

C 93/8

# **PROGRAMME IMPLEMENTATION REPORT 1992-93**



Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

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***PROGRAMME  
IMPLEMENTATION  
REPORT  
1992-93***



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## DIRECTOR-GENERAL'S INTRODUCTION

*I take pleasure in submitting to the Conference the first Programme Implementation Report (PIR) covering the 1992-93 biennium.*

*In the Introduction to the Programme Evaluation Report (PER) issued a few months ago and also before the Conference, I recalled that these two companion reports, replacing the previous Reviews of the Regular and Field Programmes, were a distinctive feature of the revised programme-budget process endorsed by the last Conference.*

### **Role of PIR**

*While the selective in-depth analyses contained in the Programme Evaluation Report were received favourably by the June 1993 session of the Council - and I trust will meet with the same positive reception at the Conference - the biennial Programme Implementation Report discharges yet another management responsibility. It is to inform the Governing Bodies of the concrete achievements in the implementation of approved programmes and activities. Thus, the Programme Implementation Report presents a factual account of what FAO has been able to accomplish with the resources at its disposal, both under the Regular Budget and extra-budgetary funding.*

*Its coverage is of both a quantitative and substantive nature - as explained in detail later in the document. Advantage has been taken to incorporate a number of hitherto disjointed reporting exercises, thereby ensuring more coherent consideration by the concerned bodies.*

*The use of visual presentation techniques makes the document, no doubt, more pleasant to examine than the predecessor Reviews. This aspect could also enhance the value of the report for further reference and its potential to reach broader audiences, besides its prime function of forming part of the standing documentation for the Governing Bodies of the Organization.*

### **Satisfactory record**

*While hopefully portending the end of a protracted period of financial difficulties for the Organization, the 1992-93 biennium has had its own distinctive share of problems, which have hampered the smooth implementation of the approved Programme of Work. Developments regarding the field programmes have required management action. This is in effect a recurring theme in the documentation before this Conference.*

*I trust that this Programme Implementation Report will amply convey how FAO has served its constituents well over the biennial period, within the limits of available resources. I feel proud to be associated with the impressive record which transpires in this report, and for which the hard work and dedication of FAO staff, sometimes under very difficult conditions, deserve special mention. I venture to hope that this record will meet with the same satisfaction in the Governing Bodies.*

### **General issues**

*I will not attempt to summarize the main features of programme delivery in*



1992-93. In fact, as stressed further below, the entire Programme Implementation Report is in itself a "summary", i.e. it is a highly condensed digest of the huge wealth of information available on completed activities. I consider it more pertinent to address some general issues, which relate to the preparation and discussion of this type of report, but are also of broader significance.

To a large extent, I am prompted to do so by my perception, from some recent intergovernmental discussions, of the variety of approaches among FAO Member Nations as regards the desirability and possible scope of "accountability" reporting. A constructive dialogue among the membership is always desirable and timely. It is in this spirit that I offer some reflections on three issues.

### **The trap of detail**

The first issue concerns the level of detail which should be aimed at in a document such as this Programme Implementation Report - and more generally in FAO's programme-planning documents. In all candour, I have found this intensely practical problem virtually intractable throughout my time at the helm of this Organization. Indeed, every attempt to strike a balance seems to be vitiated by the classic syndrome of the pendulum. Whenever a document is deliberately short - according to its intended scope and in keeping with the expressed wishes of the concerned bodies - invariably, requests are made for more details in future versions. Conversely, large documents providing a wealth of detail, meet with natural complaints about the impossibility for delegations to absorb and make productive use of them.

The legitimate right of Member Nations to obtain information about the work of this - in fact their - Organization is beyond question. I have always stressed that the Secretariat stands ready to provide whatever information is required. Turning specifically to this Programme Implementation Report, it bears recalling that a wealth of detail regarding each discrete activity or project FAO has implemented in 1992-93, is available. For instance, for every meeting FAO convened, information exists on such diverse aspects as its scope, agenda, documentation, logistical arrangements, attendance, results, and cost. The same applies to the broad range of other outputs delivered under the Regular Programme, and to the 2 500 active field projects at any given point in time, under all sources of funding.

This would in itself constitute a tall order, but potentially useful information does not end at basic descriptors for discrete activities, outputs or projects. There are many facets of activities which may be analyzed, each one of intrinsic interest. By way of illustration, these include: the identification of direct and indirect beneficiaries; the involvement of outside partners; the correspondence of activities to established cross-sectoral priorities; the modalities of action employed; the recommendations of governing, advisory and expert bodies which were at their origin, etc..

### **- External cooperation**

I dwell for a moment on one of these facets, i.e. external cooperation, in the light of the views which seem to have surfaced with somewhat surprising vigour in recent intergovernmental discussions. We made a special effort to indicate in the Medium-term Plan 1992-97 which was submitted to the last FAO Conference, the extent of cooperative links with external



partners. Although limited to substantive work and to those organizations with which the level of cooperation was significant, their mere listing covered in effect several pages. Beyond these lists, is a process of constant inter-action.

In the sole case of the UN system, FAO employs a wide array of arrangements, ranging from the most formal, i.e. joint units, to the most informal, i.e. networks of knowledgeable colleagues - of either a permanent or an ad hoc nature to deal with a specific event or study. Cooperation with other specialized agencies and UN programmes involves a vast number of meetings, reciprocal visits, joint programming exercises, regular exchanges of information, etc.. Even a single telephone call, at the appropriate level and the appropriate time, can go a long way to ensuring complementarity of action on a specific task. Ample information is available on how these varied mechanisms and arrangements - within and outside the UN system - have eventually influenced every activity or project under the Regular and Field Programmes in 1992-93. However, it is clear that the systematic inclusion of all such information in the Programme Implementation Report, and for that matter in other programme-planning documents such as the Medium-term Plan and the Programme of Work and Budget, would become intolerably repetitive and rapidly tedious. The corollary is that the absence or selective provision of such information should not be interpreted as lack of attention to external coordination and cooperation!

More generally, the sum total of the above elements of potentially useful information could easily lead to a document of several thousand pages. Besides its prohibitive cost, there are legitimate doubts on the effective use representatives of Member

Nations could make of such a torrent of details.

#### - No common blueprint

There is no common blueprint for the ideal "activity report" which would fit the specific circumstances and needs of each corporation, government entity or international institution. For this first Programme Implementation Report, the prime objective has been to make it reasonably concise in length but comprehensive in scope, while covering what are deemed to be the most important aspects of programme delivery. The reactions of the Conference will naturally shape the scope and contents of future versions.

#### Efficiency in operations

I hope that, in reviewing this document, the stakeholders of this Organization will be able to appreciate the broad import of the reported actions in the 1992-93 biennium. They will, of course, react to it according to their individual perception of the role of FAO in the system of multilateral relations. They will also wish to assess the efficiency of FAO operations.

While I am deeply convinced that my colleagues and I have no reason to blush at the achievements, efficiency does not merely rest on an act of faith. The search for efficiency is an inseparable and a major aspect of the exercise of management responsibility - in FAO and elsewhere - as it is a topic of legitimate interest to the Governing Bodies. It is incumbent upon all of us to strive for further improvements in the quality of FAO outputs and to aim at higher efficiency in the delivery of approved programmes and projects. The Programme Implementation Report demonstrates that, alongside the substantive work carried out, the 1992-93



biennium has also been rich in management initiatives, streamlining of procedures, information systems enhancements, technological improvements and other developments such as the long-awaited restructuring and refurbishing of Headquarters premises, which go a long way to doing just that.

- Swift generalizations

While I do not wish to prejudice eventual views at the Conference on the topic of efficiency, I would draw attention to the risks of swift generalizations which can easily be made out of context.

The rationale for the application of concepts such as "rates of return" or "opportunity costs" of a given activity is not always valid in FAO's context. Intergovernmental organizations do not have a "bottom line" of net profits to measure their performance. No doubt, private entrepreneurs would consider one of our main "lines of business", i.e. consensus-building among Member Nations and related normative activities, to harmonize the invariably diverging views and interests of 159 Member Nations, as horrendously inefficient. Is there, in effect, a ready yardstick for measuring the efficiency of the great amounts of energy and patience required for the development of an international standard, agreement or convention?

- Relative concept

Efficiency cannot be an absolute concept. Relative efficiencies can perhaps be easily compared in the context of marketable goods, where the application of inputs can be traced to a single unit of output and production costs need to translate into competitive prices. Clearly, this type of reasoning would be untenable in the case of FAO, not only because an

intergovernmental organization is not meant to operate under strict market mechanisms, but because no analysis could ever correctly quantify the immense synergy built into FAO's work or estimate the "intangible" benefits accruing to Member Nations - for instance, through the broad framework for fostering inter-country cooperation - leave aside put a monetary value to the moral dimensions of our mission and the fulfilment of our ideals.

Admitting that the "true" cost of a given FAO activity, e.g. a study or a training course, can be determined, and that it were demonstrated that the same output could be achieved at a lower cost by another institution, should this mean that FAO should divest itself of policy studies or abdicate its basic training function? What kind of policy role would FAO be able to fulfil, if government and FAO staff do not themselves go through the rigours of analyzing the key issues of agricultural development and if they cannot interact with one another through training programmes?

Even in the restricted sphere of technical cooperation projects, all too superficial comparisons are sometimes made between bilateral and multilateral assistance programmes. The characteristics of each type of assistance have been amply addressed in specialized literature - from the point of view of either "recipients" or "donors". This Introduction is no place to re-open a sensitive debate, which has deep political ramifications. Nevertheless, it cannot be overlooked that comparisons are truly possible only between the truly comparable. In particular, bilateral assistance programmes do not need to operate under the complex of rules which constitute the framework of multilateral assistance - as desired by Governing



*Bodies, beneficiaries and funding sources themselves.*

- Pragmatic approach

*I respect all views which Member Nations may want to express. I would only reiterate my deep conviction that it is through the active partnership of Governing Bodies and Secretariats, within a realistic appraisal of possibilities and resource availability - free of the influence of sterile rhetorics and rigid theoretical positions - that further improvements in the operations of intergovernmental organizations can be brought about.*

**"Comparative advantage"**

*In the Introduction to the Programme Evaluation Report, I also alluded to the "comparative advantages" of FAO. This is another expression which seems to have become increasingly in vogue in the discussions of our programmes and activities, whereby the recommendation is often made that FAO should concentrate its work on areas where it has "comparative advantage". I am concerned that the use of a seemingly fashionable concept, without being adequately clarified in the FAO context, could lead to unnecessary misunderstanding and potentially wasteful discussion.*

*Perhaps the founding fathers of FAO would have been astonished by any question as to the eventual "comparative advantage" of the Organization they were creating. It is not far-fetched to assume that their natural reaction would have been to refer to the FAO Constitution. In effect, where would the comparative advantage of any institution lie except squarely within the exercise of its mandate?*

- The guiding tenets

*FAO's Constitution remains as valid now as in 1945, as recognized by the Conference following its Review of FAO's Goals and Operations, carried out in the 1988-89 biennium. There is merit in reflecting on a more vivid representation of the "comparative advantages" this Constitution bestows on FAO over any other national, regional or international entity involved in food, agriculture, fisheries or forestry matters. Thus, I would characterize FAO's comparative advantages by the three tenets of "universality", "neutrality" and "synergy".*

*It is due to its universality and the resulting framework for voluntary cooperation among Member Nations, that FAO ensures the relevance and value of its data collection and information dissemination activities. It is owing to its neutrality that Member Nations turn to FAO for policy or technical advice. It is through the immense synergy engendered by its worldwide operations, its first-hand experience of diverse country situations and its close association with - or sponsoring of - a wide variety of professional networks, that FAO ensures the validity of its technical interventions and training activities. There is no need for any longer essay on how every activity of FAO indeed derives its strength and rationale from these three basic tenets, either singly or jointly.*

*On many occasions, I have drawn attention to the fact that FAO's activities or priorities are not inventions of the Secretariat, but that they respond to expressed requirements of Member Nations and the guidance of Governing Bodies. In the light of the above remarks, I really see no reason for any doubts about the "comparative advantages" of FAO.*



- Shadow debate

In effect, the debate over this concept may occasionally have become a proxy of that over priority-setting. Within a given resource ceiling, it is clear that FAO cannot undertake all the activities which Member Nations would consider as a legitimate fulfilment of its mandate. The selection of priorities is the object of permanent, at times acrimonious, but always decisive discussions among Member Nations. The problem is not that FAO could stray away from areas where it has "comparative advantage". The Secretariat would not propose, nor Governing Bodies ever condone, such occurrences. It is within FAO's mandated areas that Member Nations discuss how to shape the body of activities which could fit the financial purse they are prepared to provide. This debate, complex as it is in its own right, should not, in my view, be side-tracked by unnecessary misunderstandings.

- Three key factors

I would urge, therefore, that any rhetorical debate on the issue of "comparative advantage" be avoided. The effective exercise by FAO of its comparative advantages depends on the following three factors:

the willingness of Member Nations to use their Organization; in fact, the institutional picture of today is vastly different from what it was in 1945; it makes it imperative for Member Nations to reassert the full practical realization of the central role of FAO in the system of multilateral relations, according to their consistently expressed wishes;

recognition and respect of FAO's mandate by other organizations, which are sometimes all too inclined to deal with food, agriculture, fisheries and forestry matters under the mantle of a distantly related mandate; and

the need for FAO to remain at the cutting edge of technological developments, especially through the maintenance of high-calibre expertise in its staff.

**Future versions of the PIR**

Finally, I invite the directives of the Conference on the scope and coverage of the next Programme Implementation Report. In particular, guidance is sought on the period of coverage.

Clearly, as already decided by the Conference, a report of such magnitude and scope should be submitted to all Member Nations, and considered in the global forum of the Conference. It should also be considered by the Council and the Programme and Finance Committees. In view of the biennial budgetary cycle of FAO, it is also logical that it should cover activities for a whole biennium.

Therefore, the present Programme Implementation Report covers the 1992-93 biennium and is submitted to the November 1993 session of the Conference, through the Programme and Finance Committees and the Council. However, this timing requires finalization of the report by July. Accordingly, data covering the second year of the biennium can only be estimates.

The Conference is invited to consider the following options for the Programme Implementation Report for 1994-95:



- Option 1

The next report could still be considered by the Conference session scheduled at the end of the next biennial coverage period, i.e. in November 1995. Therefore, it would still need to be based largely on estimates for the year 1995, but it could also include actual data for the year 1993. Relevant data for successive years would thus be available to Member Nations through such a "rolling" arrangement. However, the basic problem of having estimates only for the second year of the biennium would remain and some duplication of coverage between two successive Programme Implementation Reports would have to be recognized.

- Option 2

The report could be prepared on the basis of actual data for the entire 1994-95

biennium. In this case, it could be reviewed by the Council and the Programme and Finance Committees, at their scheduled sessions in 1996, enhancing feedback from these bodies to the formulation of the next Medium-term Plan and Programme of Work and Budget. However, it could only be formally submitted to the Conference at its November 1997 session. Under this option, the problem of providing only estimates for the second year of coverage would not arise. The series of Programme Implementation Reports would, moreover, be fully synchronized with successive biennial budgetary periods, thereby facilitating future reference.

I trust the Conference will find the present Programme Implementation Report of interest, in assessing the continued validity of the objectives pursued by this Organization.



Edouard Saouma  
Director-General

## GUIDE TO THE DOCUMENT

### ○ Approach

1. The present Programme Implementation Report covers the biennium 1992-93 and addresses in an integrated manner both the Regular and Field Programmes.
2. In addition to providing tabular information and lists of achievements and outputs, the report provides a commentary on their context and perspective. Thus, various aspects of the context of FAO's action are evoked on a selective basis, and in most cases in summarized form. This applies, for instance, to the objectives and priorities under the technical and economic programmes, as recalled particularly in Chapter 4. Also, where considered of special relevance, factors regarding the immediate future are indicated. However, the longer-term prospects for FAO's action are more fully addressed in the Medium-term Plan 1994-99.
3. Every effort has been made not to duplicate the contents of other documentation before the Conference, e.g. the *State of Food and Agriculture* or the report on recent developments in the UN system of interest to FAO. Whereas references to resources and expenditures find their due place in various chapters, the Programme Implementation Report is not an accounting document. Thus, it does not deal with financial issues such as the status of contributions, balances in established accounts, etc., which are covered by other established reports to FAO Governing Bodies.
4. Although with a novel approach, together with its companion Programme Evaluation Report, the present Programme Implementation Report draws heavily on the positive features of the previous Reviews of the Regular and Field Programmes.

### ○ Scope of Chapters

#### *Chapter 1: Overview of FAO Action in 1992-93:*

5. With due regard not to duplicate other documents, this chapter presents an overview of major events and management decisions which have had a bearing on the implementation of approved programmes and field activities. Member Nations are generally well acquainted with many of these developments as they have been amply reported upon and addressed in FAO and other fora. Nevertheless, a broad perspective or "chapeau" to the other, more specific chapters is intended to facilitate consideration of the whole document.

#### *Chapter 2: Resources:*

6. This chapter presents selective information on resources and related trends, under both the Regular and Field Programmes. It closely mirrors the coverage of the same topics in the previous Reviews.



### *Chapter 3: Selected Quantitative Features of Programme Delivery:*

7. As its title indicates, this chapter is primarily "quantitative". It provides for the technical and economic programmes under the Regular Budget a summary of "outputs" delivered in the 1992-93 biennium, and for the Field Programme, the broad features of the project portfolio entrusted to FAO for implementation. In this Programme Implementation Report, a new series of tabular information has been introduced based on the FAO workplanning system, PLANSYS. There has been an improvement in the depth of statistics, in order to provide more meaningful quantification of outputs. However, as with any system being used for the first time, it is expected and planned to further improve data series in future versions. The new time series covers only the 1992-93 biennium and will be expanded in the future. 1993 data is estimated, using projections beyond the cut-off date, in most cases of April of this year. The chapter also incorporates information which previously was the object of separate reporting to the Programme and Finance Committees.

### *Chapter 4: Achievements of the Technical and Economic Programmes:*

8. This chapter is, in many ways, the "qualitative" counterpart of the preceding chapter. It provides specific emphases and examples of actions in summary form. In an integrated approach covering Regular Programme and field activities, trends and achievements are illustrated for the three major programmes: Agriculture, Fisheries and Forestry.

### *Chapter 5: Development Support and Project Operations:*

9. Activities, trends and organizational adjustments are reported for the broad range of development support activities included under budgetary Chapter 3 of the Programme of Work and Budget, and for the operations units serving field activities under the Major Programmes of Agriculture, Fisheries and Forestry. The chapter incorporates workload and output indicators for the various programmes, in summarized tables. In addition, this chapter provides a synthesis of discussions of field activities in the technical committees of the Council (COAG, COFI, COFO, CFS) at their scheduled 1993 sessions, as directed by the FAO Conference.

### *Chapter 6: International Cooperative Programme Framework for Sustainable Agriculture and Rural Development (ICPF/SARD) - The Streamlining of Special Action Programmes and Improved Management of Field Activities:*

10. The importance of this subject in the directives of the Twenty-sixth Session of the Conference, warrants coverage of progress to date in a special chapter of this report.

### *Chapter 7: Support and Common Services:*

11. This chapter covers services and activities under budgetary Chapters 5, Support Services, and 6, Common Services, of the Programme of Work and Budget. A start has been made to provide representative indicators of activity, with the intent in future biennia of building up time series permitting analysis of workload trends and efficiency indicators.



*Annex: Report on Unscheduled and Cancelled Sessions:*

12. As explained at the beginning of this annex, this is a mandatory reporting requirement to the FAO Council, which can be meaningfully and effectively incorporated in the Programme Implementation Report.

## ACRONYMS

AARINENA	-	Association of Agricultural Research Institutions in the Near East and North Africa
ACC	-	Administrative Committee on Coordination
AFSB	-	Buildings Management and Services Branch (FAO)
AGA	-	Animal Production and Health Division (FAO)
AGL	-	Land and Water Development Division (FAO)
AGLINET	-	Worldwide Network of Agricultural Libraries
AGO	-	Agricultural Operations Division (FAO)
AGP	-	Plant Production and Protection Division (FAO)
AGR	-	Research and Technology Development Division (FAO)
AGRIS	-	International Information System for the Agricultural Sciences and Technology (FAO)
AGROSTAT	-	Information System for Agricultural Statistics
AGROVOC	-	Multilingual Thesaurus of Agricultural Terminology
AGRR	-	Research Development Centre (FAO)
AOAD	-	Arab Organization for Agricultural Development
APAARI	-	Asia-Pacific Association of Agricultural Research Institutions
APOs	-	Associate Professional Officers
APRACA	-	Asia-Pacific Regional Agricultural Credit Association
ARTEMIS	-	Africa Real-Time Environmental Monitoring using Imaging Satellites
ASFA	-	Aquatic Science and Fisheries Abstracts
CAAP	-	Common African Agricultural Programme
CAPPA	-	Computerized System for Agricultural and Population Planning Assistance and Training
CARICOM	-	Caribbean Community Secretariat
CARIS	-	Current Agricultural Research Information System (FAO)
CCAD	-	Central American Commission for Environment and Development
CD-ROM	-	Compact Disc-Read Only Memory
CFS	-	Committee on World Food Security (FAO)
CGIAR	-	Consultative Group on International Agricultural Research
CIFA	-	Committee of Inland Fisheries of Africa
CIFOR	-	Centre for International Forestry Research
CILSS	-	Permanent Interstate Committee for Drought Control in the Sahel
COAG	-	Committee on Agriculture (FAO)
COFI	-	Committee on Fisheries (FAO)
COFO	-	Committee on Forestry (FAO)
CP	-	FAO/World Bank Cooperative Programme
CPGR	-	Commission on Plant Genetic Resources
DANIDA	-	Danish International Development Agency
DDF	-	Field Programme Development Division (FAO)
DDP	-	Desirable dietary pattern
DNA	-	Designated National Authority
EAD	-	Europaischer Austausch-dienst
ECA	-	Economic Commission for Africa
ECCAS	-	Economic Community of Central African States
ECDC	-	Economic Cooperation among Developing Countries
ECE	-	Economic Commission for Europe (UN)
ECLO	-	Emergency Centre for Locust Operations (FAO)
ECOWAS	-	Economic Community of West African States
EEC	-	European Economic Community
EEZ	-	Exclusive Economic Zone



EMRO	-	European Media Research Organization
ESC	-	Commodities and Trade Division (FAO)
ESH	-	Human Resources, Institutions and Agrarian Reform Division (FAO)
ESN	-	Food Policy and Nutrition Division (FAO)
ESP	-	Policy Analysis Division (FAO)
ESS	-	Statistics Division (FAO)
EUFMD	-	European Commission for the Control of Foot and Mouth Disease
EWFIS	-	Early Warning and Food Information Systems
FAOINFO	-	FAO Information Database
FAOR	-	FAO Representative
FAOSTAT	-	FAO Statistical Database
FI	-	Fisheries Department (FAO)
FIAC	-	FAO/Fertilizer Industry Advisory Committee of Experts
FIDO	-	Fisheries Operations Service (FAO)
FII	-	Fishery Industries Division (FAO)
FINNIDA	-	Finnish International Development Agency
FINSYS	-	Budget and Financial Management System (FAO)
FINSYS	-	Financial management system (FAO)
FIR	-	Fishery Resources and Environment Division (FAO)
FO	-	Forestry Department (FAO)
FODO	-	Forestry Operations Service (FAO)
FORIS	-	Forest Resources Information System
FORSPA	-	Forestry Research Support Programme for Asia and Pacific
FORSPA	-	Forestry Research Support Programme for Asia and Pacific
FPC	-	Field Programme Committee (FAO)
FSAS	-	Food Security Assistance Scheme (FAO)
FSD	-	Farming System Development
FTPP	-	Forests, Trees and People Programme
GATT	-	General Agreement on Tariffs and Trade
GDP	-	Gross Domestic Product
GIEWS	-	Global Information and Early Warning System
GIS	-	Geographic Information System
GLOBEFISH	-	Computerized System of Fish Marketing Information (FAO)
GTZ	-	German Technical Cooperation Agency
IAEA	-	International Atomic Energy Agency
IAP	-	International Action Plan
IBPGR	-	International Board on Plant Genetic Resources
ICLARM	-	International Centre for Living Aquatic Resources Management
ICN	-	International Conference on Nutrition
ICPF/SARD	-	International Cooperative Programme Framework for Sustainable Agriculture and Rural Development
IDA	-	International Development Association
IDWG	-	Interdepartmental Working Group
IFAD	-	International Fund for Agriculture
IFPRI	-	International Food Policy Research Institute
IFS	-	International Fertilizer Supply Scheme
IGADD	-	Intergovernmental Authority on Drought and Development
ILO	-	International Labour Organization
ILRAD	-	International Laboratory for Research on Animal Diseases
IMF	-	International Monetary Fund
IMO	-	International Maritime Organization
INCSYS	-	Inventory and Control System (FAO)
IOFC	-	Indian Ocean Fisheries Commission
IPFC	-	Indo-Pacific Fishery Commission



IPM	-	Integrated Pest Management
IPNS	-	Integrated plant nutrients system
IPPC	-	International Plant Protection Convention
ISP	-	Investment Support Programme
IUCN	-	International Union for the Conservation of Nature and Natural Resources
IVDN	-	Integrated Voice and Data Network
JAFR	-	FAO/ECA Joint Agriculture Division (FAO)
LAIA	-	Latin American Integration Association
LAS	-	League of Arab States
LDCs	-	Least Developed Countries
MTP	-	Medium-term Plan (FAO)
NEDAC	-	Network for the Development of Agricultural Cooperatives
NFAP	-	National Forestry Action Plan
NGO	-	Non-governmental Organization
OAU	-	Organization of African Unity
ODA/NRI	-	Overseas Development Agency/National Research Institute (UK)
OSRO	-	Office for Special Relief Operations (FAO)
PBE	-	Office of Programme, Budget and Evaluation (FAO)
PC	-	Personal Computer
PFL	-	Prevention of Food Losses
PIC	-	Prior Informed Consent
PLANSYS	-	Programme Planning and Monitoring System (FAO)
RAFR	-	Regional Office for Africa (FAO)
RAPA	-	Regional Office for Asia and the Pacific (FAO)
REUR	-	Regional Office for Europe (FAO)
RLA	-	Reimbursable Loan Agreement
RLAC	-	Regional Office for Latin America and the Caribbean (FAO)
RNEA	-	Regional Office for the Near East (FAO)
SADC	-	Southern African Development Community
SAP	-	Special Action Programme
SAP-WASAD	-	Special Action Programme on Water and Sustainable Agriculture Development
SARD	-	Sustainable Agriculture and Rural Development
SC	-	Steering Committee
SCFA	-	Steering Committee on Field Activities (FAO)
SDI	-	Selective Dissemination Information
SECNA	-	Screwworm Emergency Centre for North Africa (FAO)
SOFA	-	<i>State of Food and Agriculture</i>
SSA	-	Special Services Agreement
SSAP	-	Sector and Structural Adjustment Policies
TAC	-	Technical Advisory Committee (CGIAR)
TCDC	-	Technical Cooperation among Developing Countries
TCP	-	Technical Cooperation Programme
TCP	-	Technical Cooperation Programme (FAO)
TF	-	Trust Fund
TFAP	-	Tropical Forests Action Programme
TRIBLEX	-	Database on International Tribunal Decisions
TSS	-	Technical support services
UDEAC	-	Customs Union of Central African States
UNCDF	-	United Nations Capital Development Fund
UNCED	-	United Nations Conference on Environment and Development
UNDP	-	United Nations Development Programme
UNEP	-	United Nations Environment Programme
Unesco	-	United Nations Educational, Scientific and Cultural Organization
UNFPA	-	United Nations Population Fund



UNICEF	-	United Nations Childrens Fund
UNIDO	-	United National Industrial Development Organization
UNINET	-	United Nations International Emergency Network
UNU	-	United Nations University
WAICENT	-	World Agriculture Information Centre
WCARRD	-	World Conference on Agrarian Reform and Rural Development
WECAFC	-	Western Central Atlantic Fishery Commission
WHO	-	World Health Organization
WMO	-	World Meteorological Organization
WWF	-	World Wide Fund for Nature



## CHAPTER 1: OVERVIEW OF FAO ACTION IN 1992-93

13. At a critical juncture when the world faces rapid changes affecting even the structure of nations and their inter-relationships, international institutions, including FAO must meet increasingly complex and diverse challenges. The current historical phase of greatly heightened awareness by both governments and the general public, of the need to act in concert to face grave problems for the future of mankind, adds new opportunities for them to influence the process of change. However, while the world develops a greater understanding of the complex of problems to be faced, in many areas including sustainable agriculture and rural development, comprehensive solutions remain elusive. In this context, the 1992-93 biennium is particularly positive for FAO. The Organization has contributed to the search for international agreement on the key issues of environment, multilateral trade and agricultural and rural development. The roles played by FAO in the United Nations Conference on Environment and Development (UNCED) and the International Conference on Nutrition (ICN) have pride of place in these efforts. Other recent international initiatives also bear recalling, including those related to responsible fishing and the continued active dialogue among Member Nations, through FAO fora, on such key areas as the conservation of tropical forests, the preservation of plant and animal genetic resources and the social dimensions of rural development - including people's participation and the role of women.

14. FAO is thus in a position to capitalize on the growing congruence of approaches at international level - free of some bitter disputes across ideological divides of the recent past - and on the more positive approach to multilateral solutions to global problems, ushered in by the decade of the nineties.

### ● The Substantive Thrusts

15. The 1992-93 biennium is marked by continuing adaptation of the Organization's substantive thrusts, in line with the external demands.

16. In particular, throughout the previous biennium and during the first half of 1992, major inputs were made to the preparatory process to UNCED Agenda 21<sup>1</sup>, up to its discussion and endorsement at the Conference itself. FAO also made important contributions to the drafting of the Framework Convention on Climate Change and the Convention on Biological Diversity, as well as the Statement of Principles on the Management, Conservation

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<sup>1</sup> Including contributions to the Chapters 10 on Land Planning and Management of Land Resources, 11: Combating Deforestation, 12: Combating Desertification and Drought, 13: Integrated Mountain Development, 14: Sustainable Agriculture and Rural Development, 15: Conservation of Biological Diversity, 16: Environmentally Sound Management of Biotechnology, 17: The Protection of the Oceans and All Kinds of Seas, 18: Protection of the Quality and Supply of Fresh Water Resources, 19: Environmentally Sound Management of Toxic Chemicals.



and Development of Forests<sup>2</sup>. The 1991 Den Bosch Declaration, which has since formed an important basis for FAO's work, was fully incorporated in Chapter 14 of Agenda 21 on Sustainable Agriculture and Rural Development. During April 1992, regional ministerial meetings were convened, in preparation for UNCED, for small island countries and for Latin America and the Caribbean. Following the UNCED Conference in June 1992, progressive reorientation of existing activities was undertaken to sharpen FAO's focus on environment and sustainable development, which is, moreover, the key area of priority attention in the Programme of Work and Budget proposed for 1994-95.

17. The policy advisory role of FAO is actively pursued. The provision of direct policy advice has been important for the concerned countries, not only at national level, but also in preparing positions for such international discussions as the Uruguay Round of Multilateral Trade Talks. To the maximum extent possible in the light of specific requests, advice to individual countries has emphasized the need for inter-disciplinary approaches. In the discharge of this advisory role, the contributions of the FAO Representatives have been crucial. In order to enhance further the quality and pertinence of these contributions, seminars on policy work have been initiated with FAO Representatives, and pilot workshops held for technical staff. A strong government commitment and the identification of the appropriate partners in government structures have proved to be an essential prerequisite for success, as has the close involvement of local partners through all stages in the process, including the analysis of policy options and the drawing up of conclusions in full cooperation with them. For the Tropical Forests Action Programme (TFAP), guidelines have been issued which institutionalize these aspects of the process, as well as the full involvement of the target beneficiaries and non-governmental interests.

18. The emphasis on people in development, as reflected for example in the TFAP Guidelines, has had a strong influence in the approach of many FAO technical and economic programmes, for example in food security where the central role of the household has come to the fore. At the international level, the Codex Alimentarius Commission has closely involved non-governmental interests in its work, as has the Global Information and Early Warning System and the fisheries market information services. Another sterling example of full involvement of non-governmental interest groups and full reflection of social aspects was the long preparatory phase up to the successful outcome of the International Conference on Nutrition, which emphasised *inter alia* household access to a balanced diet and the importance of information, education and training, as well as food safety.

19. FAO has also remained sensitive to the growing importance of sub-regional and regional integration or cooperation initiatives. For instance, policy advice and assistance has not been restricted to individual countries, but has also been designed to strengthen economic groupings in several parts of the world. As regards fisheries, FAO has given due attention to the strengthening of fisheries management agreements, aimed at both conservation and development of the resource. In Africa, a new initiative launched by the OAU, to facilitate more complementary agricultural development, has been largely supported by FAO. FAO

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<sup>2</sup> Non-legally Binding Authoritative Statement of Principles for a Global Consensus on the Management, Conservation and Development of all Types of Forests.



has also pursued its long-standing role of sponsoring and actively supporting technical cooperation networks, as a particularly cost-effective means of extending the outreach of the Organization's substantive output, as well as promoting the sharing of experience between countries. More generally, FAO's interventions have tended to rely increasingly on local initiative, the input of NGOs, cooperation with the private sector, and the multiplier effects of technical cooperation networks.

20. The Organization's information base has been expanded and improved to facilitate analysis and decision making for sustainable development. Particularly important elements have been the agro-ecological, soil resources and forest cover databases, as well as remote sensing data - e.g. ARTEMIS. A new database was initiated for water resources, beginning in Africa and local databases for fisheries management continue to be developed. The application of much of this information is enhanced through its incorporation in Geographic Information Systems (GIS). Work also continued to bring the WAICENT - FAOSTAT data systems into operation by the end of the biennium, including the integration of the main forestry and fisheries databases.

21. Other contributions of the technical and economic programmes to foster international agreement and cooperation, often closely interlinked with agricultural trade facilitation, merit being highlighted. Over 100 countries now adhere to the International Plant Protection Convention and the secretariat for the Convention is fully established. Principles of plant quarantine have been drawn up for consideration by the Conference. A memorandum of understanding has been agreed with UNEP on the implementation of the Prior Informed Consent Clause of the International Code of Conduct on the Distribution and Use of Pesticides, now in use by 50 countries and the European Community.

22. The Codex Alimentarius Commission has been giving increased attention to cross commodity problems, including pesticide residues and other contaminants. Codex standards have been accepted as the point of reference in both the drafts for the conclusion to the Uruguay Round of Multilateral Trade Talks and the North American Free Trade Area. Also in connection with the Uruguay Round, FAO has assisted the net food importing developing countries in gaining recognition of their special needs. In fisheries, attention has been focused on the flagging of vessels and the marking of fishing gear as well as responsible fishing and high seas fisheries management, for which major international meetings were held.

23. FAO has demonstrated again its capability to flexibly coordinate and support international cooperation to overcome emergency situations. The New World Screw-worm eradication campaign in North Africa was brought to a successful conclusion. Following outbreaks of locust infestations in the Red Sea and Madagascar, the Emergency Centre for Locust Operations was re-established. FAO played its due part in global Rinderpest eradication efforts building on successful experience in Africa. The coverage and timeliness of the Global Information and Early Warning System has continued to improve with increased capability to identify local level food problems. This has been achieved with the involvement of more than 60 non-governmental organizations (NGOs), as well as the increased use of remote sensing to monitor weather conditions.



24. Cooperation and integration of effort with other organizations has been a continuing and essential feature for virtually all activities and programmes. This dimension has been marked by innovations at regional level. For example, in the Near East and North Africa Region, seven inter-agency task forces have been set up<sup>3</sup>. The TFAP is set up on the basis of an international partnership to support national programmes and has demonstrated many of the difficulties, as well as successes, inherent in such endeavours. The approach is now being extended to Mediterranean forests. Chapter 4 provides many examples of the synergies between FAO and the CGIAR network of international agricultural research centres. In the area of plant genetic resources, the overall policy framework and general support to coordinated national actions is being provided by FAO, while the IBPGR plays an essential role in the development of technology and in the implementation of specific conservation measures. Similarly in forestry research, while contributing to the identification of international research priorities, FAO fostered cooperation among national institutions for research, through a regional network in the Asia and the Pacific region (FORSPA).

## ● The Resource Picture

25. The overall resource picture in the 1992-93 biennium has been mixed. On the one hand, despite the very special conditions of approval for the Programme of Work for the 1992-93 biennium by the FAO Conference in November 1991, there was a definite improvement of the financial situation as relates to the Regular Budget. This gradual recovery followed a protracted period of difficulties and downward programme adjustments. On the other hand, the Field Programme under extra-budgetary funding experienced a decline, and developments regarding FAO's Support Cost income were even more negative, necessitating organizational adjustments.

26. As a result of the unusually complex situation arising from the adoption by the last Conference of Resolution 4/91 on the Programme of Work and Budgetary Appropriations for 1992-93, the implementation of the approved Programme of Work was initiated with deliberate caution, and reduced Regular Programme allotments were issued to FAO units for the year 1992. Gradually, in the light of progress in resource availability, including the substantial payment of arrears, every effort was made to restore the capacity of FAO substantive units to approved levels. Additional resources were also provided to meet urgent requirements for the long-delayed refurbishing of Headquarters facilities, including communications. The TCP appropriation was spared any negative consequences from this. Progress in the settlement of arrears and the judicious use of established protection mechanisms for unbudgeted cost increases and exchange rate risks, have generally enabled the Organization to weather potential difficulties and contributed in overcoming the funding gap in the above Resolution. The 1992-93 biennium has presented challenges in terms of demands for resources greatly exceeding their availability, even after taking into account payments of arrears, but it has nevertheless permitted significant progress in the implementation of the approved Programme of Work.

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<sup>3</sup> The task forces bring together AOAD, FAO-RNEA, EAD, EMRO, LAS and WHO.



## ● Field Operations

27. As largely foreseen, the 1992-93 biennium proved to be a period of significant changes for FAO's field programmes. These changes, involving a downturn in delivery and adjustments in substantive thrust, affected the overall approach to and management of field operations. The main external factor influencing these changes was the new Support Costs Successor Arrangements with UNDP - still the largest single funding source for the Organization's technical cooperation activities. Another important external factor was related to the United Nations General Assembly resolutions on operational activities, which called for new orientations and modalities concerning the handling of technical cooperation by the UN system.

28. On the substantive side, as recalled above, the follow-up of both UNCED and the ICN has triggered a progressive reorientation of FAO's field activities, including forestry and fisheries projects. This process was carried out, within the framework of the International Cooperative Programme Framework for Sustainable Agriculture and Rural Development (ICPF/SARD) and has led to refinement or consolidation of FAO's Special Action Programmes, as more specifically reported in Chapter 6 of the present Programme Implementation Report.

29. The need to ensure active follow-up to these conferences through a vigorous range of field activities was a dominant theme of the discussions on field activities in the technical committees of the Council in the spring of 1993 (cf. Chapter 5). In particular, there was constant emphasis on environmental effects and sustainability elements in field projects in the broad agricultural and rural development, forestry and fisheries sectors. It was also emphasized that many ongoing projects include nutritional considerations, both implicitly and explicitly, and that in future these should be more directly addressed. This is to be in addition to the various field projects focused on nutritional interventions *per se*, including at household level, or food quality control activities supported in Member Nations.

### ○ Developments regarding UNDP

30. The introduction, in early 1992, of the UNDP Support Costs Successor Arrangements, had been amply addressed by FAO Governing Bodies. It may be recalled that FAO participated actively in the inter-agency consultations in preparation for these arrangements, as described in a special document submitted to the Twenty-sixth Session of the Conference.<sup>4</sup> As was made clear in that document, and discussed by the Conference, the new system and related arrangements represented a complex package, the impact of which was difficult to foresee. Indeed, there have been delays in bringing about their effective implementation.

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<sup>4</sup> C 91/4 - Sup. 1



31. The new regime includes in its aims an increased role for the developing countries in the direct execution and operation of UNDP-funded technical assistance, thus indirectly reducing the role of the specialized agencies, such as FAO. Increased emphasis is also placed on the provision of technical support services, by the UN agencies both to UNDP projects and programmes (such services are referred to as TSS-2) and on "upstream" analytical work and advice to countries (referred to as TSS-1).

32. The difficulties of conversion to this new system experienced during the 1992-93 biennium, only partially affected FAO's delivery of UNDP-funded technical cooperation, which remained reasonably strong due to the substantial level of project activities, under the previous 13 percent (flat rate) regime, carried forward into the present period. Therefore, the main effects of this fundamental shift in participation of FAO to UNDP-funded activities, in terms of delivery, will only be felt in 1994-95.

33. FAO will need to continue to work closely with UNDP and other agency partners to ensure that the Support Costs Successor Arrangements perform as intended, and reflect the tripartite principle in UNDP-funded technical cooperation. The UNDP Governing Council has scheduled an independent evaluation of the implementation of the successor arrangements, to be considered by its Forty-first Session in June 1994. FAO will contribute substantially to this evaluation.

#### ○ **Developments under Trust Funds**

34. Throughout the 1992-93 biennium, a consistent flow of Trust Funds, backed by "multi-bi" donors and by recipients themselves, has continued to underpin FAO's ability to carry out technical cooperation in the field. In 1992 the FAO/Government Cooperative Programme accounted for 26 percent of Field Programme expenditures and Trust Funds of all types for 51 percent. UNDP's share, on the other hand, had fallen to 38 percent.

35. FAO's Trust Fund activities have continued to exhibit broad diversity, meeting specific technical cooperation needs in different country circumstances, as perceived by both recipients and donors. The biennium witnessed a further widening of donor interest in such cooperation, including conclusion of an agreement with the EEC, together with a record number of recipient countries providing financial backing out of their own resources.

36. While aligned with national priorities and development programmes, Trust Fund projects cover, in most cases, advice and assistance closely linked to substantive thrusts under the Organization's Regular Programme. Especially during this biennium, when FAO's UNDP-funded activities have entered a period of uncertainty, the strong and diversified Trust Fund programmes have enabled the Organization to maintain a steady flow of expertise, advice and experience to the benefit of developing countries.

#### ○ **Investment Promotion**

37. Major Programme 3.2, Investment, which is implemented by the Investment Centre under cost sharing arrangements, continued to prepare investment projects for a wide range of financing institutions, in particular the World Bank, IFAD and the Regional Development



Banks. Greater attention was given to projects which conserve natural resources and protect the environment. Despite the relatively lower priority many countries are assigning to investment in agriculture and the increased complexity of projects, the number of project approvals was maintained and some improvements were secured in terms of project formulation. The Investment Centre also continued to identify projects for investment financing in follow-up to technical cooperation projects.

#### ○ **Management Adjustments**

38. The above major developments and external influences, required continued attention by senior management to ensure appropriate responses by the Organization. In particular, the downturn in delivery and the sharply reduced Support Cost income available to the Organization in part as a direct consequence of falling delivery and also due to new modalities for reimbursement - have implied a further contraction of Support Cost-funded posts, especially in the operations units in the technical departments. This aspect is covered in more detail in the Programme of Work and Budget for 1994-95.

39. Moreover, a Special Task Force chaired by the Deputy Director-General examined key aspects of the overall management, coordination and oversight of FAO's field programmes. This review has resulted in significant changes being introduced in their management. The new measures are to ensure an even closer link of FAO's Regular Programme activities, through the technical units, with the design and implementation of the Organization's technical assistance. A new Emergency Coordination Group has also been established to ensure coherent organization-wide action, in cooperation with outside entities on the link between disaster preparedness, rehabilitation and longer-term development needs. Further details are reported under Chapter 6 below.

40. The declining size of the FAO Field Programme and the falling Support Cost income have necessitated streamlining of programme and project formulation and execution arrangements and related procedures. These changes have shifted more responsibilities to the technical divisions, while ensuring greater continuity throughout the programme and project cycle. New guidelines for the preparation of Trust Fund projects have been introduced which bring these closely in line with those for UNDP. Within the Field Programme Liaison Division (DDF) the Regional Bureaux have assumed overall responsibility for programming irrespective of the source of funds. The TCP has been increasingly supporting upstream advisory activities and those programme priorities which have received relatively less attention from other sources of assistance. A selection of recent TCP project experience is included in Chapter 5.

41. The Project Operations units which are financed entirely from Support Cost income were reorganized and procedures reviewed in view of the declining income and project portfolio. In particular the responsibility for terminal reports was transferred to the technical divisions and the number of regional services in the Agricultural Operations Division (AGO) was reduced from five to three. FAO Representatives (FAORs) continued to expand their liaison and policy advisory functions. With growing national project execution, their role in supporting countries to develop and execute development assistance programmes has become increasingly important.



## ● Administration and Services

42. All FAO staff will be brought together on one site by the end of 1993. Despite the inconvenience of building works and maintenance requirements, the moves and improvements have been achieved with a minimum of disruption. The saving in travel time between buildings will be considerable, for both staff and visitors. Future infrastructure improvements can now be undertaken in a spirit of permanence.

43. At the same time as building extensions have been completed by the Host Country authorities, the opportunity has been taken to upgrade other facilities, which will facilitate more effective delivery of the Organization's substantive programmes. A new Integrated Voice/Data Network includes major improvements in communications, e.g. electronic mail and economies in telex and fax traffic. In a related development, computer network connections enable communication with a very wide range of outside locations, including an increasing number of FAO field offices. The initial problems experienced with the implementation of the FINSYS/PLANSYS computer systems for financial and personnel management are gradually being overcome. In 1993, it was possible for the first time ever to close the accounts for the previous year within one month after its end.

44. As described in Chapter 7, further improvements in efficiency have been achieved through greater reliance on external contractors. For instance, between 1988-89 and 1992-93 the proportion of printing done internally fell from 39 percent to 24 percent. Staff training and language training was reinstated or expanded again after a break of about four years due to financial constraints. Training for Headquarters staff, staff of the FAO Representations and field staff in policy analysis and programme and project development was strengthened. Training in computer applications was also actively pursued.



## CHAPTER 2: RESOURCES

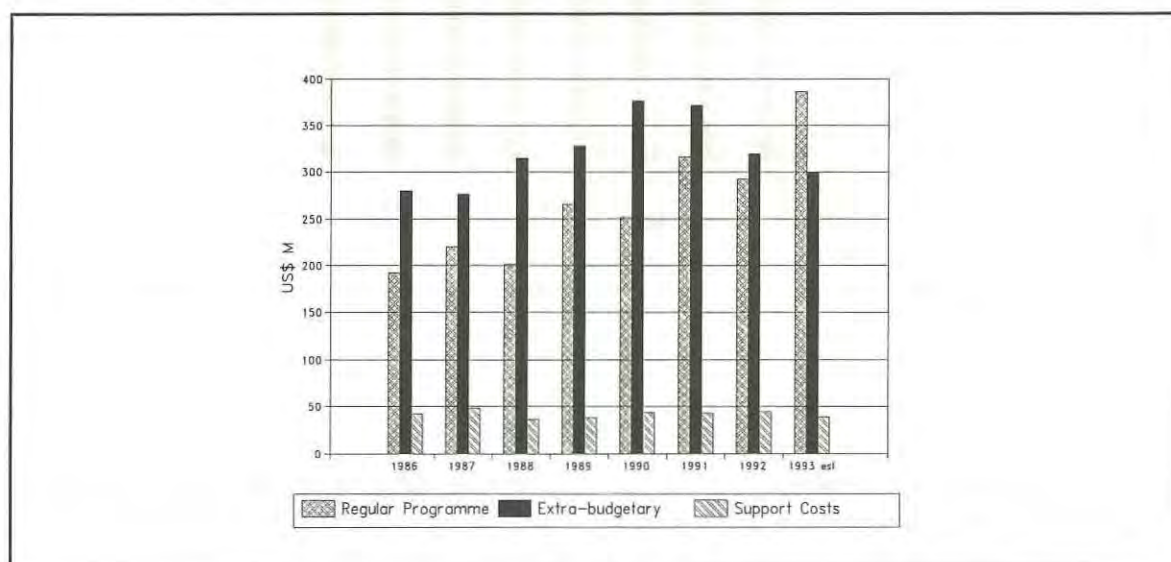
45. The present chapter provides an overview of the resource picture, as regards both the Regular Budget and extra-budgetary funding. Key figures refer wherever feasible to the whole 1992-93 biennium, i.e. incorporating estimates for the year 1993. As trend analysis is particularly relevant in connection with information on resources, longer time series are provided where pertinent, either in nominal (current) terms, or at constant prices, using appropriate deflators.

46. As emphasized in the *Guide to the Document*, the Programme Implementation Report is not an accounting document. Complete information of a financial nature regarding performance in 1992-93 will, as usual, be available to Member Nations through the Audited Accounts for the same biennium, which will be submitted to the Conference at its November 1995 session.

### ● Evolution of Total Resources

47. The following bar chart and table provide, on a yearly basis, expenditure trends over the period 1986-1993 broken down by three main areas, i.e. Regular Budget, extra-budgetary resources excluding Support Cost income, and Support Cost income.

**Chart 2.1 Total Resources** (*Actual Expenditures in US\$ millions*)



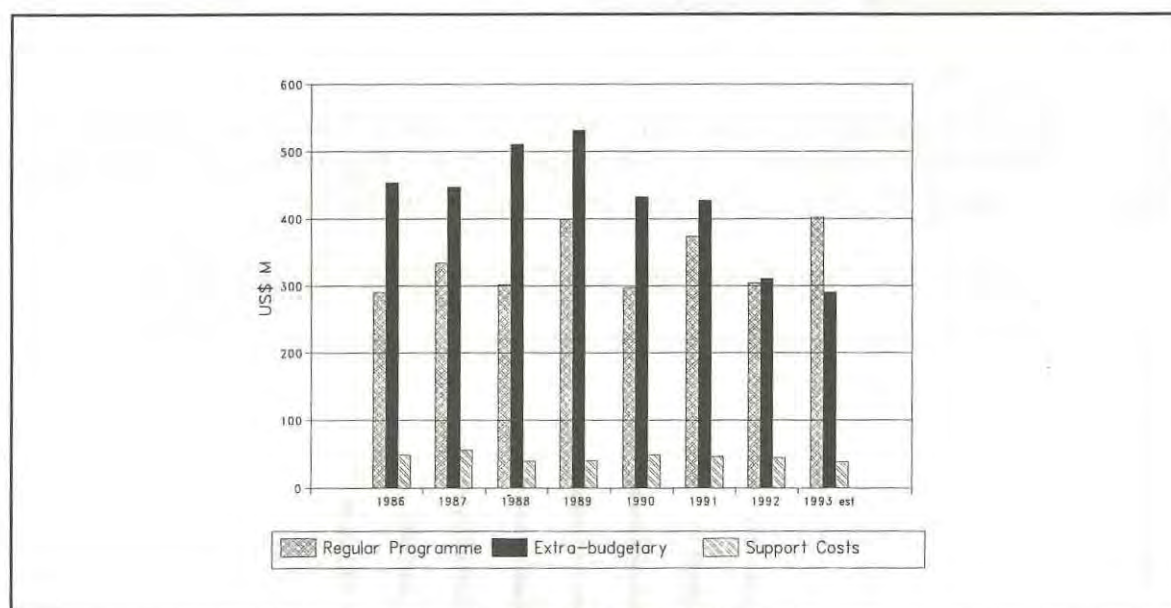


**Table 2.1 Actual Expenditure (in US\$ millions)**

Funding	1986	1987	1988	1989	1990	1991	1992	1993 EST.
Regular Programme	192.6	220.6	201.5	266.1	251.6	316.5	292.7	386.5
Extra-budgetary	280.0	276.3	314.6	328.1	376.4	371.6	319.9	300.0
Support Costs	42.2	47.9	36.8	38.0	44.0	42.9	44.6	38.8
Total	514.8	544.8	552.9	632.2	672.0	731.0	657.2	725.3

48. The trends, with figures converted in real terms, i.e. by using appropriate deflators, are as follows:

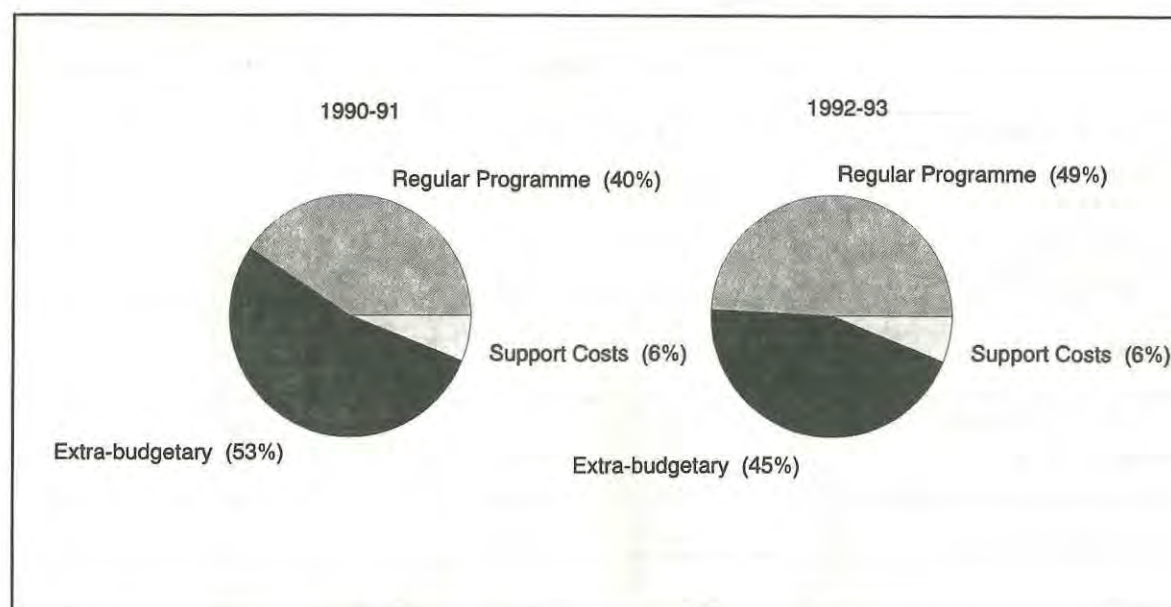
**Chart 2.2 Total Resources (Expenditures restated in 1992-93 US\$ millions)**



49. A comparison between the last and present biennium as shown in the following pie charts, reveals the striking contraction of the share of extra-budgetary resources in the total resources available to the Organization, as highlighted in the preceding chapter.



**Chart 2.3 Expenditures in 1990-91 and 1992-93 (in US\$ millions)**



50. This evolution is further exemplified by the following table showing expenditures under the three Major Programmes of Agriculture, Fisheries and Forestry and component programmes, which also reveals the broad variations in terms of "gearing" of specific substantive programmes to additional extra-budgetary resources.

**Table 2.2: Resources Allocated to Major Programmes**  
**2.1 Agriculture, 2.2 Fisheries, 2.3 Forestry**

Programme	Approved Programme of Work 1992-93	Expenditure 1992		Ratio of Extra-budgetary to Regular Programme Resources	
		Regular Programme	Extra-Budgetary	1990-91	1992
211 Natural Resources	22 825	9 721	58 884	5.7	6.1
212 Crops	37 702	15 689	77 668	5.3	5.0
213 Livestock	21 529	9 368	32 223	5.8	3.4
214 Research and Technology Development	25 154	11 001	7 303	1.0	0.7
215 Rural Development	35 995	15 418	45 684	3.5	3.0
216 Nutrition	22 238	10 757	4 824	0.5	0.4
217 Food & Agricultural Information and Analysis	39 081	16 717	11 031	0.7	0.7
218 Food and Agricultural Policy	39 503	15 136	20 439	1.6	1.4
219 Programme Management	9 807	5 111	1 004	0.0	0.2
<b>2.1 Total</b>	<b>253 834</b>	<b>108 918</b>	<b>259 060</b>	<b>2.8</b>	<b>2.4</b>



Programme	Approved Programme of Work 1992-93	Expenditure 1992		Ratio of Extra-budgetary to Regular Programme Resources	
		Regular Programme	Extra-Budgetary	1990-91	1992
221 Fisheries Information	6 778	3 806	3 990	0.9	1.0
222 Fisheries Exploitation & Utilization	20 049	8 009	20 518	4.5	2.6
223 Fisheries Policy	9 273	3 815	2 754	0.6	0.7
229 Programme Management	7 792	2 996	0	0.0	0.0
<b>2.2 Total</b>	<b>43 892</b>	<b>18 626</b>	<b>27 262</b>	<b>2.2</b>	<b>1.5</b>
231 Forest Resources and Environment	8 501	3 289	45 582	12.7	13.9
232 Forest Products	4 655	1 407	3 224	6.3	2.3
233 Forest Investment & Institutions	10 463	4 444	12 289	4.3	2.8
239 Programme Management	7 094	3 878	0	0.0	0.0
<b>2.3 Total</b>	<b>30 713</b>	<b>13 018</b>	<b>61 095</b>	<b>5.6</b>	<b>4.7</b>
<b>GRAND TOTAL</b>	<b>328 439</b>	<b>140 562</b>	<b>347 417</b>	<b>3.0</b>	<b>2.5</b>

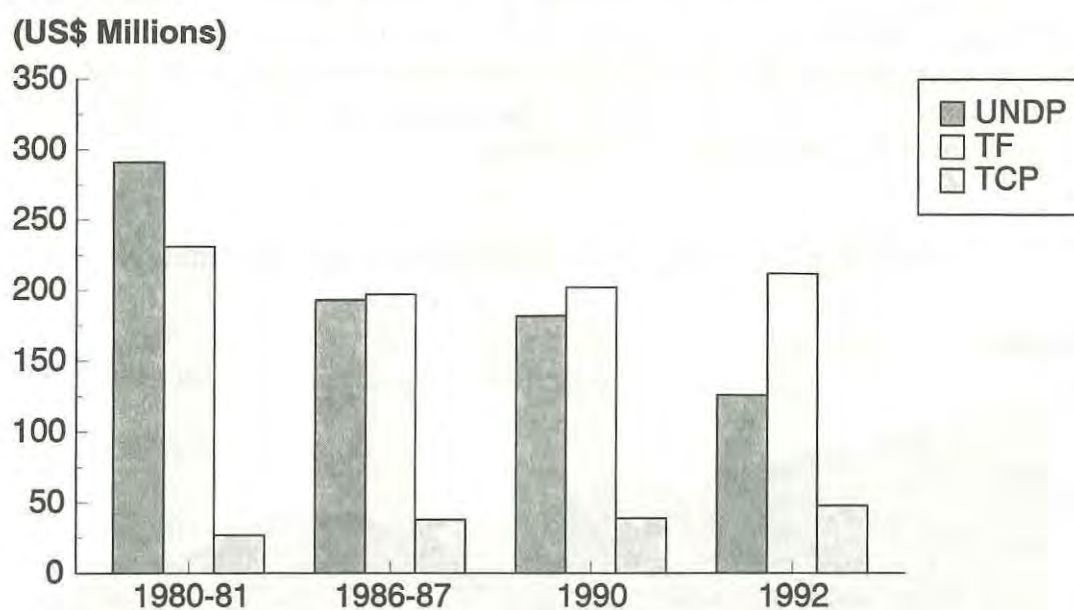
## ● Evolution of Field Activities

### ○ Project Approvals

51. Chart 2.4 below summarizes the total budgets at **1992 constant prices** of projects approved for FAO execution in selected years from 1980 to the present. Similar information at **current prices** is summarized in Table 2.3. The overall level of approvals in constant prices has fallen from some US\$ 550 million per year in 1980-81 to under US\$ 400 million. Even in current terms, 1992 approvals stood scarcely higher than those for 1980-81. Trust Fund approvals have remained relatively stable, averaging a little over US\$ 200 million per year at 1992 constant prices. UNDP approvals at constant prices have, however, shown a considerable decline from nearly US\$ 300 million in 1980-81 to US\$ 126 million in 1992, the first year of the UNDP Fifth Country Programming Cycle. FAO is now, however, beginning to provide technical support services for nationally-executed UNDP projects, although the extent to which this will develop remains uncertain (see below).



**Chart 2.4: Total Budgets of Projects Approved for FAO Execution**  
(average per year at 1992 constant prices)



<b>Total budgets US\$ million</b>	549	428	423	386
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**Table 2.3 Total Budgets of Projects Approved for FAO Execution**  
in Recent Years  
(current US\$ millions)

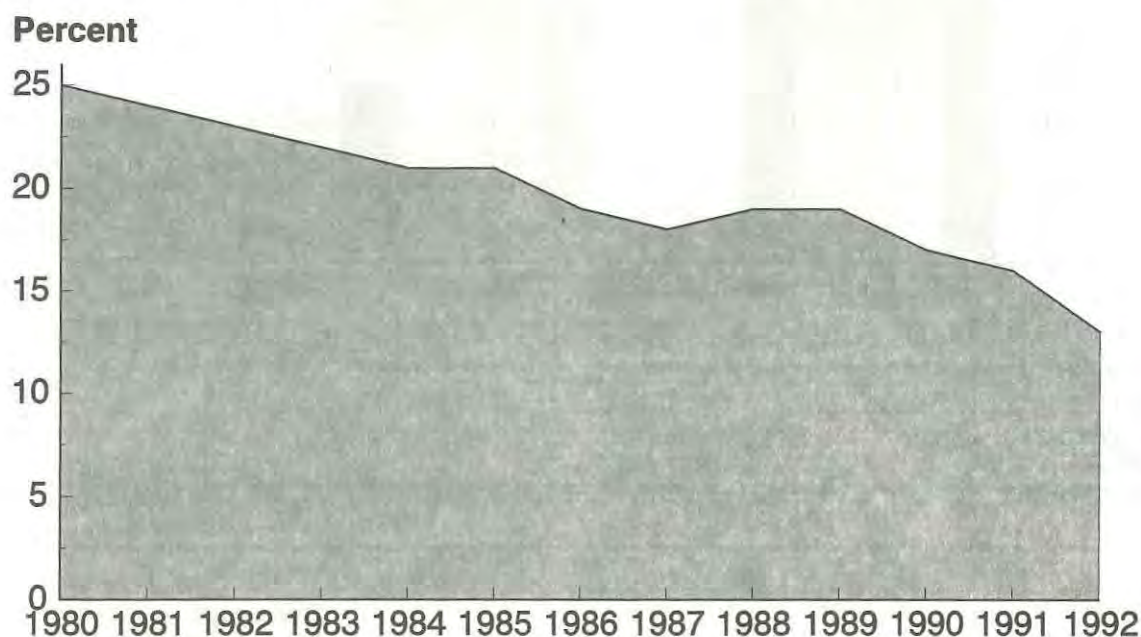
	Annual Average		Annual	
	1980-81	1986-87	1990	1992
UNDP	194	165	180	126
Trust Funds	154	168	200	212
TCP	18	33	39	48
<b>Total</b>	<b>366</b>	<b>366</b>	<b>419</b>	<b>386</b>



○ **Share of FAO in UNDP-funded activities**

52. As can be seen from Chart 2.5, FAO's share in the execution of UNDP projects has been falling steadily from 25 percent in 1980 to 13 percent in 1992. The sharp decline in UNDP projects approved for execution by FAO is due to several factors: UNDP's more limited resources; the fact that UNDP projects have tended to diversify out of agriculture and rural development in favour of other sectors; the sharp growth in execution by UNDP itself; and most recently the trend in national execution.

**Chart 2.5: FAO's Share of UNDP Field Project Expenditure**



53. Despite the time elapsed since their introduction, the prospects for a full-fledged take-off of the new UNDP arrangements are not clear. By end June 1993, total budget approvals for project execution by FAO under the system (which was applied compulsorily to all new UNDP projects as of 1 July 1992) were less than US\$ 30 million. A similar amount was approved for FAO implementation within nationally-executed projects. As recalled above, part of the reason for this decline in FAO's direct operational involvement is the rise in approvals for nationally-executed projects, which now account for some 40 percent of all new UNDP allocations (versus a share of about 15 percent in 1990-91). But with many governments still keen to have FAO implement significant elements of such nationally-executed projects, the reduction in FAO's overall operational role may in effect be less abrupt.

54. However, the major factor is the fall in UNDP's available resources, due to unforeseen shortfalls in pledges experienced in the 1992-93 period. As a result, UNDP has reduced the Indicative Planning Figures for its fifth programming cycle (1992-96) by 25 percent in early 1993. No immediate or potential up-turn is in sight. This critical



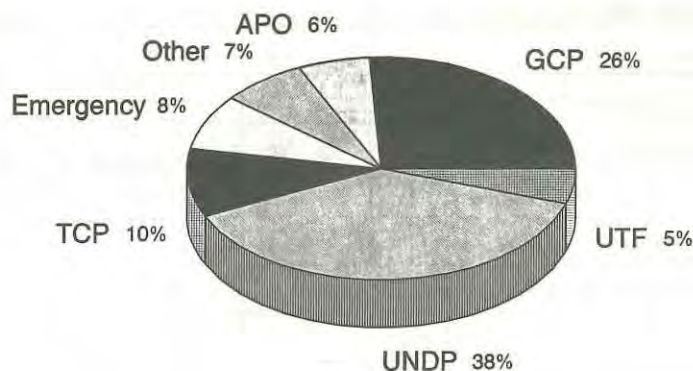
resource situation has significantly depressed the overall levels of UNDP approvals, particularly in 1993. Combined with the further challenges of fully converting to the successor arrangements, the implications for FAO's UNDP-funded programmes, beyond 1993, must be considered a matter of serious concern.

55. As regards the new TSS facilities, an encouraging start was experienced in 1992 with FAO beginning the implementation of 78 "upstream" TSS-1 activities for the direct benefit of concerned Member Nations, at a total budget of some US\$ 6.9 million. To a large extent, this complements the work of FAO technical divisions in country policy advisory work, sector assessments and similar analytical activities under the Regular Programme. However, the TSS-2 facility for technical support to UNDP projects, especially under the national execution modality, has been much slower to get off the ground. By end June 1993, FAO had only received approvals of TSS-2 activities of around US\$ 2 million, whereas earlier expectations were for more than double that amount.

#### ○ Project Expenditures

56. Project expenditures normally reflect budgetary approvals, but with a time lag and some opportunity for smoothing input delivery rates during implementation. The level of total expenditure under field programmes in recent biennia (Table 2.4 below) has remained in the range of US\$ 740 million to US\$ 900 million at 1992 constant prices, or some US\$ 400 million per year. While the trend in UNDP project expenditures has been downward, Trust Fund expenditures have fluctuated, especially unilateral Trust Funds and naturally those for emergencies. The relatively high overall level of expenditure during the 1990-91

Chart 2.6: 1992 Proportion of Expenditures by Source of Funds  
(for Trust Funds, broken down by main group)



biennium, was partially linked to the screw-worm emergency campaign in North Africa. This masked the emerging trend, which became clearer in 1992, of overall drop in Field Programme expenditure down to US\$ 356 million. All the indications are that expenditures for UNDP projects in the 1992-93 biennium will be at least 30 percent less than for 1990-91. The FAO/Government Cooperative Programme has continued its upwards trend, as has the Associate Professional Officers' Programme. The level of TCP expenditures reflected the Conference decisions on the level of the appropriation, including a one-time surge in the mid-eighties linked to the agricultural rehabilitation programme for Africa. As can be seen from Chart 2.6, by 1992 UNDP's share of project expenditures had fallen to 38 percent and the



FAO/Government Cooperative Programme was meeting 26 percent of expenditures. In 1980-81, UNDP-financed operations represented 60 percent of the Field Programme and the Government Cooperative Programme 12 percent.

Table 2.4 Expenditures on FAO Field Programmes at actual and 1992 constant prices (US\$ millions)							
	1980-81	1982-83	1984-85	1986-87	1988-89	1990-91	1992*
<b>FAO/UNDP</b>							
<b>Current Prices</b>							
FAO Execution	349.6	257.6	225.1	257.2	319.3	350.7	127.8
FAO Implementation				1.9	6.9	11.2	8.3
Sub-Total	349.6	257.6	225.1	259.1	326.2	361.9	136.1
<b>TRUST FUNDS</b>							
FAO/Government Programme	71.5	88.2	122.2	145.5	150.4	177.8	92.7
Assoc. Prof. Off. Programme	29.1	25.6	26.9	26.1	34.8	47.0	20.2
Near East Cooperative Programme	8.1	4.3	1.6	1.7	0.9	0.4	0.1
Unilateral Trust Funds	24.7	58.0	80.3	64.3	61.7	59.1	20.0
PFL Special Account	7.6	4.2	1.1	1.2	1.4	1.2	0.0
International Fertilizer Supply Scheme (IFS)	5.5	3.9	4.7	2.4	1.5	0.4	0.1
Freedom from Hunger Campaign/AD	3.3	2.1	2.1	2.2	2.8	3.7	1.1
UNFPA	5.8	2.8	3.8	3.3	6.5	14.4	3.3
UN Environment Programme	2.1	2.8	1.7	1.4	1.5	1.8	0.9
Other UN Organizations	4.6	7.8	19.9	13.8	15.5	14.2	6.6
Sub-Total UN Organizations	(12.5)	(13.4)	(25.4)	(18.5)	(23.5)	(30.4)	(10.8)
Emergencies**	45.1	27.7	9.3	23.2	27.6	46.0	27.5
Miscellaneous Trust Funds	11.6	12.6	13.6	14.0	18.8	20.1	11.3
Sub-Total	219.0	240.0	287.2	299.1	323.4	386.1	183.8
TOTAL EXTRA-BUDGETARY FIELD PROGRAMME	568.6	497.6	512.3	558.2	649.6	748.0	319.9
<b>FAO TECHNICAL COOPERATION PROGRAMME</b>							
TCP	29.2	40.2	48.0	72.3	56.8	70.6	36.2
TOTAL FIELD PROGRAMME	597.8	537.8	560.3	630.5	706.4	818.6	356.1
<b>Constant 1992 Prices</b>							
TOTAL FIELD PROGRAMME	896.7	742.1	750.8	737.6	748.7	826.7	356.1
* One year only. ** Combines Special Relief Operations (OSRO), Emergency Centre for Locust Operations (ECLO) and Screw-worm Emergency Centre for North Africa (SECNA)							



## CHAPTER 3: SELECTED QUANTITATIVE FEATURES OF PROGRAMME DELIVERY

57. In order to support *inter alia* the preparation of the Programme Implementation Report, new systems have been introduced for the generation of comprehensive data on outputs and activities of the Regular Programme. Most of the tables below have been generated using FAO's computerized workplanning system PLANSYS, which specifically relates individual activities to outputs. It was thus possible to generate more accurate and complete information than was possible with the biennial questionnaires previously used for the Review of the Regular Programme.

58. As with all new systems, some initial problems were encountered. The redefinition of activities and outputs has meant the creation of a new time series, which cannot be directly linked to those provided in the previous Reviews of the Regular Programme. With the new system, the strict linkage of outputs to funding codes has undoubtedly led to significant under-counting, where activities such as training and support to networks required primarily inputs of professional and consultant staff time. This is particularly the case for the Regional Offices. These initial shortcomings will be corrected in future issues of the PIR. It may also be noted that all figures for 1993 are estimates, prepared in the early months of the year.

59. The present chapter reviews, in turn, activities under technical and economic programmes (Chapter 2 of the Programme of Work and Budget) and field activities. The approach is mostly "quantitative". The substantive thrusts and achievements are addressed in the successive Chapter 4. Chapters 3 and 4, therefore, aim at presenting two sides of the same coin.

### ● Technical and Economic Programmes

60. This section covers major types of outputs or standard activities of the Regular Programme:

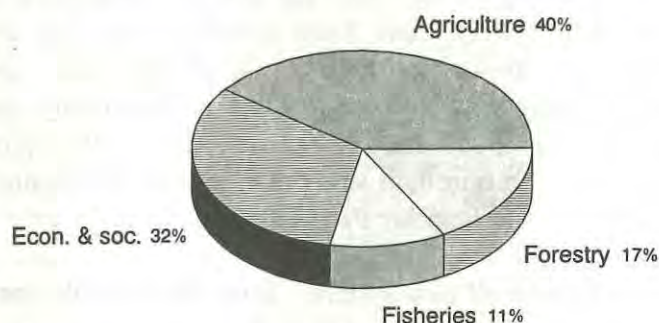
- training (in this case, also covering achievements under the Field Programme);
- meetings;
- publications and information products;
- databases;
- networks;
- technical backstopping;
- duty travel;
- use of consultants.



## ○ Training

### *General:*

61. Training continues to be an important modality of action for the Organization under both the Regular and Field Programmes. This is an activity in which staff from Headquarters and the Regional Offices frequently complement project staff and considerable use is made of manuals and training materials produced under the Regular Programme. The 1991 survey found that approximately 1 620 training activities had been carried out during that year for a total of over 80 000 trainees. Some 1 560 of these training activities were conducted by field projects and the remainder were at Headquarters and the Regional Offices. Field project training is geared primarily to technicians and primary producers, as well as including a considerable number of fellowships<sup>5</sup>. Training supported directly by the Regular Programme, on the other hand, consists mostly of short-term training courses for more senior staff. Charts 3.1 - 3.4 summarize the overall picture for training. It can be seen that the greatest share of training activities were on topics related to agriculture and rural development, but some 17 percent of training activities were in forestry. The majority of training related to agriculture was on crops and livestock matters, while rural development and food and agricultural policy and planning were the other major areas of concentration<sup>6</sup>. Within forestry, there was particular emphasis on forestry for rural development. The balance in subject coverage of training largely reflects the overall make-up of the Field Programme and this explains the very low share of training in nutrition, which was just over 1 percent.



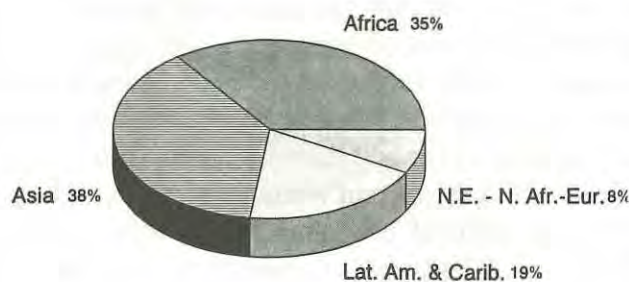
**Chart 3.1 Proportion of Training Activities by Subject-Matter (1991)**

<sup>5</sup> Figures for project-financed fellowships are for 1991: 1 433 fellowships for a total duration of 6 902 months, and for 1992: 1 038 fellowships for a total duration of 5 079 months.

<sup>6</sup> Distribution of training activities by programme area: natural resources 8%; crops 18%; livestock 13%; research and technology development 1%; rural development 18%; nutrition 1%; food and agricultural information and analysis 1%; food and agricultural policy 12%; fisheries 11%; forestry 17%.

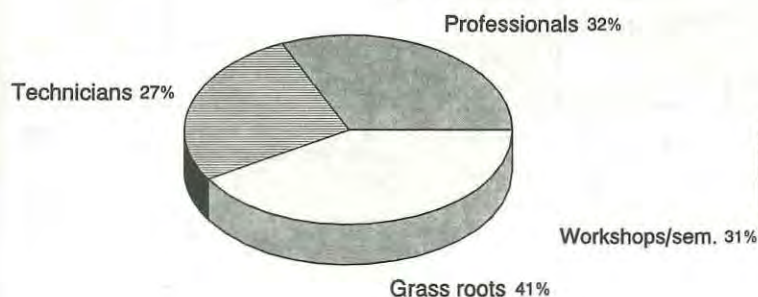


62. The overall distribution of training by region is very much in line with the distribution of FAO field projects (Chart 3.2). The majority of trainees came from Africa and Asia. However, the share of Latin America and the Caribbean in terms of training was higher than in overall expenditures for projects, with some 20 percent of trainees. Over 90 percent of training activities lasted for two weeks or less. More than half the trainees were professionals or technicians (Chart 3.3) and some 23 percent of trainees were female. While 41 percent of trainees

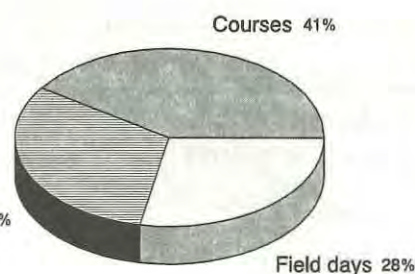


**Chart 3.2 Proportion of Trainees by Region (1991)**

participated in formal courses, many of the grassroots trainees, including primary producers, attended field days (28 percent). The remaining trainees attended seminars and workshops.



**Chart 3.3 Proportion of Trainees by Professional Level (1991)**



**Chart 3.4 Proportion of Participants by Type of Training (1991)**

### ***Regular Programme Training:***

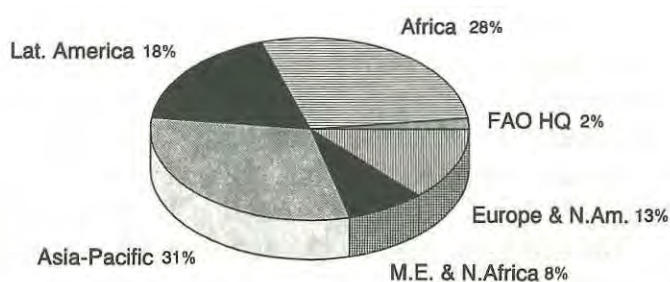
63. Headquarters units and Regional Offices implemented 279 training sessions during the 1992-93 biennium, for a total of 7 425 participants (Table 3.1). In addition, many meetings had a significant training content. Most sessions were of one to two weeks duration leading to a total of 53 302 participant training days. By far the largest share of Regular Programme training in terms of participant training days was carried out under Programme 2.1.8, Food and Agricultural Policy (37 percent). However, as training sessions were relatively short, and in view of variations in the number of trainees on each course, the total number of trainees was broadly similar for the Programmes 2.1.2, Crops, 2.1.5, Rural Development and 2.1.8, Food and Agricultural Policy (with 18 percent, 27 percent and 20 percent of the total respectively).



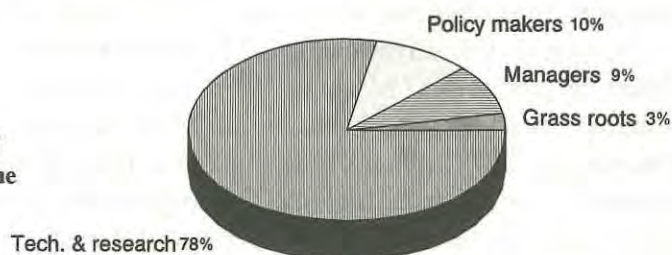
64. As a result of the strong involvement of the Regional Offices, training sessions were well distributed between developing regions, with Asia and the Pacific accounting for 31 percent of sessions, Africa 28 percent and Latin America and the Caribbean 18 percent (Chart 3.5). Most training was of the seminar/workshop type, but under Programme 2.1.8, Food and Agricultural Policy, approximately half of the 63 training sessions were fully structured courses. Training was heavily concentrated at the level of technical and research personnel (78 percent). As would be expected with activities operated from the Regional Offices and Headquarters, grassroots level training was not a suitable area of concentration. Farmers are reached more directly through national programmes, including field projects (Chart 3.6). As can be seen from Table 3.2, 23 percent of trainees were female. Women were able to benefit from training activities not only under the traditional areas of rural development and nutrition, but also under Programme 2.1.4, Research and Technology Development and Major Programme 2.3, Forestry.

Table 3.1 Training under FAO Regular Programme (1992-93) (estimates)						
Programme Area	Number of Training Sessions				No. of Participants	No. of Participant Training Days*
	Courses	Seminars/ Workshops	Field Days/ Study Tours	Total		
2.1.1 Natural Resources	3	5	0	8	185	1 076
2.1.2 Crops	9	21	7	37	1 373	9 169
2.1.3 Livestock	3	29	0	32	708	4 063
2.1.4 Research & Technology Development	5	7	0	12	288	2 845
2.1.5 Rural Development	2	67	0	69	1 993	9 250
2.1.6 Nutrition	6	23	0	29	772	4 221
2.1.7 Food & Agricultural Information and Analysis	0	3	1	4	64	228
2.1.8 Food & Agricultural Policy	33	29	1	63	1 478	19 755
Major Programme 2.1 Agriculture	61	184	9	254	6 861	50 607
Major Programme 2.2 Fisheries	4	10	0	14	368	1 403
Major Programme 2.3 Forestry	2	9	0	11	196	1 292
<b>TOTAL</b>	<b>67</b>	<b>203</b>	<b>9</b>	<b>279</b>	<b>7 425</b>	<b>53 302</b>
* Participant training days = number of participants multiplied by number of days of attendance at training session.						





**Chart 3.5 Proportion of Training Sessions by Venue**



**Chart 3.6 Proportion of Participant Training Days by Target Group**

**Table 3.2 Proportion of Trainees by Gender (Regular Programme 1992-93)**

Programme Area		Percentage Females	
		Participants	Participant Training Days*
2.1.1	Natural Resources	20.0	12.5
2.1.2	Crops	7.1	6.7
2.1.3	Livestock	11.4	13.1
2.1.4	Research and Technology Development	34.0	32.7
2.1.5	Rural Development	33.1	30.1
2.1.6	Nutrition	41.3	39.1
2.1.7	Food and Agricultural Information and Analysis	12.5	11.8
2.1.8	Food and Agricultural Policy	21.0	21.2
Major Programme 2.1 Agriculture		23.0	21.0
Major Programme 2.2 Fisheries		10.9	10.3
Major Programme 2.3 Forestry		25.0	31.0
TOTAL IN PERCENTAGE TERMS		22.6	21.4
TOTAL ABSOLUTE FIGURES		1 678	11 406

\* Participant training days = number of participants multiplied by number of days of attendance at training session.



## ○ Meetings

65. During the 1992-93 biennium, 306 Regular Programme meetings were organized under the technical and economic programmes, involving some 14 500 participants. Chart 3.7 provides an overall picture of attendance at meetings by major area. Meetings are an important feature of economic and social programmes of the Organization, where development issues and policies are discussed. Details of the distribution of meetings by programme area are given in Table 3.3. The relatively high proportion under Programme 2.1.6, Nutrition is partially linked to the preparations for the International Conference on Nutrition, and is also due to the work of the Codex Alimentarius Commission. Programmes 2.1.2, Crops, 2.1.3, Livestock and Major Programme 2.2, Fisheries also had relatively large numbers of meetings. Many of these were technical expert panels, such as those for plant quarantine, pesticides and animal diseases, as well as in the case of fisheries, regional commissions, which generally command a smaller number of participants<sup>7</sup>. The relatively large number of intergovernmental meetings under Programme 2.1.8, Food and Agricultural Policy relates to the work of the Intergovernmental Commodity Groups, also explaining the 5 700 participant meeting days for this programme.

66. In general, intergovernmental meetings were important in the context of economic and social programmes, whereas expert consultations and panels were concentrated in the technical programmes. Thus, 55 percent of expert consultations and panels were organized under the "agricultural" programmes (2.1.1 - 2.1.4) and this figure rises to 79 percent when Major Programmes 2.2, Fisheries and 2.3, Forestry are added. The larger size of policy orientated meetings is further reflected in the breakdown of meeting attendance by target group, whereby 75 percent of the total is attributable to policy makers (Chart 3.8). The average length of meeting is 5 days, with no great variation across meeting types. No meetings were reported with a duration longer than two weeks.

67. The Regional Offices are heavily involved in the organization of meetings and the venues of meetings were, on the whole, evenly distributed between the different regions, except for the Near East and North Africa. Twenty-one percent of meetings were held at FAO Headquarters (Chart 3.9).

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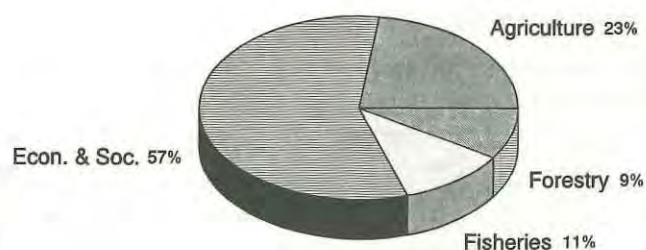
<sup>7</sup> It may be noted that the average attendance at expert consultations/panels was 21, at intergovernmental technical consultations 37 and at intergovernmental meetings 65.



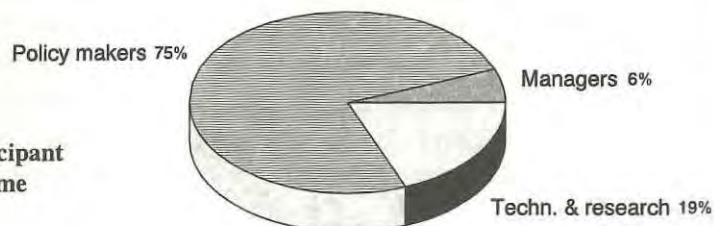
**Table 3.3 Regular Programme Meetings (1992-93)**  
(estimates)

Programme Area	Number of Meetings by Type					No. of Participants	No. of Participant Meeting Days*
	Intergovernmental		Expert Consultations and Panels	Non Statutory Meetings	Total		
	Meetings	Technical Consultations					
2.1.1 Natural Resources	2	5	11	0	18	723	2 867
2.1.2 Crops	4	9	35	7	55	1 301	6 450
2.1.3 Livestock	9	11	17	6	43	1 157	4 300
2.1.4 Research & Technology Devpt.	2	5	6	0	13	579	2 867
2.1.5 Rural Development	1	1	15	12	29	723	2 867
2.1.6 Nutrition	27	14	4	0	45	5 495	31 533
2.1.7 Food & Agricultural Info. Analysis	1	1	7	0	9	289	717
2.1.8 Food & Agricultural Policy	15	8	1	0	24	1 301	5 733
Major Programme 2.1 Agriculture	61	54	96	25	236	11 568	57 334
Major Programme 2.2 Fisheries	12	8	24	2	46	1 516	7 883
Major Programme 2.3 Forestry	11	1	6	6	24	1 439	6 450
TOTAL	84	63	126	33	306	14 523	71 667
* Participant meeting days = number of participants multiplied by number of days of attendance at meeting.							

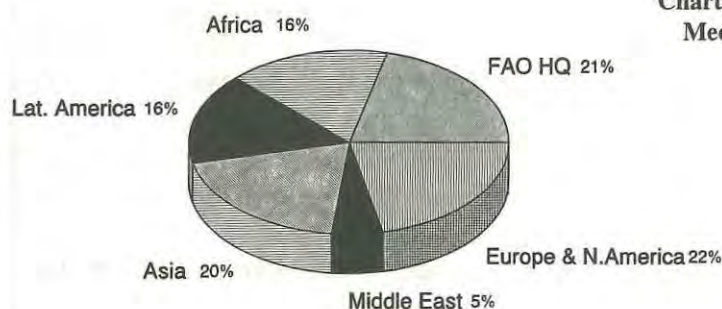




**Chart 3.7 Proportion of Participant Meeting Days by Programme**



**Chart 3.8 Proportion of Participant Meeting Days by Target Group**



**Chart 3.9 Proportion of Meetings by Venue**

## ○ Publications and Information Products

68. Tables 3.4 - 3.5 below summarize the incidence of publications outputs among the various technical and economic programmes measured by crude indicators of numbers of publications issued (originals, or as translations/reprints) and wordage. Programmes 2.1.2, Crops, 2.1.3, Livestock, 2.1.5, Rural Development and Major Programme 2.2, Fisheries were responsible for more than 7 million words of original texts during the biennium. In total 1 139 original documents were produced, for a total of 63.4 million words. Figures do not include the special case of Agrindex, a computerized bibliography which is produced once a month for a total of 40 million words. Besides Agrindex in three languages, 1 052 documents were translated or reprinted with a total of 42 million words.

69. In terms of types (Table 3.6), the main categories of original documents are Meeting Documentation, Technical Documents and Manuals and Guides. In terms of printed matter,



periodicals and newsletters also become important and to a lesser, but still significant extent, statistical publications. With the inclusion of Agrindex, bibliographies are the largest category in terms of quantitative output. Whereas the use of machine-readable products is increasing and films and slides continue to be produced under technical and economic programmes depending on the context, the most common information dissemination support remained overwhelmingly printed matter. Thirteen machine-readable products (computer programmes, etc.) were produced during the biennium and 11 films and slide sets.

70. The target audience for FAO publications is summarized in Chart 3.10. More than half are directed at a technical and research audience, while over 30 percent are intended for policy makers, and a further 7 percent for managers. As FAO Regular Programme outputs normally require adaptation to national situations to reach the rural people, only 3 percent of publications are directed in the first instance to the grassroots level. Breakdown of documentation by language produced by the technical and economic programmes expressed in terms of total wordage reveals heavy concentration on English, French and Spanish, with only 2 percent in other languages, including Arabic and Chinese (Chart 3.11).



**Table 3.4 Publications by Programme (1992-93)**  
(estimates)

Programme Area	Original Documents (A)		Translations/Reprints (B)		Total (A + B)		
	Number	Words (millions)	Number	Words (millions)	Number	Words (millions)	% of words
2.1.1 Natural Resources	63	4.7	29	2.5	92	7.2	7
2.1.2 Crops	158	8.9	140	3.5	298	12.4	12
2.1.3 Livestock	109	7.8	68	3.8	177	11.6	11
2.1.4 Research & Technology Development (Agrindex)	71 (24)	4.6 (40.0)	62 (48)	3.1 (80.0)	133 (72)	7.7 (120.0)	7 n.a
2.1.5 Rural Development	155	8.4	128	6.0	283	14.4	13
2.1.6 Nutrition	74	4.4	112	6.8	186	11.2	11
2.1.7 Food & Agricultural Information & Analysis	61	3.7	47	1.7	108	5.4	5
2.1.8 Food & Agricultural Policy	164	6.6	202	4.8	366	11.4	11
<b>Total Major Programme 2.1 Agriculture*</b>	<b>855</b>	<b>49.1</b>	<b>788</b>	<b>32.2</b>	<b>1 643</b>	<b>81.3</b>	<b>77</b>
<b>Major Programme 2.2 Fisheries</b>	<b>166</b>	<b>8.6</b>	<b>139</b>	<b>5.4</b>	<b>305</b>	<b>14.0</b>	<b>13</b>
<b>Major Programme 2.3 Forestry</b>	<b>118</b>	<b>5.7</b>	<b>125</b>	<b>4.5</b>	<b>243</b>	<b>10.2</b>	<b>10</b>
<b>TOTAL*</b>	<b>1 139</b>	<b>63.4</b>	<b>1 052</b>	<b>42.1</b>	<b>2 191</b>	<b>105.5</b>	<b>100.0</b>
* Excluding Agrindex - 40 million words original language, 80 million words translation.							



**Table 3.5 Number of Copies and Pages Printed (1992-93)**  
(estimates by programme area)

Programme Area	Number of Copies	Million Pages of Printed Matter*
2.1.1 Natural Resources	5.1%	6.5%
2.1.2 Crops	14.4%	12.2%
2.1.3 Livestock	7.2%	10.2%
2.1.4 Research & Technology Development**	3.3%**	5.3%**
2.1.5 Rural Development	9.2%	6.7%
2.1.6 Nutrition	14.8%	12.7%
2.1.7 Food & Agricultural Information & Analysis	7.6%	10.6%
2.1.8 Food & Agricultural Policy	9.3%	5.3%
<b>Major Programme 2.1 Agriculture</b>	<b>70.9%</b>	<b>69.5%</b>
<b>Major Programme 2.2 Fisheries</b>	<b>16.1%</b>	<b>17.6%</b>
<b>Major Programme 2.3 Forestry</b>	<b>13.0%</b>	<b>12.9%</b>
<b>TOTAL PERCENTAGE</b>	<b>100.0%</b>	<b>100.0%</b>
<b>TOTAL ABSOLUTE FIGURES</b>	<b>1 933 428</b>	<b>276</b>

\* Converted from words on the basis of 400 words to a page; \*\* Excluding Agrindex - 216 million pages of printed matter, distributed in 720 copies, 12 times per year.



Table 3.6 Publications by Type (1992-93) (estimates)					
Type of Publication	Original Documents			All documents	
	Number	Words (millions)	% Words	Total Copies Printed	Million Pages* of Printed Matter
Information Material	84	3.5	6%	232 085	7%
Policy-Oriented Documents	29	2.1	3%	34 996	2%
Manuals/Guides	155	12.6	20%	307 384	22%
Training Material	37	2.1	3%	47 262	2%
Technical Documents	161	12.7	20%	224 800	17%
Statistical Publications	39	2.8	4%	101 155	9%
Directories/Bibliographies**	21	1.6	3%	27 145	2%
(Agrindex)	(24)	(40.0)	n.a.	(17 280)	n.a.
Periodicals and Newsletters	127	4.7	7%	483 008	21%
Meeting Documentation	272	13.3	21%	260 534	9%
Working Papers and Miscellaneous	214	8.0	13%	215 059	9%
<b>TOTAL PERCENTAGES</b>	-	-	<b>100%</b>	-	<b>100%</b>
<b>TOTAL ABSOLUTE FIGURES**</b>	<b>1 139</b>	<b>63.4</b>	-	<b>1 933 428</b>	<b>276</b>
* Converted from words on the basis of 400 words to a page; ** Excluding Agrindex - 40 million words original language, 216 million pages of printed matter per year.					

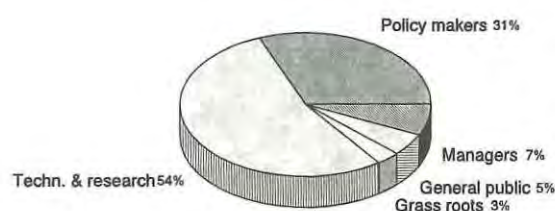


Chart 3.10 Target Audience for Original Documents

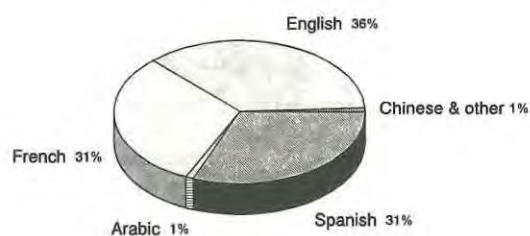


Chart 3.11 Proportion of Original Documents and Translations Produced by Language



## ○ Databases

71. An increasing number of computerized databases have been established under the technical programmes to generate information both for use in countries and for internal use. There are now 115 databases which are maintained and accessible by external as well as internal users (Table 3.7). This figure needs to be treated with caution, as inter-linked data sets may in some cases be regarded as one database and in others as several distinct databases. More indicative is the megabytes of computer storage space occupied by these databases, which is now almost 10 000 in total. The majority of databases are primarily numeric (57). However, the use of satellite imagery and the applications of geographic information systems (GIS) are beginning to become important and there are now 26 operational databases of this type.

72. The largest databases are maintained under Programme 2.1.4, Research and Technology Development (over 70 percent of the total megabytes) linked to remote sensing and AGRIS. The databases under Programmes 2.1.7, Food and Agricultural Information and Analysis and 2.1.8, Food and Agricultural Policy self-evidently reflect the heavy incidence of analytical and statistical work. The large databases under Major Programme 2.3, Forestry are linked to forest resource assessment and trade information. Under Major Programme 2.2, Fisheries, in addition to the statistical databases, there are important GIS applications especially for Africa, and the Globefish database for fisheries trade statistics. The larger databases under Programme 2.1.1, Natural Resources also relate to GIS applications with concentration on Africa.



Table 3.7 Current Databases* by Programme Area (1993)					
Programme Area	Type of Database				Total Megabytes
	Images/GIS	Numeric/Statistical	Textual	Total	
2.1.1 Natural Resources	21	4	3	28	381
2.1.2 Crops	0	1	4	5	8
2.1.3 Livestock	0	1	2	3	12
2.1.4 Research & Technology Development	1	1	3	5	7 073
2.1.6 Nutrition	0	1	3	4	23
2.1.7 Food & Agricultural Information & Analysis	0	17	0	17	961
2.1.8 Food & Agricultural Policy	0	17	2	19	394
Major Programme 2.1 Agriculture	22	42	17	81	8 852
Major Programme 2.2 Fisheries	4	7	6	17	284
Major Programme 2.3 Forestry	0	8	9	17	762
<b>TOTAL</b>	<b>26</b>	<b>57</b>	<b>32</b>	<b>115</b>	<b>9 898</b>
* Excluding databases for FAO internal use only.					

## ○ Networks

73. The Organization, particularly through the Regional Offices, supports a large number of networks, many of them based on TCDC principles. In respect of crop and livestock development, many of these networks are concerned with exchange of information on research results and with genetic material. Networks involved in rural development include the regional agricultural credit and regional marketing associations. In fisheries, FAO supports *inter alia* the regional market information services. The 1990-91 Review of the Regular Programme included a detailed study of networks revealing that the Organization was supporting at that time about 135 networks.

74. Information on the status of supported networks in 1991 is summarized in Table 3.8. Twenty-two percent of the networks were in Africa; 31 percent in Asia and the Pacific; 22 percent in Latin America and the Caribbean; and 19 percent in the Near East and Europe, with a further 6 percent being interregional or global. The geographical distribution of networks varies between programmes. More than 40 percent of the networks under Programme 2.1.5, Rural Development operated in Asia and the Pacific, which also accounted for a significant share under Programmes 2.1.1, Natural Resources and 2.1.2, Crops. Given the importance of the sub-sector in the Africa Region, there was a somewhat higher concentration of networks dealing with livestock issues there. The networks supported by Major Programmes 2.2, Fisheries and 2.3, Forestry evidenced a higher proportion in Latin America and the Caribbean, the Near East and Europe, as well as interregional coverage.



Table 3.8 Number of Networks by Programme Area and Region - 1991

Programme Area	Africa	Asia & Pacific	Latin America & Caribbean	Near East & Europe	Global or Inter-Regional	Total
2.1.1 Natural Resources	5	8	2	2	1	18
2.1.2 Crops	5	13	7	5	1	31
2.1.3 Livestock	5	2	3	4	-	14
2.1.4 Research & Technology Development	3	3	3	4	-	13
2.1.5 Rural Development	4	7	4	2	-	17
2.1.6 Nutrition	-	2	1	-	-	3
2.1.7 Food & Agricultural Information & Analysis	-	1	-	-	-	1
2.1.8 Food & Agricultural Policy	2	1	-	-	-	3
<b>Major Programme 2.1 Agriculture</b>	<b>24</b>	<b>37</b>	<b>20</b>	<b>17</b>	<b>2</b>	<b>100</b>
<b>Major Programme 2.2. Fisheries</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>17</b>
<b>Major Programme 2.3 Forestry</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>18</b>
<b>TOTAL</b>	<b>30</b>	<b>42</b>	<b>30</b>	<b>25</b>	<b>8</b>	<b>135</b>

75. An attempt was made to assemble representative statistics on Regular Programme support to networks in 1992-93. Given the broad variety of situations and modalities of support, the present analysis is limited, e.g. it does not include travel, consultancies and contracts to support network activities, nor does it include those networks supported with extra-budgetary resources. In addition, there appears to have been some under-estimation with respect to Regional Offices. (For example, the Regional Office for Latin America and the Caribbean is known to have supported 20 networks, which had at least one activity during 1992. These networks undertook a total of 54 distinct activities). With these significant caveats, the survey revealed that in the 1992-93 biennium a total of 44 networks were supported by Regular Programme-financed meetings, training courses and publications (Table 3.9). Approximately half these networks were supported with two activities. In line with the total number of networks, this type of support tended to be concentrated on Programmes 2.1.2, Crops and 2.1.5, Rural Development, and to a lesser extent on Major Programmes 2.2, Fisheries and 2.3, Forestry.



Table 3.9 Regular Programme Support to Networks (1992-93) (through training, meetings and publications)			
Programme Area	Number of Networks directly supported by FAO		
	Networks with one FAO activity*	Networks with two or more FAO activities*	Total
2.1.1 Natural Resources	4	0	4
2.1.2 Crops	9	3	12
2.1.3 Livestock	2	1	3
2.1.4 Research & Technology Development	1	2	3
2.1.5 Rural Development	3	4	7
2.1.6 Nutrition	1	1	2
2.1.8 Food & Agricultural Policy	0	1	1
<b>Total Major Programme 2.1 Agriculture</b>	<b>20</b>	<b>12</b>	<b>32</b>
<b>Major Programme 2.2 Fisheries</b>	<b>0</b>	<b>6</b>	<b>6</b>
<b>Major Programme 2.3 Forestry</b>	<b>3</b>	<b>3</b>	<b>6</b>
<b>TOTAL</b>	<b>23</b>	<b>21</b>	<b>44</b>
* Activities are Training, Meetings and Publications only, i.e. excludes other forms of support to networks.			

#### ○ Professional Staff Inputs to Support the Field Programme

76. Table 3.10 provides a summary of the use of professional staff resources based on a recent comprehensive survey. Overall, 41 percent of staff time under the technical and economic programmes was devoted to development and support of the Field Programme. This demonstrates both the very high integration of Regular and Field Programme activities and the increasing complexity of projects. As can be seen from Chart 3.12, 32 percent of time devoted to the Field Programme is used for programme development, including project formulation. The identification and selection of staff for project posts, and the involvement with other project inputs such as equipment, are time consuming and also take some 32 percent of total professional staff time devoted to support the Field Programme, while technical monitoring (supervision and review) takes 36 percent.

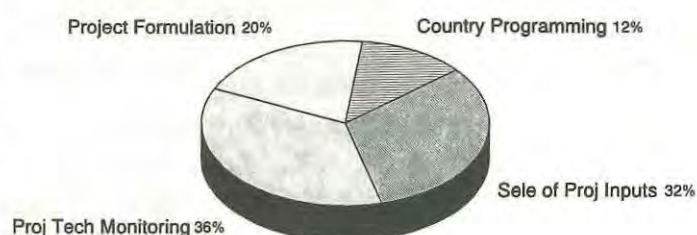


Table 3.10 Use of Headquarters Technical Staff Time (1992 Survey - Percentage)						
Programme Area	Field Programme Support					Regular Programme Activities
	Programme Development		Project Technical Support		Total	
	Country Programming/ Project Identification	Project Formulation & Appraisal	Supervis-ion & Review	Selection of Inputs (staff/ equipment etc)		
2.1.1 Natural Resources	7	14	25	12	58	42
2.1.2 Crops	7	9	19	14	49	51
2.1.3 Livestock	7	14	19	13	53	47
2.1.4 Research and Technology Development	4	5	16	8	33	67
2.1.5 Rural Development	8	11	17	10	46	54
2.1.6 Nutrition	5	10	13	13	41	59
2.1.7 Food & Agricultural Information & Analysis	1	2	4	3	10	90
2.1.8 Food & Agricultural Policy	4	4	10	5	23	77
Total Major Programme 2.1 Agriculture	6	10	16	11	43	57
Major Programme 2.2 Fisheries	5	5	10	15	35	65
Major Programme 2.3 Forestry	3	4	12	24	43	57
GRAND TOTAL	5	8	15	13	41	59

77. Table 3.11 summarizes the "gearing" ratios of Regular Programme to Field Programme resources by main programme area. The highest Field Programme Support requirements are in the technical "agricultural" programmes, and to a lesser extent in Programme 2.1.5, Rural Development. The gearing ratio shown for Programme 2.1.4, Research and Technology Development is, however, misleadingly low. In effect, the main technical responsibility for a project often rests with Programmes 2.1.1, Natural Resources, 2.1.2, Crops or 2.1.3, Livestock, while technical support on ancillary aspects such as research organization and environmental issues is provided by Programme 2.1.4, Research and Technology Development which is not captured in these statistics. The proportion of professional staff time devoted to the Field Programme is broadly in line with the pattern of overall field project distribution by subject matter, although nutrition with relatively few



projects, requires a high level of backstopping. Major Programme 2.2, Fisheries has a relatively lower project load, and devotes proportionately less time to Field Programme support. Major Programme 2.3, Forestry, is able to support a large volume of project activities, while maintaining staff inputs to the Regular Programme, partly because, as with Fisheries, the operations unit is staffed with sector specialists who share in the technical support responsibility.

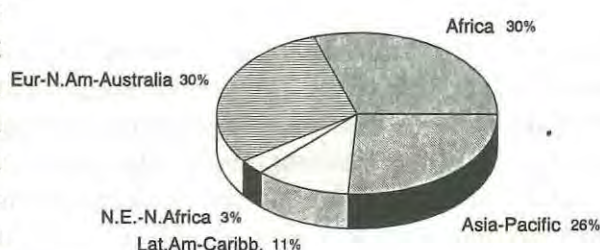


**Chart 3.12 Proportional Distribution of Professional Technical Staff Time in Support of Field Programme**

Table 3.11 Ratio of Regular to Field Programme Expenditures (1992)			
Programme Area	Ratio	Programme Area	Ratio
2.1.1 Natural Resources	1 : 5.5	2.1.7 Food & Agricultural Information & Analysis	1 : 0.6
2.1.2 Crops	1 : 4.6	2.1.8 Food & Agricultural Policy	1 : 1.2
2.1.3 Livestock	1 : 3.2	Major Programme 2.1 Agriculture total	1 : 2.2
2.1.4 Research & Technology Development	1 : 0.6	Major Programme 2.2 Fisheries	1 : 1.4
2.1.5 Rural Development	1 : 2.7	Major Programme 2.3 Forestry	1 : 4.4
2.1.6 Nutrition	1 : 0.4	Overall average	1 : 2.3

### ○ Travel by Staff

78. In addition to Regular Programme-financed duty travel, a considerable share of travel costs is met by extra-budgetary resources. It is intended to report more fully on the purposes of this latter travel in future Programme Implementation Reports. Chart 3.13 illustrates the destination of travel under all sources of funds. Travel is well distributed between the regions, with the exception of rather limited visits reported to the Near East and North



**Chart 3.13 Technical Staff Travel By Region (1992)**



Africa.<sup>8</sup> The relatively large amount of travel to developed regions is linked to the number of meetings and liaison activities which take place in those areas.

79. While extra-budgetary travel is naturally to support directly the Field Programme, the greatest proportion of Regular Programme-financed travel (Table 3.12) is linked to FAO meetings and training. Travel is also important for project formulation and technical support. The purposes of travel vary considerably depending on the substantive context. Thus, for the "technical" programmes, project support is often the most important single purpose for travel. Due to the responsibility of Programme 2.1.4, Research and Technology Development for external coordination on environment and sustainable development matters and with CGIAR institutions, liaison and attendance at non-FAO meetings becomes particularly important in this area. Research and analytical purposes naturally occupy an important place in the travel patterns of Programme 2.1.7, Food and Agricultural Information and Analysis and 2.1.8, Food and Agricultural Policy. The amount of travel undertaken by programmes follows very much the pattern of overall budget allocations and expenditures, with the exception that less travel is involved in Programme 2.1.7, Food and Agricultural Information and Analysis due to the heavy Headquarters-based nature of much of the work.

80. Chart 3.14 provides information on total travel by the different categories of staff under technical and economic programmes.

Only 2 percent of travel is undertaken by staff in the General Service category and this is mostly in support of meetings. Seventy percent of travel is undertaken by staff in the professional category. However, as can be seen from Table 3.13 almost half of the Regular Programme-financed travel is undertaken by staff of the Director category and above. This is due in part to their involvement in representational

functions for the Organization and the need to attend FAO meetings. Staff in the professional category tend to travel more in relation to support to projects. In addition to Regular Programme funding, the cost of such travel is also met under project budgets.

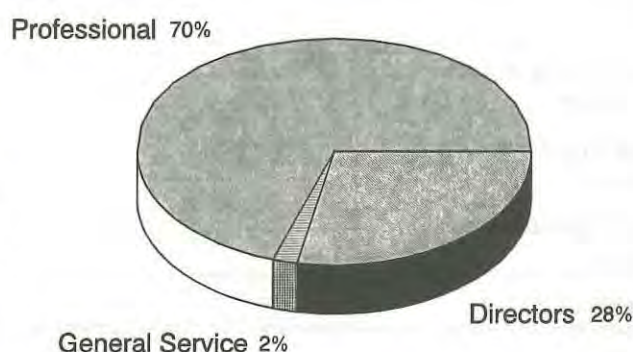


Chart 3.14 Distribution of Travel Days by Category of Staff (All Sources of Funds)

<sup>8</sup>

This can be ascribed to a number of factors: possible under-reporting, the more limited travel from the Regional Office for the Near East during the re-establishment period, continued travel limitations in parts of the region, and because some visits are combined with trips to Africa and Asia.



Table 3.12 Regular Programme-financed Travel (Days) for the Technical and Economic Programmes (1991-92)						
Programme Area	Project Formulation and Technical Support	Liaison & Attendance at non- FAO Meetings	Conduct of FAO Meetings & Training	Research and Analytical Work	Total	Total Absolute Figures (Days)
	%	%	%	%	%	
2.1.1 Natural Resources	48	10	30	12	100	5 327
2.1.2 Crops	33	18	33	16	100	8 208
2.1.3 Livestock	29	16	49	6	100	5 329
2.1.4 Research & Technology Development	18	33	33	16	100	3 456
2.1.5 Rural Development	33	21	29	17	100	4 977
2.1.6 Nutrition	24	15	57	4	100	5 080
2.1.7 Food & Agricultural Information & Analysis	15	16	19	50	100	3 240
2.1.8 Food & Agricultural Policy	18	20	24	38	100	6 629
<b>Total Major Programme 2.1 Agriculture</b>	<b>28</b>	<b>18</b>	<b>35</b>	<b>19</b>	<b>100</b>	<b>42 246</b>
<b>Major Programme 2.2 Fisheries</b>	<b>22</b>	<b>17</b>	<b>54</b>	<b>7</b>	<b>100</b>	<b>9 010</b>
<b>Major Programme 2.3 Forestry</b>	<b>32</b>	<b>23</b>	<b>41</b>	<b>4</b>	<b>100</b>	<b>4 722</b>
<b>GRAND TOTAL</b>	<b>28</b>	<b>18</b>	<b>38</b>	<b>16</b>	<b>100</b>	<b>55 978</b>

Table 3.13 Regular Programme-Financed Travel by Category of Staff for the Technical and Economic Programmes (1991-92)						
Programme Area	Project Formulation and Technical Support	Liaison and Attendance at non- FAO Meetings	Conduct of FAO Meetings & Training	Research and Analytical Work	Total	Total Absolute Figures (Days)
	%	%	%	%	%	
General Service	0	9	91	0	100	1 090
Professionals	40	22	25	13	100	29 824
Director and above	14	15	51	20	100	25 064
<b>TOTAL</b>	<b>28</b>	<b>18</b>	<b>38</b>	<b>16</b>	<b>100</b>	<b>55 978</b>



○ **Use of Consultants**

81. The Organization continues to make use of outside expertise through a variety of contractual instruments, generically referred to as "consultant" assistance. Consultancies are not outputs in the strict conceptual sense, but means of action like others at the disposal of FAO programme managers for the implementation of approved programmes and activities. However, in view of the potential interest in Governing Bodies on the use of consultants, which was previously the object of separate reporting to the Programme and Finance Committees, the following section provides summary information in this respect.

82. The data relate to consultancies used by Headquarters units and outposted offices under the Regular Programme. Data for the biennium have been extrapolated from experience in 1992. Data on consultants for field projects under extra-budgetary funding are not included. For individuals, a distinction is made between those recruited with Consultant appointments and those recruited through Special Services Agreements. For institutions, a distinction is made between Reimbursable Loan Agreements and other types of contracts.

83. The following table (Table 3.14) provides a breakdown, in terms of substantive thrust, of the use of consultants under Chapter 2, Technical and Economic Programmes. Thus, by main programme area, the total cost and number of consultants are given, as well as related work-months. In order to provide an accurate picture, information is limited to effective data for the year 1992. The use of consultants appears to be widespread across programme areas with no discernable pattern of particular dependency on the nature of substantive work performed, and is in broad correspondence with respective total budgetary allocations.



**Table 3.14 Use of Consultants under Chapter 2  
Technical and Economic Programmes (1992)**

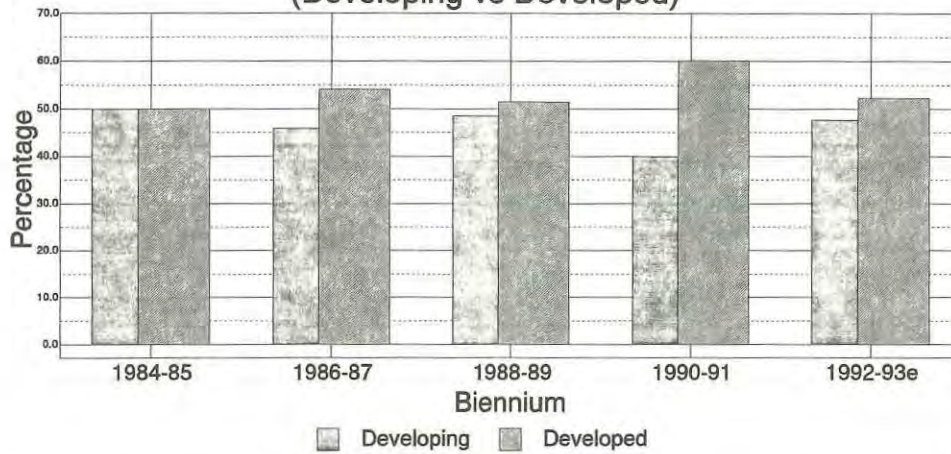
Programme Area	Number	Work- Months	Cost (US\$ 000)
2.1.1 Natural Resources	95	127	721
2.1.2 Crops	166	361	1 435
2.1.3 Livestock	89	196	737
2.1.4 Research & Technology Development	41	52	341
2.1.5 Rural Development	163	270	1 422
2.1.6 Nutrition	84	104	833
2.1.7 Food and Agricultural Information and Analysis	57	90	837
2.1.8 Food and Agricultural Policy	112	219	1 331
2.1.9 Programme Management (Agriculture)	20	38	139
2.2.1 Fisheries Information	52	124	247
2.2.2 Fisheries Exploitation and Utilization	62	150	939
2.2.3 Fisheries Policy	47	108	661
2.2.9 Programme Management (Fisheries)	4	8	40
2.3.1 Forest Resources and Environment	55	105	879
2.3.2 Forest Products	9	20	212
2.3.3 Forest Investment and Institutions	20	38	264
2.3.9 Programme Management (Forestry)	1	6	17
<b>GRAND TOTAL</b>	<b>1 077</b>	<b>2 016</b>	<b>11 055</b>

84. Chart 3.15 indicates the trend in the total work-months of consultancy assistance by source, i.e. the respective shares of developed and developing countries. There is a clear increase in the 1992-93 biennium in the use of consultants and institutions from developing regions, which represented close to half of the total.



Chart 3.15

### Percentage of Total Work Months (Developing vs Developed)

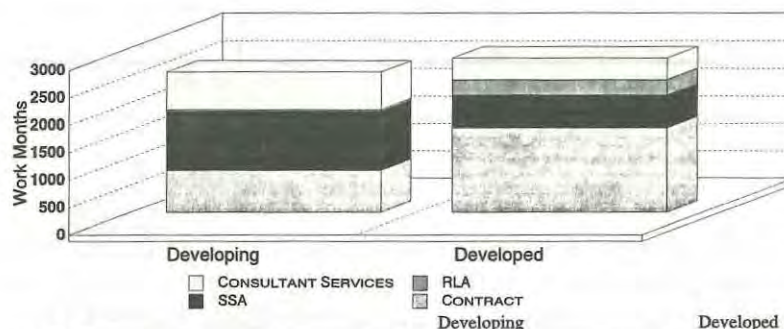


Developing	50.0	45.9	48.6	39.9	47.7
Developed	50.0	54.1	51.4	60.1	52.3

85. Chart 3.16 provides data on work-months of consultancy assistance, this time broken down by source and contract type, i.e. differentiating between the various contractual instruments referred to above, i.e. the use of individuals being inferred by the sum of data under "SSA" and "consultant services" and the use of institutions by the sum of data under "RLA" and "contract". The chart reveals that consultancies from developing countries are mostly through individuals, whereas those from developed countries evidenced larger use of expertise through institutions.

Chart 3.16

### Work Months (by Contract Type)



	Developing	Developed
Contract	767	1546
SSA	1074	588
RLA	34	286
Consultant Services	684	390



## ● Field Activities

86. Selected features of Field Programme performance are highlighted below.

### ○ Breakdown by Substantive Area and Source of Funds

Table 3.15 Percentage of Field Programme Expenditure by Programme Area						
	1980-81*	1986-87	1992			
			UNDP	Trust Fund	TCP	Total
2.1.1 Natural Resources	14.3	13.8	13.0	20.9	11.4	16.7
2.1.2 Crops	30.3	28.6	20.3	23.3	28.6	22.6
2.1.3 Livestock	15.5	12.0	11.6	7.4	11.4	9.5
2.1.4 Research and Technology Development	1.1	1.9	2.2	1.8	2.9	2.1
2.1.5 Rural Development	10.7	15.1	15.2	12.3	8.6	13.1
2.1.6 Nutrition	0.9	1.1	1.5	0.6	5.7	1.5
2.1.7 Food and Agricultural Information and Analysis and 2.1.8 Food and Agricultural Policy	3.7	6.3	9.4	8.0	14.2	9.2
<b>Total Major Programme Agriculture</b>	<b>(76.5)</b>	<b>(78.8)</b>	<b>(73.2)</b>	<b>(74.3)</b>	<b>(82.8)</b>	<b>(74.7)</b>
<b>2.2 Fisheries</b>	<b>12.8</b>	<b>9.8</b>	<b>9.4</b>	<b>6.7</b>	<b>8.6</b>	<b>8.0</b>
<b>2.3 Forestry</b>	<b>10.7</b>	<b>11.4</b>	<b>17.4</b>	<b>19.0</b>	<b>8.6</b>	<b>17.3</b>
<b>TOTAL</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
* Excluding TCP						

87. Field activities continued to be concentrated on agricultural, forestry and fishery production, with over 20 percent of resources devoted to crops, 17 percent to forestry and 17 percent to natural resource conservation and development (Table 3.15). In 1992, Major Programme 2.1, Agriculture accounted for some 75 percent of all Field Programme expenditures. During the period since 1980-81, there have been substantial shifts in relative shares among technical programmes, reflecting in particular the stress placed by the Organization and by donors on environment and sustainable development issues. Thus, the



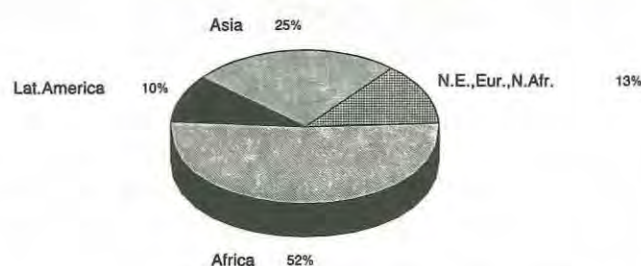
share of forestry has risen during that period from 11 percent of total Field Programme expenditures to over 17 percent and that for natural resources assessment and conservation from 14 percent to 17 percent. The declining share of fisheries is a source of some concern, in view of the major environmental issues in the sector. The Organization's emphasis on policy and planning advice is also reflected in the increased proportion of resources devoted to projects technically supported by the two corresponding programmes (2.1.7 and 2.1.8). It may be noted that TCP and UNDP funding evidenced greater shares of resources to this area, whereas work related to the environment and sustainable development seems to attract relatively more support from Trust Funds. The level of resources for field activities in nutrition remains low and, also here, there is a somewhat higher reliance on TCP funding than on UNDP or Trust Funds. It is expected that nutrition field activities will gain in importance in follow-up to the International Conference on Nutrition.

### ○ Regional Distribution of Projects

Table 3.16 Evolution of Field Programme Expenditures by Region			
	1980-81	1986-87	1992-93*
Africa	37%	47%	47%
Asia and Pacific	26%	24%	23%
Near East, North Africa and Europe	19%	16%	12%
Latin America and Caribbean	11%	8%	9%
Global and Interregional	7%	5%	9%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
* Estimate			

88. Table 3.16 and Chart 3.17 provide information on regional breakdown of field activities. In particular, the Field Programme has increasingly concentrated on Africa. Similarly, there is an increasing emphasis on projects in support of the least developed countries, as shown on Table 3.17. This trend is most marked in the case of UNDP. The FAO/Government Cooperative Programme also shows some concentration on the least developed countries, but the overall picture for Trust Funds is less clear in this

Chart 3.17: Project Expenditures by Region (1992)



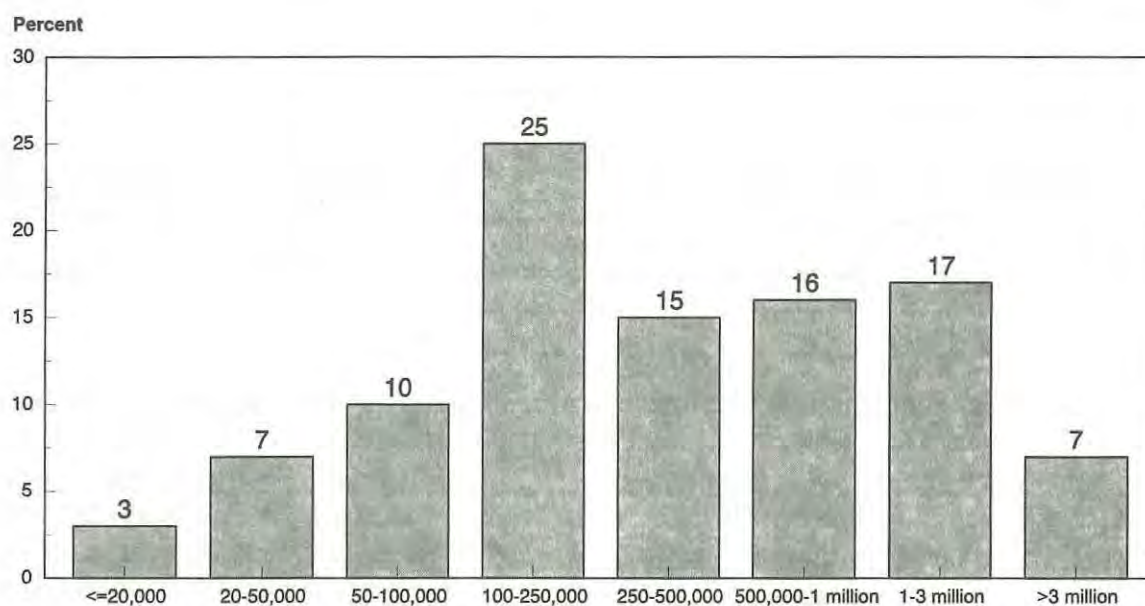


respect, reflecting the impact of expenditures under unilateral Trust Funds, and in 1992 the New World Screwworm campaign.

Table 3.17 Percentage of Projects in the Least Developed Countries (in terms of total budgets)			
	1980	1986	1992
UNDP	31 %	41 %	54 %
Trust Fund	35 %	42 %	32 %
TCP	35 %	46 %	33 %
<b>TOTAL</b>	<b>32 %</b>	<b>42 %</b>	<b>40 %</b>

### ○ Duration and Size of Projects

Chart 3.18 Percentage Distribution of Projects  
(by size of budget in US\$, 1993)

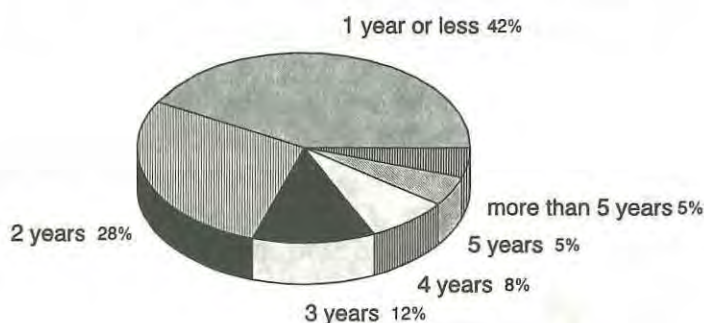


89. FAO-executed projects seem to exhibit a dual trend of smaller size on average in recent years, as well as increase in numbers. In April 1993, there were 2 700 projects at various stages of implementation, with an average budget of US\$ 980 000 and an average duration of 1.8 years. As can be seen from Chart 3.18, 45 percent of projects had budgets of less than US\$ 250 000, and only 7 percent had budgets of more than US\$ 3 million. Ten percent of projects (generally under the TCP) had budgets of less than US\$ 50 000. Forty-two percent of these projects had durations of less than one year and a further 28 percent



were within the 1-2 year range. Thus, only 30 percent of projects were for a duration of over 3 years (Chart 3.19). Although the extension of projects under new codes and eventually revised titles implies that some projects are in effect larger and last longer, the picture is predominantly of short-term, small projects which make proportionately greater demands in terms of both technical and administrative support than large-scale projects.

**Chart 3.19 Duration of Ongoing Projects (1993)**



### ○ Components of Expenditure

**Table 3.18 Evolution of Field Project Expenditure by Type of Inputs (Percentage)**

	1980*	1986	1992
Experts and consultants	56%	53%	58%
Equipment	30%	26%	21%
Training (Formal**)	5%	9%	7%
Contracts	4%	6%	4%
Other	5%	6%	10%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

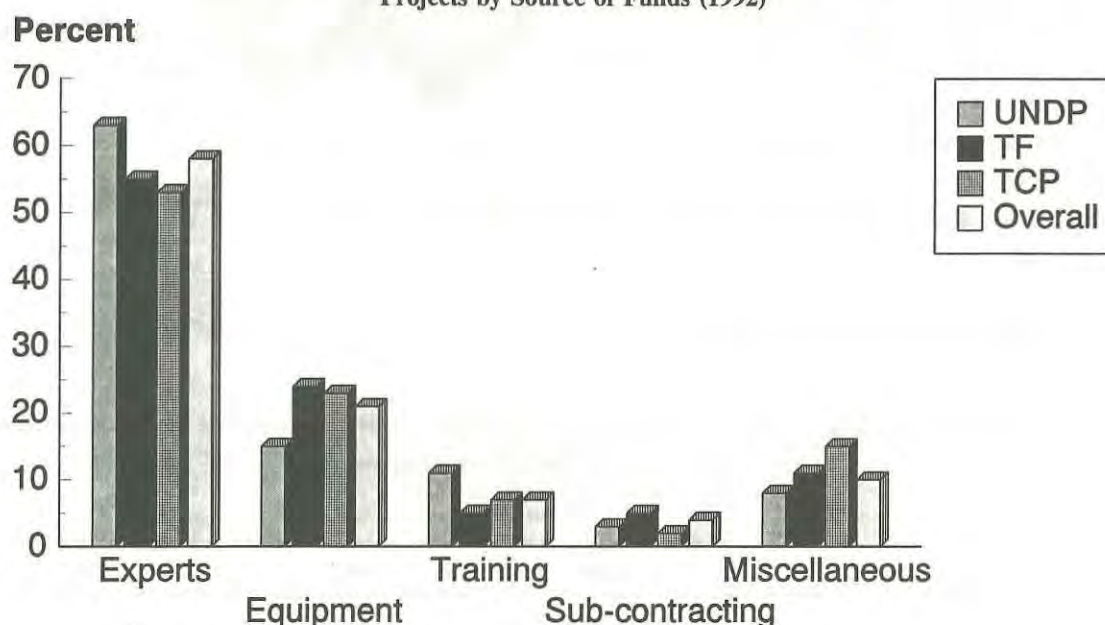
\* UNDP only \*\*Figures for training under-estimate the total training in projects as most in-country training is not included under this budget line.

90. Table 3.18 and Chart 3.20 summarize the evolution of field project expenditure by major types of input since 1980. Experts and consultants have continued to account for more than half project expenditure, throughout the period since 1980. The most significant trend has been a decline in the proportion of project expenditures devoted to equipment. This appears to reflect the appreciation that the transfer of knowledge and experience should remain as the principal purpose of technical cooperation. The average equipment components are higher in TCP and Trust Fund projects, due to the incidence of emergency projects and



in the case of Trust Funds, the impact of requests in unilateral Trust Fund projects. Given that UNDP projects tend to emphasize formal training more than Trust Fund projects, it will be important, in future, to devote a greater share of Trust Fund resources to this purpose, bearing in mind the declining share of UNDP projects in the total Field Programme.

Chart 3.20 Main Components of Expenditure on Field Projects by Source of Funds (1992)



#### ○ Technical Support Services (TSS-1 and TSS-2)

91. As recalled in Chapter 1, the concept of technical support services (TSS-1 and TSS-2) was introduced at the beginning of the Fifth UNDP Country Programming Cycle in 1992 as an integral component of the Support Costs Successor Arrangements for four major UN specialized agencies<sup>9</sup> and the United Nations. TSS-1 is for the provision of upstream policy and planning advice to countries and TSS-2 is for technical support to UNDP projects, irrespective of implementation modalities. FAO made a major effort to identify countries' needs for TSS-1 services and to present related proposals to UNDP. In May 1992, 78 activities were approved for FAO implementation, with further approvals in 1993. Table 3.19 summarizes the 34 activities for a total value of US\$ 3.2 million which were implemented during 1992. TSS-1 activities have been concentrated in Programmes 2.1.1, Natural Resources, 2.1.5, Rural Development and 2.1.8, Food and Agricultural Policy. This reflects the nature of the TSS-1 facility and countries' strong interest in sustainable agricultural development and environmental conservation issues, as well as overall agricultural and rural development policy. Every effort has been made to execute TSS-1

<sup>9</sup> FAO, ILO, UNIDO and Unesco.



activities relying to the maximum on in-house expertise, but the additional workload has presented some problems for the limited number of technical units principally concerned.

92. A few TSS-1 activities were assigned to FAO in areas at the margin of the normal competence of the Organization as it appears that, in the initial process of putting the new policies into effect in UNDP, a number of TSS-1 activities may have been approved without the benefit of full consultation with the country concerned. Some of these TSS-1 activities have thus had to be redefined. Another significant problem was the tendency to formulate budgets below realistic levels. As recalled above in Chapter 1, effective assistance to countries at the policy level, including sub-sectoral policy, is only achieved through a process of dialogue fully involving national decision-makers in a holistic process. TSS-1 has tended to favour relatively short missions which only result in advisory reports. Through discussion with the countries and with UNDP, it is hoped that these initial difficulties will be resolved in future years. It may be noted, however, that TSS-1 was envisaged as reinforcing the technical capacities of the UN agencies, as well as enhancing agencies' technical support to countries in policy analysis and planning. It may at times be difficult to fully align TSS-1 requests and activities, which are in line with countries' individual priorities, with FAO Regular Programme priorities.

**Table 3.19 Policy and Planning Advisory Services  
Funded under TSS-1 (1992)**

Programme Area		Number of Activities	Budget (US\$ 000)	Percentage of Activities
2.1.1	Natural Resources	6	450	18%
2.1.2	Crops	3	238	9%
2.1.3	Livestock	-	-	-
2.1.4	Research and Technology Development	1	109	3%
2.1.5	Rural Development	8	686	23%
2.1.6	Nutrition	2	242	6%
2.1.7	Food and Agricultural Information and Analysis	-	-	-
2.1.8	Food and Agricultural Policy	9	896	26%
<b>Total Major Programme 2.1 Agriculture</b>		<b>29</b>	<b>2 621</b>	<b>85%</b>
<b>Major Programme 2.2 Fisheries</b>		<b>2</b>	<b>260</b>	<b>6%</b>
<b>Major Programme 2.3 Forestry</b>		<b>2</b>	<b>103</b>	<b>6%</b>
<b>Other (Legal)</b>		<b>1</b>	<b>166</b>	<b>3%</b>
<b>TOTAL</b>		<b>34</b>	<b>3 150</b>	<b>100%</b>

93. There has, as yet, been limited experience with implementation of TSS-2 support services to projects not executed by FAO. This is partly because of the relatively small number of projects that have been approved under the new arrangements, but it also appears

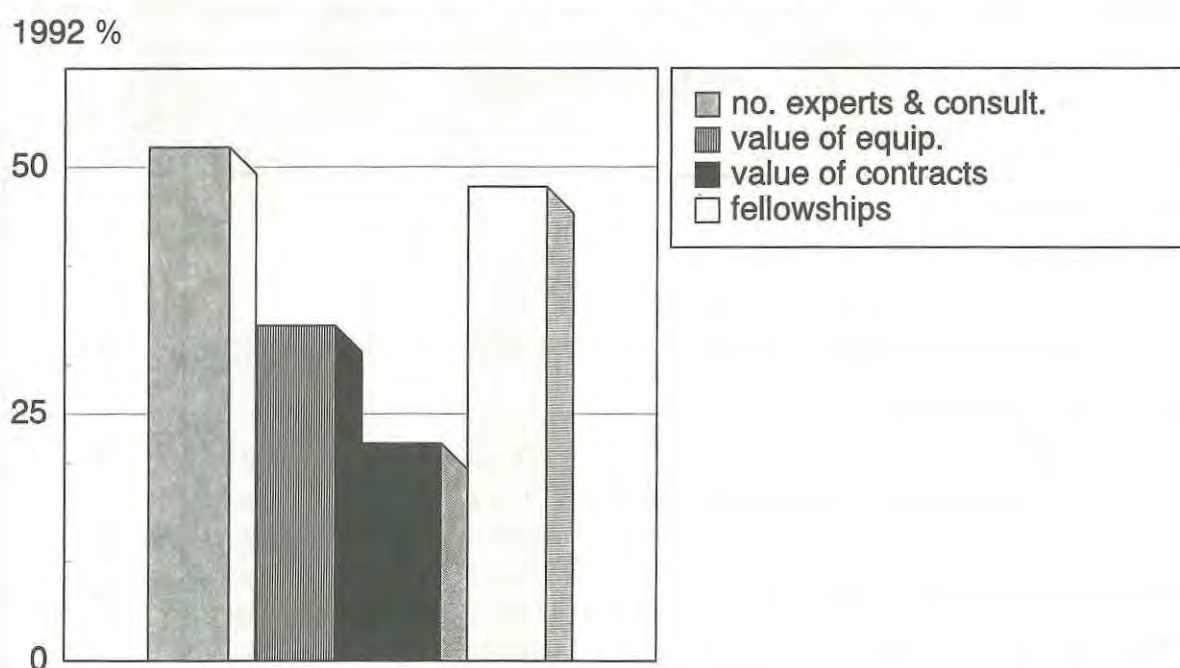


to reflect some reluctance to apply the new measures to utilize the services of the agencies in this way. As of June 1993, UNDP had approved resources for TSS-2 services by FAO totalling some US\$ 1.6 million. The great majority of such services are for nationally-executed projects, where FAO was asked to undertake responsibility for implementation of certain components.

#### ○ Use of Developing Country Capacities in Projects

94. In field projects, there has been a general rise in the use of experts and consultants and other services from developing countries (cf. Chart 3.21). The proportion of field experts and consultants from developing countries now stands at 52 percent. FAO is thus facilitating the transfer of expertise between different parts of the developing world. Forty-eight percent of fellowships are also in developing countries and this is frequently a more economical use of resources, as well as the training received often being more appropriate. Under components for equipment and contracts, there is less use of developing country capacities, but the total value of field project contracts is in any case very small. In the case of equipment, vehicles continue to be an important item.

Chart 3.21 Use of Developing Country Services



	Number of Experts & Consultants	Value of Equipment Purchased	Value of Contracts	Number of Fellowships in Developing Countries
1986-87	45%	19%	28%	38%
1992	52%	34%	22%	48%
1992 absolute	354	US\$ 20.1 million	US\$ 1.3 million	500



○ **Technical Cooperation Programme (TCP) Delivery**

95. Statistics on the number of TCP projects approved each year and in total TCP allocations are given in Table 3.20. Annual project approvals rose from US\$ 15.4 million in 1980 to US\$ 48.1 million in 1992, with a peak in real terms in 1985, due to the one-time increase of the TCP Appropriation linked to the agricultural rehabilitation programme for Africa. The year to year variation in numbers of projects is due not only to the unforeseeable character of requests but also to the attention which is given to allocating TCP resources to projects meeting the established criteria.

96. The average size of TCP projects in both current and constant terms has increased (from US\$ 57 000 in 1980-81 to US\$ 146 000 in 1992 at current prices). Table 3.21 demonstrates the shift in type of TCP assistance over recent years. In particular, there has been a steep rise in the proportion of projects for advisory services, including policy advice. Given the recent evolution of UNDP/FAO delivery and the introduction of UNDP TSS-1 facilities, the proportion of programming and formulation missions has declined. Training has remained an important dimension of the TCP throughout the period. The relatively limited share for TCDC requires more effort and greater awareness of governments to propose projects in this area.

**Table 3.20 TCP Approvals by Year, Number of Projects and Budget Allocation at Actual and Constant 1992 Prices**

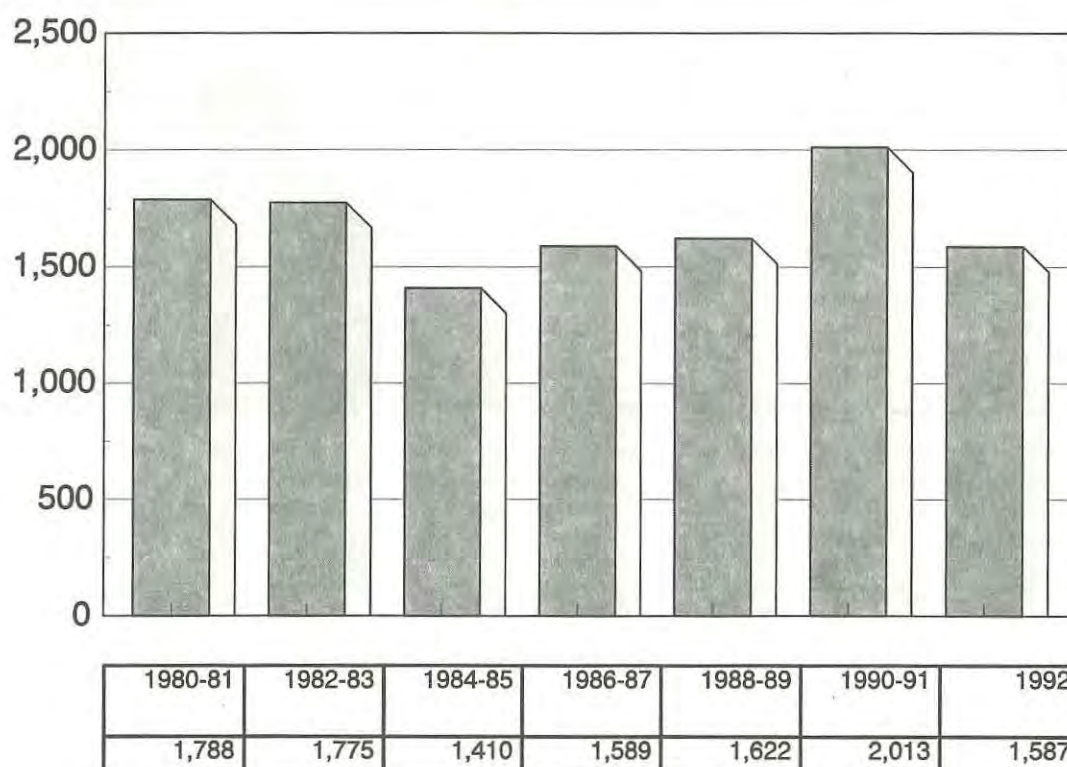
Year of Approval	Number of Projects	Actual Allocation (US\$ million)	Constant 1992 Prices (US\$ million)
1980	270	15.4	23.0
1981	346	19.8	29.7
1982	322	21.3	29.3
1983	404	31.5	43.5
1984	416	29.3	39.2
1985	462	37.7	50.5
1986	394	37.8	44.2
1987	400	30.8	36.0
1988	257	27.9	29.6
1989	333	44.6	47.2
1990	291	39.2	39.6
1991	267	32.1	32.4
1992	329	48.1	48.1



Table 3.21 Number and Budgets of TCP Projects Approved by Type of Project						
	1980-81 (annual average)		1986-87 (annual average)		1992	
	Number of Projects	Budget (US\$ million)	Number of Projects	Budget (US\$ million)	Number of Projects	Budget (US\$ million)
Advisory services	19%	15%	33%	30%	40%	41%
TCDC	0%	0%	3%	4%	2%	1%
Emergency	14%	22%	16%	21%	16%	20%
Formulation/Programming Missions	14%	12%	10%	4%	8%	5%
Investment project identification and preparation	22%	20%	11%	11%	5%	5%
Training	31%	31%	27%	30%	29%	28%
<b>Total percent</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Total actual</b>	<b>309</b>	<b>17.6</b>	<b>397</b>	<b>34.3</b>	<b>329</b>	<b>48.1</b>

○ **Investment Support**

**Chart 3.22 External Funding Approved for Investment Centre Assisted Projects  
(1992 constant prices, US\$ millions)**





97. Charts 3.22 and 3.23 and Table 3.22 summarize the overall evolution of Investment Centre-assisted projects which have been approved for financing. Figures for past biennia are annual averages, to be able to compare them with data for 1992. The total number of projects approved for financing each year has declined slightly since 1980-81. Investment has increased at current prices and remained relatively stable in real terms, with a high point in 1990-91. This performance has been maintained despite the gradual change in countries' investment priorities, which are giving less emphasis to agriculture and rural development. Project approvals by IFAD have remained relatively constant, while those by the World Bank and the regional development banks have declined. Approvals by UNCDF, with which a formal agreement was entered into force in 1987, and by other financing institutions have been increasing. The proportion of project costs financed from external funds averages 57 percent over the period, but there has been a tendency for this proportion to rise. In part, this is due to a shift in the balance of funding agencies (the World Bank tends to cover a lower proportion of costs, 54 percent on average, compared with 67-68 percent for IFAD and the regional development banks, and 86 percent for UNCDF).

**Chart 3.23 Investment Centre Assisted Projects Approved for Financing**  
(current prices, US\$ millions - Internal and External Financing)

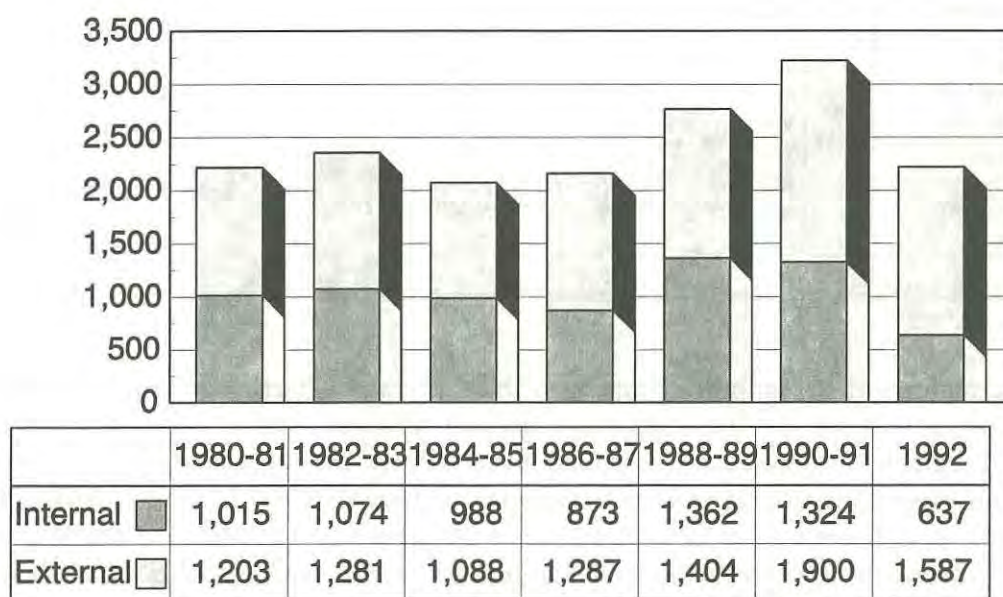




Table 3.22 Investment Centre-Assisted Projects Approved for Financing (Annual averages for prior biennia)						
	World Bank	IFAD	Regional Development Banks	UNCDF	Other	Total
<b>Number of Projects</b>						
1980-81	23	10	11	-	4	47
1982-83	23	7	12	1	3	45
1984-85	21	7	10	2	7	45
1986-87	15	9	11	3	3	41
1988-89	20	11	5	6	3	44
1990-91	20	11	5	4	-	39
1992	19	9	7	6	1	43
<b>External Finance</b>	(US\$ million)					
1980-81	875	175	140	-	13	1203
1982-83	946	91	211	7	26	1281
1984-85	668	136	239	3	40	1088
1986-87	858	109	298	6	15	1287
1988-89	1062	157	101	21	63	1404
1990-91	1567	183	139	11	-	1900
1992	1195	156	180	21	35	1587
<b>Total Investments</b>	(US\$ million)					
1980-81	1690	283	226	-	18	2218
1982-83	1811	133	337	9	66	2355
1984-85	1421	205	378	4	68	2076
1986-87	1553	153	419	7	27	2160
1988-89	2309	234	133	24	66	2766
1990-91	2703	270	239	12	-	3224
1992	1725	234	204	24	37	2224

98. The regional distribution of projects (Table 3.23 and Charts 3.27 and 3.28) assisted by the Investment Centre for financing has remained relatively stable. The share of Africa in the total number of projects has increased to nearly 50 percent from 36 percent in 1980-81, but projects in Africa tend to be smaller. Africa's share of external financing has increased but it still remains at only slightly over 20 percent, with Asia and the Pacific and Latin America and the Caribbean, each accounting for over 30 percent of external financing. The LDCs share of approved projects prepared by the Investment Centre has also increased slightly, as can be seen from Chart 3.24. Although there was a drop in 1990-91, LDCs now normally benefit from more than 20 percent of the financing approved. In this context, it is recalled that the absorptive capacity of LDCs and their ability to repay loans is more limited.



Chart 3.24 Investment Centre Assisted Projects  
Proportion of External Finance for LDCs

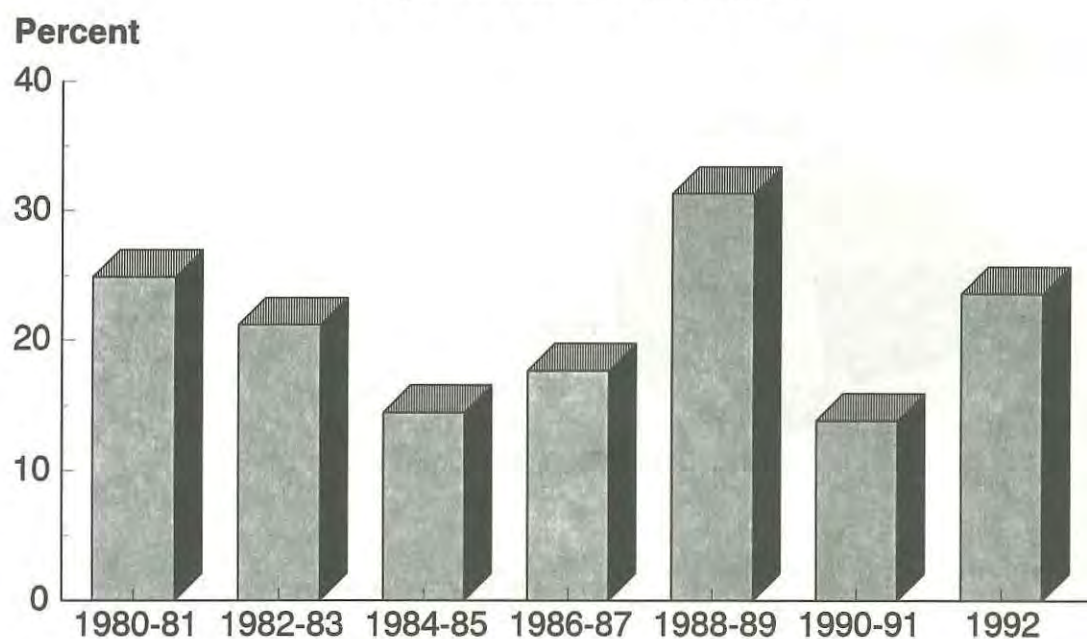


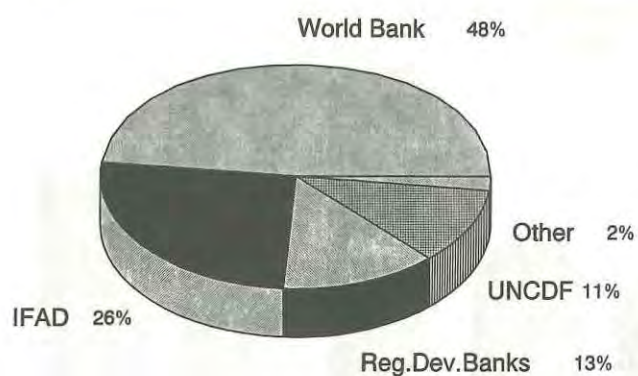
Table 3.23 Investment Centre Projects Approved  
for Financing by Region (annual average)

	Number of Projects			External Finance (US\$ million)		
	1980-81	1986-87	1992	1980-81	1986-87	1992
Africa	17	23	22	240	370	403
Asia and Pacific	17	7	12	611	271	546
Near East and North Africa	7	4	3	165	153	86
Latin America and Caribbean	5	7	5	112	365	497
Europe	1	-	1	76	128	55
<b>Total</b>	<b>47</b>	<b>41</b>	<b>43</b>	<b>1 204</b>	<b>1 287</b>	<b>1 587</b>

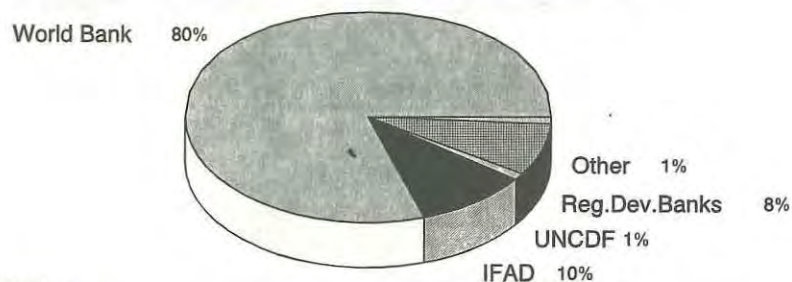


## Investment Centre Projects Approved for Financing (1990-92)

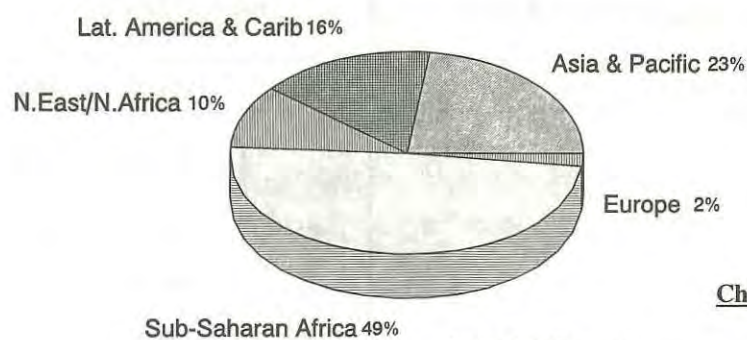
**Chart 3.25 Number of Projects  
by Source of Financing**



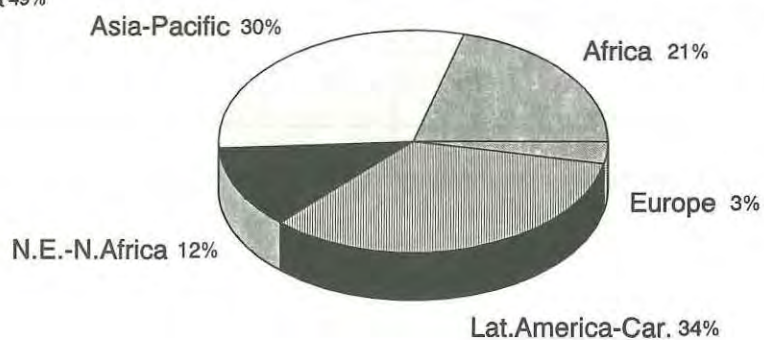
**Chart 3.26 External Financing by Source**



**Chart 3.27 Number of Projects by Region**



**Chart 3.28 External Financing by Region**





## CHAPTER 4

### ACHIEVEMENTS OF THE TECHNICAL AND ECONOMIC PROGRAMMES

99. Activities of the technical and economic programmes have been implemented in line with the objectives and priorities in the Medium-term Plan, with due regard to increased cross-sectoral coordination. Close cooperation and complementarity of effort have been pursued with other agencies, both within and outside the UN system, including the International Agricultural Research Centres. For the sake of brevity, references to these extensive cooperative links are given only for purposes of illustration. A continuing concern has been the capacity of the technical and economic programmes to face additional challenges and meet new requests, while implementing approved ongoing activities, which have been adversely affected by the resource constraints.

100. FAO's technical and economic programmes are implemented through a broad mix of actions and outputs. A quantitative summary is provided in the preceding Chapter 3. Standard tables at the beginning of each programme relate this information base to specific substantive achievements under the programme. In particular, the technical programmes support the framework for international dialogue and information exchange on all aspects of development related to food, agriculture, forestry and fisheries, both at the policy and technical levels. Information bases are maintained to facilitate such international discussions and decision making, in FAO and other fora. Meetings of various types and a wide range of publications are employed to address or analyze issues of common concern, as well as to disseminate information for use by countries in training and planning. A certain amount of training is also carried out directly under the technical programmes. The integration of the Regular and Field Programmes facilitates the provision of technical and policy support to member countries. The inter-action between the Regular and Field Programmes results in a major multiplier effect in the dissemination of conclusions, experiences, methods and guidelines.

#### ● Major Programme 2.1: Agriculture

101. Major Programme 2.1: Agriculture is designed to bring about sustainable improvements in the welfare of rural people and the availability of adequate food for all, while assisting Member Nations in conserving, and where possible strengthening, the natural resource base. This is to be achieved *inter alia* through increased production, particularly in food deficit countries, strengthened marketing and distribution systems, improvements in international trade in agricultural products and close attention to the effects of developmental actions on the environment and on the most disadvantaged groups of society.



○ **Programme 2.1.1: Natural Resources**

<b>REGULAR PROGRAMME 1992-93 ESTIMATES</b>		
<b>Financial Resources and Output Profile</b>		
<b>Budget and Expenditure (US\$ 000)</b>		
<b>Regular Programme Budget 1992-93</b>	<b>Regular Programme Expenditure 1992</b>	<b>Field Programme Expenditure 1992</b>
22 825	9 721	55 807
<b>TRAINING</b>	<b>MEETINGS</b>	<b>PUBLICATIONS</b>
sessions: 8	sessions: 18	original documents: 63
participants: 185	participants: 723	translations/reprints: 29
trainee-days: 1 076	participant-days: 2 867	original words (millions): 4.7
<b>DATABASES</b>	<b>NETWORKS supported</b>	<b>FIELD PROGRAMME SUPPORT (% prof.staff time)</b>
number: 28	number: 18	Programme devtpt: 21
Megabytes: 381		Project tech.support: 37

***Objectives and Priorities:***

102. The programme aims to ensure a more productive, rational and efficient use of land, soil fertility inputs and water in order to meet the present and future requirements for food and agricultural production on a sustainable basis.

103. The systematic assessment and monitoring of global land and water resources and the incorporation of the related databases, combined with climate and population information into computerized Geographic Information Systems (GIS), is in the forefront of priorities. Information on this and FAO's agro-ecological zoning techniques are being disseminated as a basis for planning activities by national and international agencies. The formulation of national soil policies and strategies is being supported, in line with the World Soil Charter and the International Scheme for Conservation and Rehabilitation of African Lands. National water policies are being promoted in liaison with the International Action Programme on Water and Sustainable Agricultural Development. The management of soils and fertilizers based on the concept of Integrated Plant Nutrition Systems combining recycled organic materials, mineral fertilization and biological nitrogen fixation is a key priority. Irrigation activities concentrate on small-scale irrigation, and improvement and rehabilitation of existing schemes. Particular efforts are made for the prevention of water pollution by agriculture and related activities, reduction of health hazards in irrigation areas, and for the safe use of under-utilized water resources, including marginal quality water. The farming system approach is being actively promoted to encourage the integrated consideration of farm household sustainability, micro-level socio-economic analysis in the design of strategies and programmes and the acceptance of an overall systems approach to agricultural development.



### *Activities and Achievements:*

104. **Farming Systems:** Priority has been given to assisting in institutionalizing the approach and its role in sustainable agriculture and resource management (see box). Emphasis has also been given to methodology improvement for utilizing farm-level data for agricultural programme and policy analysis, in order to assess the impact of policies on farming systems. Besides training material on Farming Systems Development, five publications were produced under the new *Farm Management Series*. Backstopping on issues related to farming systems in projects supporting land use planning, area development, research and extension has continued.

### **105. Resources Assessment and Planning:**

Using FAO's computerized Geographic Information System, global information on such factors as soils, climate and population has been increasingly and effectively integrated into agro-ecological zones data. Agro-ecological zoning methods were adapted for treatment of the land resources data of the developing world, as an input for the new edition of the FAO perspective study *AT 2010*. The information base of the FAO Soil Map of the World, after its digitization in a GIS in 1991, is now being disseminated in machine-readable format. In cooperation with national institutions, the information on the South American region is being updated, resulting in major improvements. Information on soils, landscape and climatic attributes was interpreted to provide information on land productivity or degradation, and is being used as an input to climatic change models, in cooperation with the International Geosphere-Biosphere Programme. FAO field projects in Southern Africa and the Near East provided inputs for the further development of the FAO International Soil Reference and Information Centre. This major database provided information on soils at specific sites throughout the world for different purposes, including modelling of the consequences of global environmental change.

106. A database on crop environmental requirements was set up, covering some 1 000 crops and a pilot version for multiple users, from extensionists to land-use planners, was issued in 1993. This makes possible the identification of crop and tree species for defined environments. Agro-ecological zoning methods using Geographic Information Systems were further adapted to local level applications and the results of tests in Kenya and elsewhere were published and used in training materials and workshops in Latin America and Africa. A methodology and related software were developed in cooperation with Dutch institutions to characterize and classify land uses and production systems, in terms of the sequence and intensity of the different farming operations required. Crop yield and growth models and

#### *Farming Systems Development*

*Farming systems have been the object of much research and study that has permitted a better understanding of the socio-economic, environmental and technical dynamics of rural households. The approach has progressively permeated research institutions, but its influence on extension, on policy and programme design and on land and water use planning has remained limited. FAO has developed a Farming Systems Development (FSD) approach which emphasizes farm-household considerations specifically in these areas. Through the Regular and Field Programmes, emphasis is now placed on the effective internalization of the approach, in extension, support services, and programme and policy design work and education. A Swedish funded sub-regional Farming Systems Programme has been launched in East and Southern Africa to further this work.*



other models simulating crop water availability, were critically assessed as to their utility for land evaluation.

107. The development of a worldwide geo-referenced information system on water for agricultural and rural development was initiated through questionnaires in five countries<sup>10</sup> for methodology testing, and will be pursued in coming biennia with the aim of achieving global coverage. In the French-speaking African countries, the preparation of an updated databank on the hydrology of small watersheds and of manuals for flows and floods assessment was carried out. The manuals are expected to be published in 1994. A programme for control of sea water intrusion has been continued, with an inventory of the water intrusion problems in the coastal aquifers of the Mediterranean and the Near East Region. Updated guidelines for land use planning, developed and improved on the basis of case studies, were published under the aegis of the Interdepartmental Working Group on Land Use Planning.

#### 108. Soil Management and Fertilizers:

A framework for evaluating and developing tools for sustainable land management was developed in collaboration with the International Board for Soil Research and Management and the International Society for Soil Science. Crop residue management and tillage have continued to receive particular attention through the African and Latin American Tillage Networks and regional training courses. The FAO Fertilizer Programme is being expanded into a "Plant Nutrition Management Programme" to reflect its enlarged scope. The Sixteenth Consultation of the FAO Fertilizer Programme held in 1992 endorsed the change in approach from fertilization of single crops to integrated plant nutrition systems. The orientation of projects under this programme has shifted over the years towards: (a) the establishment of national coordination and planning units; (b) the development of specific recommendations on plant nutrient management; and (c) the development of farmers associations for plant nutrition management and fertilizer purchase. Biological Nitrogen Fixation activities have continued through assistance to existing inoculum production units. Synthesis reports of project results

#### *Fertilizer Retailers Training in Asia*

*An evaluation of the Fertilizer Retailers' Training Project in Asia took place in November-December 1992. The project, funded by Denmark, aims to make the retailer a responsible adviser to customers on fertilizer, seed and pesticide use, while at the same time improving the retailers' management and commercial skills. The project, which began in 1984, has trained over 900 trainers, who have in turn trained over 20 000 fertilizer retailers in the participating countries. This impressive multiplier effect has permitted to reach approximately 70 percent of all fertilizer retailers in Indonesia, Nepal and Sri Lanka, 100 percent in Bhutan and 40 percent in Thailand (which joined the project only in 1989). The evaluation mission found the project to be very cost-effective and recommended its continuation in several new countries, while winding down operations in countries which were already largely covered.*

<sup>10</sup> Bangladesh, China, Ghana, Mali and Mexico



have been initiated<sup>11</sup>. The IPNS Field Trial Network has continued operations in Africa and Asia, as well as the network for the assessment of sulphur deficiencies. Reports were finalized and published on the status of micronutrients in soils and on guidelines for conservation and effective soil management practices.

**109. Water Development and Management:** A major effort has been placed on a review of the experience gained worldwide in irrigation technologies and water management, and on the identification of trends and potentials for the next decade. This review is expected to result in enhanced guidelines, incorporating a systems approach. Other activities have included: the development of an integrated computer programme for irrigation systems management; and the conduct of a number of national FAO/WMO workshops on the application of climate data for irrigation planning and management<sup>12</sup>. Special efforts have been placed on the preparation of a series of water management training manuals for extensionists and technicians.

**110. Conservation, Reclamation, and Sustaining Resource Potentials:** The International Scheme for Conservation and Rehabilitation of African Lands started work in 1992 to assist governments in formulating national strategies, including measures for improving land use, encouraging participation of land users, developing national institutions and coordinating international action. Malawi and Morocco have been assisted under UNDP and TCP funding respectively. A sub-regional proposal for Benin, Ghana and Togo was prepared, and other countries, as well as SADC, have expressed interest in joining the Scheme. A consolidated Special Action Programme, to enable the extension of the same opportunities to other regions has been formulated (cf. Chapter 6). With the intention of carrying out policy work in two new countries in each year, soils policies were formulated for Indonesia and Jamaica, and national soils policies were developed in Syria and Uganda, jointly with UNEP. Research on the linkages between

#### *Improved Water Use*

***Water Harvesting:** Water harvesting is the collection of run-off and can be used to improve both yields and reliability of production. This method has been used traditionally, especially in the Middle East, but is still largely unutilized in other parts of the world where erosion or drought problems are similar. FAO has been active in water harvesting through field projects since 1981, notably in Kenya, Lesotho, Tanzania, Sudan, Somalia and Botswana, and recently published practical guidelines with technical designs, selection criteria, field layout and construction.*

***Waste Water:** FAO has recently published guidelines on the treatment and use of waste water in agriculture, as a contribution to increased water resources, use of the nutrients contained in waste water, and the prevention of water pollution. The publication provides practical information for evaluating the: suitability of effluent for irrigation; most appropriate and cost-effective systems; on-farm management of waste water, including irrigation methods; use of sludge in agriculture; groundwater recharge; and environmental safeguards.*

<sup>11</sup> The FAO Fertilizer Programme was present in 25 countries in 1992. "Broad Context Appraisals" of projects results were initiated in order to synthesize the experience gained and identify future challenges in the Gambia, Guinea-Bissau, Madagascar, Nicaragua and Sri Lanka.

<sup>12</sup> Bangladesh, Chad, Ghana, Malaysia, Niger, Peru and Tanzania.



soil loss and productivity loss has continued through catalytic funding to a network of countries<sup>13</sup>, with particular emphasis on Latin America. Methods for erosion measurement and mapping were developed and tested in the Mediterranean, in collaboration with UNEP, with a view to the overall mapping of erosion in the region. Training courses have disseminated sound reclamation and management practices for salt-affected and gypsiferous soils.

111. With FAO support, the International Conference on Water and the Environment was held in Dublin, Ireland, in January 1992 in preparation for the UNCED. With FAO as the lead agency of the Conference's Working Group on "Water for Sustainable Food Production and Rural Development and Drinking Water Supply and Sanitation in the Rural Context", an inter-agency programme was formulated to address the water needs of rural populations. FAO convened a follow-up meeting<sup>14</sup>, which formulated a more detailed strategy for implementing integrated water management programmes for sustainable agriculture and rural development. Based on the recommendations of the Dublin Conference and UNCED, the International Action Programme on Water and Sustainable Agriculture Development was transformed into an inter-disciplinary and inter-agency rural water management programme. Within FAO, a Special Action Programme is being established<sup>15</sup>, which concentrates on water policies and strategies.

○ **Programme 2.1.2: Crops**

REGULAR PROGRAMME 1992-93 ESTIMATES					
Financial Resources and Output Profile					
Budget and Expenditure (US\$ 000)					
Regular Programme Budget 1992-93		Regular Programme Expenditure 1992		Field Programme Expenditure 1992	
37 702		15 689		75 295	
<b>TRAINING</b>		<b>MEETINGS</b>		<b>PUBLICATIONS</b>	
sessions:	37	sessions:	55	original documents:	158
participants:	1 373	participants:	1 301	translations/reprints:	140
trainee-days:	9 169	participant-days:	6 450	original words (millions):	8.9
<b>DATABASES</b>		<b>NETWORKS supported</b>		<b>FIELD PROGRAMME SUPPORT (% prof.staff time)</b>	
number:	5	number:	31	Programme devt:	16
Megabytes:	8			Project tech.support:	33

<sup>13</sup> Twenty-one institutes from Argentina, Bolivia, Botswana, Brazil, Colombia, Cyprus, Ethiopia, Indonesia, Kenya, Lesotho, Mozambique, Paraguay, Spain, Thailand and Tanzania.

<sup>14</sup> With UNICEF, UNDP, WHO and World Bank.

<sup>15</sup> The SAP-WASAD has an initial timeframe of three years, beginning 1993. During this period, it will work in Egypt, Indonesia, Mexico and Turkey; and in two river basins: the Nile and the Lake Chad Basins.



### *Objectives and Priorities:*

112. The programme aims to achieve sustainable increases in food crop supply and output, especially in food-deficit and poor countries, and to raise the income and rural employment of small farmers through both food and non-food crop production. The programme seeks to promote and adapt innovative technologies and applied research through field projects, network arrangements, and through cooperative agreements with national institutions.

113. Particular attention is given to the intensified production of major staple food grains combined with the efficient use of inputs (especially those which are renewable or can be purchased locally), while at the same time guarding against the degradation and depletion of natural resources. Integrated crop management in crop-based mixed farming, full use of the whole plant biomass, conservation and use of plant biodiversity, genetic improvement, enhancements in the propagation of seeds and planting materials and integrated pest management are the main substantive priorities.

### *Activities and Achievements:*

114. **Plant Genetic Resources:** FAO's policy work and activities continue to be guided by its intergovernmental Commission on Plant Genetic Resources<sup>16</sup>, which monitored the implementation of the FAO Undertaking on Plant Genetic Resources and the development of the Global System for the Conservation and Sustainable Use of Plant Genetic Resources. During the biennium, major contributions were provided to the development of the Convention on Biological Diversity and UNCED's Agenda 21, in particular regarding Chapter 14 on "Sustainable Agriculture and Rural Development", Chapter 15 on "Conservation of Biodiversity" and Chapter 16 on "Environmentally Sound Management of Biotechnology". In discussing the UNCED follow-up, the Commission adopted a resolution for the revision of the International Undertaking on Plant Genetic Resources to ensure consistency and harmony with the Convention on Biological Diversity. The International Undertaking may eventually become a protocol of the Convention, with its own governing body and secretariat.

115. FAO and IBPGR have continued close collaboration within the framework of the Memorandum of Understanding on Programme Cooperation. Preparatory work has been initiated for the Fourth International Technical Conference for the Conservation and Utilization of Plant Genetic Resources. This work is expected to lead, as approved by the FAO Conference and now included in Agenda 21<sup>17</sup>, to the preparation of the first State of

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<sup>16</sup> In 1993, the Commission received reports from the following major international organizations active in plant genetic resources: IBPGR, Unesco, UNEP, UNIDO, IUCN, WWF and ten CGIAR centres.

<sup>17</sup> In 1991, the FAO Conference unanimously endorsed a resolution submitted by CPGR recognizing that plant genetic resources are subject to national sovereignty, and establishing that Farmer's Rights, defined as "arising from the past, present and future contributions of farmers in conserving improving and making available plant genetic resources", will be implemented through an international fund and other funding mechanisms for the conservation and sustainable use of plant genetic resources. It was also agreed that these funds will finance a Global Plan of Action, the implementation of which will be monitored by CPGR.



the World on Plant Genetic Resources for Food and Agriculture and to the formulation of a Global Plan of Action. FAO has prepared a draft Code of Conduct for Plant Germplasm Collection and Transfer, and has taken the lead, with IBPGR, in the preparation of Genebanks Standards, which were endorsed by the Commission in April 1993. FAO also prepared and submitted for initial discussion in the Commission, a draft Code of Conduct on Biotechnology.

116. The development of FAO's World Information and Early Warning System on Plant Genetic Resources has continued, and the related database was further expanded. The development of the FAO network of *ex situ* collections under its auspices and/or jurisdiction, was also continued. During the 1993 session of the Commission, the CGIAR centres offered to place their base and active collections in this network, and to receive policy guidance from the Commission on these collections.

117. **Crop management and diversification:** High priority has been assigned to plant biotechnology. In 1993, an expert consultation on the subject was held and made specific recommendations regarding FAO's plant biotechnology activities, identifying four areas for active FAO involvement: information dissemination; advisory services; institutional capacity building; and promotion of research and technology transfer.

118. Support to the improvement of rice production in Africa continued. For example in Burkina Faso, Guinea, Mali and Senegal, improved technologies selected from other geographical areas have been introduced for the benefit of small farmers, through a regional project financed by Japan, the "Prosperity with Rice Programme", aimed to: (a) improve efficiency of existing rice production, particularly through improved tools; (b) diversify and intensify rice-based farming systems, in particular with azolla as biofertilizer and animal feed; (c) use the whole plant biomass of rice, for example through rice husk stoves replacing fuel wood and charcoal; and (d) popularize new products such as rice milk with tamarind, rice noodles and pop rice, in particular through training activities involving large numbers of rural women. Small farm equipment and rice husks stoves were made by villagers themselves after local adaptation and demonstration. The principle and approaches of this project are being extended to maize.

119. In Asia, hybrid rice technology has continued to be successfully promoted, as well as maize transplanting techniques. For example, through a UNDP-supported national project in India, new germplasm and parents line for the production of hybrid rice were developed. The break-even point between hybrid rice and high yielding varieties at farmer's level, has been surpassed. The government has planned hybrid rice production on 10 000 ha. in 1993, and foresees production on half a million ha. in 1996. Viet Nam, long familiar with transplanting rice, pioneered the technique with maize in tropical conditions within the framework of a UNDP/FAO project. FAO Regular Programme funds through technical backstopping and "seed money", helped the National Maize Institute to develop the use of maize hybrid varieties combined with transplanting techniques. Yield at farmer's level was boosted from 6.5 tons per ha. of paddy (two rice crops only) to 12 tons of cereals (two rice crops, plus a winter transplanted maize crop). In 1992, more than 150 000 ha. of transplanted maize were grown in the Red River Delta, and FAO is now supporting the transfer of this technique to Bangladesh and Myanmar.



120. One of the major limitations to the expansion of cassava and processed cassava as a food resource in the tropics, is its short post-harvest storage life. An expert consultation designed an outline strategic programme for developing varieties with improved storability. In collaboration with other agencies, FAO is now setting up an umbrella programme to address the problem of cassava post-harvest deterioration. Another area of concentration has been the promotion of root crop-based alley cropping, as an alternative to shifting cultivation. The promotion of a global research and development network on tropical and sub-tropical soyabeans has continued. In horticulture, emphasis has been given to combating malnutrition and vitamin deficiency<sup>18</sup>. Missions funded by the Regular Programme, including under TCP projects, have permitted the launching of mushroom production programmes in several countries<sup>19</sup>. For industrial crops, the emphasis has been on transfer of lesser known crops and technologies between regions (see box).

#### *Transfer and Development of Industrial Crops*

*Field projects have developed and transferred between regions a number of industrial crops with potential economic impact. For example: cotton germplasm from Nicaragua was introduced in the cotton breeding programmes of Thailand and Viet Nam, and glandless cotton varieties were introduced in China and Thailand; improved varieties of oil-palm were introduced in Ethiopia, Kenya, Uganda, and Zambia; with support from FAO, Thailand has released a variety of sesame with improved flowering characteristics that reduce harvest and post-harvest losses; and varieties of palmarosa and other aromatic plants have been introduced in Ethiopia and Myanmar, as a follow-up to a positive similar experience in Bhutan.*

121. As regards **seeds and planting material**, efforts concentrated, besides specific field activities (see box), on sub-regional networks dealing with seed technology training and standardization of seed testing rules in support to international seed exchange. Preparatory work was initiated in Africa for seed security schemes in support of food security, in particularly vulnerable areas subject to cyclical natural calamities. Some 20 000 seed samples were also dispatched to member countries by the FAO Plant Genetic Information and Seed Exchange Unit. The application of modern biotechnologies to the production of quality

#### *Sugarcane Germplasm in Cuba*

*The germplasm of crops such as sugarcane that are propagated vegetatively cannot be conserved as botanical seeds. Recent developments in biotechnologies provide opportunities to develop conservation methods for vegetative materials at ultra-low temperatures (-196 C) using cryopreservation. FAO supported a TCP project in Cuba to study and develop cryopreservation methods for long-term conservation of sugarcane germplasm. The national scientists successfully developed a technology that will enable a 65 percent plant recovery.*

<sup>18</sup> In the framework of the implementation of the UN ten-year action plan to combat vitamin "A" deficiency; see Programme 2.1.6, Nutrition.

<sup>19</sup> Bhutan, PDR Korea, Mauritius, Nepal, Uganda and Viet Nam. As an intensive productive activity, mushroom production is particularly adapted and attractive to women, and offers high revenue generation potentials.



seeds and planting materials had received considerable attention during the last biennia, in particular through training activities. These efforts translated into successful activities in 1992-93. For example, in Argentina, the provision of consultancy assistance, equipment and training through a TCP project, using disease-free planting material, led to the yields of some garlic varieties being increased by 90 percent. In one province, crop yields in turn increased by 40 percent and the cropped area by 100 percent. This province became a garlic supplier to other provinces and exporter to foreign countries, with estimated yearly sales of US\$ 70 million. Contracts have been obtained for export of certified disease-free garlic "seeds" in EC countries.

122. **Plant protection:** The International Plant Protection Convention (IPCC) Secretariat has been established, and five more countries adhered to the IPCC, bringing the total to one hundred. The text of the "Principles of Plant Quarantine" was reviewed by an expert consultation and endorsed by the Fourth Technical Consultation among Regional Plant Protection Organizations, which recommended acceptance through the FAO Council and Conference. In cooperation with the regional organizations, a proposal was also developed for procedures for global harmonization of plant quarantine, which is being submitted to the competent FAO bodies. The implementation of these procedures will be a key step in the reduction of non-tariff barriers to trade of agricultural products.

123. The Fifteenth Session of the FAO/UNEP Panel of Experts on Integrated Pest Management (IPM) recommended a widening of the panel's sponsorship, and identified a number of studies to help implement IPM. The successful results of projects for IPM in rice in South and Southeast Asia, is leading to the principle of IPM being further applied and expanded to other crops and regions, where much pesticide mis- and over-use still exists. A Special Action Programme for IPM has been designed to strengthen the Organization's activities in this fast-developing sector.<sup>20</sup>

124. FAO and UNEP concluded a Memorandum of Understanding on the joint implementation of the Prior Informed Consent Clause (PIC) of the Code of Conduct on Distribution and Use of Pesticides. Criteria for the inclusion under the PIC procedure of pesticides causing acute health problems were elaborated. By February 1993, 51 importing countries had replied concerning the first six pesticides addressed under the PIC procedure. Exporting countries are expected to ensure that within their authority, none of these pesticides are exported to countries which have stated that they do not wish to receive them. Through an EC regulation, the procedure is binding on EC member countries<sup>21</sup>.

125. Following outbreaks of locust infestations in the Red Sea and Madagascar, the Emergency Centre for Locusts Operations (ECLO) was re-established. The UNDP/FAO Scientific Advisory Committee on Locust Research was formed and met five times. It

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<sup>20</sup> The Netherlands and Australia approved in 1993 funding of respectively US\$ 9 million and US\$ 3 million for a new FAO IPM project in Asia.

<sup>21</sup> One hundred and sixteen countries have now nominated one or more Designated National Authorities (DNAs) for PIC procedures, and thirty countries replied to the FAO questionnaires on pesticides causing health or environmental problems under conditions of use in developing countries.



considered research priorities and alternative strategies for locust control, particularly focusing on improved monitoring methodologies, which will serve as a basis for programme proposals. The Desert Locust Control Committee also met, reviewed activities, and expressed concern over the lack of donor commitment to long-term programmes in Africa, and to assist in the disposal of unwanted pesticide stocks in Africa and the Near East.

126. Under **agricultural mechanization**, the prime activity was the development of national policies and strategies. The needs of several Eastern European countries in the restructuring of their mechanization systems (see box) and in the improvement of their post-harvest and marketing systems<sup>22</sup> were addressed. For the prevention of **post-harvest losses**, the earlier focus on the improvement of post-harvest systems for food crops was enlarged to include also other key crops. Through a Dutch-funded project in Senegal, local manufacturing of motorized post-harvest rice equipment was promoted through an agreement where a Dutch company supplied components and provided technical supervision to a private Senegalese manufacturer, which is developing a local capacity for manufacturing and maintenance services. The promotion of specific small-scale rural **food and agriculture industries** using selected technologies also continued. For example, cooperation with China, France, India, Italy, Japan and the Republic of Korea for the establishment of pure race silkworm germplasm banks continued, and mulberry germplasm banks were set up in Kenya, Zambia and Zimbabwe.

*Seminar on Farm Mechanization  
in Eastern Europe*

*The new market-oriented economies of Eastern Europe are considering privatization of their state-operated agricultural mechanization systems. FAO has undertaken a study in several countries and identified common and specific technical, financial and economic issues involved in such a restructuring. Its findings, conclusions and recommendations have been presented at an international seminar organized by the Hungarian Institute of Agricultural Engineering and co-sponsored by German Technical Cooperation Agency (GTZ).*

<sup>22</sup> Czech and Slovak Republics and Hungary.



○ **Programme 2.1.3: Livestock**

<b>REGULAR PROGRAMME 1992-93 ESTIMATES</b>					
<b>Financial Resources and Output Profile</b>					
<b>Budget and Expenditure (US\$ 000)</b>					
<b>Regular Programme Budget 1992-93</b>		<b>Regular Programme Expenditure 1992</b>		<b>Field Programme Expenditure 1992</b>	
21 529		9 368		31 590	
<b>TRAINING</b>		<b>MEETINGS</b>		<b>PUBLICATIONS</b>	
sessions:	32	sessions:	43	original documents:	109
participants:	708	participants:	1 157	translations/reprints:	68
trainee-days:	4 063	participant-days:	4 300	original words (millions):	7.8
<b>DATABASES</b>		<b>NETWORKS supported</b>		<b>FIELD PROGRAMME SUPPORT (% prof.staff time)</b>	
number:	3	number:	14	Programme devpt:	21
Megabytes:	12			Project tech.support:	32

***Objectives and Priorities:***

127. The programme is primarily designed to support sustainable livestock production systems in close match with the potential feed resource base, the economic conditions of stock breeders and farmers, and the market demand. Beyond the attention given to the conservation and sustainable use of grazing land and animal genetic resources, the programme encourages the productive utilization of crop residues, the maintenance of fertility in mixed farming systems, and the generation of supplementary income earning opportunities from livestock. Transnational disease problems are addressed at regional level, including eradication campaigns (Rinderpest, Foot and Mouth Disease and Trypanosomiasis). The processing and distribution of dairy and meat products receive attention, with focus on the maximization of value added.

128. The strengthening of institutional capability within the livestock sector is sought, principally through regional networking activities, based on agro-ecological zones or specific technical problems. The effective use of agro-industrial by-products and residues and the promotion of better use of fodder trees and shrubs are also sought. Attention is given to the economic and environmental impact of diseases and to supporting disease diagnosis and vaccine development, through the dissemination of new biotechnological applications. "Upstream" work for the active promotion of national livestock policies and the promotion of a systems approach is quite prominent.

***Activities and Achievements:***

129. **Production and feed resources development:** A systems approach was used to introduce simple, proven and affordable technologies to increase animal production in small,



mixed farming systems. Such technologies aim at maximizing the interrelationship existing between crops and livestock including important outputs, such as draught animal power and manure. Advice for the design of national policies and strategies has continued, as for example in Turkey.

130. Regional working groups on grazing and feed resources organized by ecological zones have continued to be supported, for the development of pastures in humid and semi-humid areas and the rehabilitation and development of arid and semi-arid grazing lands. Other recently established networks aim at (a) increasing the utilization of straw in six Mediterranean countries; and (b) promoting the use of sugarcane and other local feed resources, as a substitute for maize in pig feeding, in 24 countries of Latin America and the Caribbean Region and in five countries in Southeast Asia<sup>23</sup>. Regional planning workshops have resulted in the identification and implementation of projects proposals on intensive forage production, fodder trees, forage legumes, management of native grasslands and seed production. The promotion of leguminous fodder trees and shrubs remained a priority, particularly Prosopis.

#### *Dissemination of feed technologies*

*Emphasis has been given to the dissemination of the results obtained in past years regarding new technologies and feed resources utilization. Urea straw treatment has been increased in more than 30 developing countries, urea-molasses blocks are now manufactured in about 60 countries and sugarcane juice as a substitute for maize in pig feeding is applied in more than 10 countries. A UNDP-supported project on beef production using crop residues in the Hebei and Henan Provinces in China encouraged a feeding system based on urea treatment of straw which was supplemented only with a limited amount of cottonseed cake and no feeding of grains. This approach is to be expanded on a large scale as part of a World Bank project, and was the object of an international meeting to disseminate results, in Beijing in 1993.*

131. Other notable results under the Field Programme have included the increase in dairy production from intensive forage production in North East Thailand and the improvement of pastures under coconuts in the Philippines. The use of crop residues and agro-industrial by-products as feed resources has been further promoted (see box). Important new directions of work were the use of roots, tubers, bananas and plantains for animal feeding and the testing of new methods for the preservation of fish and animal wastes for animal feed in Morocco, Philippines and Viet Nam.

132. **Animal Health:** The New World Screwworm was officially declared eradicated from North Africa in 1992 (see box). Where feasible, eradication of other diseases has continued to be emphasized. Regarding African Animal Trypanosomiasis, assistance was given for vector control using low-cost technologies such as traps with reduced dependence on insecticides, and involving community participation. The Global Rinderpest Eradication Campaign has been launched on the basis of the successful eradication efforts in Africa,

<sup>23</sup> Networking activities have continued in the Chaco and Campos Regions and in Patagonia in South America, the Maghreb, and East Africa. In Southeast Asia, the Working Group has now expanded to include Laos and Viet Nam. A new group for the Cold Areas of Asia was set up in 1993 covering Bhutan, India, Nepal and Pakistan.



where only isolated foci of infection remain in some four countries. Regional proposals have been developed for the eradication of the bont tick from the Caribbean and the control of trypanosomiasis in the sub-humid zone of West Africa, as a follow-up to the successful river blindness control programme. Through FAO-assisted field projects, vaccines have been developed, and successfully field-tested, for the immunization of cattle against tick-borne diseases in Eastern Africa. Large-scale practical implementation of a vaccination programme is planned.

#### *Screwworm Eradicated in North Africa*

*Following six months of intensive surveys, with no new infestations detected, the New World Screwworm was officially declared eradicated from North Africa in 1992. The eradication campaign was launched shortly after Libya first reported the presence of screwworm in 1989. The sterile insect technique was applied for eradication by FAO, with the full involvement of the FAO/IAEA Joint Division. In realization of the emergency situation presented by this invasion, 20 countries and international agencies responded to the call by FAO and the International Fund for Agricultural Development (IFAD). A major catastrophe to national livestock economies, wildlife and even man was averted. Had the insect not been swiftly eradicated from Libya, it could have spread throughout Africa, the Middle East, Southern Europe. It is now proposed to use the technology improved during the North Africa campaign to eradicate the screwworm from the Caribbean.*

133. Expert consultations, training courses and in-service training have been organized to strengthen national veterinary and extension services, and place greater emphasis on the control of non-infectious diseases, such as helminthiasis, which are responsible for major losses in production. The strengthening of veterinary services through privatization was given priority consideration in order to enhance sustainability in animal health. Networks have been established in Latin America, the Caribbean, Asia, and more recently Eastern and Central Europe for the dissemination of information on the application of new biotechnologies for disease diagnosis and veterinary vaccines. Considerable emphasis was placed on the quantification of the economic and environmental impact of major diseases. In collaboration with ILRAD, ODA/NRI (U.K.) and Oxford University (U.K.), progress has been made in the development of a computerized Geographic Information System for the analysis of the influence of tsetse distribution on land utilization, resource conservation and agricultural/livestock productivity in affected areas of West Africa. An analysis of stock levels and intensity of cultivation in infested and non-infested areas clearly demonstrated the significant negative impact of tsetse in maintaining rural economies to poverty levels in many locations. This model is to be extended to cover other diseases of major importance and will incorporate modelling for the prediction of disease occurrence and prevalence.



#### 134. Animal Genetic Resources:

Work on domestic animal diversity received considerable attention and a Special Action Programme on Animal Genetic Resources has been designed. FAO's information base on the genetic resources of domestic animals was further expanded. Information on more than 2 000 breeds is now available in the databank, and the first World Watch List for domestic farm livestock was due for issuance in 1993. The global databank continued

to be developed on a regional basis, encompassing the further characterization of breeds and a system for classifying the extent to which they are endangered. Based on information used to establish the World Watch List, a programme of project formulation missions has been initiated, and a series of workshops on the use of the global databank and the assessment of genetic distancing to determine breed contributions to diversity.

##### *Olkuska Sheep Conservation*

*The rapid reduction in the sheep industry in Poland resulted in a critical depletion of the Olkuska population. The Olkuska is a native breed of longwool sheep from an area near Crakow. With financial and technical support from the FAO Regular Programme, a flock has now been established at Warsaw University Farm. Trials confirm the exceptionally high prolificacy of this breed and indicate the existence of a single gene responsible for this. Further work is under way for evaluating the potential value of this gene in crossing programmes.*

#### 135. Dairy and Meat Development:

FAO's dairy development activities have continued to support national programmes. Only few developing countries have reached a state of development of their milk industry, which enables them to provide a safe and regular supply of dairy products to their fast growing urban populations. Besides current efforts in field projects directly supporting national dairy industries (see box), a study to investigate and identify constraints in the urban and rural infrastructure, market composition and the demand for milk and dairy products has been initiated in cooperation with the French Government in several African countries. It will complement another study on livestock product supply for large urban centres in developing countries.

##### *Towards Milk Self-sufficiency in Uganda*

*Some 8 000 small rural families in Uganda have directly benefited from a UNDP-funded project which encouraged the formation of dairy farmers' groups and re-established the infrastructure for the collection, processing and marketing of milk. In 1992, the average farmer delivered 8.5 litres per day, for an annual earning of US\$ 400. Milk imports have been virtually eliminated and World Food Programme donations are no longer needed except for very small quantities during the dry season, confirming the programme's success in helping achieve national self-sufficiency and restoring the war-ravaged dairy infrastructure.*

136. Technology transfer and training in small- to medium-sized slaughter and meat processing operations was pursued. These activities were broadened to include the utilization of renewable sources of energy for meat and by-products processing, as well as the processing and recycling of slaughterhouse by-products, in order to reduce the negative impacts on the environment. Improved treatment of slaughter animals through stunning methods was introduced through projects in several countries. Highlights of field activities have also included an FAO-TCP project in Colombia, designed to demonstrate a simple modular slaughterhouse, which could overcome hygiene problems and facilitate the use of by-products. The basic unit is equipped for slaughter of cattle, sheep, goats and pigs, and



a series of other modules can be flexibly added on for treatment and processing of meat products. This design will serve as a prototype, which can be modified according to needs, for use in other parts of the world.

○ **Programme 2.1.4: Research and Technology Development**

<b>REGULAR PROGRAMME 1992-93 ESTIMATES</b>					
<b>Financial Resources and Output Profile</b>					
<b>Budget and Expenditure (US\$ 000)</b>					
<b>Regular Programme Budget 1992-93</b>		<b>Regular Programme Expenditure 1992</b>		<b>Field Programme Expenditure 1992</b>	
25 154		11 001		7 105	
<b>TRAINING</b>		<b>MEETINGS</b>		<b>PUBLICATIONS</b>	
sessions:	12	sessions:	13	original documents:	71*
participants:	288	participants:	579	translations/reprints:	62**
trainee-days:	2 845	participant-days:	2 867	original words (millions):	4.6***
<b>DATABASES</b>		<b>NETWORKS supported</b>		<b>FIELD PROGRAMME SUPPORT (% prof.staff time)</b>	
number:	5	number:	13	Programme devt:	9
Megabytes:	7 073			Project tech.support:	24

Plus Agrindex: \* 24; \*\* 48; \*\*\* 40

***Objectives and Priorities:***

137. The programme provides, in the first instance, internal coordination and external liaison for FAO's priority work on the environment and sustainable development. Work is also designed to strengthen national agricultural research and remote sensing capabilities, as well as supporting rural energy planning and development. The transfer of technology and the coordination and conduct of research and development are assisted through dissemination of extensive information from well-established information bases on current agricultural research (CARIS) and literature related to all aspects of technology development in food and agriculture (AGRIS). Feedback from FAO experience contributes to the international research priorities of the CGIAR institutions. The programme also includes servicing the CGIAR Technical Advisory Committee (TAC). The programme develops and applies nuclear and other molecular biology techniques for the study and solution of a wide range of agricultural problems. Under-pinning is provided for the development of FAO global databases in a GIS environment, for which central facilities have been recently regrouped in the AGR Division.

***Activities and Achievements:***

138. Work on **Research Development** has taken place partly through support to the regional Asia-Pacific Association of Agricultural Research Institutions (APAARI). Efforts



have also continued to revitalize the association established for the Near East and North Africa (AARINENA). An expert consultation dealing with the Asia and Pacific Region concluded that few countries had systems for systematic screening of the availability of technology or for the examination of technical constraints to sustainable agricultural development in a holistic way. This problem was particularly severe in the smaller and less developed countries of the region. In Africa, RAFR, in cooperation with the Research Development Centre (AGRR), developed a standard methodology for technology assessment. A major group of manuals has now been completed for training and guidance in agricultural research management. Using case studies and group exercises, the manuals address planning, organization, monitoring, control and evaluation.

139. FAO, as co-sponsor, continued to work closely with the CGIAR and component agricultural research centres and to host the **Secretariat of the Technical Advisory Committee to the CGIAR**. In 1992, the CGIAR accepted ICLARM as its eighteenth centre, thus completing implementation of TAC's proposals for an expansion of CGIAR activities into fisheries and forestry. TAC finalized its recommendations on priorities and strategies for the CGIAR. The final report: *Review of CGIAR Priorities and Strategies*, which included a mechanism for linking CGIAR priorities with resource allocation among centres, as well as proposals for restructuring the CGIAR, was endorsed by the CGIAR in 1992. Planning resource envelopes were recommended for centres which they used as a basis to formulate their medium-term plans for 1994-98. TAC reviewed these medium-term plans, reconciled the budget proposals from all 18 centres with overall CGIAR priorities, and made final recommendations on the level of the resource envelope of each individual centre. TAC's final report on the medium-term resources allocation process is to be considered by the CGIAR in October 1993. As part of the priorities and strategies exercise, TAC developed the concept of an eco-regional approach to research in the CGIAR, and examined system-wide strategies for rice, livestock, banana and plantain research. TAC also considered the strategic plans and external reviews of a number of centres.

140. Much of the work of the sub-programme on **Agricultural Applications of Isotopes and Biotechnology** which is implemented through the FAO/IAEA Joint Division, continued to be directly focused on the development and application of environmentally friendly technology. A new coordinated network research programme has been initiated on the effectiveness of phosphate fertilizers. A major mutation breeding programme for oil seeds has now been completed, with the incorporation of changes for fatty acid

#### *Increasing Biological Nitrogen for Crop Production*

*Work on Azolla found that it could provide as much nitrogen to rice as the same weight of urea and that 70-90 percent of that nitrogen derived from atmospheric nitrogen fixation. The nitrogen from Azolla is retained in the soil better than that from chemical fertilizers and the presence of Azolla cover on the water increased the efficiency of chemical fertilizer. Studies on common beans found some lines fix nitrogen much more effectively than others and can thus be used in bean breeding programmes to raise nitrogen fixing capacities. In a nitrogen fixing tree Casuarina a ten-fold difference in nitrogen fixing capability was observed with similar implications for tree selection. In the Côte d'Ivoire trials on the introduction of nitrogen fixing trees into coconut plantations doubled yields within two years, in addition to producing wood for use by the farmers.*



composition of oil, yield and disease resistance incorporated into breeding lines and six commercial varieties have now been released<sup>24</sup>. The use of irradiation processing to control plant quarantine pests and contribute to the exchange of planting material also received emphasis. In another important development, the costs of control measures for the Mediterranean fruit fly have been reduced and damage to the crop restricted, by introduction of a temperature-sensitive lethal gene into the females, so that only sterile males are released. Assistance has been given to the Russian Federation, Ukraine and Byelorussia in follow-up to the Chernobyl disaster, including the introduction of Prussian blue bolus technology to reduce radio-active contamination of milk and meat. IAEA and the Joint Division have also given strong support to the application of commercial food irradiation to reduce losses in high value products and facilitate food safety and trade.

141. **AGRIS/CARIS:** The AGRIS database was first issued in CD-ROM format in 1991 and now contains over 2 million entries, dating back to 1975. Participating centres receive one CD-ROM copy free, giving them access to the full bibliography through a personal computer. The first subject-oriented bibliography on CD-ROM for food and nutrition was issued in 1992 on the occasion of the International Conference on Nutrition, and other subject-matter oriented CD-ROM bibliographies are under consideration. About a quarter of the new entries to AGRIS now include summary abstracts. There have been important technological, computer software and substantive developments in AGRIS/CARIS, including: the updating of the multilingual thesaurus AGROVOC; improvements in the software package which allows participating centres to maintain their local databases on a compatible format to AGRIS/CARIS; and the introduction of a facility for centres to provide AGRIS entries by E-mail (in 1992, 7 percent of entries were received in this way).

142. Activities in **Remote Sensing and Agro-meteorology** were made steadily more integrated and service oriented in support of other major activities of FAO, particularly the Food Information and Early Warning, locust control, global forest assessment, and also through active participation in interdepartmental activities in climate change. In cooperation with Programme 2.1.1, Natural Resources, a regional project has been initiated for development of a water resources information system for the Nile Basin. It is envisaged that remote sensing will play an increasing role in UNCED follow-on activities, such as global monitoring of changes in forest cover, mapping of current land use at regional and national levels and monitoring of land degradation. A study has been made, with support from the Netherlands, of the potential for development of a remote sensing based information system for the assessment and monitoring of forest resources at national levels. A regional project was formulated for preparation of an Africa land cover map and digital database from remote sensing data. A series of regional workshops to illustrate to decision-makers and planners the potential of remote sensing applications have been initiated, beginning with Eastern European, Middle East and North African countries. This has been supported by a series of brochures and other training materials aimed at decision-makers. Training in remote sensing has also continued, in cooperation with a large number of other agencies. Building on the successful experience in Asia and the Pacific, FAO participated in development of

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<sup>24</sup> New varieties released: two varieties of turnip in Bangladesh, a rape seed variety in China and two varieties of Indian mustard and opium poppy.



regional remote sensing networks for Eastern Europe, Latin America and the Caribbean. Several pilot studies were implemented testing the applicability of new remote sensing systems, data and methodologies in developing countries (e.g. pilot studies on radar satellites data conducted jointly with the European Space Agency).

143. The FAO agro-climatological database was upgraded and strengthened, in response to requests for reference data from FAO and outside users. In parallel, the database on sub-national crop information in Africa was expanded and presently covers most sub-Saharan countries. Standard FAO crop monitoring software has been developed and an expert consultation, involving mainly the CGIAR centres, is to be held in late 1993 to improve international coordination of agro-climatic databases and software. Joint training was undertaken with WMO on weather advisory services to subsistence agriculture.

144. With regard to **Geographic Information Systems**, work continued to be developed under the guidance of a sub-group of the Interdepartmental Working Group on Land Use Planning. In 1992-93, this work encompassed the preparation of a GIS version of the 1:5 million FAO/Unesco Soil Map of the World; an agro-ecological zones map of the developing world; maps of the continental shelf and exclusive economic zones of the oceans; a pilot database for evaluation of the marine resources; maps of available arable lands for the *AT 2010* study, and site-specific studies at continental or country level (e.g. areas suitable for growing maize and aquaculture development in Africa and a land resources use and productivity assessment in China).

145. Under **Rural Energy**, emphasis was given to the application of an integrated approach to the production and use of all forms of rural energy. In Latin America and the Caribbean, a technical consultative group has been established bringing together economists, sociologists and agriculturalists with energy specialists.

#### ○ Programme 2.1.5: Rural Development

REGULAR PROGRAMME 1992-93 ESTIMATES					
Financial Resources and Output Profile					
Budget and Expenditure (US\$ 000)					
Regular Programme Budget 1992-93		Regular Programme Expenditure 1992		Field Programme Expenditure 1992	
35 995		15 418		43 496	
<b>TRAINING</b>		<b>MEETINGS</b>		<b>PUBLICATIONS</b>	
sessions:	69	sessions:	29	original documents:	155
participants:	1 993	participants:	723	translations/reprints:	128
trainee-days:	9 250	participant-days:	2 867	original words (millions):	8.4
<b>DATABASES</b>		<b>NETWORKS supported</b>		<b>FIELD PROGRAMME SUPPORT (% prof.staff time)</b>	
number:	0	number:	17	Programme devtpt:	19
Megabytes:	0			Project tech.support:	27



### *Objectives and Priorities:*

146. The programme supports rural development efforts of Member Nations, especially in stimulating growth with equity and alleviating rural poverty, through the provision of adequate and equitable access to productive assets and essential supporting services.

147. In the context of WCARRD follow-up, particular emphasis is given to participatory approaches to development, with focus on disadvantaged groups. Due attention is given to integrating the concepts of environment and sustainable development, as well as to issues relating to women and population. An important new dimension is the analysis of the implications of structural adjustment and market liberalization programmes on marginalized rural people and measures to redress negative effects. Extensive use is made of technical cooperation networks, especially the regional agricultural marketing and credit associations. Cooperation is extended to non-governmental organizations at the international and national levels.

### *Activities and Achievements:*

148. **Agricultural Education, Extension and Training:** Human resource development has been brought more strongly into focus through coverage of pertinent aspects in the global study: *Agriculture Towards 2010*. Attention has been given to the integration of environment and sustainable development into agricultural education and extension programmes, through a series of 20 case studies, workshops and an expert consultation. Video material was prepared on the application of a participatory approach to the solution of environmental problems. In order to reduce the time taken to train agriculturalists as extension workers, guidelines have been developed for intensive shorter courses. An international directory of agricultural extension organizations was published covering 115 countries and regional directories of agricultural education institutions are now being released starting with Africa. In Asia, FAO was instrumental in facilitating assistance from neighbouring countries to the countries of Indochina, and the Regional Office contributed to developing approaches for assistance in agricultural education and training.

149. The concept of "knowledge, attitude and practice" surveys was promoted. This approach integrates into extension programmes the results of study of farm constraints and the systematic determination of which technologies farmers are already conversant with. Work has also increased on the potential applications of microcomputers in extension and training. FAO carried out surveys which have shown that improvements were occurring in eliminating the bias in extension programmes towards larger farmers. These

#### *Transition to Farmer Managed Cooperatives in Tanzania*

*Cooperatives in Tanzania were operated largely under the direction of Government, but they are now being handed over fully to member ownership and control. An FAO-TCP project completed in 1992, developed a training package for Government officers to reorient their role from one of cooperative supervisors to one of animators and technical advisors. A marked change in attitude of 66 pilot trainees was noted, as they learned to listen to farmers.*



studies found that in developing countries only 9 percent of extension time and resources were devoted to large commercial farmers<sup>25</sup>.

150. Land tenure issues continued to be addressed in view of their critical importance, especially in the Eastern European economies in transition. Support was given to Member Nations in making **agrarian reform** measures more effective. A basic concern is that the landless who obtain land through agrarian reform are among the poorest and most disadvantaged groups of the population, who do not have the required management skills and cannot assert their requirements from government services. An FAO project in the Philippines, supported by Italy, aims at tackling this problem through the organization of some 800 groups among 33 000 agrarian reform beneficiaries. Some 1 200 livelihood projects have been identified, and assistance has been provided for the re-organization and modernization of government agencies to better service these groups and make agrarian reform more effective.

151. **Rural Institutions:** Work continued on dissemination of information on participatory approaches and the development of methodologies for more objective and quantified assessment of progress in people's participation. Studies were undertaken on the generation of employment through producers' associations in Eastern Europe<sup>26</sup>. With regard to pastoralists' associations, a series of case studies and workshops have been organized. Land tenure issues were also examined in the Eastern European context. REUR has given attention to training in management for rural institutions in transition, including development of entrepreneurship, rural tourist markets and extension. In Asia and the Pacific, RAPA has initiated a cooperative network on the subject.

152. There was a notable expansion of cooperation with international and national NGOs in the conduct of meetings, studies and field interventions. In examining institutional structures for development, a new holistic approach has been introduced, which rather than concentrating on the public sector, looks at private, public and NGO partnership in an integrated manner. In the Philippines, an FAO-TCP project developed a framework for cooperation between national government departments and NGOs in the formulation and effective operationalization of development programmes. With a similar emphasis, inputs have been provided to the formulation of structural adjustment programmes in order to assist in the streamlining of agricultural services, including redeployment of staff<sup>27</sup>. These experiences are being disseminated through publications and workshops.

153. The 1993 session of the Inter-agency Task Force on Rural Development - for which FAO is the lead agency in the UN system - considered a comprehensive report on **Women**

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<sup>25</sup> An in-depth study through a project in Turkey found that, while all the big farmers and most of the medium-scale farmers had contact with the extension service, so did 55 percent of small farmers and they made up over 60 percent of all farmers.

<sup>26</sup> Albania, Hungary and Lithuania

<sup>27</sup> Benin and Côte d'Ivoire



**in Development.** Having completed gender awareness training for FAO staff, increased attention was given by the ESH Division to similar training in developing countries. In cooperation with UNDP and the World Bank, a programme was initiated for the training of trainers in social and gender analysis in relation to programme and project formulation. Preparation was also initiated of a series of training manuals on women, population and the environment in the context of agricultural and rural development. Assistance has been provided to reflect gender issues into FAO training activities in planning and policy analysis, while the first of a set of sub-sectoral guidelines on the integration of gender issues in project formulation were also completed in respect of fish technology and meat and milk production.

*Results of 1992 Evaluation of a People's Participation Project in Sri Lanka*

*The project began work in 1985 and has mobilized and provided training for small village groups. Groups were assisted to identify income raising activities, and improve living standards through better access to services including credit and extension. By 1992 more than 4 000 marginalized rural people had joined forces in 231 groups. Women's needs are better served through their own groups. Sixty percent of group members are women and they tend to be the most active participants. Group members improved their farming practices, but attempts to undertake supplementary income earning activities frequently failed due to inadequate technical and financial appraisal. Groups have average savings of US\$ 70 each. The members use the savings for mutual short-term credit in times of crisis. Group members have increasingly been taking elected office in other rural organizations and local government. The groups have been brought together in village associations and it is proving possible to continue support of the existing groups and expand activities with just nine group motivators.*

154. **Rural Finance:** Attention was given to the implications of lending and insurance policies of rural financial institutions on the environment. Efforts were also made to document and develop a network on research on rural finance. Beginning in 1985, FAO has developed a simple computerized banking system for use in rural areas. A cooperative venture has been launched, as a limited liability company, to further develop and market this package which is now used by some 190 rural financial institutions in Asia. In cooperation with a number of agencies<sup>28</sup>, the system was expanded and introduced to other regions. In line with earlier substantial attention to strategies and training materials for rural banking, during the 1992-93 biennium similar materials have been released for crop and livestock insurance.

155. **Marketing:** Marketing associations based on TCDC principles have played an important role in the four developing regions. The basic requirement of producing the right product for the right market, necessitates that extension programmes take much more account of market conditions in the advice they provide. A series of publications, video material and workshops were prepared to address this aspect, particularly with respect to horticulture, which is one of the most market sensitive sub-sectors. Work on liberalization of markets included efforts to overcome popular misconceptions of the role of the middle-man, who provides an economic service, but also sometimes takes unreasonable profits. Manuals were

<sup>28</sup> Including Japanese institutions, GTZ and the World Council of Credit Unions



issued on marketing margins and attention was given to the credit needs of marketing agents. A sub-regional project in Eastern and Southern Africa developed training and education materials for marketing, which can be adapted to other regions. RAFR also field-tested materials for training illiterate and semi-literate women in basic business skills.

○ **Programme 2.1.6: Nutrition**

<b>REGULAR PROGRAMME 1992-93 ESTIMATES</b>		
<b>Financial Resources and Output Profile</b>		
<b>Budget and Expenditure (US\$ 000)</b>		
<b>Regular Programme Budget 1992-93</b>	<b>Regular Programme Expenditure 1992</b>	<b>Field Programme Expenditure 1992</b>
22 238	10 757	4 868
<b>TRAINING</b>	<b>MEETINGS</b>	<b>PUBLICATIONS</b>
sessions: 29	sessions: 45	original documents: 74
participants: 772	participants: 5 495	translations/reprints: 112
trainee-days: 4 221	participant-days: 31 533	original words (millions): 4.4
<b>DATABASES</b>	<b>NETWORKS supported</b>	<b>FIELD PROGRAMME SUPPORT (% prof.staff time)</b>
number: 4	number: 3	Programme devpt: 15
Megabytes: 23		Project tech.support: 26

***Objectives and Priorities:***

156. The programme supports the efforts of Member Nations to integrate nutrition into national policies and programmes and to provide citizens with adequate information on nutritional choices. At the international level, the programme provides a framework for the development of food quality standards, which can be used to harmonize import/export regulations.

157. The preparations for and immediate follow-up to the joint FAO/WHO International Conference for Nutrition (ICN) held in Rome in December 1992 was a hallmark of the 1992-93 biennium. This included a series of preparatory meetings in which other UN agencies and non-governmental interests were heavily involved. It is envisaged that the conclusion of the Uruguay Round of Multilateral Trade Talks would give considerable impetus to the use of Codex standards as a point of reference for standards in international trade. Following the FAO/WHO Conference on Food Standards, Chemicals in Food and Food Trade held in 1991, the Codex Alimentarius Commission began streamlining its procedures and initiating measures to ensure more complete coverage of food standards.



### *Activities and Achievements:*

158. With regard to **nutrition policy and nutrition programmes**, in cooperation with WHO and UNU-IDEGG, a new approach to assess nutrition status through a Body Mass Index was investigated. The index provides a measure of under- or over-nutrition based on height and weight. RAPA has developed and is disseminating the concept of a quality score, based on food balance sheets for desirable dietary pattern (DDP). The innovative features of this approach are that it ranks diets on not just whether they fulfil minimum nutrition requirements, but also whether excessive quantities of certain nutrients are being consumed and the qualitative satisfaction which may be gained from the diet by the consumer. The importance of the mass media in communicating nutrition messages was emphasised during the ICN. Rather than tackling micro-nutrient deficiencies separately and through additives, emphasis was placed on production and access to a variety of foods to enable all people to eat a balanced diet.

#### *Horticultural Crops for Improved Nutrition*

*Many fruit and vegetable species are rich in essential vitamins and minerals and constitute a valuable food source to better balance the diet of populations at risk of malnutrition. Through interaction between FAO's Nutrition and Crops Programmes, production strategies have been developed aiming at introducing a viable and sustainable solution to vitamin deficiencies through nutrition education combined with increased production of vitamin rich fruits and vegetables. These have been introduced in field projects in Burkina Faso, Guinea, Laos, Niger, Swaziland, Uganda, Viet Nam and Zambia. Demonstrating this approach, the project in Viet Nam has produced educational materials linking nutrition and horticultural production, which has now been taken up by donors in the country.*

159. **Food quality:** Attention was given to the application of good manufacturing practices in the developing countries by small- and medium-sized producers, so that they can meet international standards. Training networks for food quality control were supported in Asia and Latin America and comprehensive manuals have been produced. Technical advice and project activities have been carried out to strengthen food quality control in Eastern Europe. The role of street foods in the spread of cholera in Latin America was confirmed by FAO studies in Colombia and Peru and educational manuals have been produced, and are being used, to educate vendors.

160. Ways of increasing transparency and more closely involving consumers in the work of food control in general and in Codex, have been under review. The **Codex Alimentarius Commission** acted on measures to streamline the approval of standards and to place emphasis on standards for labelling and for maximum limits for additives and contaminants, including pesticide residues and veterinary drugs. This is particularly important if Codex standards are to serve as a point of reference for trade in food products, as envisaged in discussions for the Uruguay Round. A computerized database for maximum residue limits for pesticides in foods was released on diskette. Recommendations were also made for regional standards to be converted to international standards. A new committee was established to address problems of import and export inspection, including harmonization of procedures.



○ **Programme 2.1.7: Food and Agricultural Information and Analysis**

<b>REGULAR PROGRAMME 1992-93 ESTIMATES</b>		
<b>Financial Resources and Output Profile</b>		
<b>Budget and Expenditure (US\$ 000)</b>		
<b>Regular Programme Budget 1992-93</b>	<b>Regular Programme Expenditure 1992</b>	<b>Field Programme Expenditure 1992</b>
39 081	16 717	10 516
<b>TRAINING</b>	<b>MEETINGS</b>	<b>PUBLICATIONS</b>
sessions: 4	sessions: 9	original documents: 61
participants: 64	participants: 289	translations/reprints: 47
trainee-days: 228	participant-days: 717	original words (millions): 3.7
<b>DATABASES</b>	<b>NETWORKS supported</b>	<b>FIELD PROGRAMME SUPPORT (% prof.staff time)</b>
number: 17	number: 1	Programme devpt: 3
Megabytes: 961		Project tech.support: 76

***Objectives and Priorities:***

161. The programme is designed to assist national governments and the world community in analysis and policy formulation for agriculture and rural development through a comprehensive world information base, on all aspects of agriculture, food and nutrition, including trade. Information is also provided to identify and plan interventions for food emergencies and deficit situations, and assistance is given to developing countries for the development of their own statistics and information capacities. Statistics and information maintained under the programme underpin much of FAO's analytical work and wider information dissemination efforts.

162. During the 1992-93 biennium, priority was given to the development of the World Agriculture Information Centre (WAICENT); strengthening and expanding the coverage of the Global Information and Early Warning System (GIEWS); and focusing the State of Food and Agriculture (SOFA) more directly on emerging trends and issues, while retaining an overall perspective.

***Activities and Achievements:***

163. **Statistical Processing and Analysis:** In addition to the maintenance of FAO's central statistical databases and production of the standard statistical series, the main thrust during the biennium has been on the development of the FAOSTAT component of WAICENT. Conceptual design work and a prototype have been developed for the textual information system, FAOINFO. Work continued to bring the first elements of FAOSTAT into operation by the end of the biennium, including integration of the main Forestry and Fisheries databases. Authorized external users will have access to the system through existing



international networks. The PC-based data system: AGROSTAT-PC, has been available since 1991 and has been providing on diskette 1961-91 time series for agricultural, livestock and forestry production and trade, land use, food balance sheets, food aid and population. By July 1992, over 600 complete data sets had been sold.

164. New procedures were introduced to improve the flow of data from national statistical offices to FAO Headquarters, including assistance by the FAO Representatives in identifying the best national sources. Some data are being obtained from other UN agencies, improving data coverage and reducing duplication. For ease of data handling by both FAO and member countries, trade statistics are now collected on magnetic tape in a coordinated system with other international organizations. An inter-country comparison was completed of agricultural output and productivity for 103 countries, based on international prices for a series of bench-mark years from 1970 to 1990. This gave considerably different results from comparisons of value aggregates, based on official exchange rates. At the same time, improvements were introduced and methodologies published for estimating agricultural GDP. RAFR has assisted countries in developing gender disaggregated statistics and also given attention to the use of population census information in designing agricultural surveys.

*Establishment of a System for Collection  
of Agricultural Statistics in Zaire*

*A recent evaluation mission reviewed the progress of a UNDP/FAO project to establish a system for the collection of agricultural statistics in Zaire. The mission found that the project was fulfilling a critical need as Zaire lacked reliable and current statistics for policy and planning. A permanent agricultural survey had been set up and UNDP/FAO inputs well complemented those of USAID and the World Bank, however the political climate, including the withdrawal of several donors from the country, had made sound development of the project difficult and there would be a continuing need for substantial external inputs. There had also been a tendency to expand the scope of the survey, including household information, which while useful might make it difficult to collect all information and process it expeditiously.*

165. **The State of Food and Agriculture (SOFA)**, both for the Conference and for wider distribution, has been made increasingly issue oriented, with more attention to national policies and underlying policy factors in its regional and world reviews and factual information presented in tables. Efforts are also underway to ensure that SOFA reaches the widest possible audience, in addition to recipients through official distribution and sales outlets. In 1992, SOFA included the special topic: *Marine Fisheries and the Law of the Sea: A Decade of Change*. The document concluded that wherever open access was allowed, fish stocks were becoming increasingly depleted. Substantial economic losses were being sustained but high levels of investment continued, seriously damaging the interests of small-scale fishermen. Exclusive user rights were thus a prerequisite for the effective management of fisheries. The 1993 issue is to focus on water and sustainable agricultural development. It highlights that agriculture accounts for 70 percent of water use and this proportion is higher in the developing countries. The inefficient use of this increasingly scarce resource necessitates improved demand management through such instruments as water pricing and water rights.

166. **The Commodity Review and Outlook** is to become available through FAO's pilot textual information dissemination system, FAOINFO. The use of desk top publishing for the



review has resulted in greater flexibility to incorporate the latest developments and to combine the production of text for the review with that for documentation for the Committee on Commodity Problems which has reduced preparation and translation costs. Market information has been strengthened, with a monthly facsimile service for rice and a semi-annual current situation report on tea. Work was undertaken to improve the transparency of the banana market through the Market Information Network for Bananas, including a regular information note.

167. The Global Information and Early Warning System on Food and Agriculture (GIEWS) achieved participation from over 60 non-governmental organizations as well as 104 governments and the European Commission. Close collaboration was maintained with the recently established UN Department of Humanitarian Affairs, and with the World Food Programme in the assessment of emergency situations for consolidated United Nations appeals. Summaries of GIEWS reports were made available to the computerized UN International Emergency Network (UNIENET), which is accessed by relief agencies worldwide. GIEWS monitoring has been expanded to the states of the former USSR and to Eastern Europe and monitoring of the monsoon in Southeast Asia has been strengthened. With financial support from the EC, more integrated consideration of information from various sources, including remote sensing and agro-meteorological data has been achieved, using a computerized geographic information system. Maps for populations in Africa whose food security is at particular risk, were developed with support from the UK-Save the Children Fund. Efforts continued to utilize data on prices, market arrivals, and nutrition indicators to improve GIEWS information on emerging problems and underlying trends.

○ **Programme 2.1.8: Food and Agricultural Policy**

<b>REGULAR PROGRAMME 1992-93 ESTIMATES</b>		
<b>Financial Resources and Output Profile</b>		
<b>Budget and Expenditure (US\$ 000)</b>		
<b>Regular Programme Budget 1992-93</b>	<b>Regular Programme Expenditure 1992</b>	<b>Field Programme Expenditure 1992</b>
39 503	15 136	19 700
<b>TRAINING</b>	<b>MEETINGS</b>	<b>PUBLICATIONS</b>
sessions: 63	sessions: 24	original documents: 164
participants: 1 478	participants: 1 301	translations/reprints: 202
trainee-days: 19 755	participant-days: 5 733	original words (millions): 6.6
<b>DATABASES</b>	<b>NETWORKS supported</b>	<b>FIELD PROGRAMME SUPPORT (% prof.staff time)</b>
number: 19	number: 3	Programme devpt: 8
Megabytes: 394		Project tech.support: 15



### *Objectives and Priorities:*

168. The programme is designed to assist governments in improving their policies and plans for sustainable agricultural and rural development, including security of food supplies for all, and to strengthen national capabilities in these areas. It also provides a framework for improved transparency and policy coordination with regard to international trade.

169. Within this context, priority during the 1992-93 biennium has been attached to assistance to countries undergoing structural adjustment, in formulating their policies and plans for the agricultural sector and for protection of the poorest groups. Due attention has been given to policy advice for sustainable agricultural development. Training has also emphasised structural adjustment and sustainable agricultural development issues.

170. *Agriculture: Towards 2010* submitted to the Twenty-seventh Session of the Conference contains a fuller examination of environmental and sustainability issues. A re-evaluation has also been made of the extent and potential of land suitable for agriculture. The discussion of policy issues in the report has been enhanced by new insights into the inter-actions between macro- and sectoral-policy. It has become evident in preparing the report that shortcomings in methodologies and data continued to impose severe constraints in the analysis of the relationships between food, agriculture and sustainable development, which would need to be addressed progressively.

171. With regard to policy work on **sector and structural adjustment**, analysis and assistance has taken place in 13 countries during the period under review<sup>29</sup>. While most work started from an overall analysis of the agricultural sector and its relation to the macro-economic framework, work in Hungary focused on the meat sub-sector. In Cyprus, advice was given in relation to eventual EC membership. For China and El Salvador, the emphasis was on sustainable agricultural development. In Albania, the initial sector analysis work has been followed up with assistance to develop national policy analysis capability. In Paraguay and Viet Nam continuing assistance has been provided to examine specific policy issues in more detail.

#### *Policy Development in Viet Nam*

*Following an agricultural sector review mission in 1989, a consultation was held on transition to a market economy in agriculture involving the national authorities and donors. This experience was built on further with national workshops covering selected issues including investment priorities, agricultural pricing, credit, research, extension and fertilizers. Key concerns were the effects of policies and equity considerations. A guided study tour was provided, for Vietnamese planners in neighbouring countries with market economies and two training courses were also organized. Preparations are now being made for a Round Table Donor Meeting and ongoing studies and participatory workshops are assisting the Government in defining more detailed policies and plans for property rights and markets, investment and stabilization of agricultural input and product prices.*

<sup>29</sup> Albania, Burkina Faso, China, Cyprus, Egypt, El Salvador, Hungary, Mongolia, Paraguay, Philippines, Senegal, Viet Nam, Yemen.



172. A strong government commitment and the identification of appropriate partners in government have been found to be prerequisites for success in this work. Normally, the government mobilized a national team to take overall responsibility for the policy analysis work. This team was selectively strengthened with international consultants in key areas. National seminars and workshops formed an integral part of the process in identifying and resolving issues.

173. An area of special attention was the effects of structural adjustment on the rural poor. An analytical study<sup>30</sup> found that agricultural growth did little to benefit very poor groups. Failure to ameliorate deprivation was not so much a result of government inaction or indifference, but in many cases stemmed from inappropriate anti-poverty measures, their weak implementation and a lack of coordination among different measures. Rural public works, carefully targeted food supplies or subsidies and improvements in basic education and primary health care, were all found to be important measures in improving the lot of the rural poor as well as mobilization of the poor for group action. An FAO-TCP project in the north east region of Brazil addressed this problem directly through pilot activities on local level planning, which provided training and practical on-the-job experience for over 1 400 government officials aimed at encouraging local people to generate their own ideas for small-scale enterprises and development initiatives. Positive change was observed in the attitude of government staff, but implementation of proposals still suffered from over-centralized and inflexible decision making structures. Assistance to the Philippines particularly focused on mitigating the effects of structural adjustment on the rural poor. To do this, a specific analytical framework was developed and the results have been published. In many of the countries assisted, results have been fed into World Bank and other donor missions, for enhanced dialogue with the government and for the development of financing proposals.

174. Assistance to countries in analysis of policies for sustainable agricultural and rural development was underpinned by methodological studies carried out on the design of analytical frameworks. A study<sup>31</sup> employing a combination of techniques and skills, including game theory, found that a critical problem in the detailed local-level management of environmental resources is an inadequate knowledge of the resource base. Decisions were thus biased by available information. The study cautions against over-reliance on community management as a panacea. The state, the community and the individual all have a place in natural resource management and private property rights can contribute to responsible management. Training materials have also been produced, including

*Seminar with FAO Representatives  
on Policy Work*

*In an inter-divisional activity, a programme of seminars has begun for FAO Representatives and other selected staff on new working arrangements with UNDP and upstream and country policy work. An open dialogue is encouraged around a case study of a country in transition to an open market economy. The case study is also now being used to train other Headquarters staff.*

<sup>30</sup> Design of Poverty Alleviation Strategy in Rural Areas.

<sup>31</sup> A Multidisciplinary Analysis of Local-Level Management of Environmental Resources, 1993.



case studies and computer assisted learning software. In the development of training materials attention was also given to agro-industrial strategy development. Building on the successful experience of CAPPA (a training and sector analysis software) developed by FAO during the eighties, a new programme called K2 was developed and the prototype demonstrated in 1993. K2 is a personal computer-based programme which provides a framework of a general database for agricultural policy and planning. It can be used in providing alternative scenarios for agricultural development with different assumptions as to the changes in such factors as population, technology, natural resources and external trade. The scenarios can include effects on the environment, income distribution, nutrition, etc.. Short-term analysis and economic diagnosis of problems and the effects of policy on prices, supply, demand, trade, income distribution and government account can also be carried out.

175. Advice to countries and regional groupings<sup>32</sup> on **food security** has followed a similar pattern to that on agricultural policy, with reliance on national teams and the use of workshops both to derive and internalise realistic policy conclusions. A food security policy simulation model has been developed with inputs from an Asian regional project. It includes assumptions about the likely behaviour of public and private agents and makes it easier to assess critical timing issues, such as delivery lags for food aid. The growing realization that food security is as much a question of household access to food as overall food availability, has led to the development of composite indices of household food security for 49 countries which were reviewed by the Committee on World Food Security in 1993. Work is ongoing to further develop these indices.

176. Regarding **commodity policies and trade**, FAO maintained its lead position in the development of agricultural commodity projections. The FAO world food model has been further improved and longer-term market outlook studies were carried out for several commodities in cooperation with other international organizations<sup>33</sup>. Agricultural commodity projections found that developing countries are likely to become net-importers of agricultural commodities by the year 2000 and their cereal deficits are likely to show further substantial deterioration. A significant slow down in world agricultural trade was also indicated. Studies and discussions in the Intergovernmental Group on Grains concluded that, following greater trade liberalization, there would be a decline in government cereal stocks which would not be entirely compensated by holdings in the private sector.

177. These conclusions emphasized the importance of reaching agreement in the Uruguay Round, including improved market access for the developing countries. Assistance continued to be given to food deficit developing countries in preparing positions for the Uruguay Round of Multilateral Trade Talks and the Draft Final Act reflects their concerns, although concrete ways of ensuring supplies of food at affordable prices still need to be elaborated. Food

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<sup>32</sup> Benin, Bhutan, Chad, Niger, Somalia, Tanzania, Zambia and the Economic Community of West African States (ECOWAS), the Economic Community of Central African States (ECCAS), the Customs Union of Central African States (UDEAC), the Latin American Integration Association (LAIA).

<sup>33</sup> The World Bank, the International Sugar Organization, the International Wine and Vine Office and the International Cotton Advisory Committee in respect of jute, sugar, wine and cotton respectively.



deficit countries were also assisted in examining the implications of the outcome of the Uruguay Round<sup>34</sup>.

178. FAO's Intergovernmental Commodity Groups continued to focus on developments in national policies, particularly those relating to protectionism. Thus, the Intergovernmental Group on Oilseeds, Oils and Fats had in-depth debates on the new oilseeds policy of the EEC, while the Group on Bananas examined an innovative approach to analyzing the impact of policy developments on world banana trade. The Group on Rice conducted a study comparing rice production costs in many countries. Trade and sustainable agricultural development was discussed at the Committee on Commodity Problems in 1993 and the Intergovernmental Commodity Groups on Hard Fibres, and on Jute Kenaf and Allied Fibres, have given particular attention to the environmental implications of natural fibres. A new annual publication, the *Cereals Policies Review*, analyzes developments in national and international policies. To promote regional economic and technical cooperation, an Inter-American Citrus Network was supported. Most Intergovernmental Commodity Groups<sup>35</sup> have been designated as International Commodity bodies by the Common Fund for Commodities and a large number of projects were identified, prioritized and submitted to the Common Fund. Progress to date on obtaining funding has however been disappointing.

179. In Africa, support has been given by the Regional Offices for Africa and the Near East and North Africa and by the FAO/ECA Joint Division (JAFR) for the development of a Common African Agricultural Programme (CAAP). CAAP, which was initiated by the OAU, is seen as building on initiatives of individual countries and regional groupings, rather than providing an overall masterplan for development of the type which has proved ineffectual in the past.

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<sup>34</sup> For example, the Expert Consultation on International Policy Change and Agricultural Trade in Sub-saharan Africa organized for the ECOWAS region in March 1993.

<sup>35</sup> Bananas; Citrus Fruit; Hard Fibres; Meat and sub-group on Hides and Skins; Oilseeds, Oils and Fats; Rice; Tea.



## ● Major Programme 2.2: Fisheries

REGULAR PROGRAMME 1992-93 ESTIMATES					
Financial Resources and Output Profile					
Budget and Expenditure (US\$ 000)					
Regular Programme Budget 1992-93		Regular Programme Expenditure 1992		Field Programme Expenditure 1992	
43 892		18 626		26 257	
<b>TRAINING</b>		<b>MEETINGS</b>		<b>PUBLICATIONS</b>	
sessions:	14	sessions:	46	original documents:	166
participants:	368	participants:	1 516	translations/reprints:	139
trainee-days:	1 403	participant-days:	7 883	original words (millions):	8.6
<b>DATABASES</b>		<b>NETWORKS supported</b>		<b>FIELD PROGRAMME SUPPORT (% prof.staff time)</b>	
number:	17	number:	17	Programme devpt:	10
Megabytes:	284			Project tech.support:	25

### *Objectives and Priorities:*

180. The major programme promotes the improved management of fish stocks, as an essential element in the conservation of natural resources and the provision of food and incomes. The long-term Strategy for Fisheries Management and Development endorsed by the 1984 World Fisheries Conference which has guided the formulation of FAO's programmes remains largely valid, although adjustments have been made particularly to take account of the results of UNCED. Priorities of the major programme include:

- (a) developing national capacity in applied fishery research and management;
- (b) strengthening management measures for the conservation of aquatic ecosystems, and the prevention of environmental degradation;
- (c) encouraging full participation and equitable sharing of benefits among all who are dependent on fishing activities, with special attention to the problems of women and small-scale operators;
- (d) increasing the productivity of fisheries through the reduction of by-catch and post-harvest losses, the development of products from under-utilized resources, reduction of production cost, and the expansion of aquaculture;
- (e) increasing developing country participation in and returns from international trade in fish and fishery products;



- (f) maintaining a comprehensive international information base on fisheries and fishery resources; and
- (g) support to international cooperation in fisheries management and resource conservation, including support to FAO regional fisheries bodies.

### *Global Activities:*

181. The major programme was deeply involved in the preparatory work for UNCED, in particular in the drafting of relevant parts of Agenda 21. The Government of Mexico was assisted in preparing and holding the International Conference on Responsible Fishing held in Cancún. This proved to be a key preliminary step in international discussions of fishery-related subjects, e.g. as treated by UNCED and in the development of a draft Code of Conduct on Responsible Fishing. Other important international meetings organized by the Fisheries Department in 1992 included: the Conference for the Adoption of a Draft Agreement for the Establishment of an Indian Ocean Tuna Commission, the Technical Consultation on High Seas Fishing and an Expert Consultation on Utilization and Conservation of Aquatic Genetic Resources.

182. The network of FAO regional fisheries bodies continued to be actively supported. Fisheries officers in Regional Offices took over responsibility as secretaries of some FAO regional fisheries bodies, and one officer was outposted to Africa for this purpose. It is expected that the location of secretaries closer to the areas of operation will contribute to strengthening contacts with members. As follow-up to the recommendations of the Eighteenth Session of COFI, the Executive Committee of the Indo-Pacific Fishery Commission (IPPC) at its meeting in November 1992, proposed amendments to the IPPC agreement and structure, with the aim of revitalizing the Commission and strengthening its activities in both the technical and policy fields.

### ○ **Programme 2.2.1: Fisheries Information**

#### *Objectives and Priorities:*

183. The programme's major objectives remain to strengthen FAO's global fishery statistical databases and published information on fisheries and to improve access by users. Assistance is also provided to developing countries for the establishment of effective fishery data and information systems.

#### *Activities and Achievements:*

184. The programme continued to update FAO's fishery databases and worked towards the incorporation of fishery statistical data into WAICENT. Production of established statistical publications remained a major activity and graphical summaries were included in some, to assist interpretation by users. A new analytical software package, FISHSTAT PC, was developed for use by both internal and external users. The system analyses trends of fishery time series and allows for flexible extraction and plotting of data. The implementation of a Local Area Network was carried out within the Fisheries Department, through which



departmental users were provided with direct access to fishery statistics, project information systems, specialized registers and bibliographical information. The programme also continued its support to Member Nations in applied fishery statistics and computing.

185. An independent evaluation of FAO's participation in the ASFA (Aquatic Science and Fisheries Abstracts)<sup>36</sup> programme in 1991, concluded that the programme was not responding fully to the needs of FAO Member Nations because: (a) ASFA products contained too little information relevant to fisheries and aquaculture; and (b) these products and services were too expensive and very few developing Member Nations were making use of them. As a result of this evaluation, FAO decided to withdraw, on a phased basis over three years, from its contractual agreement for publication of ASFA and to establish new modalities which will allow improved coverage of literature produced by developing countries.

#### ○ **Programme 2.2.2: Fisheries Exploitation and Utilization**

##### *Objectives and Priorities:*

186. This programme is the largest of the three substantive Fisheries programmes in terms of resource allocation. Responsibility for implementation is shared between the Fishery Resources and Environment Division (FIR) and the Fishery Industries Division (FII). It covers a wide range of activities in support of the World Fisheries Conference Programme of Action, for instance work on small-scale fisheries development, aquaculture development, international trade in fish and fishery products, and the promotion of fisheries in alleviating under-nutrition. Main objectives of the programme include: improved fisheries management; increased share of developing coastal countries in the exploitation of off-shore resources within their exclusive economic zones; increased developing country participation in international trade; and accelerated aquaculture and inland fisheries development, particularly in landlocked countries. The programme has been increasingly re-oriented to take account of environmental issues. Other relatively new orientations include: applications of Geographic Information Systems; the integration of fisheries aspects in coastal zone management; and closer collaboration between developing countries in fish technology and fish product research.

##### *Activities and Achievements:*

187. The application of Geographical Information Systems (GIS) to marine fisheries resources mapping was actively sought. In cooperation with the FAO Remote Sensing Centre and GIS central facilities, oceanic water depth maps showing bottom sediment type and distribution of main commercial fish species and fisheries of the West African coast were prepared, and there are plans to extend this work to other regions.

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<sup>36</sup> ASFA is an abstracting and indexing service which has emerged from the cooperation since 1971 between the FAO Fisheries Department and other international organizations (such as the Intergovernmental Oceanographic Commission of Unesco, United Nations Division for Ocean Affairs and the Law of the Sea, and UNEP), national government agencies and a private publisher.



188. A global database on marine fish and shellfish species identification (SPECIESDAB) was developed and distributed to national research institutes in 1993. A complementary database, FISHBASE, covering ecological, biological and genetic characteristics of fish species was prepared in collaboration with the International Centre for Living Aquatic Resources Management (ICLARM). Other databases under development are CRUSBASE (a database for crustacean fisheries) and POPDYN (a compilation of population dynamics parameters for application in fishery resources modelling and stock assessment). Species catalogues and field identification guides also continued to be produced. The *Review of the State of World Fishery Resources*, prepared regularly for COFI, has been substantially upgraded to cover more fully marine and inland fisheries and aquaculture. The programme substantially contributed to a review of marine fisheries and the Law of the Sea over the last decade, drawing the attention of COFI to the serious problems affecting fisheries worldwide.

***Emphasis on Integrated Coastal Fisheries Management***

*Experience gained from fisheries management projects has shown that integrated multi-disciplinary approaches are required in solving the complicated socio-economic problems prevailing in coastal areas. In follow-up to earlier work on management of EEZs and with greater understanding of socio-economic complexities and inter-sectoral interactions, the Fisheries Department has adopted the new Integrated Coastal Area Management approach, in collaboration with other agencies such as UNEP and World Bank. This approach, which was emphasized in Agenda 21 of UNCED, is expected to ensure the integration of agriculture, fisheries and forestry sectors with coastal area management, planning and development. An Interdepartmental Working Group established in 1991 gives in-house guidance and, with UNDP financial support, FAO has begun a two-year Integrated Coastal Fisheries Management Programme designed to develop guidelines and comprehensive programmes for implementation.*

189. In view of the growing awareness of the potential of culture-based fisheries in small waterbodies to achieve rapid improvements in yield, two major reviews were initiated during the biennium on inland and fish farming potential in Africa. Coverage of environmental issues has been strengthened by the appointment of an ecologist, responsible more specifically for the environmental issues concerning aquaculture. Guidelines for the promotion of environmental management of coastal aquaculture were published and an eight volume series of publications for training in the techniques of aquaculture has been completed.

190. Standard specifications and guidelines for the marking of fishing gear were prepared by an expert consultation hosted by the Government of Canada, in cooperation with the International Maritime Organization (IMO). The draft Standard Specifications on the Marking of Fishing Gear were submitted and discussed at the Twentieth Session of COFI, which recommended that these be further reviewed before incorporating them into the Code of Conduct on Responsible Fishing. The application of a system for the marking of gear will provide mechanisms for reporting and retrieval of lost or abandoned gear, as well as training of the owners. This will enhance management measures for the protection of the marine environment and the safety of navigation. The important issue of flagging fishing vessels into open registers, to avoid compliance with internationally agreed conservation and fisheries management measures, was discussed in COFI. The present lack of a common system for the registration of fishing vessels and the allocation of a flag makes it difficult for fisheries



administrations to exercise management controls when a vessel changes flag or obtains a flag for the first time. It also makes it difficult to obtain reliable fleet and catch data, which is of particular concern when fisheries conservation agreements are in place. While substantial progress was made, it was not possible to finalize the text of an Agreement and as a result FAO was requested to convene a technical consultation to further elaborate the draft Agreement before its consideration by the Council and eventual adoption by the Conference.

#### *Sustainable Management of Fisheries Resources*

*An FAO project in China, funded by UNDP, assists the Chinese Government with the improved management of the Qinghai Lake fisheries resources, including assessment of optimal population size that could be supported by the lake and the introduction and development of rainbow trout culture. An evaluation of the project in 1992 found that it had made considerable progress in the assessment of productivity of the lake and in developing innovative techniques on experimental fish farming. As a result of this success, the Provincial Government decided to give higher priority to fisheries development in its upcoming Five-Year Economic Development Plan, with special emphasis on trout culture development as a potential source of increased income and fish supply in the Province.*

191. The transfer of appropriate fishing vessel technology was continued and progress made in the development of alternatives to scarce hardwoods in the construction of fishing vessel hulls. Activities included studies on the strength of various materials and the development of a prototype design. Activities associated with harbours and landing places for fishing vessels were expanded, including the production of guidelines for cleaner harbours in cooperation with IMO.

192. Bearing in mind new sanitary regulations being instituted for instance in the EC and USA, with support from DANIDA training on fish technology and quality control continued in all developing regions, in collaboration with the FAO-sponsored Regional Fish Marketing Information Services. In addition, quality assurance and fish inspection training activities were supported by the Regular Programme. Technical support continued to be given to the Committee on Fish and Fishery Products of the Codex Alimentarius Commission, for the development of codes of practice and standards for processing and handling of fishery products. A Code of Practice for Aquaculture Products has been elaborated. Nine orientation seminars on fish quality and marketing were attended by over 500 participants from Eastern and Central Europe<sup>37</sup>. The principal purpose of these seminars was to bring together company representatives from Western countries with the newly developing private industry in Eastern Europe. A Regional Fisheries Credit Network for Asia and the Pacific was established as a result of a consultation organized by the Asia-Pacific Rural and Agricultural Credit Association (APRACA) in 1993.

193. During the period under review, considerable emphasis continued to be given to fish trade development. Coordinating activities were pursued for the global network of regional fish marketing information, as well as technical advisory services to developing countries.

<sup>37</sup> Held at Gdynia (Poland), Budapest (Hungary), Prague (CSFR), Bourgas (Bulgaria), Constanza (Romania), Moscow, Murmansk, Kaliningrad (Russia) and Riga (Latvia).



The two GLOBEFISH publications, which are distributed through the regional fish marketing information networks, were issued regularly: the monthly *European Fish Price Reports* (covering information on major West European, North American and Japanese fish markets) and the quarterly *GLOBEFISH Highlights* (which summarizes market events for the most recent quarter and provides medium-term forecasts).

194. The recent Study of International Fisheries Research emphasized the need for strengthening national research capabilities. At the same time, the study recognized that increased and better coordinated international and regional cooperation in research could significantly improve the effectiveness of national efforts in research and enhance the impact on fisheries development. The improvement of national research capabilities did receive greater priority under both the Regular and Field Programmes.

#### ○ Programme 2.2.3: Fisheries Policy

##### *Objectives and Priorities:*

195. The programme assists countries in the formulation of policies and programmes for fisheries, especially by providing a wide range of advisory services and training in the techniques of planning fisheries development, management and investment. The programme also promotes international and regional collaboration in fisheries research, development and management, through a network of nine regional fisheries bodies, their sub-regional committees and technical working parties, as well as through other international and regional organizations concerned with fisheries and marine affairs.

##### *Activities and Achievements:*

196. During the biennium, the programme continued its assistance to strengthen national planning and management capabilities in the fisheries sector, through improved data collection, training of national staff in fisheries development/investment planning and management, as well as direct policy advice and technical assistance to Member Nations through multidisciplinary missions. With funding from Japan, FAO organized an expert consultation on the development of community-based coastal fisheries management systems for Asia and the Pacific. Participants to the consultation noted that stronger participation of fisherfolk in resource conservation and management was essential in maintaining the sustainability of fishery resources and rural communities.

197. As follow-up to the recommendations of the Committee of Inland Fisheries of Africa (CIFA), a comprehensive baseline survey at country and regional levels was conducted in 6 Sahelian countries<sup>38</sup>. The survey presented an in-depth analysis on recent trends in fishery development planning and resource management. Its results were used in the

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<sup>38</sup> Burkina Faso, Chad, Gambia, Mali, Niger and Senegal.



formulation of a sub-regional project to assist these countries and organizations of the region<sup>39</sup> in improving skills in the management of resources and to strengthen collaboration in information networks and management, particularly for shared stocks.

198. In response to a recommendation by the Nineteenth Session of COFI, gender issues received greater consideration both in Regular and in Field Programme activities (see box). Within the Working Group on Sustainability in Fisheries, a programme was initiated to enhance the availability of field data from non-project areas to sensitize the international development community to the extent to which women issues are still not addressed in fisheries.

#### *Women in Fisheries Development*

*Fish is a very important traded product in coastal areas of Sierra Leone, as in most other West African coastal societies. While fishing activities are almost exclusively performed by men, fish processing and marketing activities are carried out by women. The problems faced by women include lack of appropriate fish smoking technology, scarcity of basic materials for the construction of smoking ovens and lack of organization for a better bargaining position. A project funded by Norway has been addressing these issues in the Shenge Region of Sierra Leone since 1989.*

*Although weaknesses in national institutional capacity reduced project effectiveness, the project succeeded in: (i) extension of the technology of the construction of new improved ovens with greater smoking capacities and lower fuel wood consumption; (ii) training village women in the handling, processing and storage of fish; and (iii) establishment of village Fish Processing Associations. Through these associations, women have been able to counteract the low prices previously dictated by the better organized traders.*

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<sup>39</sup> For example, the Lake Chad Basin Commission, Permanent Interstate Committee for Drought Control in the Sahel, Mano River Union.



## ● Major Programme 2.3: Forestry

REGULAR PROGRAMME 1992-93 ESTIMATES					
Financial Resources and Output Profile					
Budget and Expenditure (US\$ 000)					
Regular Programme Budget 1992-93		Regular Programme Expenditure 1992		Field Programme Expenditure 1992	
30 713		13 018		57 329	
<b>TRAINING</b>		<b>MEETINGS</b>		<b>PUBLICATIONS</b>	
sessions:	11	sessions:	24	original documents:	118
participants:	196	participants:	1 439	translations/reprints:	125
trainee-days:	1 292	participant-days:	6 450	original words (millions):	5.7
<b>DATABASES</b>		<b>NETWORKS supported</b>		<b>FIELD PROGRAMME SUPPORT (% prof.staff time)</b>	
number:	17	number:	18	Programme devpt:	7
Megabytes:	762			Project tech.support	36

199. The major objective of Major Programme 2.3: Forestry is to promote forest resources conservation and sustainable development. Its three constituent programmes build on the orientations of UNCED Agenda 21 and the *Forest Principles* adopted by UNCED.<sup>40</sup> The Tropical Forests Action Programme (TFAP) remains the main strategic framework for the implementation of Agenda 21 with regards to tropical forests, and is being retained as a key Special Action Programme through which the Organization is supporting Member Nations in formulating and implementing national forest action plans. As a consequence, a significant share of activities and resources within each of the three programmes under Major Programme 2.3, has been targeted in support of TFAP activities. Those are highlighted below.

### *TFAP Activities and Achievements:*

200. Three regional documentation centres were established in the FAO Regional Offices for Latin America and the Caribbean, Africa, and Asia-Pacific. The Central American Commission for Environment and Development (CCAD), with the support of FAO and other TFAP partners, undertook the formulation of a sub-regional TFAP, as well as an *Agenda on the Environment* presented at UNCED. Similarly, the Secretariat of the Amazon Cooperation Treaty and the CARICOM Secretariat were supported in the development of sub-regional TFAP programmes. A network on forestry and environment was established for the Caribbean region in September 1992 in order to strengthen horizontal cooperation regarding

<sup>40</sup> i.e. The non-legally binding authoritative statement of principles for global consensus on the management, conservation and sustainable development of all types of forests.



TFAP. The regional technical network of watershed management for Latin America established close operational links under the sub-regional TFAP and NFAPs for all watershed related projects. Both networks are being supported by RLAC in Santiago.

201. In Africa, a series of workshops have been held to identify new ways of programming TFAP activities at the sub-regional level. As a result, the CILSS countries have been working together to develop a sub-regional exercise covering eight countries. Similarly, a workshop was held for the benefit of IGADD countries in Nairobi (March 1992) to focus international support on the problems linked to desertification control and sylvo-pastoral development in the sub-region, within the framework of TFAP. In the SADC countries, a sub-regional

training programme covering ten countries was launched. The programme, supported by FINNIDA, complements a forestry and forest products research programme already underway at the sub-regional level.

202. Of the 90 countries which have initiated a national TFAP process, 32 countries and one sub-region (Central America) are now at the implementation stage. External funding committed under the programme reached US\$ 2 026 million at the end of 1992, a third of the identified funding requirements. Most of it has been directed to Asia and the Pacific (71 percent of total), within the framework of the Master plans for Forestry Development funded by the Asian Development Bank. Funding for Latin America (17 percent) and Africa (12 percent) reached US\$ 580 million. Progress achieved in the implementation of projects identified under individual NFAPs is being monitored by the TFAP Coordinating Unit in FAO.

#### ○ Programme 2.3.1: Forest Resources and Environment

##### *Objectives and Priorities:*

203. The programme covers a range of activities linked to forest management and conservation including management support to fragile ecosystems, land use planning and restoration of degraded forests, land and water resources. A key priority area under the

#### *TFAP Update*

*As a result of the programme evaluation carried out in 1990, TFAP was reoriented to emphasize country-led and country-based activities. Consultative meetings with representatives of the different TFAP partners, including beneficiary and donor countries, intergovernmental and non-governmental organizations and multilateral development banks, were held to set the framework for future work under TFAP. A consensus was reached on a revised development objective for the TFAP, i.e. to enhance the national management, conservation and utilization of the forest resources of tropical (and sub-tropical) countries, so as to optimize the contribution of the forestry sector to their economic and social development on an environmentally sustainable basis. The Tropical Forestry Action Plan was also renamed "Tropical Forests Action Programme" to better emphasise the new process-oriented approach featuring people's participation within National Forestry Action Plans (NEAP). New "Operational Principles" reflecting these changes were prepared by the TFAP Coordinating Unit in close collaboration with more than 120 professionals and agencies and the FAO Council nominated a special ad hoc group to study the creation of a Consultative Group. Proposals were considered by the FAO Council in June 1993.*



programme is the continuing analysis and use of the results of the 1990 World Forest Resource Assessment.

### *Activities and Achievements:*

204. During the biennium, several activities have centred on identifying ways and means of harmonizing forest management and utilization practices with conservation of forest genetic resources. The series of regional manuals on multipurpose management of lowland tropical forests was completed in 1992. Integrated management systems aimed at maximizing the overall benefits and sustainability in the use of fragile ecosystems in particular mangroves, have been developed through FAO projects<sup>41</sup> in Southeast Asia. Experiences on this

have been exchanged among countries in the region, as well as with Latin America and the Caribbean through study tours, courses and workshops, and a manual was prepared, in close collaboration with the Fisheries Department. The manual highlights the particular importance of integrated management practices and regular monitoring of external influences, often man-made, for the sustained use and conservation of mangrove ecosystems. Mangroves contain a wide range of highly specialized organisms closely dependent on specific habitat and environmental conditions and are, thus, at high risk when changes in the environment lead to siltation, variations in flooding cycles, salt concentration, etc..

205. Results from the **1990 Forest Resource Assessment** for both tropical and sub-tropical areas were published during the biennium. Its major findings confirm the rapid decline of forest cover. From 1980 to 1990, deforested areas grew 8.5 times faster than planted areas at an average of 15.4 million ha. per year<sup>42</sup>. Annual loss of forest cover was estimated at 7.4 million ha. for Latin America and the Caribbean (- 0.8 percent per annum); 4.1 million ha. for Africa (- 0.7 percent); and 3.9 million ha. for Asia and the Pacific (- 1.2 percent). Annual loss of forest cover was particularly high in upland formations (- 1.1 percent per annum) and moist deciduous forests (- 1.0 percent) as compared to tropical rain forests (- 0.6 percent). Estimates of forested areas are now available for almost all countries,

#### *Watershed Management and Community Participation*

*An Italian-funded inter-regional project on participatory upland conservation in five selected countries (Bolivia, Burundi, Nepal, Pakistan and Rwanda) is concentrating on local watershed management practices. In all cases, the active involvement of the watershed populations and particularly of women has been the key factor in the selection of activities to be supported by the project. Although the project is still in its initial phase (two years), the participatory approaches through which workplans and programmes are being prepared have generated a great amount of interest in new watershed management options among local and national authorities and the donor community.*

<sup>41</sup> Bangladesh, Myanmar, Philippines, Thailand.

<sup>42</sup> The pan-tropical forest cover was 1 910 million ha. in 1980 and was found to be only 1 756 million ha. in 1990.



although the quality and completeness of the information varies greatly from region to region.<sup>43</sup>

206. The study also found that most tropical countries do not have sufficient institutional capacity to collect and analyze data on a continuous basis and confirmed the need to support national forest inventories, which have generally been a neglected aspect of forest resources management and conservation. The study recommended that the Forest Resources Information System (FORIS) and follow-up activities linked to the continuous assessment of all forests and support to national capacity building be firmly established under FAO's Regular Programme. This is one of the main proposals for forestry, included in the 1994-95 Programme of Work and Budget for consideration by the FAO Conference.

207. With the expansion of the mandate of the Consultative Group on International Agricultural Research (CGIAR) to include natural renewable resources in general, and forestry in particular, new collaborating arrangements were established in the field of forest genetic resources with the International Board for Plant Genetic Resources (IBPGR), the International Council for Research in Agroforestry (ICRAF), and the Centre for International Forestry Research (CIFOR). In January 1993, the CGIAR together with the Keystone Centre (USA) organized a meeting, with the assistance of FAO, leading to a major discussion, the "Keystone Dialogue", on forest genetic resources. The meeting aimed at harmonizing the work of the CGIAR centres with ongoing activities of FAO and other international and national institutes working in this field.

208. Studies have been completed on the incorporation of **genetic conservation** concerns into forest management practices to ensure sustainable production. Case studies<sup>44</sup> from Brazil, Ghana and India found sustainable multipurpose forest management practices, aimed at increasing immediate yields of both wood and non-wood products, to be generally compatible with genetic resource conservation. Forest management was moreover seen as

#### *Forestry Research Support Programme (FORSPA)*

*Since 1991, a regional project in Asia and the Pacific supported by the Asian Development Bank has been collaborating with forestry research institutions in the region to promote effective "lab to land" dissemination of research results to end-users and strengthen national capabilities, through networking of activities and increased access to updated information services. The programme Network provides both management and scientific information to decision-makers and researchers and Regional Seminars, Expert Groups and Consultations identify specific areas of collaboration among participating countries. Five major themes have been selected to focus cooperative work i.e. upland watershed management; reforestation of degraded lands; conservation of ecosystems; sustainability of plantations; and community forestry.*

*FORSPA covers 13 countries in the region: Bhutan, P.R. China, Fiji, India, Nepal, Indonesia, Malaysia, Myanmar, Pakistan, Papua New Guinea, Philippines, Sri Lanka, Thailand.*

<sup>43</sup> Information for most of Africa, and in particular for tropical Africa, is not at the same level as that for Asia and Latin America.

<sup>44</sup> FAO Forestry Paper published in 1993 on the "Conservation of the Genetic Resources in Tropical Forest Management".



a key element in providing for a full range of economic and social benefits, thereby stressing the true value of forests and their contributions to the protection of soil and water, provision of shade, shelter and soil amelioration. Another study addressed the issue of mixed and pure forest plantations and concluded that environmental and socio-economic aspects could be adequately addressed through the accurate specification of planting objectives, coupled with "good forestry practices".

209. In Latin America, particular attention was given to the impact of "debt for nature" swap arrangements and the use of wildlife for sustainable development. Experiences in projects covering dryland forest management have been analyzed, for inclusion in a Conservation Guide on Dry Forests. Increased support has been given to networking arrangements in the Mediterranean region through the FAO Committee "Sylva Mediterranea", which introduced new initiatives on forest fire management in drylands, the Mediterranean coniferous species and the multiple use of forest species in the Mediterranean region.

#### *Environment and Rural Schools*

*A Dutch-funded trust fund project, in the rural areas of Peru, has introduced environmental and forestry concerns in primary school curricula. Local communities have responded with enthusiasm. This experience is now being used within FAO to develop a manual for rural school teachers on the methodological design and implementation of an environmental/forestry school curricula. This will contribute to overall FAO efforts to increase public awareness on the importance of forests and forestry for socio-economic development and environmental conservation.*

210. A new area of attention linked to land-use and agro-forestry was introduced during the biennium i.e. urban forestry. An orientation guide was completed in this connection.

#### ○ **Programme 2.3.2: Forest Products**

##### *Objectives and Priorities:*

211. The programme assists Member Nations in realizing the full potential of forest production from both wood and non-wood resources on a sustainable basis, leading to increased value added from the limited resource base. Priority is given to improved technologies and approaches for wood and non-wood forest products, which address both environmental and efficiency aspects in resource utilization. Appropriate harvesting, marketing, and processing technologies are covered. Training, a central component of the programme, has primarily focused on planning and implementing forest harvesting operations, market development for forest and tree products and improved operating methods, particularly for medium- and small-scale enterprises. The programme also monitors progress in the supply and use of forest and industrial residues as well as that of alternative raw materials, and new developments in processing and packing technologies. Other important areas of work are the analysis of the energy potential of woody biomass, and improved efficiency of wood energy utilization and conversion technologies.



### *Activities and Achievements:*

212. During the biennium, in complement to TFAP activities, FAO launched a "**Code of Forest Practices and Harvesting Technologies**" which has been used to sharpen the focus of training provided to forest officers and logging supervisors. The Code is to be published for wide dissemination. Substantial training materials were produced on **planning and management of forest industries**, and demonstration sessions and workshops on conventional and improved harvesting technologies were organized for forestry staff in the public and private sectors. Through the Field Programme, about 150 high-level professionals from both the public and private sector have also been trained. As part of its networking and technology transfer activities, an FAO *Harvesting Bulletin* was launched with the objective of promoting environmentally sound forest practices worldwide. The Bulletin has been produced twice annually, and distributed to about 3 000 institutions and individuals.

213. Emphasis was given to new technologies for the improved use of forest residues, particularly in countries with economies in transition. Particular attention was also given to appropriate technologies aimed at the development of small-scale forest-based industries, such as the introduction of transportable steam engines able to operate in small-scale units. Following a global survey carried out to identify the issues of particular interest to the pulp and paper industry sector, the Advisory Committee of Experts on Pulp and Paper decided to focus its work on a limited number of subjects, such as recycling of waste paper, training in pulp and paper industrial operations, and the importance of non-wood fibres.

214. The joint activities of the ECE Timber Committee and the FAO European Forestry Commission underwent a major review in January 1992. As a result, programme priorities were reorganized to cover key areas, such as assistance to economies in transition in Eastern Europe, sustainable development and environment. Activities of international assistance to transition countries in the forestry sector were endorsed by the Timber Committee at its 1993 session. Three main areas of activity have been identified: institution-building, development of sound enterprises, and the study of special issues, such as the continuing expansion of temperate forest resources and the increased importance of the non-wood functions of the forest. A network of specialists from the region will be monitoring activities in countries with economies in transition to prepare follow-up to ongoing activities.

215. **Trade and Marketing** activities, including the marketing of non-wood forest products, were brought together under a single sub-programme to allow for a more integrated approach. A comprehensive programme for the marketing of forest products was formulated with an initial focus on:

- (a) raising awareness on the benefits of an efficient marketing function;
- (b) improvement of the marketing information base; and
- (c) strengthening national capabilities in the marketing of forest products.



Case and market studies<sup>45</sup> were used to develop training material on the importance of efficient marketing of forest products and operational manuals on the incorporation of marketing aspects in forestry programmes.

### ○ Programme 2.3.3: Forest Investment and Institutions

#### *Objectives and Priorities:*

216. The programme covers key aspects of forestry development, i.e. human resources development, institution-building, policy analysis and advice, forestry statistics and the participation of rural people in forestry. Inputs to the TFAP process include forestry sector planning and the review of inter-sectorial linkages, within the broader context of rural development. Moreover, the programme is heavily involved with the launching of national forestry actions plans (NFAPs) and the strengthening of institutional arrangements for their implementation and follow-up. During the biennium, emphasis has shifted towards "upstream" policy aspects, such as assistance to countries with economies in transition for the reorientation of forest policies and legislation, and the transfer of responsibilities for forest management to local communities. Within this context, decentralized and participatory planning remains a major focus.

#### *Activities and Achievements:*

217. The survey of forestry policies in the Near East Region was finalized and a similar survey, for the Asia and Pacific Region, was discussed in an expert consultation on forest policies, jointly sponsored by FAO and IFPRI. An analysis of the evolution of national forestry institutions in Latin America was launched in 1992 to assess current experiences and major impacts arising from the implementation of economic adjustment programmes and new policy dimensions, such as sustainable development and the environment. The results from the study are expected to provide important indications concerning capacity building needs, and future support to national institutions in the region. Joint activities with UNEP, the World Bank and the University of Minnesota have led to a landmark publication<sup>46</sup> on investment preparation for the forestry sector, which provides general guidance on the economic analysis of the impact of forestry projects. It will be followed by other reference documents on more specific issues and strategies arising at the regional level.

218. The exchange of statistical data regarding the forestry sector has been greatly expanded through enhanced computer equipment and processing systems. The regular use of diskettes has allowed the exchange of data and international forestry statistics in computer readable form. The publication of FAO forestry statistics in PC compatible format (AGROSTAT-PC) has led to regular information exchange with over 30 member countries.

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<sup>45</sup> Marketing of Brazil nuts, marketing of plywood on export markets from Indonesia, and a study on high-value markets for tropical sawnwood, plywood and veneer in the European Community.

<sup>46</sup> Published in 1993 as FAO Forestry Paper 106: "Economic Assessment of Forestry Project Impacts"



Basic worldwide forest sector statistics introduced at the Tenth World Forestry Congress (Paris, 1991) have been updated and published in conjunction with *Unasylva*.

219. Under the joint impulse of the sub-programme on **community forestry** and associated action programme on Forest, Trees and People (FTP) now in its second phase, FAO aimed at strengthening national and local capabilities and emphasized the decentralization and institutionalization of participatory approaches in forestry. A new databank has been developed in support of communal management of forests and tree resources. It is

to provide decision-makers with up-to-date information on existing common property management systems related to forestry. Completed studies on "conflict resolution" for common resource management issues in the Latin American Region will be followed up by a regional workshop.

220. Activities under the **Forest, Trees and People Programme** are now being developed and implemented by partner institutions in the regions. In a number of participating countries, this process is supported by FTP advisory panels including representatives from NGOs and training institutions. FTP regional lead institutions are responsible for adapting and disseminating these new methods and approaches to support people's participation in forestry among institutions and individuals involved

in community forestry activities. The FTP network facilitates the exchange of information and experiences on community forestry among institutions and individuals from all over the world. Its quarterly journal reaches more than 4 000 members.

#### *Fuelwood for Energy in the Sudan*

*In connection with an FAO project dealing with the above, the evaluation mission found promising the results of community planting schemes in previously covered forest lands which had not responded well to natural or artificial regeneration techniques. Management plans for forest reserves had been established with the participation of surrounding villages to allocate forest lands for fuelwood harvesting or agro-forestry activities. The mission, however, emphasized the need to develop an integrated land use planning capability within the Forests National Corporation in support of more sustainable agricultural production systems in areas prone to drought and over-grazing.*

#### *Community Management of Natural Resources*

*In Tanzania, local expertise was sought to organize a group appraisal of local attitudes and practices for environmental restoration involving local communities. The event, which was documented on film, gave local people an opportunity to articulate the problems they confront and to propose alternative ways to solve environmental problems faced in the community. It highlighted the linkage between lack of local influence and control over the management of the natural resources and the acceleration of environmental degradation.*



## CHAPTER 5: DEVELOPMENT SUPPORT AND PROJECT OPERATIONS

221. Development Support Programmes under Chapter 3 of the Programme of Work and Budget cover technical cooperation and food aid requirements of Member Nations (Major Programme 3.1, Field Programme Liaison and Development) and investment needs (Major Programme 3.2, Investment). At the country level, the FAO Representatives (Major Programme 3.4) liaise with national authorities and representatives of various development agencies and assist in identifying and programming countries' assistance needs, in providing direct advice, and in the implementation of activities and outputs of the technical and economic programmes of the Organization.

222. Financed entirely from Support Cost income, the role of FAO's operations units is to ensure efficient project implementation, while at the same time facilitating technical support of projects.

Table 5.1 Budget and Expenditure Summary (US\$ 000)

Programme Area	Regular Programme Budget 1992-1993	Expenditures 1992	
		Regular Programme	Extra-budgetary Resources
3.1 Field Programme Liaison and Development	8 231	4 184	5 076
3.2 Investment	27 503	12 223	15 934
3.4 FAO Representatives	67 720	32 039	11
3.9 Programme Management	1 419	866	787
<b>Total Chapter 3 Development Support Programmes</b>	<b>104 873</b>	<b>49 312</b>	<b>21 808</b>
Operations Units	nil	nil	25 911

### ● Major Programme 3.1: Field Programme Liaison and Development

223. Major Programme 3.1, Field Programme Liaison and Development is implemented by the Field Programme Development Division (DDF) under supervision of the Assistant Director-General, Development Department. The main functions of DDF are programming of FAO's technical assistance, including project appraisal; resource mobilization; and monitoring, feedback and follow-up to field activities (including liaison and support to the World Food Programme). DDF also has direct responsibility for management and



administration of the TCP, as well as the FAO Representatives' Offices. It has overall responsibility for the administration of the Associate Professional Officers Programme, and for policies regarding United Nations Volunteers working with FAO-executed projects. During the biennium, a major preoccupation was the adjustment of the Organization's approaches and processes for field operations in the light of the UNDP Successor Arrangements and the emphasis on national execution, as well as increased involvement in "upstream" policy-related activities. This has also entailed substantial coordination work with UNDP and other UN Agencies affected by the new arrangements.

**Table 5.2 Workload Indicators - Field Programme Development Division**

	Number of Activities 1991-92			
	Regional Bureaux	Resource Mobilization Service	WFP Liaison Unit	Total*
Country reviews and briefs prepared	50	n.a.	n.a.	50
UNDP Country Programmes reviewed	66	n.a.	n.a.	66
Sector review and programming missions organized	39	n.a.	2	41
Programming visits to countries undertaken	51	36	28	115
Donor meetings organized/attended	15	34	n.a.	49
Preliminary appraisals and comments on projects	493	362	80	935
Projects for which formal requests were received and reviewed	216	362	n.a.	578
Project documents prepared with DDF participation	115	310	n.a.	425
UNDP TSS-1 activities formulated	88	n.a.	n.a.	88
Country programme monitoring reviews for projects and WFP project reviews conducted	11	n.a.	103	114
n.a. = not applicable;				
* Certain activities involve both the concerned Regional Bureau and the Resource Mobilization Service				

## ○ Coordination and Policy Work

224. The major programme has been heavily involved in developing improved internal coordination arrangements for the Field Programme to adjust them to changing needs and modalities for technical cooperation of the UN system. Attention was placed more particularly on: the expansion of national execution; the promotion of the programme approach; and reformulated Special Action Programmes for sustainable agriculture and rural development. This included, as described in Chapter 6, the establishment of a high-level "Steering Committee on Field Activities", with the Field Programme Committee reconstituted to ensure broader inputs at the working level. The first and second round of UNDP TSS-1 proposals were prepared by technical units under DDF coordination, and FAO was assigned



the responsibility for executing 78 TSS-1 activities (see Chapter 3). Detailed internal arrangements for the administration, budgeting and management of TSS-1 activities were developed, with the lead role in each activity being assigned to the concerned technical unit. In addition, briefing sessions were organized for FAO technical staff and FAO Representatives.

225. Similarly, improved internal arrangements have been developed for the management of FAO technical and administrative mobilization of support services to projects. In order to strengthen the technical inputs of the Organization, while ensuring greater continuity throughout the project formulation and implementation process, a lead technical division is now appointed at the start of formulation, to chair a project task force of all concerned units, throughout the project life (See Chapter 6 and text box). New procedures to reinforce the programme-oriented approach and to improve project appraisal were introduced for a trial period of six months from April 1993. Periodic meetings are held to examine how the procedures are working.

#### *Revised Procedures for Project Development*

*Under the revised trial procedures for project development, a project idea is first pre-appraised by the FAO Representative in the country. It is then reviewed by the Regional Bureau in the Field Programme Development Division. The Bureau examines whether the project is in line with country programme priorities and the activities of other assistance agencies, as well as FAO's own priorities. Only then is a decision taken to proceed with project development and search for the most appropriate source of funds for the project. Thus, proposals for all sources of funds, including FAO's own TCP, are first screened by the Regional Bureaux. The next step is an organizational meeting to agree on the lead technical division which will chair the task force for the project throughout formulation and implementation. The Regional Bureaux are represented on all task forces, and if the project is funded by TCP or Trust Funds, the respective liaison unit is also fully involved.*

#### ○ TCP Experiences

226. The screening and appraisal process for TCP projects has been further strengthened. This includes more systematic participation of the Regional Bureaux to supplement the assessment by FAO Representatives and the technical units. TCP criteria continued to be strictly applied in that the project must be coherent with the country's development programme and fully complement the work of other assistance agencies, as well as being in line with FAO's own priorities. Emphasis is placed on projects which are catalytic and with a strong likelihood of follow-up. Overall information on TCP project approvals during the biennia is given in Chapter 3, while examples of TCP-supported actions are found in the following text box.



### **Examples of Recent TCP Experience**

The TCP has been intended, from its creation in 1976, to provide rapid, short-term assistance to member countries. TCP projects are generally meant to: offer practical training; provide advisory services in specialized fields; support the formulation of development programmes; stimulate increased investment in the agricultural sector; catalyse ECDC/TCDC activities; and meet emergencies. Some recent examples of TCP experience are provided below.

Policy and Programming Assistance - In **Dominica**, a nine-month, US\$ 65 000 project (TCP/DMI/0051) prepared, in 1991, a comprehensive review of the agricultural sector and formulated development strategies for the 1991-94 Agricultural Sector Plan. This helped operationalize the Dominican Government's decision to accelerate agricultural diversification and the production of new export crops, in response to the expected changes in traditional export markets. The report was well received and a number of recommendations are under implementation, including the establishment of a donor coordination mechanism to mobilize support for development projects, preparation of the set of projects identified in the Sector Plan, approval of a new land use policy, launching of a mechanization programme for small farmers and initiatives to improve access to foreign markets.

Institution Building for Plant Protection - Three projects were operated simultaneously in the Caribbean Region in 1990-92 to strengthen plant protection and quarantine capabilities, covering **Antigua and Barbuda**, **Saint Kitts and Nevis** and **St. Vincent and the Grenadines**. All three projects were conceived on a similar model, with a training component to strengthen the technical capabilities of local plant protection staff and a legal component to introduce and/or update existing legislation on plant material exchange and trade, a particularly important aspect in view of the Uruguay GATT Round. In Saint Kitts and Nevis, the US\$ 190 000 project (TCP/STK/0051) also designed a fruit fly detection system and found the presence of *Anastrepha obliqua* to be widespread in Saint Kitts. Building on the achievements of this and the other two projects in the sub-region, a regional TCP project was subsequently formulated to support harmonization of plant quarantine activities. Follow-up training in the sub-region for plant protection staff on technical aspects of plant quarantine, was financed under bilateral assistance.

Institution Building for Food Security - In **Angola**, following a ten-year long decline in food and agricultural production and severe deterioration in the nutritional and living standards of the population, the government decided on the implementation of a national food and nutrition policy. The various ministries concerned with food security were restructured and a new department for food security policy was created. Assistance was sought from the TCP to strengthen this new department and a US\$ 287 000 project (TCP/ANG/0052), operational in 1990-92, provided on-the-job training of national staff, collection and analysis of statistical data, elaboration of institutional structuring and management proposals. A preliminary analysis of the national food situation identified the most urgent areas to tackle the food deficit and a US\$ 1.6 million three-year project was prepared, but donor support has been delayed because of the domestic situation.

In **Zambia**, the marketing system for agricultural produce has been subject to various institutional and policy changes over the recent past, creating instability and uncertainty affecting the overall food security situation. FAO had provided assistance with Dutch funding until April 1992, when the project ended. While the need for continued assistance was recognized, the proposed follow-up project had to be extensively revised due to a change in government and complete restructuring of the institutional set-up. At the same time, the serious drought in Zambia meant that there was an urgent need to keep the FAO team operational to assist the government with emergency operations. TCP funding (TCP/ZAM/2252 -US\$ 284 000) was thus requested for bridging operations to provide continuity between the two phases of the project. TCP assistance also addressed the problems of commercial procurement of maize and the logistics of maize imports, storage and distribution within the country. The project also helped with the development of a liberalized maize marketing system.



Support to South-South Cooperation - In Mongolia, a TCDC workshop on pastoralism and socio-economic development was supported by the TCP in 1990 (TCP/MON/0051 - US\$ 234 000) to stimulate ideas and concrete programmes on pastoral development. Mongolia was chosen to host the event since it has the largest pastoral economy and was experiencing many innovations and social changes, which could supply valuable lessons to other countries. A series of background studies served to relate the Mongolian experience to other countries' problems. In particular, the experience of cooperative organization in grazing was found of interest. The workshop brought together participants from Africa, the Near East and Asia, with representatives from ILO, IFAD and FAO. Follow-up activities were organized with support from the FAO Regular Programme, including international workshops in Kenya and Jordan and national studies in Ethiopia and Tanzania. The TCP supported another workshop in Iran (TCP/IRA/2255) and both bilateral donors and NGOs have shown interest in supporting development of better pastoral policies.

Support to Participative Approaches in Development - In Burundi, as a part of the ongoing democratization process, the government wished to involve the rural population more closely in its own development. FAO was requested to assist in defining a new strategy for agricultural extension using a participative approach. A US\$ 115 000 project (TCP/BDI/0156), operational in 1991-92, provided expertise in extension and training, and organized several workshops ("ateliers de réflexion") with national extension staff and development partners, including field project managers, to identify problems and search for solutions in a participative manner. In addition, an experiment in joint participative planning was carried out in several communes which gave an opportunity to test the new techniques, identify constraints and start training the concerned staff in the new approaches. A follow-up project to establish an in-house training system for government staff was also prepared. A year after the TCP project had terminated, the participative approach had been extended to five provinces. The linkages between research and extension were also strengthened, as recommended by the TCP project, through the systematic organization of joint field visits of research and extension staff to identify extension themes closer to the needs of the rural population.

Policy for Agro-Industrial Development and Processing - Thailand, with one of the most dynamic economies in the world, has been undergoing rapid structural changes, with the share of agriculture in GDP dropping from 40.5 percent in 1960 to 14.4 percent in 1990, thus raising concerns about potentially unbalanced development. The government has identified agro-industrial development as a key factor in raising rural incomes. A US\$ 299 000 project (TCP/THA/0153) strengthened the capability of the Ministry of Agriculture and Cooperatives in agro-industrial policy analysis and formulation. In addition to staff training, it developed an information base to serve the needs of agro-industrial policy analysts. Valuable insights were also obtained into the factors responsible for the sector's successful development in the past.

In Cape Verde, a US\$ 138 000 project (TCP/CVI/0053), operational in 1991-92, aimed at sustaining horticultural production and ensuring the availability of local produce for consumption over a longer period, while reducing post-harvest losses. It introduced artisanal techniques for processing and conservation of fruits and vegetables, which, prior to the project, was insignificant, as most processed products were imported. The government built the necessary infrastructure for a pilot food processing centre and it was equipped by FAO with solid but simple machinery, with a processing capacity of 8 to 10 tons of raw produce per annum. The project trained a national team of technicians in simple processing techniques well-adapted to local conditions. Subsequently, ILO selected the vegetable processing centre for support to enable it to achieve economic viability. The centre serves as a training centre for small groups and cooperatives interested in fruit and vegetable processing, and since January 1993 it has been integrated by the government in its national rural development institute.

Assistance to crop production - In D.P.R. Korea, a one-year US\$ 336 000 project (TCP/DRK/0051) in 1991, provided advice in crop production, soil fertility, tissue culture and seed potato production, which helped identify the major causes for low production on the Paekmu Plateau. The project introduced nearly 150 varieties of barley, wheat, broad bean, sugar beet and potato. Soil and plant analysis and tissue culture facilities were strengthened through the installation of appropriate laboratory equipment and training. The tissue culture laboratory is now able to produce 100 000 virus-free seed potatoes per annum.



## ○ Other Activities

227. The Resource Mobilization Service of DDF has the responsibility for programming Trust Fund assistance through FAO and liaising with trust fund donors, with particular attention to linking donors' priorities with those of beneficiary countries. Increased emphasis has been placed on streamlining project formulation and appraisal for Trust Fund projects. In late 1991, a set of comprehensive guidelines and a revised format was released for preparation of Trust Fund project documents and to strengthen the pre-project formulation framework. This brought Trust Fund project formulation criteria closely into line with those of UNDP, while including some additional features. The Regional Bureaux have also been participating more actively in meetings with Trust Fund donors, and beginning in 1993, a brief has been produced on donor priorities for circulation throughout FAO, including FAORs. It is intended to update this brief annually.

228. Efforts have continued to improve the functioning of the **Associate Professional Officers (APO) Programme** and the handling of **UN Volunteers**. Working-level responsibility for United Nations Volunteers has been transferred to the operating units, thus facilitating their full integration with other project inputs. For APOs, a special meeting of sponsors was held, which agreed that such meetings should be held at least biennially and that the recruitment of APOs from developing countries should be supported. It also agreed that APOs could serve on projects without full-time FAO staff, where FAO judged adequate supervision could be provided by national staff. To improve potential APOs' understanding of the work and the selection process, FAO now participates in recruitment interviews for several sponsoring countries.<sup>47</sup>

229. **TCDC/ECDC** activities are selectively mentioned in Chapters 3 and 4 with respect to the technical and economic programmes of the Organization. FAO has been particularly active in the promotion of TCDC networks and associations. Formally budgeted under Major Programme 3.9, a combined TCDC/ECDC focal point was established in the Office of the ADG, Development Department at the beginning of 1992. The coverage of the biannual TCDC Newsletter was expanded to include ECDC, and an FAO handbook was produced in 1992 to assist countries in making an assessment of the potentials for TCDC. A synthesis report, drawing on information supplied by FAO Representatives, was prepared on ongoing TCDC programmes for agriculture and their potential, in some 85 countries. Three orientation workshops were organized for FAO staff and TCDC/ECDC has been included in the seminars organized for national project directors and FAO Representatives.

### *TCDC - National Capacities and Needs*

*FAO has collaborated with UNDP in assisting countries to assess their potential to contribute to, and benefit from TCDC. Compendia of capacities and needs were prepared in Argentina, and Nigeria. Following on from this, Argentina has concluded agreements with 22 countries on exchanges of services and expertise and Nigeria is expected to conclude similar agreements. FAO missions also provided specific advice to Chile, Egypt, Namibia, Tanzania, Togo and Zimbabwe.*

<sup>47</sup> Denmark, Finland, Italy, Norway.



## ● Major Programme 3.2: Investment

230. Whereas global statistics on investment promotion by FAO are provided in Chapter 3, this section reviews other interesting features of work under Major Programme 3.2, Investment.

231. It is recalled that the Investment Centre deploys multidisciplinary staff in two main groups: the FAO/World Bank Cooperative Programme (CP), for projects for financing by the World Bank/IDA; and the Investment Support Programme (ISP), which helps member countries to formulate projects for financing by other lending agencies cooperating with FAO, including IFAD, the United Nations Capital Development Fund and the regional development banks, especially the African Development Bank. Under current arrangements, 75 percent of the costs of the assistance provided by FAO through the CP are paid by the World Bank, while missions carried out by the ISP are partly reimbursed under cost-sharing arrangements with the financing institutions concerned<sup>48</sup>. Joint activities have increased with the Asian Development Bank and collaboration initiated with the European Bank for Reconstruction and Development. Negotiations for a new cooperation agreement with the Inter-American Development Bank were completed, and its approval is expected during 1993.

232. The Centre continued to adapt its capacities and methods of work to member countries' changing investment priorities. During the biennium, it adjusted its staff mix through recruitment of specialists in the environment, natural resources and sociology. Increasing emphasis was given to investment projects concerned with sustainable agriculture, the conservation of natural resources and the environment, and improved methods of land management<sup>49</sup>. Greater attention has also been given to projects with privatization and private sector components. More systematic collaboration with the Headquarters technical units has increased the contribution of FAO as a whole to investment, especially through the review of draft reports by these units, as well as through secondment of staff from other FAO units to Investment Centre missions. At the same time, the Investment Centre has built on other FAO programmes, for example, in follow-up to the International Conference on Nutrition and in formulating investment proposals for projects identified in national plans under the TFAP.

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<sup>48</sup> With those institutions absorbing about two-thirds of the direct costs of missions.

<sup>49</sup> Projects were identified or prepared in Bhutan, Brazil, Burkina Faso, Burundi, Chile, Congo, Côte d'Ivoire, El Salvador, Guinea, Iran, Lesotho, Trinidad and Tobago, Uruguay, Venezuela and Yemen. Ten of the 43 projects prepared earlier by the Investment Centre and approved for financing in 1992 were for natural resources and land management.



Table 5.3 Investment Centre Missions

Type of Mission	Number of Missions		Number of Person Days*	
	Annual Average 1990-91	1992	Annual Average 1990-91	1992
Sub-sector analysis	16	26	1 316	2 167
Project identification	65	53	4 849	3 734
Project preparation	111	125	13 475	13 908
Assessment of project results	24	28	1 805	1 977
Other including appraisal and supervision	25	40	1 062	1 532
TOTAL	241	272	22 507	23 318

\* Time working in the Field and at Headquarters

Chart 5.1 Proportion of Formulation Missions by Potential Funding Source

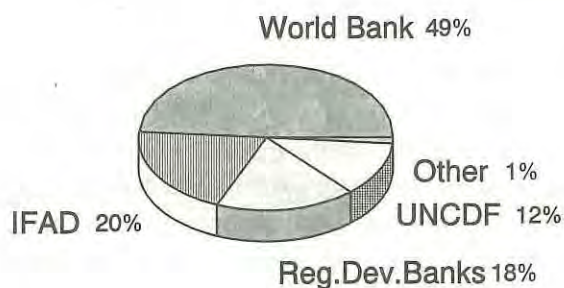


Chart 5.2 Proportion of Person Mission Days by Potential Funding Source

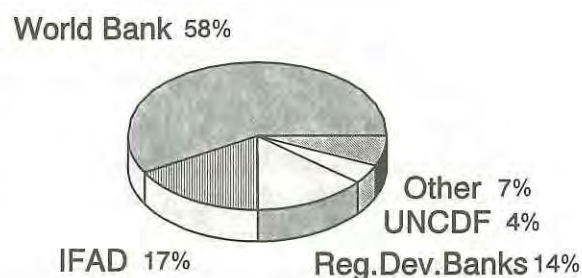
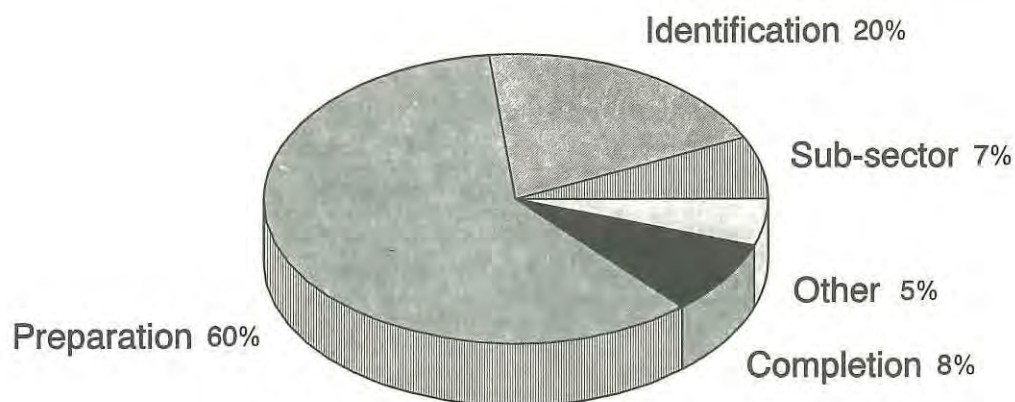


Chart 5.3 Proportion of Time Spent by Type of Mission



(Above charts based on 1990-92 averages)



Table 5.4 Number of Project Formulations Completed

Annual average for period	Sources of Funds					Total
	World Bank	IFAD	Regional Development Banks	UNCDF	Others	
1988-89	26	11	4	7	2	50
1990-91	24	10	8	7	0	49
1992	19	8	9	4	2	42

233. During the biennium, the Investment Centre worked on the formulation of projects in 98 countries, in five of them for the first time<sup>50</sup>. As can be seen from the preceding pie charts, some 60 percent of the Centre's work has been devoted to project preparation and a further 27 percent to sub-sector studies and project identification. The Centre also carried out limited amounts of project supervision and post project review which feed back into improved project design. The number of project formulations completed fluctuates somewhat from year to year, but there has been a slight decline in recent years, due to the increase in other types of work. Notwithstanding this, the number of projects approved has remained stable. The time taken by the Centre to complete project preparation has remained constant over the past several years, despite the growing complexity of investment project formulation, which increasingly involves socio-economic studies aimed at understanding farmers' priorities, as well as environmental assessments. Tighter management has also resulted in an increase of staff time spent in the field on missions, and a corresponding decrease in use of consultants, especially for the ISP. Scheduling hiatuses have been reduced by the establishment of

*Environmental Protection and Forestry  
Development in the Mahgreb Countries*

*The Investment Centre has been assisting Morocco, Algeria and Tunisia in the formulation of projects for forestry development and watershed management, which have been funded by the World Bank. In Morocco, a US\$ 100 million project aims to combat deforestation caused by demand for fuelwood and over-grazing. In Algeria, a US\$ 37 million pilot project for forestry and watershed management will lead to the definition of a strategy for the sector, quantify resources and identify constraints to increasing the sector's contribution to the national economy. It will develop and test low-cost techniques for forest management, increased production of wood, mountain agriculture and erosion control to reduce sedimentation of dams. It also includes forest research and institutional strengthening. In Tunisia, a second phase project aims to improve protection of natural resources, while increasing production in order to reduce wood imports. The US\$ 50 million project will include management of natural forests and plantations, reforestation, sylvo-pastoral management, logging and processing, as well as development of strategies for natural resource protection and the development of national parks. In all three countries, implementation of the technical assistance components of the projects has been assigned to FAO's Forestry Department which has accumulated considerable experience of this type of development.*

<sup>50</sup> Armenia (irrigation), Eritrea (fisheries and agriculture), Mongolia (irrigation; and food processing, storage and distribution), Romania (forestry) and Belarus (agro-industries).



operations boards, which meet weekly for the CP and ISP. An improved mission budgeting system has also been introduced, which in conjunction with the time recording system improves the monitoring of expenditure vis-à-vis budget, and thereby contributes to greater efficiency of time utilization.

234. While a major part of the Investment Centre's work programme is agreed periodically in advance with financing institutions and concerned countries, some of the Centre's work is "incremental", in that, without its intervention, investment would have been unlikely to occur. This applied particularly to the investment follow-up of FAO's technical assistance projects. In 1992, Investment Centre visits to 35 FAO technical assistance projects led to the identification of ten investment projects with total investment requirements of US\$ 87 million. Examples included a project for developing improved land management systems in southern Brazil, which the Centre brought to the attention of the World Bank, and which resulted in the financing of a series of major investment projects. Similarly, following Investment Centre assistance in project formulation, an FAO pilot programme for integrated pest management in Indonesia is being extended on a wide scale with World Bank assistance.

235. The Investment Centre continued to draw on its experience to develop practical aids to project identification and formulation. The Centre's manuals and computer programmes are routinely used by personnel in developing countries and in other institutions. During the biennium, revised guidelines were released for the design of agricultural investment projects. Besides recalling the importance of sound project identification and formulation, the guidelines emphasize the need to take full account of participant farmers' wishes and capabilities, and argue for building flexibility into project design. Environmental aspects are emphasized as well as the need to identify sources of risk and their possible impact, both on farmers and on the project as a whole.

A reference manual on financial analysis in agricultural project preparation was issued to provide guidance in assessing the profitability of project investments and their likely impact on potential investors including farmers, lenders or profit-oriented enterprises. This work is currently being extended to include simple and practical risk analysis.

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#### *Establishment of National Capacity for Project Development in China*

*Over the last five years, with UNDP funding, the Investment Centre has been assisting the Chinese Government in formulating a series of agricultural development projects for financing by IFAD. Application of rapid rural appraisal techniques during the preparation process, threw new light on rural poverty in China. Four projects have so far been financed for total investments of US\$ 183.3 million, including supporting loans from IFAD of US\$ 92.7 million. A fifth project has now been prepared and a further two are under preparation.*

*In March 1993, a workshop was organized in Beijing, supported by TCP, to examine experience in preparation of investment projects in China for IFAD financing, in order to assist the Government to improve design and preparation of internationally-financed development projects. Proposals were made for simplifying project preparation procedures, strengthening the capacity of local institutions for project preparation, improving project management and coordination and increasing flexibility in project design and implementation in view of China's rapidly changing economic conditions. It has been agreed that a small unit of Chinese staff will be established, with guidance and training from the Investment Centre, to assist local authorities in project preparation.*

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236. In its work of designing investment projects, particularly those for financing by IFAD, the Centre pursued efforts to facilitate broader participation of project beneficiaries in both project design and implementation. The guidelines on sociological analysis in agricultural investment project design built on the need for in-depth understanding of the rural community which the project intends to benefit. Techniques were introduced to reach this understanding, such as the application of Rapid Rural Appraisal during project identification. During the last two years, socio-economic studies using this approach have been carried out in the preparation of some 30 projects. Together with the World Bank and in collaboration with other FAO units, the Investment Centre has produced PC versions of computer programmes for investment project analysis, in particular PC-COSTAB for preparation of cost tables and PC-FARMOD for drawing-up farm models.

### ● Major Programme 3.4: FAO Representatives

237. The present 75 FAO Representations covering over 100 countries provide crucial interface with the concerned countries. The concerns and priorities of countries are conveyed to FAO, while the FAOR provides such assistance to the country as day-to-day advice, access to FAO publications and information on FAO meetings and their results. The FAOR participates in integrated UN in-country advice on national development priorities and programming of assistance. Host countries frequently support the FAORs with free accommodation and sometimes direct financial contributions. There are also some 160 government-provided staff currently working in FAO Representations.

Table 5.5 Establishment of FAO Representations

Number of:	1980-81	1986-87	1992-93
Representations	56	74	75
Countries covered	70	105	105
Posts for international professional staff	103	147	151

238. The role of FAORs in programme and project development has continued to expand. As discussed above, FAORs undertake a preliminary appraisal of all project proposals. They also make an important contribution to the preparation of country briefs. With the increase in the proportion of projects in which there are no full-time FAO staff and with the growth of national project execution/implementation, the FAO Representations have an increasingly important input to project management. In order to strengthen the participation of FAORs in new UNDP country programming approaches and to enhance the FAORs' provision of policy advice, three seminars have been organized. The seminars also facilitated an exchange of views with Headquarters staff (see Chapter 4 - Programme 2.1.8). Further seminars are planned for the coming biennium. International and national programme staff from the FAO



Representations have continued to receive training in project formulation, monitoring, evaluation and management, as well as in FAO procedures.

239. In view of the expanding and increasingly diversified role of FAO Representatives, a Senior Field Office Inspector was appointed at the beginning of 1993 in the Office of the Assistant Director General-Development Department. The Inspector's primary function is to monitor and review the performance of FAO Representations, including coordination with other UN Agencies at the country level and a more integrated FAO response in resolving problems and issues. These functions are being carried out in close collaboration with all other units concerned<sup>51</sup>.

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<sup>51</sup> Including the Field Programme Development Division; the Office of Internal Audit, Inspection and Management Control; and the Evaluation Service.



## ● Project Operations

Table 5.6 Workload Summary For Major Operations Units

Table 5.6 Workload Summary For Major Operations Units				
	Agriculture	Fisheries	Forestry	Total
Project expenditures -US\$ million- with numbers of projects in parenthesis ()				
1990	225 (1466)	35 (270)	70 (315)	330 (2051)
1991	239 (1566)	37 (279)	67 (380)	343 (2225)
1992	187 (1463)	26 (327)	69 (427)	282 (2217)
Number of appointments of individual field staff made during the year with all types of contracts - numbers of long term staff appointed are given in parenthesis ()				
1991	677 (124)	216 (22)	249 (56)	1142 (202)
1992	951 (104)	171 (32)	284 (48)	1406 (184)
Number of field staff days (000), including consultants, for which operational support was provided				
1991	274	62	106	442
1992	240	50	91	381
Number of study tours organised with number of participants in parenthesis (average study tour was 20 days)				
1992	355 (744)	117 (790)	64 (291)	536 (1825)
Fellowship activities in 1992				
Number of fellows		Of which 73 % UNDP-funded. Fellowships for all sub-sectors are handled by AGO		1038
Fellowship months				5079
Number of fellows starting				636
Number of payments made for purchases of equipment and supplies				
1991	2111	155	348	2614
1992	2072	197	300	2569
Number of terminal reports, statements and letters processed				
Terminal reps. 1991		75% of terminal reports were for UNDP. Note that AGO handled all terminal reports etc. until March 1993		189
Statements etc.1991				279
Terminal reps. 1992				141
Statements etc. 1992				230

240. Most of FAO's operations are handled by three units: the Agricultural Operations Division (AGO, responsible for operational support to the field projects under Major Programme 2.1, Agriculture), the Fisheries Operations Service (FIDO) and the Forestry Operations Service (FODO). All three are organized according to geographical regions and oversee orderly delivery of FAO inputs to projects under implementation (including experts



and consultants, equipment, fellowships and sub-contracts). They also monitor performance against workplans and budgets, and the preparation and submission of reports. In 1992, the Office for Special Relief Operations was transferred to the Agricultural Operations Division, thus consolidating related operational work. With a view to reducing costs, in March 1993, the five AGO regional services were merged into three.

241. The emphasis on national execution and the decline in UNDP project approvals for the current five year planning cycle have led to a reduction in the value of projects operated by FAO. The declining trend in project expenditures in the recent past further accelerated during 1993, with negative implications for FAO's Support Cost income. Paradoxically, however, the workload for FAO has tended to increase, due to the tendency towards smaller projects for policy and technical advice and the trend whereby FAO is increasingly being asked to implement parts of projects the overall implementation responsibility for which lies with national authorities. Thus, the total number of projects has grown as has the number of staff to be recruited, although the number of project staff on long-term assignments has declined. The workload related to fellowships and terminal reports can, however, be expected to decline significantly, as the larger share was for UNDP-funded projects. The drop in purchases of equipment and supplies is likely to be somewhat less marked, because these make up a larger proportion of projects under Trust Funds.

242. The decline in the overall level of the UNDP-supported field programme has entailed significant staff reductions and reorganization, with self-evident negative impact on staff morale. Evolving modalities also present challenges for the operations units. The small TSS-1 policy and planning interventions and technical support to non-FAO executed projects under TSS-2, necessitated changes in working arrangements. Training of country project officers has been undertaken through short seminars and new TSS-2 guidelines have been issued at the beginning of 1993, on a six-month trial basis.

243. Improvements to FINSYS/PERSYS related to field operations have continued to be introduced during the biennium. As the system was designed primarily with the needs of the Regular Programme in view, some initial difficulties had been experienced. The more detailed capabilities of the system have, however, facilitated the introduction of the complex charging system now being put in place for UNDP projects. The Agricultural Operations Division has carried out a comprehensive review of its internal procedures in order to streamline them. The review concentrated on financial and personnel management procedures and on the potential to increase delegation from central administration to operating units and from Headquarters to the field. The involvement of FAO Representatives in day-to-day project operations has been increasing and, for example, over half the national experts and consultants are now recruited directly by FAORs.

244. Operations units have been responsible for coordinating FAO technical support to projects and in the case of fisheries and forestry, the operations services are staffed by specialists, who provide some technical input directly. In the Agriculture and Economic and Social Departments, as already mentioned and is further discussed in Chapter 6, the overall responsibility for project development has now been reassigned to the technical divisions which take the lead through the project task forces for the whole project life-cycle. In the Fisheries and Forestry Departments, this responsibility remains largely with the operations



units. In line with this development, the processing of terminal reports was decentralized to technical divisions in the spring of 1993. Up until that time, reports containing FAO's recommendations to governments on the follow-up to the project, were processed for all projects by a special-purpose unit in the Agricultural Operations Division, with substantive comments coming from the technical divisions. This Reports Unit has now been dissolved, but one reports officer each has been assigned to the Agriculture and Economic and Social Departments to assist technical officers, while the Field Programme Development Division monitors the overall reporting process.

#### *Networked Themes for Forestry Projects*

*A new approach has been adopted to increase technical inputs to forestry projects. Field projects have been networked around themes. It is intended that this clustering will lead to interchange of experience and technical expertise between projects. Equally important, this is expected to stimulate a stronger interest and more flexible long-term commitment by donors to particular themes, while making programmes less vulnerable to sudden changes in the flow of funding from a single source.*

### ● **Review of Field Programmes by the Technical Committees of the FAO Council**

245. Following the directive of the FAO Conference, at its Twenty-fifth Session in November 1989, inviting the technical committees of the Council to review the Organization's field activities falling within their respective mandates, this section provides a synthesis of views expressed at the 1993 sessions of the Committees on Agriculture (COAG), Forestry (COFO), Fisheries (COFI), and Food Security (CFS). It is recalled that the results of the previous examination of field activities by these committees were presented in the 1990-91 Review of Field Programmes.

246. At their scheduled sessions in the first half of 1993, the technical committees thus continued to review field activities in their respective areas, in conjunction with related Regular Programme activities. Pertinent developments over the recent past in the various sectors and sub-sectors were accordingly addressed, based on appropriate documentation and supplementary information from the FAO departments concerned.

247. As before, a number of central themes emerged regarding the content and direction of FAO's field programmes. The committees laid particular stress on national capacity building, through training and institution strengthening, and recommended focusing field activities in those technical areas where FAO had comparative advantage over other sources of assistance.

248. There was considerable emphasis, this time, on requirements for assistance for planning and policy formulation in the different technical fields, sectors, and sub-sectors - especially for countries in the process of structural adjustment or with economies in transition. The importance of ensuring a multidisciplinary approach to FAO's technical



cooperation was underlined, as was the need to work closely with other development partners, including NGOs, in order to maximize benefits from such cooperation.

249. In the delivery of assistance, there was recognition of the expanding role of national execution, particularly for UNDP-funded programmes. The need for strong FAO support to nationally-executed projects was stressed, from the design through the implementation stages - including for technical backstopping. The increased focus on programme approaches was generally welcomed, the committees noting the extent of internal application of integrated programme approaches by FAO, closely linked to Regular Programme priorities (e.g. the Special Action Programmes).

250. The technical committees expressed concern at the recent decline in extra-budgetary resources available for FAO's field activities, especially from UNDP. This is creating an even larger gap between the expressed requirements for FAO's technical assistance on the one hand, and the effective means for FAO to provide this on the other. There was also disappointment on the part of many representatives that TCP assistance was being limited by budgetary constraints.

251. The salient features of the discussions of the technical committees on field programmes at their 1993 sessions are presented below.

#### ○ **Committee on Agriculture (COAG)**

252. At its Twelfth Session, held in Rome from 26 April to 4 May 1993, the committee reviewed *inter alia* the various field activities of the Agriculture and Social and Economic Policy Departments, for the period 1990-92. The background documentation described both Regular and Field Programme components within the various sectors involved, providing information of both a quantitative and qualitative nature.

253. The committee noted the overall decrease in field activities, mainly due to declines in UNDP funding, with regret. Most representatives also deplored the insufficient level of TCP resources available over the period.

254. The increasing focus on policy and planning assistance to member countries was recognized, and supported, while the significant decline experienced with regard to training courses and number of FAO trainees - including women - was considered a worrying trend. This trend was not in line with the committee's own consistent stress on the need for human and institutional capacity building at all levels, within the gamut of FAO's agricultural and rural development work.

255. The information on field project evaluations given in the documentation was welcomed by the committee, which noted the need for continued improvements in field project design and implementation. The committee recommended that FAO increase in future the ratio of total projects subjected to evaluation analysis, widen further the interpretation of project results, and formulate specific measures for introducing improvements.



256. Stress was placed on follow-up to the UNCED Conference's Agenda 21, and implementation of the International Cooperative Programme Framework for Sustainable Agriculture and Rural Development (ICPF/SARD) through an active portfolio of field activities. The committee thus underlined that this follow-up should not rest on limited Regular Programme funds, but be complemented by sufficient extra-budgetary resources. The need for significant country assistance in follow up to the International Conference on Nutrition (ICN) was also emphasized, including through activities to be carried out in close cooperation with WHO, NGOs, and other organizations concerned. In particular, the needs for technical assistance to countries to implement national plans of action for nutrition were underlined.

257. In respect of specific disciplines, the committee expressed full support for FAO's assistance to national and regional agricultural agro-ecological zoning, as well as for land use planning activities. It welcomed recent efforts of incorporation of an integrated plant nutrient system approach in field programmes. The implementation of field projects on integrated pest management was seen as reflecting a clear FAO comparative advantage, as well as assistance in relation to the International Code of Conduct on the Distribution and Use of Pesticides.

258. The committee reviewed field activities aimed at strengthening national livestock programmes, including assistance for policy and strategy formulation, related disease control activities, and support to national research capacities. It was recognized that these, and more generally other activities in the agricultural sector, contributed to sustainability of agricultural development programmes.

259. The expanded work on policy advice at the national level was commended by the committee, including in the areas of agricultural education and extension, and for the strengthening of institutional capacities. This attention to institutional restructuring and reform was deemed of particular relevance to countries moving towards market economies, while the promotion of efficient private sector participation in marketing, credit, and input supply was welcomed as a key objective of a number of technical cooperation activities.

260. While fully supporting FAO's expanding assistance to member countries for better defined and more appropriate policies, plans and programmes for agricultural and rural development, the committee stressed the need for a concerted approach by the different FAO units concerned and strong cooperation links with the World Bank, IMF and other organizations.

261. COAG discussions touched on various other important features of FAO's field activities, including strengthening national agricultural research systems, promoting small-scale agro-industries, advice for the improvement and protection of plant and animal genetic resources, the introduction of sustainable improvements for food crop production, and achieving optimal use of land and water resources.



○ **Committee on Fisheries (COFI)**

262. The Committee on Fisheries held its Twentieth Session in Rome, from 15 to 19 March 1993. A wide range of fisheries issues and programmes were examined, with considerable bearing on FAO's field activities in fisheries.

263. The committee expressed overall satisfaction with FAO's field activities in fisheries, which were seen as closely linked to the Regular Programme, including normative activities. The committee recognized and supported the flexible arrangements for fisheries field activities, which ensured that these were continually adjusted to address emerging issues and situations where fish stocks were under pressure, as well as promoting inter-country cooperation.

264. A number of members requested more details of the linkages between Regular and Field Programme activities in fisheries, which would assist the committee's reviews at future sessions. In relation to evaluation results for fisheries field projects, while overall appreciation was expressed the need for improved impact analysis was referred to, so that lessons could be learned to ensure feedback to future projects.

265. Noting an apparent declining trend in FAO's fisheries assistance in 1991-92, the committee called for adequate extra-budgetary resources to be made available. At the same time, it was noted that FAO should continue to concentrate its assistance in those areas where FAO was recognized as the lead organization. The committee fully supported collaboration with organizations such as UNDP and the World Bank, in the planning and carrying out of such assistance.

266. Given the clear environmental and sustainability dimension of fisheries activities, the committee noted the proposal to set up a new Special Action Programme to address overall environmental issues and support responsible fishing, as follow-up to the International Conference on Responsible Fishing, as well as to UNCED's Agenda 21. It was recommended that FAO approach the Global Environmental Facility to finance assistance to address environmental problems in fisheries.

267. Among the technical areas singled out by the committee as of special importance to fisheries field programmes, were the promotion of regional collaboration for sustainable fisheries development, improved fish utilization including use of by-catches for human consumption, integrated coastal area management, the improved participation of small island states in high-seas fisheries, the planning and control of aquaculture development, and artisanal fisheries, which often involved tackling, simultaneously, the wider socio-economic problems affecting poor fisherfolk communities.

268. As for the other committees, the importance of field activities aimed at providing policy and management advice to developing countries was emphasized. The committee stressed that such advice, which should also be aimed at building up national and regional capacities, would need to be framed in a multidisciplinary context, taking advantage of FAO's wide range of competence and experience in fisheries development matters.



○ **Committee on Forestry (COFO)**

269. The Eleventh Session of the Committee on Forestry (COFO) met in Rome from 8 to 12 March 1993. It examined FAO's field programmes in forestry, alongside forestry activities under the Regular Programme.

270. In emphasizing the strong relationship between FAO's Field and Regular Programmes in forestry, the committee noted the particularly high ratio of Field to Regular Programme activities in this sector. This posed a question of backstopping capacity which, however, was seen to be partially alleviated by the fact that most project operations personnel in the Forestry Department were also experienced forestry professionals. In this connection, the committee noted the difficulties due to declining Support Cost income from UNDP-funded field projects.

271. The committee considered that a vigorous Field Programme in forestry was essential to FAO's being able to promote forestry development at a critical juncture, and recommended that funding sources such as UNDP and Trust Fund donors should maintain their strong support to forestry.

272. Some concern was expressed over the relatively large number of small field projects, but the committee recognized that the present trend was now towards larger projects, including as the result of comprehensive programme approaches. In reviewing the substantial field activities in such key areas as forest resources assessment and management, forest conservation and protection, and the promotion of sustainable forestry, the committee stressed the importance of national capacity building. Assistance for the implementation of national forestry action plans, under the framework of the Tropical Forests Action Programme and follow-up to UNCED, was underlined.

273. The great requirements of Africa for such assistance received particular attention, with the committee singling out national capacity building, controlling desertification, soil and water conservation, environmental rehabilitation through forestry activities, and the promotion of sustainable fuelwood production.

274. In view of its direct link to capacity building, the committee recommended that work on forestry investment and institutions be more fully integrated into field activities. In this connection, the committee welcomed ongoing and proposed projects for policy and institutional support for forestry in countries undergoing structural adjustment and transition to market economies.

275. Among other aspects examined, the committee addressed projects involving direct cooperation with local communities, and stressed the need for participatory approaches involving local NGOs. The link between forestry activities and improved nutrition was also singled out, which should lead to multidisciplinary approaches to bring benefits to poorest parts of forest dwelling peoples and rural communities. Also, the need to build up national capacities for forest resources assessment was highlighted, including through training and the transfer of technology, including greater national access to satellite imagery.



276. Finally, the need for rapid progress in supporting national execution modalities, and further increasing the use of national experts and consultants in all forestry field programmes was underlined. The committee requested FAO to continue to adapt its forestry assistance activities towards programme, as opposed to single project approaches.

○ **Committee on World Food Security (CFS)**

277. The committee held its Eighteenth Session in Rome from 29 March to 1 April 1993. As per established practice, it reviewed the activities of the Food Security Assistance Scheme (FSAS).

278. Many delegates felt that the experience to date with the comprehensive food security programming approach had been a positive one, and that the work should move from the pilot stage to become an established programme activity. The committee noted that a separate, more detailed report, including summaries of the programme recommendations in the participating countries involved so far, and planned follow-up action, would be prepared at a later stage, together with a revised methodology document which would serve as the basis for future work in this area.

279. A representative of one of the four pilot countries, reported in detail on the steps his country had taken to establish institutional mechanisms for implementing the comprehensive food security programme in his country, which intended to use the programme as a frame of reference for agricultural sector development for the medium term. A number of references were also made to the positive experiences in implementing the approach at sub-regional level. As a general recommendation, the committee considered that the food security programme approach needed to be integrated into an overall agricultural policy framework and supported by a multidisciplinary in-country mechanism.

280. The committee expressed its satisfaction with the donor support to the FSAS and urged these donors to continue to support the scheme in the future, as well as other donors who have not recently participated in the work of the FSAS. Many delegates from recipient countries expressed their appreciation for the assistance received through national and/or regional FSAS projects. They particularly appreciated the emphasis placed on training of national experts in the many facets of food security and encouraged expansion of such activities.

281. The importance of the Early Warning and Food Information Systems (EWFIS) was stressed. The committee noted that development of early warning and food information systems has been an important feature of the traditional field programme of the FSAS. Several delegates stressed the need for countries to take over the management of their information systems and to ensure that the systems are responsive to the needs of decision-makers on food security at the national and local level.



## CHAPTER 6: INTERNATIONAL COOPERATIVE PROGRAMME FRAMEWORK FOR SUSTAINABLE AGRICULTURE AND RURAL DEVELOPMENT (ICPF/SARD)

### THE STREAMLINING OF SPECIAL ACTION PROGRAMMES AND IMPROVED MANAGEMENT OF FIELD ACTIVITIES

#### *Background:*

282. At its last session in November 1991, the Conference decided to launch the International Cooperative Programme Framework for Sustainable Agriculture and Rural Development (ICPF/SARD) and called for the integration of sustainability criteria in the programmes and activities of the Organization and the streamlining and rationalization of its Special Action Programmes (SAPs). It requested a progress report to the Hundred and Second Session of the Council and to its Twenty-seventh Session, on the actions relating to these "... including the further streamlining of field programmes ...".<sup>52</sup>

283. In early 1992, through the establishment of a Special Task Force, the Director-General initiated a process aimed at improving FAO's in-house coordinating mechanisms, including those for the implementation of ICPF/SARD, as well as defining and streamlining of Special Action Programmes. A progress report on activities carried out until then by the Special Task Force was submitted for consideration by the Council in document CL 102/6.

284. The Council "... recommended that the streamlining process be pursued ... and noted that abolition, amendments or additions to the existing or proposed SAP might be necessary, especially following the International Conference on Nutrition."<sup>53</sup> This chapter reports on further action to date.

285. In view of the close and integrated link between the SAPs, and between the Field and Regular Programme activities of the Organization, the work on streamlining went beyond SAPs and covered the revamping of in-house coordinating mechanisms and the review of key issues related to the general conduct and management of the Organization's Field Programme. This included Field Programme coordination and management, project development and support mechanisms, and handling of project terminal reports at Headquarters, keeping in mind the need for a comprehensive approach involving all departments but, at the same time, taking due account of their specific mandates and responsibilities.

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<sup>52</sup> C 91/REP: paragraphs 84, 87 and 90

<sup>53</sup> CL 102/REP, paragraph 67



### *Objectives of the Streamlining Process:*

286. At the time of the 1991 FAO/Netherlands Conference on Agriculture and the Environment, the concept of SARD was essentially focused on agriculture activities, excluding forestry and fisheries. At the 1991 FAO Conference it became evident that development interventions aimed at sustainable agriculture and rural development must take an integrated approach and that the ICPF/SARD should therefore include all relevant forestry and fisheries actions that contribute to improving the standard of living of rural populations.<sup>54</sup>

287. Document CL 102/6 defined a SAP as follows:

*"Within the FAO Field Programme, the Special Action Programmes are groupings of field projects which contribute to specific objectives which were identified as priority requirements for field activities in certain areas (e.g. the Fertilizer Programme). Many other projects, the majority in fact, do not fall under individual SAPs but are undertaken to meet specific needs and demands of member countries. A Special Action Programme usually covers a "family" of projects financed by diverse sources (TCP, UNDP, Trust Fund), all contributing to common objectives focusing on key bottlenecks in agricultural and rural development. These bottlenecks may concern key elements of production systems taken individually (e.g. improved water use), for which a government may wish to strengthen a particular segment of its institutions, support services and programmes. Other bottlenecks lie in the integration of these segments at planning and management levels, locally or nationally. The related projects generally include advisory services, training, equipment supplies and other technical assistance elements, and may lead to pre-investment and investment activities such as those prepared by the FAO Investment Centre".<sup>55</sup>*

288. Document CL 102/6 specified the criteria observed in assessing the need for the retention of existing SAPs or for establishing new ones which would accord with the Medium-term Plan (MTP) and the priorities of the Organization, as set by the Governing Bodies, i.e. that:

- *projects and activities within a given SAP should meet the sustainability and environmental guidelines of the ICPF/SARD and have a direct relevance to specific FAO Regular Programme objectives, thereby ensuring full complementarity of action;*
- *FAO and the eventual collaborative agencies should possess the capability to guide, manage and support activities at the operational level;*

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<sup>54</sup> CL 102/6, paragraph 37

<sup>55</sup> CL 102/6, paragraph 38, quoting CL 99/3, Sup. 1-Rev. 1: Outline of an International Cooperative Programme Framework for Sustainable Agriculture, paragraph 9



- *there should be appreciable donor and recipient country interest in the selected subject matter of the SAP, with prospects for mobilization of additional extra-budgetary resources;*
- *the subject matter should be in line with one or several programme areas of the Programme of Work and Budget, UNCED's Agenda 21, the FAO Medium-term Plan or the Plan of Action for Nutrition;*
- *the activities under a new SAP should not detract from, overlap with, or in any way adversely affect, the functioning of a successful ongoing SAP; and*
- *there should be reasonable expectations that activities can be sustained for the desired impact".*

289. To facilitate proper interpretation of the above definition, criteria, and areas of emphasis, a number of considerations were also applied in identifying programmes which warranted their recognition as SAPs. In particular, it was felt that:

- in compliance with the guidance given by the Sixty-fifth Session of the Programme Committee, "... *SAPs should have a clear target which would combine the support of both donors and beneficiaries for strengthening field activities of the Organization in priority areas over a defined period*". Accordingly, SAPs should have a fixed life span, following which they should cease unless an evaluation of results/achievements justifies their extension or renewal; and
- a distinction should be made between SAPs, which consist of project groupings meeting set criteria and objectives on the one hand, and Action Plans which cover a broad set of activities in a selected area aiming at a given development objective; the latter being more general and all-embracing, principally because they covered both Regular and Field Programme activities.

290. At the same time, it proved necessary in identifying the need for new SAPs, to take into account the outcome of a number of important events on the international development scene. These included, in particular, the ICN Plan of Action with its emphasis on improved nutrition and food security, and the call for a code of conduct on responsible fishing emanating both from the International Conference on Responsible Fishing and the Technical Consultation on High Seas Fishing.

#### ***The SAPs and the ICPF/SARD:***

291. The SAPs resulting from the streamlining process take account of the priority areas indicated in the den Bosch Agenda for Action and subsequently incorporated in the Medium-term Plan. They are consistent with the programme areas of UNCED's Agenda 21, Chapter 14 on SARD, with the addition of two specific SAPs to incorporate forestry and fisheries within the ICPF/SARD, as well as a third SAP directly related to the follow-up to the International Conference on Nutrition. Although all SAPs have a broad interdisciplinary



focus, some are of an umbrella type and cut across all sectors of work of the Organization, while others have a narrower, more specialized sectoral or thematic focus. The SAPs are thus composed of four broad categories: three dealing with policy advice and planning assistance; three with people's welfare; four with the sustainable management of natural resources; and two with the sound use of agricultural inputs.

292. The breakdown by broad categories is as follows:

- (a) SAPs focusing on policy advice and planning assistance: (i) Policy and Programming Assistance for Food Security and Sustainable Agriculture and Rural Development; (ii) Tropical Forests Action Programme; and (iii) Responsible and Sustainable Fisheries;
- (b) SAPs focusing on people's welfare: (i) Nutrition and Food Quality; (ii) People's Participation in Rural Development; and (iii) Sustainable Development for Rural Households;
- (c) SAPs promoting the sustainable management of the natural resources base: (i) Land Conservation and Rehabilitation; (ii) Management of Water Resources; (iii) Conservation, Development and Use of Animal Genetic Resources; and (iv) Conservation, Development and Use of Plant Genetic Resources; and
- (d) two SAPs dealing with the sound use of agricultural inputs: (i) Integrated Plant Nutrition Systems; and (ii) Integrated Pest Management.

293. It should be noted that three SAPs are of a particularly strong integrative nature :

- (a) at the national level, the SAP on Policy and Programming Assistance for Food Security and Sustainable Agricultural and Rural Development integrates all elements of sector policy review and structural adjustment in agriculture, forestry, fisheries and nutrition related to sustainable agricultural and rural development;
- (b) at the community level, the SAP on People's Participation in Rural Development cuts across a broad range of activities in rural areas to promote human resources development and eradicate poverty; and
- (c) at the household level, the SAP on Sustainable Development for Rural Households integrates all aspects of sustainable management of the resource base, appropriate technology, sound use of inputs and diversification of sources of income.

294. As a result of streamlining, a number of existing SAPs which have been in operation for a long time but no longer meet the criteria mentioned above, will either no longer warrant special emphasis or will be incorporated into those listed above.



295. Based on these considerations, the substantive thrust of the existing and proposed SAPs was reviewed in order to ensure adequate specification of the individual programme objectives. The following gives a brief description of the SAPs that resulted from this work. The Agenda 21 chapters and sections related to each programme are noted at the end of each caption.

- (a) Policy and Programming Assistance for Food Security and Sustainable Agricultural and Rural Development: A programme grouping the sector and cross sub-sector policy analyses and advisory services of the Organization, including those of the WCARRD follow-up missions, the Food Security Assistance Scheme, Sector and Structural Adjustment Policy Services and other policy services related to sustainable agricultural and rural development. The programme will include projects providing advice and assistance on policy analysis, policy formulation, planning and programming in the sectors and sub-sectors addressed in relation to sustainable agriculture and rural development. (Agenda 21, Chapter 14, Section A).
- (b) Tropical Forests Action Programme (TFAP): This corresponds to the programme as recently revamped to assist in national forest action plans covering other types of forests. Although the programme was established with primary focus on tropical forests, it can gradually expand to assist Member Governments in other geographical regions in developing national forest action plans. The recently formulated Mediterranean Forest Action Programme is an example. (Agenda 21, 11.A,B,C,D and 12.B).
- (c) Responsible and Sustainable Fisheries: A programme based on several elements of the strategy developed by the World Conference on Fisheries Management and Development (the elements related to the role of fisheries in nutrition would be incorporated in the SAP on Nutrition and Food Quality). This SAP could include actions relating to coastal area management, a field of growing importance both for recipient and donor countries. The Code of Conduct on Responsible Fishing will receive special attention. (Agenda 21, 17 A,C,D,F and G).
- (d) Nutrition and Food Quality: An improved nutrition programme to cover priority nutrition-related activities in follow-up to ICN. In effect, this SAP has been designed especially to highlight ICN follow-up activities. The policy aspects of this programme will be implemented under SAP no. (a). While the potential scope could be from farm gate to consumer, it will likely concentrate on improved food safety and quality. (Agenda 21, 4.B).
- (e) People's Participation in Rural Development: A programme promoting the involvement of rural men and women and particularly disadvantaged groups, in decision making and in the design and implementation of policies and activities which affect their lives and well-being. The programme aims at strengthening the institutional and organizational capacities of the rural people's organizations and encouraging dialogue and collaboration between



them, governments and development agencies. Actions will focus on a participatory development approach utilizing, among others, development support communication techniques. (Agenda 21, 3, 14.B, and 12.C).

- (f) Sustainable Development for Rural Households: The objective is to focus attention on the preferences, capacities, economic conditions of rural households as well as the intra-households' dynamics, when designing and implementing integrated action in the fields of resource management and income-generating activities for rural families. Work currently referred to as "farming systems", as well as that related to artisanal fisheries, agro-forestry, and woodlots will be grouped under this programme. (Agenda 21, 14.C).
- (g) Land Conservation and Rehabilitation: A programme focusing on improved land use planning and conservation (including the Programme for the Conservation and Rehabilitation of African Lands), and aiming at promoting productive and sustainable forms of land use. The programme will provide a mechanism through which countries are able to systematically appraise their land resources; analyze the needs for land conservation and rehabilitation; and develop the necessary policies, strategies and action programmes. The term "land" should be understood to comprise all lands under crop, livestock, forestry and fisheries uses. Appropriate consideration should also be given to forest lands and wildlife habitats. It will not only deal with the physical characteristics of whole eco-systems and eco-zones, but also with modifications - positive or negative - arising from technological packages and land use patterns. (Agenda 21, 10 and 14.D and E).
- (h) Management of Rural Water Resources: This SAP is an integral part of the International Action Plan on Water and Sustainable Agricultural Development (IAP-WASAD). The International Action Plan for Water had its origins in the related ACC Inter-Agency Task Force and, therefore, placed certain responsibilities on FAO, not only to foster its implementation, but to ensure coordination with other agencies. The objective of the SAP is to promote sustainable agriculture and rural development in accordance with accepted principles of integrated rural water management in the context of agriculture, aquaculture and agro-forestry. The programme will cover all rural uses of the resource falling under the mandate of FAO and will be closely associated with the SAP on Land Conservation and Rehabilitation. (Agenda 21, 14.F and 18.F).
- (i) Conservation, Development and Use of Animal Genetic Resources (AnGR): covering activities dealing with the use and preservation of genetic resources and improved animal breeding. It will document the full extent and variety of the world's animal genetic resources, study alternative strategies for the conservation of identified breeds or strains, build country-level capacities to manage and conserve genetic resources, stimulate and guide the use of biotechnology in animal genetic resource conservation and support international agreements for the protection and appropriate use of the



resource. This programme will include fisheries and wildlife, in addition to those programmes related to domestic livestock. (Agenda 21, 14. H).

- (j) Conservation, Development and Use of Plant Genetic Resources: A programme which will merge aspects of the former Seed Industry Development Programme with projects dealing with plant genetic resource conservation, use and development. The programme will deal with the "*ex situ and in situ conservation, evaluation and monitoring and use of plant genetic diversity for sustainable agricultural development*", as well as forestry genetic resources and related subjects. The establishment of this SAP is further seen in relation to the forthcoming International Technical Conference on Plant Genetic Resources. (Agenda 21, 14.G).
- (k) Integrated Plant Nutrition Systems: incorporating the Fertilizer Programme and the International Fertilizer Supply Scheme with other projects on nitrogen fixation and organic fertilizers. The programme promotes integrated plant nutrition systems aiming at the efficient and economic use of mineral and organic nutrients to increase crop productivity within the context of sustainable agriculture. It advises countries on policies and strategies related to plant nutrition and fertilizer use. (Agenda 21, 14.J).
- (l) Integrated Pest Management (IPM): including projects on biological pest control and others that aim at controlling or otherwise minimizing the use of pesticides while maintaining productivity. The programme will include the review and appropriate revision of policies leading to the safe and economic use of pesticides in the frame of the International Code of Conduct on the Distribution and Use of Pesticides. Work on migratory and other insect and pest control/eradication activities such as the very important work of an emergency nature on desert locust will continue separately. (Agenda 21, 14.I).

296. The future will have to determine the need for additional SAPs. The dynamic nature of the process will require a flexible and gradual, but concerted approach, as recommended by the Conference, at its Twenty-sixth Session (C 91/REP, para. 84), and as recognized for the follow-up to the International Conference on Nutrition.

#### *Improved Management of Field Activities:*

297. FAO's primarily subject-matter based organizational structure was addressed during the FAO Review and found to be appropriate. As with any organizational structure, it is, however, necessary to establish effective coordinating mechanisms for matters that require the attention of more than one organizational unit. Periodically, these coordinating mechanisms must be reviewed to ensure relevance and efficiency. The need for a new three-level coordinating structure as regards field activities has been recognized as follows.

298. A Steering Committee on Field Activities (SCFA), under the chairmanship of the Deputy Director-General, in which all departments are represented at the Assistant Director-



General level, has been established to advise the Director-General on all policy matters relating to the field activities of the Organization, including their linkage with the Regular Programme. The Deputy Director-General, PBE and the Special Adviser to the Director-General/Assistant Director-General for Environment and Sustainable Development are also members.

299. The Committee's mandate is to: (a) review the general orientation and approaches of the Field Programme taking into account FAO's comparative advantages; (b) ensure mutually reinforcing links between the Regular and the Field Programmes; (c) implement policy directives of the Governing Bodies and respond to member countries' needs; (d) provide a forum for exchange of views on emerging international issues of relevance to field activities; (e) monitor resource mobilization efforts of the Organization in support of field activities; and (f) keep under review the structure for Field Programme coordination and management.

300. In the spirit of streamlining, the establishment of this committee will automatically lead to the abolition of other steering committees dealing either with the Field Programme directly or with its linkage with the Regular Programme such as the Steering Committees (SCs) on SSAP and TFAP. Similarly, many Interdepartmental Working Groups will either be incorporated into those retained to serve the twelve SAPs described above, or abolished.

301. Emergency/disaster situations in which FAO is involved have been increasing recently. These situations often involve complicated and sensitive political considerations, require timely action (alert, preparedness, emergency relief, rehabilitation *cum* longer-term development) and coordination with other organizations or Member Governments at a high policy level. It is for this purpose that an Emergency Coordinating Group reporting to the SCFA has been established to ensure that coordinated action is taken in critical situations arising from the reports of the Global Information and Early Warning System (GIEWS); provide a mechanism for disaster preparedness and close monitoring of situations; ensure appropriate links and coordination between emergency and post-emergency actions, including reconstruction, rehabilitation and longer-term development; and monitor the flow of financial resources for emergency activities.

302. The mandate of the Field Programme Committee (FPC), which previously concentrated on procedural and operational aspects of the Field Programme, has been expanded. The inclusion of representatives of the technical divisions in an enlarged membership will ensure the full participation of all those involved in the Field Programme and closer links between Regular and Field Programme activities. The terms of reference of the committee have been expanded accordingly. The FPC reports to the Steering Committee on Field Activities and supports its substantive work, particularly as regards the coordination of Field Programme policies and procedures and the interaction between the Regular and the Field Programmes. It further coordinates field activities on emerging system-wide issues, giving particular attention to the coordination of ICN and UNCED follow-up field activities, including those falling under ICPF/SARD, and its component SAPs. Above all, the committee will promote quality and cost-effectiveness in the implementation of the Field Programme.



### *Lead Technical Units (LTUs):*

303. Under the Field Programme, governments rely on FAO for policy advisory services and technical assistance in programme and project formulation, as well as for operational/administrative tasks in the delivery of project inputs. The previous arrangement consisting of a Formulation Task Force chaired by the lead technical division and an Implementation Task Force chaired by the operating unit split responsibility for what is essentially a single entity, i.e. a project. The unification of project task forces aims at ensuring continuation of overall project responsibility in the LTUs, from inception to terminal reporting. Such a responsibility rests, therefore, with those units that are, from a mandate perspective, most closely associated with the final project output, i.e. policy advice, a technical achievement or a technological improvement/innovation.

### *SAP Management:*

304. In order to maximize the operational impact of SAPs, they will be supported by a management team led by a SAP manager. The SAP manager will normally be the senior technical officer specialized in the main technical discipline of the SAP, located in the technical unit with lead responsibility for the subject on an organization-wide basis.

305. The Project Task Force arrangement will also apply to projects within a SAP. Normally, the SAP manager would be designated as the chairperson of relevant Project Task Forces.

306. The SAP management teams should facilitate the implementation of SAPs and the coordination of activities among the units involved, assuring the most effective substantive coordination with a minimum of bureaucracy.

307. The new structure for Field Programme coordination and management referred to above, will now provide policy guidance for all SAPs at the higher management level. No other separate management structure for SAPs is considered necessary for the time being.

### *Other Aspects of Coordination:*

308. While the Steering Committee on Field Activities will subsume the functions of the Steering Committees previously established for some of the SAPs, the Steering Committee for Environment and Sustainable Development, under the chairmanship of the Special Adviser to the Director-General/Assistant Director-General for Environment and Sustainable Development, given its broad cross-cutting mandate, will continue its work concerning the monitoring and implementation of SARD and UNCED follow-up. The newly constituted FPC, *inter alia*, is to ensure coordination of ICN and UNCED follow-up activities, including those falling under ICPF/SARD, and the component SAPs. The FPC will focus on Field Programme aspects, while broader aspects of UNCED follow-up and implementation of SARD will be addressed by the Steering Committee for Environment and Sustainable Development and related Interdepartmental Working Group, especially as regards FAO's cooperation with other organizations of the UN system and NGOs.



309. It should be borne in mind that many SAPs, as well as overall FAO activities under the ICPF/SARD, will continue to be undertaken in collaboration with other international partners, funding agencies and NGOs. In effect, the eventual success of the SAPs will depend on the degree of financial support donors will be willing to provide. To facilitate the mobilization of financial support, the Organization will prepare explanatory and analytical documentation for each SAP.



## CHAPTER 7: SUPPORT AND COMMON SERVICES

Table 7.1 Budget Information

	Approved Budget PWB 1992-93 (US\$ 000)	Actual Expenditure 1992 (US\$ 000)
Major Programme 5.1 Information and Documentation (incl. 5.9.1)	26 955	13 198
Major Programme 5.2 Administration (incl. 5.9.2)	70 441	37 360
Total Chapter 5	97 396	50 558
Chapter 6 Common Services	16 778	12 423
Total Chapters 5 and 6	114 174	62 981

### ● Major Programme 5.1: Information and Documentation

#### *Objectives and Priorities:*

310. The impact of FAO programmes depends also on the Organization's ability to sensitize national authorities in member countries and the public in general, on food and agricultural issues. The major programme, therefore: (a) contributes to increased public awareness of FAO's goals and activities and fosters public understanding of the world food and agricultural situation; (b) provides, through the David Lubin Library, a repository for other FAO documents, and supplies up-to-date technical material and bibliographic information to FAO staff, policy-makers, researchers, government officials and the general public; and (c) based on the substantive work of the technical and economic programmes, produces and disseminates publications, periodicals, main documents, working papers and information material in all fields of FAO's competence. [N.B. The cost of publications is budgeted under the substantive programmes to the maximum extent possible.]



## Activities and Achievements:

### ○ Programme 5.1.1: Public Information

Table 7.2 Selected Performance Indicators			
Description	1991	1992	Forecast for 1993
Press Releases	81	45	45
Feature Articles	17	33	25
<u>Press Conferences/Briefings, Seminars, Reportage Missions:</u>			
Headquarters	4	28	6
Elsewhere	9	9	6
Total	13	37	12
Briefings for Journalists	254	329	300
Radio Reports, Interviews, Programmes	176	321	200
Video Productions	11	9	4
Co-productions	1 (radio) 1 (video)	2 (radio) 7 (video)	2 (radio) 2 (video)
Director-General's Interviews, Articles and Statements	21	18	20
Exhibits	12	14	8
Requests for Information (other than by telephone)	5 473	9 152	5 500
<u>Publications (public information material):</u>			
Arabic (no of pages)	356	526	418
Chinese (no of pages)	n.a.	44	44
English (no of pages)	522	701	570
French (no of pages)	520	653	426
German (no of pages)	n.a.	n.a.	8
Italian (no of pages)	76	156	76
Spanish (no of pages)	492	653	426
Total Number of Publications	13	40	23

311. The programme continued to serve the media through the issuance of press releases and news features. Following the positive experience of previous biennia, one "reportage mission" for journalists and media representatives was organized to Headquarters and three to the field to publicize the International Conference on Nutrition. These missions



considerably increased the coverage of the Organization's work in leading publications. In connection with the ICN, there was a substantial increase in 1992 of the number of requests for information by media representatives.

312. The modernization of video equipment and the expansion of computer-based techniques, particularly in the area of desk-top publishing, enhanced in-house capability to produce high-quality products and increased TV coverage of FAO's activities. More use was made of co-production arrangements for TV as well as radio productions. Publications issued during the biennium reflected the Organization's current emphases, including the Screwworm Eradication Campaign, the ICN, and sustainable agricultural development, especially in the context of UNCED.

#### ○ Programme 5.1.2: Library

Table 7.3 Selected Performance Indicators			
Description	1991	1992	Forecast for 1993
Loans	48 722	57 591	50 000
Books received for Library	2 782	2 209	2 200
Books ordered for other users	1 930	1 534	1 500
Total number of non-FAO books added to Library collection since 1976: 39 257			
Periodicals received for Library	n.a.	6 721	6 740
Periodicals ordered for other users	1 962	1 488	1 400
FAO field documents added to Library collections	1 053	1 033	900
<u>Bibliographies (produced through computer search):</u>			
FAO Databases	3 016	4 616	5 000
External	679	892	800
<u>Selective Dissemination Information (SDI)<sup>56</sup>:</u>			
AGRIS	550	356	300
FAOBIB	201	205	200
Microfiche masters produced	6 850	10 500	9 000
Microfiche copies produced on request	n.a.	206 205	206 500
Photocopies produced on request (pages)	382 497	397 291	390 000
<u>Visitors to the Library:</u>			
FAO staff	24 267	27 255	26 000
External	4 646	7 067	6 000

<sup>56</sup> SDI is a search made regularly in a database according to an interest profile submitted by the user.



313. As evidenced by the above indicators, the workload of the David Lubin Memorial Library remained in close match with user demand. In particular, a greater number of visitors were received, and the volume of loans and information delivered on photocopies increased. The Library continued to function as the international coordinating centre of the AGLINET network, which added three libraries to its membership since the last biennium and now comprises 30 major agricultural libraries in both developed and developing countries. The purchase of publications decreased slightly, but this was compensated for by the acquisition of more databases on CD-ROM, which made the Organization less dependent on on-line services for retrospective searches. FAO Country and Regional Offices can now take advantage of the microcomputer packages developed specifically for their libraries.

#### Library

*The Library is the repository of FAO documents produced at Headquarters and in the field. The documents are reproduced on microfiche and organized as a major component of the Organization's institutional memory. Work to update and complete this institutional memory accelerated with the cataloguing, indexing and microficheing of a large number of field documents and other material retrieved from archives and FAO divisions. Some 10 500 documents were added to the collection in 1992 which now comprises 115 000 documents.*

#### ○ Programme 5.1.3: Publications

Table 7.4 Selected Performance Indicators				
Description	1990	1991	1992	Forecast for 1993
Items received for processing	11 168	11 930	10 349	11 446
Translations (1 000 words)	20 067	26 271	19 703	23 275
<u>Words Typed (1 000):</u>				
Internally	20 660	23 873	16 962	22 000
Externally	4 770	6 032	944	1 500
Total	25 430	29 905	17 906	23 500
Copies dispatched (1 000)	3 425	3 362	2 686	2 900
Envelopes dispatched	498 106	630 148	461 507	530 000
Packs dispatched	80 415	78 025	74 199	82 000
Boxes dispatched	808	852	1 231	950
<u>Page impressions (1 000):</u>				
Internal printing	86 625	84 720	72 200	70 000
External printing	173 000	210 000	230 000	230 000
Total	259 625	294 720	302 200	300 000



314. The progressive increase in the use of external contractors and simultaneous reduction in internal printing services was carried out in 1992-93, in line with the recommendations made in the External Management Review of FAO. Between the 1988-89 and 1992-93 biennia, there was a 24 percent increase in the number of pages printed by FAO. Over the same period, the proportion printed internally fell from 39 percent to 24 percent. Publications activities continued to benefit from the introduction of computerized working tools for the processing of documents and publications. A computerized network is now in use covering translation, composition, desktop publishing and graphics, plus dedicated word processing systems for Arabic and Chinese. The Organization's terminological database has continued to grow and is now available on-line within the division's network.

#### *Publications In National Languages*

*During the last 10 years, the Organization has promoted and, in the case of developing countries subsidized, the publication of more than 500 FAO publications in 37 languages. This programme, which started in 1983 with five titles and annual contributions of less than US\$ 2 000, was by 1992 promoting the publication of 80 publications (60 of them in developing countries) in 20 languages, with total financial contributions of US\$ 100 000. These contributions are often used, not only to increase circulation of a document, but also to encourage the development of domestic translation and printing capabilities, thus helping to build up a national publishing infrastructure.*

## ● **Major Programme 5.2: Administration and Chapter 6: Common Services**

### *Objectives and Priorities:*

315. FAO needs efficient administrative and financial services to perform its substantive tasks. At the same time, working conditions in terms of both facilities and equipment available to staff as well as sound personnel policies, have to be conducive to attracting and retaining competent and motivated staff. Major Programme 5.2 and Chapter 6 cover a wide range of support services: (a) office facilities, communications and other support services to all units of the Organization at Headquarters and in the field; (b) financial services, including FAO's integrated financial system FINSYS; (c) up-to-date information and data processing and communications systems; and (d) personnel administration and policies.



*Activities and Achievements:*

○ **Programme 5.2.1: Administrative Services**

Table 7.5 Selected Performance Indicators						
Description	1991		1992		Forecast for 1993	
	< US\$ 100 000	> US\$ 100 000	< US\$ 100 000	> US\$ 100 000	< US\$ 100 000	> US\$ 100 000
Contracts Awarded/Revised	344	60	349	55	359	61
	< US\$ 10 000	> US\$ 10 000	< US\$ 10 000	> US\$ 10 000	< US\$ 10 000	> US\$ 10 000
Purchase Orders/Field Purchase Orders Handled	3 116	1 113	2 830	1 028	2 315	885
<u>Centrally Handled Communications:</u>						
Incoming Telexes	99 668		71 973		65 000	
Outgoing Telexes	168 585		160 659		160 000	
Incoming Faxes (pages)	194 472		226 683		250 000	
Outgoing Faxes (pages)	118 068		127 958		135 000	
Incoming Telephone Calls	272 327		282 080		290 000	
Outgoing Telephone Calls	258 737		258 896		260 000	
Incoming Pouch Bags	6 408		6 631		6 600	
Outgoing Pouch Bags	20 896		21 052		21 100	
Incoming Registered Letters/Parcels/Courier Mail	24 447		25 050		24 950	
Outgoing Letters/Parcels	500 494		445 014		442 700	
Maintenance Interventions	13 900		17 373		n.a.	



316. The Organization's computerized Inventory and Control System (INCSYS) now maintains a complete record of both field and Headquarters equipment, which greatly facilitates the preparation of inventory reports and statistics. By the end of 1993, almost 90 percent of the existing inventory ledgers were linked to the United Nations "Common Coding System", thus facilitating the exchange of data within the UN system and with Member Governments. Contracts for an Integrated Voice and Data Network (IVDN), to replace the present telephone exchange and substantially improve telecommunications within Headquarters and to the field, were awarded in autumn

1992. Development and implementation of the two components - the data network and cabling system (which will link desk computers and telephones) and the private automatic branch exchange - is expected to be completed in September 1993. A new, automated telex/fax system, with transmission via London, was implemented during the biennium, leading to savings in transmission costs in 1992 of some US\$ 1 million. Additional potential savings will be achieved through further development of the system.

317. The reconstruction of the catering facilities was completed in 1993. The new facilities have the capacity to cater for an extra 1 000 persons.

#### *Restructuring of FAO Headquarters Premises*

*During the biennium the construction of buildings F and A was completed, thus reuniting all FAO Headquarters staff at the Caracalla complex after some 32 years. While overall responsibility for the construction works rested with the Host Government, the programme played a key role by closely monitoring the works and organizing the relocation exercise, including the complex task of re-installing telephone and computer connections. The regrouping of all staff at the Caracalla complex would not have been possible without AUTOCAM (Computer-Assisted Management) and AUTOCAD (Computer-Assisted Design) systems, which provided detailed information, as required through a link-up to PERSYS, on space-related issues, and facilitated the preparation of diverse room layouts, floor plans, network installations, etc.. Due to financial constraints, AFSB took over the space management function, originally foreseen to be carried out by external consultants, thus saving the Organization some US\$ 400 000.*



# FAO TELECOMMUNICATIONS NETWORK

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Chart 7.1



○ Programme 5.2.2: Financial Services

Table 7.6 Selected Performance Indicators		
Description	1992	Forecast for 1993
CMTAs (Travel Authorizations)	18 770	18 000
<u>Payments:</u>		
Personal Accounts	13 023	12 000
Travel	32 083	30 000
Other	31 232	30 000
Staff on Payroll (Monthly Average)	7 251	7 050
<u>Bank Account Transactions:</u>		
Headquarters	92 700	93 000
Imprest	95 000	95 000

318. During the biennium, work continued in overcoming initial difficulties and enhancing FINSYS. This required a careful balancing of the limited resources available, so as to prevent the build-up of backlogs in other areas. Improvements in FINSYS have been guided by the findings of the functional review carried out in 1992 by an external consultant and Internal Audit. The improvements made in FINSYS substantially accelerated the financial closure of the 1992 accounting year. For the first time ever, the accounts were finalized - within one month of the following year - in January 1993. The use of personal computers improved the maintenance of numerous management and statistical reports on payments and treasury transactions and increased the payroll inquiry facility. A system for effecting all payments through a worldwide electronic banking network has been developed, in order to simplify considerably and expedite payments to vendors, contractors, and the Organization's staff. Procedures were developed, and systems introduced, to accommodate the accounting and reporting requirements linked to the new Support Cost arrangements for UNDP and eventually Trust Fund activities.



○ Programme 5.2.3: Computer Services

Table 7.7 Selected Performance Indicators		
Description	1992	Forecast for 1993
<u>HQ Facilities Serviced by the Programme:</u>		
Workstations	2 188	2 630
PCs	1 495	1 950
PC Printers and Local Printers	635	755
Network Connections	650	2 000
Ratio Workstations to Entitled Staff	0.76	0.91
Ratio PCs to Entitled Staff	0.52	0.67
Ratio PC Printers to PCs	2.35	2.56
System Development Support (Staff Hours)	31 421	36 572
Usage of Mainframe Processing Capacity (thousands of minutes - K MIPS-MIN)	4 996	4 600
Input/Output Data Flow (in thousands of operations -K/EXCP)	7 108	5 295
<u>Office Automation Support:</u>		
Field Projects Serviced	74	45
FAO Representations	82	82

319. Due to the increase in the use of personal computers, there was a reduction in the usage of mainframe processing capacity. During the biennium, the programme started to implement a major project aiming at an enhanced microcomputer-based workstation and associated services network, covering electronic file handling, access to applications and databases, assistance to users through the network and electronic mail. The development and architecture for this system is summarized on the following chart (Chart 7.2). The release of the first version of the workstation is planned to be synchronized with the delivery in September 1993 of the integrated voice/data network (IVDN). An enhanced telecommunications project began in November 1992, designed to establish a Wide Area Network linking FAO Headquarters with all FAO field offices, ILO, CGIAR sites, UNDP offices, research and university centres, organizations or users with access to EARN/BITnet, and other major worldwide networks (cf. Chart 7.1). Technical support to field projects was limited during 1992, due to shortage of resources. However, support was provided to FAO Representative offices for the introduction of standard office automation equipment and software.



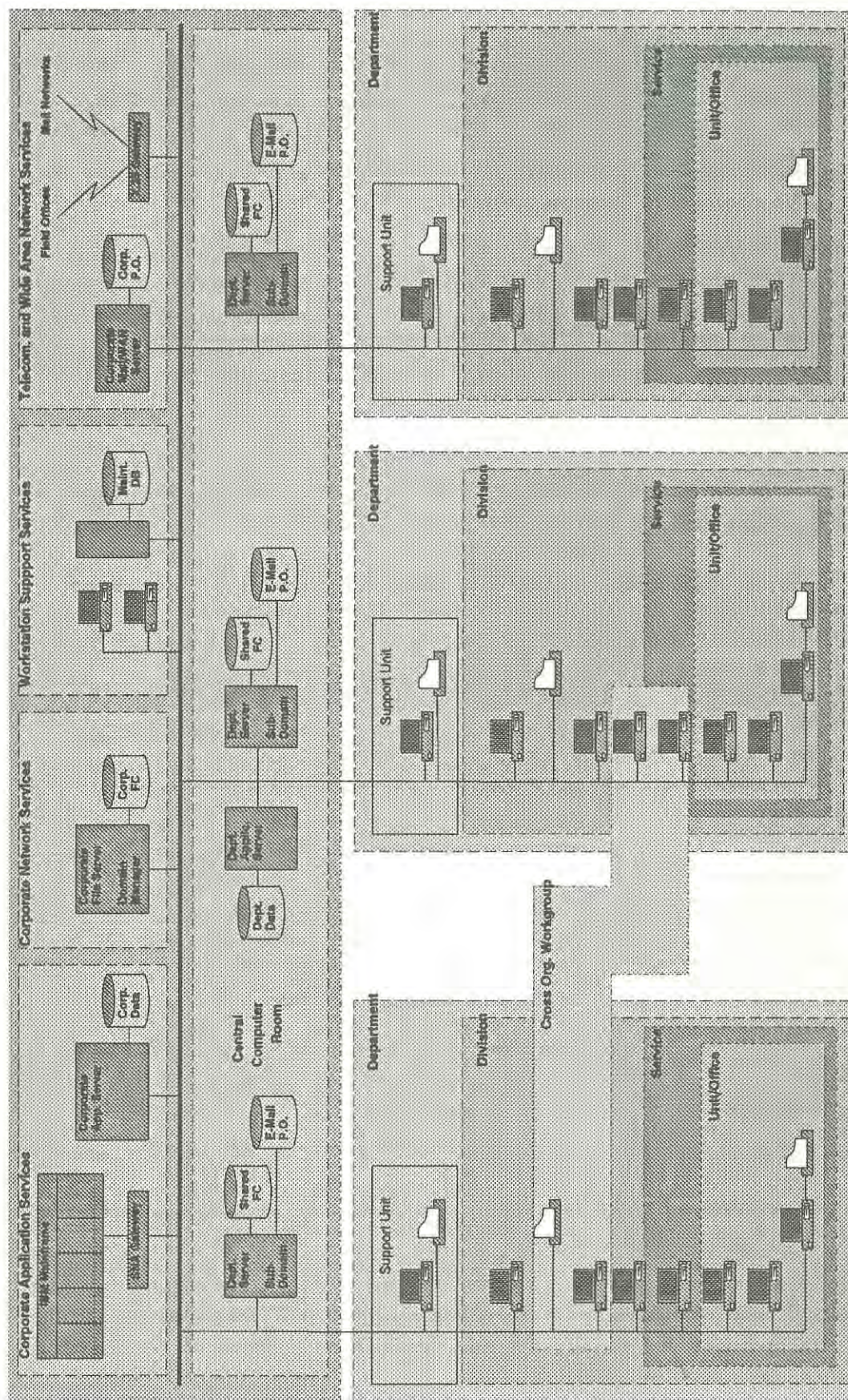


Chart 7.2 Structure of FAO Network



○ Programme 5.2.4: Personnel Services

Table 7.8 Selected Performance Indicators				
Description	1990	1991	1992	Forecast for 1993
<u>Staff Serviced Holding Fixed Term or Continuing Appointments:</u>				
Headquarters	2 809	2 995	3 113	n.a.
Elsewhere	1 977	2 441	2 897	n.a.
Total	4 786	5 436	6 010	n.a.
Consultants	3 481	3 585	2 931	n.a.
<u>Appointments Handled:</u>				
Staff	824	876	724	n.a.
Consultants	2 109	2 144	1 779	n.a.
Special Services Agreement (SSA)	562	561	497	n.a.
Total	3 495	3 581	3 000	n.a.
<u>Separations Handled:</u>				
Staff	986	923	917	n.a.
Consultants	2 144	1 917	901	n.a.
SSA	536	513	405	n.a.
Total	3 666	3 353	2223	n.a.
Internal training courses offered (incl. Field Workshops/Training Seminars)	127	130	149	188
Staff Trained (Internal/External incl. Field Workshops/Training Seminars)	3 493	2 282	2 764	4 184
Person/Days of Training (Internal/External)	12 965	15 529	33 942	42 319
Medical Insurance Claims handled	61 996	65 009	65 781	65 800
Staff Compensation Claims handled	133	149	178	175
<u>Medical Services:</u>				
Examinations/Consultations	4 296	4 356	3 655	n.a.
Nursing services and lab tests	33 270	27 797	28 260	n.a.
Emergencies	561	398	447	n.a.

320. Improvements in the Organization's personnel policies during the biennium included the development of new arrangements for the redeployment of staff, increased delegation of authority to personnel staff for certain functions, and obtaining access to the TRIBLEX



database on International Tribunal decisions established by the ILO Administrative Tribunal. In response to the recommendations of the External Auditor, several post classification and management studies were carried out during the biennium, including a major review of administrative support functions and structures. Revised General Service classification standards were developed and implemented. Following the sharp devaluation of the Italian Lira in the autumn of 1992, proposals were developed for common system consideration on methodological improvements to the Post Adjustment calculation, which would offset the negative effects on Professional staff remuneration.

321. A thorough review was undertaken, in order to reduce the time taken to recruit staff and improve the quality of appointments. Recruitment missions to under-represented member countries, as well as careful monitoring of candidatures from those countries, continued. At the same time, new recruitment sources, including women's organizations, were identified to increase the number of applications from qualified female candidates.

322. The downturn in Support Cost income created a need to redeploy both professional and clerical staff. Simultaneously, the widespread use of personal computers throughout the Organization necessitated a re-definition of the requirements particularly for secretarial staff. Proposals to deal with both issues were developed and are under review. Both the number of training courses, as well as of participants increased during the biennium. Language training was reinstated, after a break of four years due to financial constraints, and over 1 000 staff were trained on FAO standard PC software, more than 500 staff attended management training sessions, and some 50 staff were sent on external training courses. Some cost savings were achieved by consolidating divisional training requests. Programme and project-related training focused on Field Programme issues. In the context of the trend for increased national execution of projects, a series of seminars for FAO Representatives was introduced dealing with "New Working Arrangements with Development Partners and FAO's Role in Country Policy Work". In addition, training courses on project formulation, implementation, monitoring and evaluation benefitted over 600 participants from governments, other UN agencies and FAO projects.

323. In the field of medical insurance, a number of measures had to be introduced in order to contain escalating costs, particularly for claims arising in the host country. New computer and laboratory equipment was received by the Medical Service which will expand the range of tests that can be performed, as well as speed up the processing of test results.



## ANNEX

### REPORT ON UNSCHEDULED AND CANCELLED SESSIONS

(23 November 1992 - 31 May 1993)

1. As per established practice, a report is submitted once a year to the Council on the unscheduled sessions approved and on the planned sessions cancelled.
2. At its Hundred and Second Session in November 1992, the Council noted that in future this information on unscheduled and cancelled sessions would be provided in the biennial Programme Implementation Report.
3. This annex provides information on unscheduled sessions approved and those cancelled between 23 November 1992, i.e. after the Hundred and Second Session of the Council when the Council considered the last report on the subject, and the cut-off date of 31 May 1993.
4. During this period, 16 unscheduled sessions have been approved and 45 sessions have been cancelled. Details of these are provided in the following lists, based on the usual format of previous reports.



## PART I

### UNSCHEDULED SESSIONS APPROVED

Sub-programme	Session No.	Title, Location, Dates and Remarks	Estimated Cost US\$	Art. of Const. and Category
2.1.2.2	AGP 809	Expert Consultation on FAO Programme on Plant Biotechnology Rome, Italy, 15-17 March 1993  - Emphasis placed by UNCED on Biotechnology and Biodiversity. Preparation of the Code of Conduct on Plant Biotechnology to be presented to the Commission on Plant Genetic Resources in April 1993	500	VI-4 (3)
2.1.2.4	AGP 807-2	Conference of Plenipotentiaries on the Establishment of a Near East Plant Protection Organization Rabat, Morocco, 16-18 February 1993  - The Technical Government Consultation for the Near East held in April 1992 recommended that the Revised Draft Agreement for the Establishment of a Near East Plant Protection Organization be submitted to a Conference of Plenipotentiaries for ratification	10 000	VI-5 (1)
2.1.2.7	RNEA 805	Expert Consultation on the Review of Status of Seed Technology in the Near East Tunis, Tunisia, 29-31 March 1993  - Recommended by the Near East Regional Commission on Agriculture, March 1991	5 000	VI-4 (3)
2.1.3.2	AGA 819	Expert Consultation on the Use of Applicable Biotechnological Methods for Diagnosing Haemoparasites Merida, Mexico, 4-6 October 1993  - Consultation to be convened immediately prior to the Ninth International Veterinary Haemoparasite Disease Conference scheduled for October 1993. Advantage of gathering information on the subject and enabling FAO to establish the priorities for technology transfer through future workshops and training courses	10 000	VI-4 (3)



Sub-programme	Session No.	Title, Location, Dates and Remarks	Estimated Cost US\$	Art. of Const. and Category
2.1.4.5	AGR 809	Expert Consultation on the Potential of Biofuels for Development and as a Sustainable Substitute for Fossil Fuels Rome, Italy, 13-15 September 1993  - Priority activity related to the work of the Working Group on Energy of the IDWG on Environment and Sustainable Development	500	VI-4 (3)
2.1.5.7	RAPA 835	NEDAC Annual General Meeting (Regional Network on Agricultural Cooperative Development for Asia and the Pacific) Beijing, China, 25-29 October 1993  - The Regional Network was officially established by FAO in late 1991 for the member countries in the region. The Annual General Meeting is part of the work of the network	1 500	VI-5 (2)
2.1.5.7	RNEA 807	Expert Consultation for Country Coordinators on Women in Agriculture in the Near East Cairo, Egypt, 6-8 December 1993  - Activity aimed at the development of a Policy Framework and Regional Programme of Action for Women in Agriculture in the Near East	1 000	VI-4 (3)
2.1.6.3	ESN 802	Expert Consultation on Integration of Consumer Interests in Food Control Rome, Italy, 14-18 June 1993  - Follow-up to recommendations made by the FAO/WHO International Conference on Food Standards, Chemicals in Food and Food Trade held in March 1991 and supported by the FAO/WHO International Conference on Nutrition held in December 1992	500	VI-4 (3)
2.1.6.5	CX 709-14	Codex Committee on Fats and Oils London, UK, 27 September-1 October 1993  - Requested by the host government	nil	VI-1 (1)



Sub-programme	Session No.	Title, Location, Dates and Remarks	Estimated Cost US\$	Art. of Const. and Category
2.1.6.5	CX 733-2	Codex Committee on Food Import/Export Inspection and Certification Systems Canberra, Australia, 29 November-3 December 1993  - Recommended by the First Session of the Committee in September 1992	nil	VI-1 (1)
2.1.7.1	ESS 801	Regional Expert Consultation on Economic Accounts for Agriculture Bangkok, Thailand, 26-30 April 1993  - To clarify the reasons for the poor response from countries to the revised questionnaires on economic accounts for agriculture and adapt the questionnaire to the local availability of statistics	5 500	VI-4 (3)
2.2.3.2	FI 712-6	CIFA Sub-Committee for Lake Tanganyika Lusaka, Zambia, 14-19 October 1993  - To launch the Regional Project on Research for the Management of the Fisheries of Lake Tanganyika funded by the Government of Finland	29 700	VI-2 (1)
2.2.3.2	FI 746	CIFA Working Party on Aquaculture Harare, Zimbabwe, 13-17 September 1993  - New session replacing two cancelled sessions of the CIFA Working Party on Flood Plain Fisheries	29 700	VI-1 (3)
2.2.3.2	FI 828	Technical Consultation on Impacts of Water Storage and Delivery for Irrigated Agriculture on Fish Stocks and Fisheries in Sub-Arid and Arid Countries of Asia Ankara, Turkey, 20-25 September 1993  - Priority activity replacing cancelled session FI 770-6 - IPFC Working Party on Inland Fisheries	800	VI-5 (2)



Sub-programme	Session No.	Title, Location, Dates and Remarks	Estimated Cost US\$	Art. of Const. and Category
2.2.3.2	FI 829	Technical Consultation on Sustainable Fisheries Development in the WECAFC Area Caracas, Venezuela, 21-25 June 1993  - Change of priority activities. Offset by the cancellation of two sessions (FI 766-5 and FI 772-2)	39 000	VI-5 (2)
2.3.3.3	FO 803-3	Third Session of Forestry Forum for Developing Countries Rome, Italy, 9-10 March 1993  - Recommended by the Second Session of Forestry Forum in September 1992	nil	VI-5 (2)



## PART II

### PLANNED SESSIONS CANCELLED

Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.1.1.1	AGL 808	Expert Consultation on Water Restraints in Africa - Medium and Long-term Prospects Accra, Ghana	3 000	The meeting will be held after a global geo-referenced database on water for agriculture has been built
2.1.1.1	AGL 812	Expert Consultation on Case Studies of Land Use Planning Rome, Italy	3 000	Programme adjustments
2.1.1.3	AGL 809	Expert Consultation on the Economics of Fertilizer Use at Farm Level Rome, Italy	13 900	Programme adjustments owing to staff vacancies
2.1.1.3	AGL 811	Technical Consultation on Soil Productivity Restoration Rome, Italy	2 500	Programme adjustments owing to staff vacancies
2.1.1.4	AGL 814	Expert Consultation on Use of Remote Sensing Techniques in Irrigation Management Rome, Italy	3 000	To avoid duplication with several international meetings on the same subject
2.1.1.7	REUR 810	Consultation of the European Cooperative Research Network on Trace Elements Wageningen, Netherlands	10 520	Cancelled due to the unavailability of the Coordinator and other responsible staff
2.1.2.1	AGP 804	Expert Consultation on <i>ex situ</i> Conservation Location undetermined	500	The subject was dealt with by the Expert Consultation on Genebank Standards (AGP 801) held in May 1992
2.1.2.3	AGP 802-2	Expert Consultation on the Preparation of the State of the World's Plant Genetic Resources Rome, Italy	350	Objectives met by the activities being carried out for the preparation of the Fourth Technical Conference on Plant Genetic Resources



Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.1.2.4	AGP 717-14	Panel of Experts on Pesticide Specifications, Registration Requirements and Application Standards Rome, Italy	1 700	Postponed to 1994 since the progress made at the October 1992 session would not justify the 1993 meeting
2.1.2.4	AGP 721	FAO/UNEP Panel of Experts on Integrated Pest Control and Resistance Breeding (Special Session on Weed Management) Rome, Italy	1 400	The objectives will be met through working groups organized with FAO's assistance in Asia and Latin America
2.1.2.4	AGP 726-1	Panel of Experts on Plant Quarantine Rome, Italy	500	The panel has not yet been established; a detailed proposal will be submitted to the 1993 sessions of COAG, Council and Conference
2.1.2.7	RAPA 834	Expert Consultation on Research and Technology Development for Sustainable Crop Production Bangkok, Thailand	5 000	To avoid duplication with similar activities covered by session RAPA 813 - Regional Expert Consultation to Assess the Current Situation and Prospects of Sustainable Crop Production under Different Agro-Ecological Settings - and by the newly established Asia-Pacific Association of Agricultural Research Institutions (APAARI)
2.1.2.7	REUR 807	Consultation of the European Cooperative Research Network on Soyabean Location undetermined	10 500	Session no longer required since the network members met in an informal meeting in September 1992 and dealt with the subject
2.1.3.2	AGA 705	Session of Research Group of Standing Technical Committee of EUFMD Lelystad, Netherlands	nil	Decided by the Executive Committee of the Commission at its Fifty-fifth Session held in February 1993



Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.1.3.2	AGA 801	Expert Consultation on Epidemiological, Ecological and Economic Modelling for Control of Parasitic Disease of Livestock Rome, Italy	2 000	Objectives met through a Workshop on Modelling organized by the International Laboratory for Research on Animal Diseases (ILRAD)
2.1.3.2	AGA 813	Expert Consultation on Food-borne Helminth Infection of Public Health Significance Rome, Italy	2 000	Programme adjustments
2.1.3.2	AGA 905	Training Course in Animal Health Biotechnology in Latin America Location undetermined	10 000	Programme adjustments
2.1.3.2	AGA 906	Workshop on Biotechnological Methods for Diagnosis of Parasitic Organisms Location undetermined	2 000	Programme adjustments
2.1.3.3	AGA 811	Expert Consultation on Genetic Improvement of Buffaloes Bangkok, Thailand	1 000	Activities dealt with by the Expert Consultation on Global Management of Animal Genetic Resources (AGA 818)
2.1.3.6	AGA 814	Expert Consultation on Appraisal of Livestock Development Strategies Rome, Italy	2 000	Programme adjustments
2.1.5.4	ESH 901	Regional Workshop on Women in Small-Scale Irrigation Lilongwe, Malawi	2 500	Programme adjustments
2.1.7.1	ESS 707-28	FAO/FIAC Ad Hoc Working Party on Fertilizer Statistics Rome, Italy	nil	Postponed to the next biennium since the FAO/Fertilizer Industry Advisory Committee will not be held in 1993



Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.1.7.7	RAFR 701-14	African Commission on Agricultural Statistics Location undetermined	36 500	Postponed to the next biennium due to insufficient time for the preparatory arrangements
2.1.8.3	ESC 716-14	Intergovernmental Group on Bananas Rome, Italy	34 500	Postponed to the next biennium at the request of the Thirteenth Session of the Group
2.1.8.3	ESC 901	Regional Workshop on the Market Outlook for Agricultural Commodities in the Light of the Outcome of the Uruguay Round Location undetermined	46 000	Programme adjustments
2.1.8.5	ESP 802	Expert Consultation on Training of Planners on Environment Concerns Rome, Italy	nil	Programme adjustments
2.2.2.2	FI 902	Regional Seminar on Sustainable Development of Inland Capture and Culture Fisheries under Environmental Constraints Bangkok, Thailand	800	Postponed to the next biennium since it should be held after the 1994 session of the IPFC Working Party on Inland Fisheries
2.2.2.4	FI 810	Expert Consultation on Fish Marketing Development at Landing Sites in Asia Kuala Lumpur, Malaysia	800	Postponed to the next biennium in order to allow more time for planning and for preliminary discussions at the IPFC Symposium to be held in November 1993
2.2.3.1	FI 901	Seminar on the Development of Fishery Insurance Schemes for the Asian Region Bangkok, Thailand	800	Postponed to the next biennium in order to allow more time for the Asian Development Bank and the Network of Aquaculture Centres in Asia to provide technical inputs to the seminar



Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.2.3.2	FI 706-8	IPFC Working Party on Aquaculture Bangkok, Thailand	800	Programme adjustments
2.2.3.2	FI 715-9	IPFC Working Party on Fish Technology and Marketing India	800	Programme adjustments
2.2.3.2	FI 734-12	IOFC Committee for the Management of Indian Ocean Tuna Mahé, Seychelles	40 200	Technical work being carried out by the Indo-Pacific Tuna Project based in Sri Lanka pending outcome of negotiations on the Indian Ocean Tuna Commission
2.2.3.2	FI 744-10	CEFAF Working Party on Resources Evaluation Accra, Ghana	54 500	To be replaced by technical consultations on specific subjects funded by extra-budgetary sources
2.2.3.2	FI 748-3 and FI 748-4	CIFA Working Party on Floodplain Fisheries Locations undetermined	1 000	Change in programme priorities
2.2.3.2	FI 766-5	WECAFC Committee for the Development and Management of Fisheries in the Lesser Antilles Dominica	39 000	To be replaced by a technical consultation on sustainable fisheries development in the WECAFC area
2.2.3.2	FI 770-6	IPFC Working Party on Inland Fisheries Manila, Philippines	800	To be replaced by unscheduled session FI 828 - Technical Consultation on Impacts of Water Storage and Delivery for Irrigated Agriculture on Fish Stocks and Fisheries in Sub-Arid and Arid Countries of Asia
2.2.3.2	FI 772-2	WECAFC Working Party on Fishery Economics and Planning Caracas, Venezuela	32 800	To be replaced by a technical consultation on sustainable fisheries development in the WECAFC area



Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.2.3.2	FI 780-7	IOFC Committee for the Development and Management of Fisheries in the Southwest Indian Ocean Mahé, Seychelles	40 200	Programme adjustments owing to staff vacancies
2.2.3.2	FI 785-5	CECAF Working Party on Fishery Statistics Accra, Ghana	nil	To be replaced by technical consultations on specific subjects funded by extra-budgetary sources
2.3.2.4	FO 801	Expert Consultation on Economics and Resource Sustainability of Non-Wood Forest Products Rome, Italy	18 500	Programme adjustments
2.3.2.4	FO 804	Expert Consultation on Wood-based Energy Rome, Italy	1 500	Programme adjustments
2.3.3.1	FO 903	Seminar on Forest Extension Methods Location undetermined	2 000	Programme adjustments
2.3.3.3	FO 733-11	Committee on Forest Development in the Tropics Rome, Italy	35 500	Cancelled due to the postponement of COFO from 1992 to 1993 - it will be held in the next biennium
2.3.3.4	FO 802	Expert Consultation on Local Management of Forest Resources: Organizational Strategies Rome, Italy	2 500	Programme adjustments