensive and positive views of the Director-General³⁹, and noting his categorization of the potential expenditures involved in implementation of additional programmes and activities recommended in the Review into three categories, and his conclusions on the reports of the Management Consultants,

Supporting the conclusion of the experts that the Organization "remains a solid and dynamic institution"⁴⁰ and their views on the continuing validity, relevance and importance of the objectives, strategies, roles and activities of the Organization in dealing with the problems of food and agriculture in the world as a whole and in individual member countries,

Considering that FAO is the Organization within the UN system charged with providing assistance in the area of food and agricultural development and requires progressive strengthening in line with the increasing level of requests from Member Nations while further increasing its effectiveness and efficiency and the impact of its programmes,

Noting in this connection the need on the part of all organizations of the UN system to coordinate their efforts, so as to avoid unnecessary duplication and overlap in the activities within their mandates and to make the best use of the resources available to them,

37/ C 89/21-Sup.1.

38/ C 89/21.

39/ C 89/21.

40/ C 89/21-Sup.1, para. 7.4.

Welcoming recent international developments towards the fulfilment of universal membership,

Taking into account the views of Member Nations as expressed during the debate on this agenda item at the current session of the Conference,⁴¹

Further taking into account⁴² the decisions of the Conference on the Programme of Work and Budget 1990-91:

1. Reaffirms the commitment of all Member Nations to the principles and goals enshrined in the Basic Texts and renews their determination to continue and strengthen their individual and joint efforts to achieve these;
2. Reiterates the validity and complementarity of the three major roles of FAO - assembling and disseminating information; serving as an international forum and source of policy advice; and providing technical assistance to Member Nations - and the need to obtain and maintain a reasonable balance between them, and in the programmes and activities falling respectively thereunder, in the light of the requirements of Member Nations and available resources;
3. Recognizes also in this connection that in accordance with its mandates, an integral part of the goals and priorities of the Organization must be the increased awareness and concern of Member Nations to promote and strengthen efforts for sustainable development, protection of the environment and the proper management of natural resources in the interests of future generations, the removal of trade barriers and protectionism affecting world trade in food and agricultural products, other impediments to the agricultural development on a sustainable basis of the developing countries, and the full involvement of women in the development process;
4. Recognizes further in this connection the particular importance of strengthening FAO's assistance on request to Member Nations and to institutions in the formulation of country policy advice and studies, including where requested, structural adjustment programmes; strengthening technical cooperation, including TCDC and the TCP, and the links and consistency between the Regular and Field Programmes, in accordance with national plans and projects, country programmes or Statements; and building up national institutional capacities, including transfer of technology and the results of research;
5. Considers that so as to be better able to meet the expectations and requests of Member Nations for its advice and assistance, there is need to strengthen and support the Organization's objectives, roles and activities, as well as its effectiveness and impact;
6. Decides to introduce a rolling six-year medium-term plan covering three biennia which would deal with the setting of priority areas across the spectrum of the Organization's programmes and activities and would serve as a basis for priority-setting in subsequent

41/ C 89/REP, paras. 198 to 241.

42/ C 89 REP, paras. 149 to 184 and Resolution 8/89.

- biennial Programmes of Work and Budget. It should take into account the close links between the Regular and Field Programmes and if possible include a provisional indication of resources by programme; and requests the Director-General to prepare for the Twenty-sixth Session of the Conference the first version of such a plan, taking into account the views of Member Nations in particular those expressed in Regional Conferences, Council Committees, technical statutory bodies and in approved Action Plans;
7. Agrees to continue the programme budget process implemented on an experimental basis for the preparation of the Programme of Work and Budget 1990-91 for at least another biennium;
 8. Requests the Director-General to examine ways and means of strengthening the effectiveness of FAO field representations in the light of the resources available and of the views of the Groups of Experts and the conclusions thereon of the Programme and Finance Committees and of the Conference;
 9. Acknowledges that in the present situation the resources available under the Regular Programme and from extra-budgetary funds are likely to be insufficient to meet all the demands on the Regular and Field Programmes of the Organization and that this situation imposes a considerable constraint on the capacity of the Organization to respond to the extent desirable, thereby requiring the Organization to apply where appropriate and to the extent feasible the criteria inter alia of comparative advantage and greater selectivity in its activities;
 10. Appeals to all Member Nations to pay their full assessed contributions to the Regular Programme promptly in order to re-establish the financial capacity of the Organization and calls for particular efforts to implement on a phased basis the recommendations emanating from the review, without impairing the execution of the other priorities and activities in the Programme of Work and Budget approved by the Conference;
 11. Further appeals to all financing agencies and institutions which are in a position to do so favourably to consider the provision of extra-budgetary funds to cover the cost of implementing selected, appropriate activities;
 12. Approves the conclusions and recommendations contained in the report of the Programme and Finance Committees on the Review, and taking into account the additional⁴³ recommendations of the Director-General in his Views and Comments;
 13. Recognizes the need for adequate resources, including the provision of extra-budgetary funds, to implement the measures proposed in this Resolution without impairing the execution of other priorities and programmes in successive Programmes of Work and Budget adopted by the Conference, and requests the Director-General to implement the recommendations emanating from the Review as approved by the Conference on a phased basis to the extent that resources foreseen above are available;
 14. Further requests the Director-General to report on implementation to the Twenty-sixth Session of the Conference through the Council and the Programme and Finance Committees in accordance with established practice.

MEASURES FOR THE IMPLEMENTATION AND FOLLOW-UP OF THE
PLAN OF ACTION FOR INTEGRATION OF WOMEN IN DEVELOPMENT

THE CONFERENCE,

Recognizing the vital role of women in agricultural production and rural development,

Recalling Conference Resolution 3/87 which, inter alia, requested the Director-General to prepare a Plan of Action for the Integration of Women in Development,

Recalling also Council Resolution 1/94 which endorsed the Plan of Action, defined certain key issues and requested the Director-General to present a Progress Report on implementing it,

Noting with appreciation the information provided in the Progress Report on implementing the Plan of Action,

1. Approves the Plan of Action for the Integration of Women in Development, as endorsed by the Council;
2. Endorses the priorities and programmes as identified in the Progress Report for implementing the Plan of Action during 1990-1995;
3. Requests the Director-General to make efforts to maintain the level of resources allocated for this sub-programme within the Regular Programme, and to:
 - (a) continue efforts to integrate women (especially rural women) into all aspects of FAO's regular programmes and field activities;
 - (b) carry out the two-year staff training plan, as envisaged in the Progress Report;
 - (c) make all efforts to achieve significant results in the execution of the priorities; and
 - (d) implement the strategy suggested in the Progress Report to increase the access of women to professional posts at all levels, without affecting the principles of professional quality and equitable geographical distribution;
4. Requests Member Governments to make all efforts to implement the Plan of Action on Women in Development and to inform periodically on progress achieved in this field at national level and in the rural environment, as a part of reporting on WCARRD progress;
5. Urges Member Governments to provide extra-budgetary resources in order to contribute to the implementation of the Plan of Action as suggested in the Progress Report;
6. Requests the Director-General to present to the Conference in 1991 a report on the progress made in implementing the Plan of Action.



director-general's bulletin

DATE: 5 February 1990

No. 90/9

FAO PROGRAMMES ON THE ENVIRONMENT AND SUSTAINABLE DEVELOPMENT
- APPOINTMENT OF SPECIAL ADVISER TO THE DIRECTOR-GENERAL/
ASSISTANT DIRECTOR-GENERAL

The FAO Conference, at its Twenty-fifth Session in November 1989 has given clear directives for strengthening our programmes for the protection of the environment and for the promotion of sustainable development of agriculture, forestry and fisheries.

The priority attached by the Conference to these issues and to our related programmes was expressed in the context of its debates on some of the most important agenda items, viz. on the Conclusions of the Review of Certain Aspects of FAO's Goals and Operations, on the Programme of Work and Budget 1990-91 and on the State of Food and Agriculture.

The attention of all FAO staff, both in the field and at headquarters is drawn to these Conference directives. In particular, we need to ensure a fitting response to Conference Resolution 3/89 on FAO Activities Related to Sustainable Development, reproduced in Annex 1.

FAO is also called upon to make an important contribution to the forthcoming United Nations Conference on Environment and Development, to be held in Brazil, in 1992.

Our response requires intensifying our awareness and activities and strengthening inter-departmental programmes, strengthened inter-departmental coordination to enhance the integrated impact of our programmes, to mobilize additional resources and ensure their optimum utilization, and to enrich our collaboration with other organizations - both inter-governmental and non-governmental - so that Member Nations may benefit from the maximum comparative advantages of their Organization.

Accordingly, I have decided to appoint a Special Adviser to the Director-General for Environment and Sustainable Development, with the rank of Assistant Director-General.

I have appointed Mr. P.J. Mahler to this post, in my immediate Office, with effect from 1 February 1990.

Mr. Mahler, a national of France, is a graduate of the Institut National Agronomique and the Ecole Supérieure d'Application d'Agronomie Tropicale, Paris. He began his career in 1957 in Morocco where he served as soil scientist of the Office de la Recherche Scientifique et Technique Outre-Mer.

He joined FAO in 1961, with assignments as field officer in Brazil, Lebanon, Iran and Algeria. In 1970 he was appointed Senior Officer, Natural Resources and Human Environment, in the Office of the Assistant Director-General, Agriculture Department. In 1976 he was appointed Executive Secretary of the Technical Advisory Committee (TAC) of the Consultative Group on International Agricultural Research (CGIAR).

In 1982 he was appointed Director of my Cabinet and in 1986 Special Adviser to the Assistant Director-General, Development Department.

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Mr. Mahler will assume the following responsibilities:

- (i) To advise the Director-General on FAO policies and programmes in the field of environment and sustainable development;
- (ii) To initiate action as appropriate and/or ensure, in cooperation with the FAO units concerned, that the relevant FAO programmes and projects meet the basic requirements of environment protection and sustainability;
- (iii) In cooperation with the Assistant Directors-General AG, DD, ES, FO, FI and PBE, to advise the Director-General on priorities, to formulate proposals for the development of specific FAO activities for environment protection and sustainable development in both the Regular and the Field Programmes, and to ensure their inter-departmental coordination;
- (iv) To represent the Director-General and act as the FAO focal point for all matters related to FAO's participation in the 1992 United Nations Conference on Environment and Development, and as and when appropriate at other meetings;
- (v) To enhance FAO's cooperation with other UN organizations, agencies, institutions, and as appropriate and in cooperation with concerned FAO Departments, to liaise with concerned NGOs and non-UN institutions;
- (vi) To ensure the preparation of working papers and reports, for submission to FAO governing bodies, on FAO policies and programmes in the field of environment and sustainable development, and ensure quality control of related FAO documents and publications.

A Steering Committee for Environment and Sustainable Development will be established at ADG level to guide FAO activities in these fields. The Special Adviser/ADG for Environment and Sustainable Development will chair this Steering Committee and report directly to the Director-General.

The Environment and Energy Programmes Coordinating Centre will report directly to and be supervised by the Special Adviser/ADG for Environment and Sustainable Development to ensure the substantive inter-departmental aspects of its activities. For administrative purposes, however, the Centre will remain a part of the Research and Technology Development Division (AGR).

In addition, and until further notice, Mr. Mahler will be the Director-General's representative on the Consultative Group on International Agricultural Research.

Department Heads, Division Directors and heads of all units concerned are hereby requested to extend their full cooperation to the Special Adviser/ADG for Environment and Sustainable Development.

Edouard Saouma
Director-General

Resolution 3/89FAO ACTIVITIES RELATED TO SUSTAINABLE DEVELOPMENT

THE CONFERENCE,

Recalling the UN General Assembly Resolution 42/186, on the Environmental Perspectives to the Year 2000 and Beyond, and Resolution 42/187, on the report of the World Commission on Environment and Development,

Considering that the above-mentioned resolutions underline that insufficient attention given to the environmental impact of agricultural policies, priorities and practices has been causing extensive environmental damage, such as, inter alia:

- soil degradation, deforestation and desertification;
- loss of land productivity, soil and water pollution and hazard to human health caused by excessive and improper use of agricultural chemicals;
- genetic erosion and increased vulnerability of crops to diseases and pests due in part to over-reliance on the use of high-yielding varieties,

Recalling Resolution 9/87 entitled "FAO activities related to the World Commission on Environment and Development (WCED)", requesting FAO to give greater attention to sustainable development,

Endorsing the statement by the Governing Council of the United Nations Environment Programme on Sustainable Development adopted by consensus at its Fifteenth Session,

Bearing in mind that in Article 1 of FAO's Constitution, inter alia, states that "the Organization shall promote and, where appropriate, shall recommend national and international action with respect to the conservation of natural resources and the adoption of improved methods of agricultural production",

Considering that FAO is in the process of improving its Global System as a mechanism for the safe conservation, sustainable use and availability of genetic resources, that is fully complementary with sustainable development,

Agreeing that in order to promote sustainable development, FAO must in all its relevant activities look to the long term as well as the short term, and make sure that the environment and the productive capacity of natural resources are enhanced and conserved, not impaired or destroyed,

Underlining that FAO should play a leading international role as the centre of excellence within the UN System in several subsectors related to environment and sustainable development, and FAO should contribute actively in further international agreements on biological/genetic diversity, tropical forestry, fisheries and other environmental matters,

Mr. Mahler will assume the following responsibilities:

- (i) To advise the Director-General on FAO policies and programmes in the field of environment and sustainable development;
- (ii) To initiate action as appropriate and/or ensure, in cooperation with the FAO units concerned, that the relevant FAO programmes and projects meet the basic requirements of environment protection and sustainability;
- (iii) In cooperation with the Assistant Directors-General AG, DD, ES, FO, FI and PBE, to advise the Director-General on priorities, to formulate proposals for the development of specific FAO activities for environment protection and sustainable development in both the Regular and the Field Programmes, and to ensure their inter-departmental coordination;
- (iv) To represent the Director-General and act as the FAO focal point for all matters related to FAO's participation in the 1992 United Nations Conference on Environment and Development, and as and when appropriate at other meetings;
- (v) To enhance FAO's cooperation with other UN organizations, agencies, institutions, and as appropriate and in cooperation with concerned FAO Departments, to liaise with concerned NGOs and non-UN institutions;
- (vi) To ensure the preparation of working papers and reports, for submission to FAO governing bodies, on FAO policies and programmes in the field of environment and sustainable development, and ensure quality control of related FAO documents and publications.

A Steering Committee for Environment and Sustainable Development will be established at ADG level to guide FAO activities in these fields. The Special Adviser/ADG for Environment and Sustainable Development will chair this Steering Committee and report directly to the Director-General.

The Environment and Energy Programmes Coordinating Centre will report directly to and be supervised by the Special Adviser/ADG for Environment and Sustainable Development to ensure the substantive inter-departmental aspects of its activities. For administrative purposes, however, the Centre will remain a part of the Research and Technology Development Division (AGR).

In addition, and until further notice, Mr. Mahler will be the Director-General's representative on the Consultative Group on International Agricultural Research.

Department Heads, Division Directors and heads of all units concerned are hereby requested to extend their full cooperation to the Special Adviser/ADG for Environment and Sustainable Development.

Edouard Saouma
Director-General

Resolution 3/89FAO ACTIVITIES RELATED TO SUSTAINABLE DEVELOPMENT

THE CONFERENCE,

Recalling the UN General Assembly Resolution 42/186, on the Environmental Perspectives to the Year 2000 and Beyond, and Resolution 42/187, on the report of the World Commission on Environment and Development,

Considering that the above-mentioned resolutions underline that insufficient attention given to the environmental impact of agricultural policies, priorities and practices has been causing extensive environmental damage, such as, inter alia:

- soil degradation, deforestation and desertification;
- loss of land productivity, soil and water pollution and hazard to human health caused by excessive and improper use of agricultural chemicals;
- genetic erosion and increased vulnerability of crops to diseases and pests due in part to over-reliance on the use of high-yielding varieties,

Recalling Resolution 9/87 entitled "FAO activities related to the World Commission on Environment and Development (WCED)", requesting FAO to give greater attention to sustainable development,

Endorsing the statement by the Governing Council of the United Nations Environment Programme on Sustainable Development adopted by consensus at its Fifteenth Session,

Bearing in mind that in Article 1 of FAO's Constitution, inter alia, states that "the Organization shall promote and, where appropriate, shall recommend national and international action with respect to the conservation of natural resources and the adoption of improved methods of agricultural production",

Considering that FAO is in the process of improving its Global System as a mechanism for the safe conservation, sustainable use and availability of genetic resources, that is fully complementary with sustainable development,

Agreeing that in order to promote sustainable development, FAO must in all its relevant activities look to the long term as well as the short term, and make sure that the environment and the productive capacity of natural resources are enhanced and conserved, not impaired or destroyed,

Underlining that FAO should play a leading international role as the centre of excellence within the UN System in several subsectors related to environment and sustainable development, and FAO should contribute actively in further international agreements on biological/genetic diversity, tropical forestry, fisheries and other environmental matters,

Agreeing that there is a need to stimulate inter-agency cooperation and coordination and to identify opportunities for synergetic efforts in order to achieve sustainable development, the goal being to create economic and social development and at the same time take environmental considerations fully into account,

Welcomes the proposal of making increased allocations in the Programme of Work and Budget to activities related to sustainable development:

Decides that:

1. the Organization shall intensify its inter-disciplinary work to ensure integration of environmental considerations in all relevant FAO activities and further priority should be given to activities associated with sustainable development under the technical and economic programmes;
2. FAO in the future must give higher priority to the prevention of environmental degradation which affects agriculture, fisheries and forestry, and strive for projects and programmes which have greater compatibility with sustainable and environmentally sound development;
3. FAO should strengthen cooperation with other organizations of the UN System in pursuing sustainable development, including conservation and management of biological/genetic diversity, and increase its efforts in assisting governments in the formulation of conservation strategies, particularly in developing countries;
4. FAO should further collaborate fully with the Secretary General of the United Nations in the preparations for the United Nations 1992 Conference on Environment and Development and should respond affirmatively to the UNEP proposal for a joint FAO/UNEP meeting on sustainable agriculture as part of the preparation for this Conference;
5. the Director-General shall report to the Ninety-eighth Session of the FAO Council in November 1990 on the implementation of this resolution.

(Adopted 29 November 1989)



director-general's bulletin

DATE: 20 February 1990

No. 90/12

STEERING COMMITTEE FOR ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

As announced in DGB 90/9, I have decided to establish a Steering Committee for Environment and Sustainable Development at ADG level to advise me in guiding and monitoring FAO activities in these fields. The present DGB sets out the terms of reference and composition of the Committee.

Terms of Reference

The Steering Committee for Environment and Sustainable Development will be responsible for guiding and monitoring the implementation of FAO Conference Resolution 3/89 on FAO activities related to environment and sustainable development and other recommendations of FAO governing bodies in the same field. To this effect, the Committee will:

- (i) review and submit to the Director-General policy and strategy proposals to ensure the integration of environment and sustainability considerations in all relevant FAO activities, according higher priorities to the aspects of sustainable development in the technical and economic programmes and ensuring their closer interdepartmental coordination;
- (ii) promote and ensure the development of criteria, guidelines and procedures aiming at the prevention of environmental degradation and ensuring that the Organization as a whole, its programmes and projects are fully committed to the objectives of sustainable and environmentally sound development;
- (iii) oversee the formulation, implementation and coordination of integrated FAO programmes in the field of environment and sustainable development, submit proposals for expanded activities in these fields and develop ways in which these activities, and the field projects in particular, can be financed by multilateral and bilateral cooperation programmes and effectively executed;
- (iv) make recommendations for the consideration of the Director-General aiming at strengthened cooperation with other organizations of the UN system in pursuing environment protection and sustainable development and assist governments in the formulation and implementation of strategies in this field, particularly in developing countries;
- (v) provide general guidance for the FAO participation in the 1992 UN Conference on Environment and Development, its preparation and follow-up.

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The IDWG on Environment and Energy will be guided by and report to the Steering Committee. Its terms of reference will be revised accordingly. In fulfilling its responsibilities, the Steering Committee may be assisted by other IDWGs and Task Forces as appropriate.

The Steering Committee will report regularly to and seek guidance and instructions from the Director-General.

Composition of the Steering Committee

The Committee, which will be chaired by the Special Adviser to the Director-General/ADG for Environment and Sustainable Development, will comprise the Assistant Directors-General AG, FO, FI, ES, DD, PBE and ex-officio the Chairman, IDWG on Environment and Energy; the Secretary will be the Chief, Environment and Energy Programmes Coordinating Centre.

Edouard Saouma
Director-General



director-general's bulletin

DATE: 22 October 1990

No. 90/51

CO-ORDINATION MECHANISM AND INFORMATION SYSTEM FOR COUNTRY POLICY WORK

The 25th session of the FAO Conference agreed that the policy advisory role of FAO, especially at the country level, was extremely important and was likely to expand, and that FAO should further strengthen its capacities for policy analysis in line with the demand for such assistance. In particular the Conference expressed the view that FAO should focus on sector and subsector reviews, and sector and structural adjustment work at the level of the countries concerned.

In response to the Conference decisions and based on the recommendations of an ad hoc Working Group established for this purpose in early 1990, I have decided to set up an internal mechanism for the promotion and co-ordination of Sector and Structural Adjustment Work (SSAP) consisting of a Steering Committee and a Central Task Force. The focal point in FAO for sector and structural adjustment policy (SSAP) work is the Policy Analysis Division (ESP), with support from other concerned units. The Field Programme Development Division (DDF) will continue to be responsible for the processing and monitoring of requests for SSAP work involving TCP or extra-budgetary resources through the established procedures.

Steering Committee for Sector and Structural Adjustment Policy Work

Terms of Reference of the Steering Committee

The Steering Committee will be responsible for guiding, co-ordinating and monitoring SSAP work. In particular it will:

- (a) advise the Director-General on the strategy and actions in support of FAO's SSAP work under all sources of funding;
- (b) oversee, co-ordinate and provide general guidance to FAO's activities in relation to SSAP work at all levels;
- (c) ensure harmonization of criteria, methodology and procedures of SSAP work;
- (d) promote co-operation among other existing co-ordinating mechanisms with respect to the country policy work of various units in FAO, including policy inputs into country programming missions;

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- (e) promote co-operation with other organizations of the UN system, especially the World Bank and IMF, in respect to SSAP work;
- (f) guide and keep under general review the activities of the Central Task Force for Sector and Structural Adjustment Policy Work;
- (g) submit to the Director-General periodic reports on FAO's activities on SSAP work.

Composition of the Steering Committee

The Steering Committee, which will be chaired by the Assistant Director-General, Economic and Social Policy Department, will have as its members the Assistant Directors-General of AG, DD, FI, FO and PBE, the Special Adviser to the Director-General/ADG for Environment and Sustainable Development, and ex officio the Directors of ESP, DDC and DDF. The Secretary will be the Chief, Planning Assistance Service, ESP.

Central Task Force for Sector and Structural Adjustment Policy Work

Terms of Reference of the Central Task Force

The Central Task Force on Sector and Structural Adjustment Policy Work will function under the general guidance of the Steering Committee and it will have the following terms of reference:

- (a) ensure that FAO's SSAP activities are carried out in accordance with existing criteria, guidelines and procedures, and keep under review and suggest modifications, if necessary, to them for consideration by the Steering Committee;
- (b) scrutinize all requests specifically designed for SSAP work and make recommendations for their approval or modification. Where the request involves assistance through TCP or extra-budgetary resources, the recommendation for its approval or modification should be addressed to the Development Department under the existing procedures;
- (c) advise the Development Department on the modality of implementation of an SSAP request involving TCP or extra-budgetary resources, including the designation of the implementation unit;
- (d) supervise and monitor progress in the work undertaken in response to approved SSAP requests, and, if necessary, establish a country task force for this purpose for any specific country request;
- (e) promote and monitor co-ordination of FAO's sector policy work at the country level with that of other organizations in close co-operation with the FAO Representative;
- (f) collect and keep under review the schedule of activities, including missions and meetings, of other organizations that have a bearing on FAO's SSAP work;
- (g) report at regular intervals to the Steering Committee.

Composition of the Central Task Force

The Central Task Force for Sector and Structural Adjustment Policy Work will be chaired by the Director of the Policy Analysis Division, and will include as members: Deputy Director, DDC; Deputy Director, DDF; Senior Policy and Planning Co-ordinator, AGD; Chief, Planning Assistance Service, ESP; Chief, Food Security Service, ESC; Chief, Marketing and Credit Service, AGS; Chief, Water Resources, Development and Management Service, AGL; Chief, Fishery Development Planning Service, FIP; and Chief, Policy and Planning Service, FOD. A Senior Economist from the Planning Assistance Service, ESP will act as the Secretary of the Central Task Force.

Country Policy Information System (CPIS)

I have also decided to set up a Country Policy Information System (CPIS) in order to assemble relevant information on all types of country policy work that is currently available in different FAO units at Headquarters and in the field, and to make this information readily accessible to the staff members concerned with agricultural and rural development policy advice at the country level. The assembly point for such information at Headquarters will be ESP and, at the country level, the Office of the FAO Representative. The establishment of CPIS in ESP is not a substitute for the overall country information system which is being developed by DDF in support of country programming.

In the light of the recommendations made by the ad hoc Working Group on Information System and Co-ordination Mechanism for Country Policy Work, CPIS should build on the information already maintained in various units. Nonetheless setting up such an organization-wide system is a complex undertaking which will have to avoid duplication, exploit all opportunities for electronic data processing and take into account the development of WAICENT. It is necessary to examine the scope, operational modalities, working arrangements and resource requirements of CPIS. It is equally important to carefully consider its inter-acting with other policy information systems maintained or being developed by DDF, as well as the nature of liaison and the channels of communication between ESP and FAORs on CPIS to ensure that DDF is kept fully informed. I have, therefore, asked the Director, ESP to examine these issues in co-operation with all concerned units, particularly DDF and GIL which are developing or maintaining information systems, and submit proposals to me as soon as possible.

I attach great importance to enhancing the policy work of the Organization. Member Nations expect FAO to provide governments with high quality professional and technical advice to guide them in their policy decisions concerning the vital sectors of the economy covered by the Organization. To raise to this challenge, the collaboration of all concerned is required.

Edouard Saouma
Director-General



director-general's bulletin

DATE: 7 May 1990

No. 90/24

DEVELOPMENT OF FAO WORLD AGRICULTURAL INFORMATION CENTRE

(FAO-WAICENT)

The Conference, at its Twenty-fifth Session in November 1989, fully endorsed the major role of FAO as a centre for collection, analysis and dissemination of information on food, agriculture and nutrition. It considered this role complementary to two others, *z.* international forum and source of policy advice; and promoter and provider of technical assistance. All three roles are vital to the needs of Member Nations and essential to FAO's mandate.

In this connection, the Conference welcomed the establishment of FAO-WAICENT and approved its objectives and activities contained in the Programme of Work and Budget for 1990-91.

An Inter-departmental Working Group was established in 1988. It has made considerable progress in the establishment of standards for information which is to be stored in FAO-WAICENT. To reinforce this work and to speed up the implementation process I have decided to establish a Steering Committee on FAO-WAICENT; appoint a FAO-WAICENT Programme Manager; and accordingly revise the terms of reference of the IDWG in FAO-WAICENT.

Steering Committee on FAO-WAICENT

The Steering Committee will formulate policy as it relates to FAO-WAICENT and provide oversight for the design and implementation of FAOSTAT as the core component of FAO-WAICENT.

It will in particular:

1. Advise the Director-General on policy issues concerning the design and implementation of FAO-WAICENT.
2. Provide general guidance and supervision to the Programme Manager.
3. Coordinate the design and development of FAO-WAICENT with other corporate information systems through the Information Systems Resources Committee (ISRC); for that purpose the Steering Committee on FAO-WAICENT and the ISRC will meet jointly as necessary.
4. Consider and approve the content of, and the corporate standards and procedures recommended by the Inter-departmental Working Group on FAO-WAICENT.
5. Monitor implementation of FAO-WAICENT, and in particular, FAOSTAT and provide periodic reports to the Director-General on the implementation.
6. Arrange for and guide further work on non-statistical components of FAO-WAICENT (FAOINF).

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The composition of the Steering Committee will be as follows:

Chairman: Assistant Director-General, Economic and Social Policy Department

Members: Assistant Director-General, Administration and Finance Department
Assistant Director-General, Agriculture Department
Assistant Director-General, Development Department
Assistant Director-General, Fisheries Department
Assistant Director-General, Forestry Department
Assistant Director-General, Office of Programme, Budget and Evaluation
FAO-WAICENT Programme Manager
Director, Computer Services Centre

Observer: Director, Office of Internal Audit, Inspection and Management Control

Secretary: Assistant to the Director ESS for User Services

FAO-WAICENT Programme Manager

To ensure the effective co-ordination and development of FAO-WAICENT, I have decided to appoint Director of the Statistics Division as FAO-WAICENT Programme Manager. The Programme Manager will work under the general guidance and supervision of the Steering Committee on FAO-WAICENT. The Programme Manager will:

1. Organize and supervise the development of the conceptual and detailed design of FAOSTAT and FAOINF.
2. Guide and co-ordinate the selection of a Data Base Management System (DBMS) for FAO-WAICENT.
3. Prepare proposals on the integration of existing with new statistical applications into FAOSTAT, based on elimination of overlapping data files and on reduced data redundancy and, in this connection, to propose the scope and responsibilities of the working systems.
4. Propose the modalities and detailed plan for the implementation of FAO-WAICENT and co-ordinate and supervise the process of implementation.

In the exercise of these functions, the Programme Manager will report to, and seek policy guidance from, the Steering Committee on FAO-WAICENT.

Inter-departmental Working Group on FAO-WAICENT

The establishment of the Steering Committee on FAO-WAICENT does not eliminate the need for the existing IDWG which must continue to be the principal vehicle for identifying potential corporate information, setting corporate standards which are to be applied to corporate data and the reconciliation of alternative viewpoints.

The IDWG will act as a subsidiary body to the Steering Committee on FAO-WAICENT and will advise the Steering Committee on all matters relating to content, quality and management of FAO's corporate substantive information and the related working systems.

Its functions are specifically to:

1. Recommend corporate standards and procedures for: data acquisition, format, coding, classification, definition, statistical methods, updating procedures and related aspects;
2. Assess on a continuing basis the requirements of internal and external users and recommend the information which should be included in FAO-WAICENT;
3. Propose the medium-term policy of the Organization with regard to the scope and content of statistical and non-statistical applications;
4. Consider and approve new statistical and non-statistical applications, including pilot projects.

The IDWG shall be composed of the following members or their authorized representatives:

Chairman: Director, Statistics Division (ESS)/
FAO-WAICENT Programme Manager

Members: Director, Computer Services Centre (AFC)
Director, Research and Technology Development Division (AGR)
Director, Animal Production and Health Division (AGA)
Director, Land and Water Development Division (AGL)
Director, Plant Production and Protection Division (AGP)
Director, Agricultural Services Division (AGS)
Director, Investment Centre (DDC)
Director, Commodities and Trade Division (ESC)
Director, Food Policy and Nutrition Division (ESN)
Director, Policy Analysis Division (ESP)
Director, Publications Division (GIP)
Director, Library and Documentation Systems Division (GIL)
Senior Policy and Planning Co-ordinator (AGD)
Chief, Global Perspective Studies Unit (ESDG)
Chief, Fishery Information, Data and Statistics Service (FIDI)
Chief, Forestry Planning and Institutions Service (FODP)
Chief, Development Law Service (LEGN)
Chairman, IDWG on Land Use

Secretary: Corporate Database Manager

This Bulletin supersedes Bulletin No. 88/17 Rev.1 of 19 September 1988 entitled: Inter-departmental Working Group on the World Agricultural Information Centre.

Edouard Saouma
Director-General