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PROGRAMME IMPLEMENTATION REPORT 1994-95



Food
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***PROGRAMME
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DIRECTOR-GENERAL'S FOREWORD

I am pleased to submit to the Conference the second Programme Implementation Report (PIR) covering the 1994-95 biennium.

The Programme Implementation Report, together with the Programme Evaluation Report, offers Governing Bodies the main window through which they can assess the Organization's performance in programme implementation. While these reports are two sides of the same coin in meeting accountability requirements, it is important to recognise notable differences in scope. The Programme Evaluation Report provides more in-depth reviews of selected programmes and activities, whereas the Programme Implementation Report presents a factual overview for the biennium of the resources committed, key activities undertaken and salient outputs produced under the Regular and Field Programmes. This Report is thus intended to facilitate timely monitoring by the Member Nations of the implementation of FAO's biennial work programme within the framework of the Programme of Work and Budget.

This second Report follows the approach and structure of the first Programme Implementation Report. It also reflects the decision of the last Conference that the Programme Implementation Report cover implementation under the Regular and Field Programmes during the 1994-95 biennium, and also present actual data on the entire 1992-93 biennium. In line with the recommendations of the Conference and the Programme Committee, the present Report:

- *is more comprehensive, with the coverage of budgetary Chapter One of the Programme of Work and*

Budget, "General Policy and Direction" (Chapter 5), expanded information on support costs (Chapter 2) and inclusion of work on conventions and agreements (Chapter 3);

- *contains a consolidated report on progress in the on-going restructuring of the Organization, as well as on developments under the two Special Programmes approved by the Council at its 106th Session;*
- *includes a summary table of progress made for each technical and economic Major Programme in Chapter 5, highlighting both main achievements and setbacks; and*
- *provides additional qualitative information on the performance of field projects, with a synthesis of project evaluations conducted during 1992-94, presented in Chapter 3.*

I trust that these improvements will meet the approval of the Member Nations. On the other hand, the Conference also made recommendations for further improvements, especially regarding the analysis of output achievements against the planned targets, including cost aspects, so as to facilitate a more informed assessment of efficiency in programme implementation. In this respect, no major progress has been made in the present Report, as this depends upon concurrent improvements in the relevant planning documents, especially the Programme of Work and Budget. However, it is an area where concerted efforts will be made in the Secretariat to make tangible advances over the coming years. As I indicated in the Introduction to the Programme Evaluation

Report 1994-95, efforts are already under way to improve the programme planning process and related information systems so as to facilitate, in future, a more systematic assessment of programme performance, especially output achievement.

As I have stated elsewhere, I attach great importance to transparency and a result-oriented approach in managing this Organization. It is my intention that the main programme-oriented documents, i.e. the Medium-term Plan, the Programme of Work and Budget, the Programme Implementation and Evaluation Reports, will progressively reflect this management approach. However, it should be appreciated that this is a medium-term effort, at best, as it entails systematic and orderly changes in the way we plan, programme, implement, monitor and assess the Organization's activities at all levels in FAO. The complexity of introducing such changes is exacerbated by the pressures arising from the shrinking level and uncertainty of both regular and extra-budgetary resources likely to be available.

In this context, I should like to underline some of my concerns regarding the extent to which quantitative measurement of cost-efficiency or cost-effectiveness could be usefully pursued in improving our accountability reporting, especially in the Programme Implementation Report. While concepts of cost-efficiency and cost-effectiveness are important criteria for assessing programme performance, it would also be wise to recognize their limitations, as well as practical difficulties in attempting to measure them quantitatively. For example, they are not very helpful in assessing such important aspects as the relevance, significance or priority considerations of the programme. Methodological problems are also considerable, especially in applying quantitative techniques to measuring

intangible services and outputs as well as their effectiveness, as is the case for most of FAO programme delivery. This is something that governments of Member Nations themselves know all too well in their own attempts to measure performance of public services. Also, the high cost involved must be borne in mind as it would entail substantial information collection and analysis throughout the Organization.

The point I wish to stress is, in short, that the type of improvements we should strive for must be "cost-effective" in the sense that these are appropriate for the necessary level of analysis as well as potential use by Governing Bodies and that they are not too costly: we must weigh carefully the opportunity cost of applying such measurement tools. Similarly, I believe that our search for analytical improvements in accountability reporting needs to be pursued through a multi-faceted approach, no doubt including an appropriate level of quantification, but also covering qualitative aspects, such as the coherence of programme design, more systematic priority setting, as well as the consideration of the comparative advantages and catalytic role of the Organization. The results of greater rigour in analyzing the effectiveness, impact and sustainability could be more appropriately reflected in the Programme Evaluation Report, which reviews selected programmes in more depth. As far as the Programme Implementation Report is concerned, we need to balance the requirement for detailed analysis on the one hand and the need, on the other, to provide a coherent overview synthesis of FAO's total programme implementation.

This biennium has been an extraordinary period for our Organization, signalling our resolve to reinvigorate FAO by sharpening its mission as well as by revamping its organizational structure, and management and operational processes. I am confident that the path we have embarked on to re-

invigorate FAO has been timely and valid, but this is manifestly an enormous task, requiring a concerted effort by the Secretariat and Member Nations. We should have no illusions about the challenging nature of our endeavour, including many difficulties to be overcome and sacrifices to be made.

At the same time, I am bound to underscore my concerns with the worrisome resource situation confronting the Organization. As can be seen in the Report, the total resources available to FAO have been declining since the 1990-91 biennium, even in current terms, with a substantial reduction likely for the current biennium. The situation for the present period is particularly worrying because further reductions are likely to occur under both Regular and Field Programme resources. Needless to say, this is a serious setback to our endeavour for renewing FAO, when it has just begun. Of course, I am committed to enhancing our cost-effectiveness and will pursue all reasonable measures for greater rationalization and streamlining for this purpose. Nevertheless, in order to carry out the mandate given to me, I must be able to count on the minimum necessary level of regular resources as approved by the Conference.

As we approach the close of my first biennium as Director-General of this Organization, I trust that the Conference will share my sense of satisfaction that, as shown in this Report, a great deal has been accomplished in these two years. The first stage of the Restructuring has been substantially implemented in line with the decisions of the Council at its 106th Session: the new organizational structure at Headquarters is now in place; the decentralization process is under way with a broadened network of reinforced Regional Offices and new Sub-regional Offices; and the new senior management team is now complete. Similarly, the two

Special Programmes on Food Production in support of Food Security in the Low-Income, Food Deficit Countries and on the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES) have been successfully launched. Furthermore, despite uncertainties and disruptive effects inherent in such a process of radical change, the approved programme of work for the biennium has been largely adhered to. Building on the achievements of this biennium, I look forward to working with Member Nations in consolidating and further strengthening the Organization as a centre of excellence in the UN system.

I trust that the Conference will find this Programme Implementation Report of use in assessing the performance of the Organization during the present biennium.



Jacques Diouf
Director-General

ACRONYMS

AARINENA	-	Association of Agricultural Research Institutions in the Near East and North Africa
ACC	-	Administrative Committee on Co-ordination
ACFR	-	Advisory Committee on Fisheries Research
AEZ	-	Agro-ecological zone
AFS	-	Administrative Services Division (now the Administration Division) (FAO)
AGLINET	-	Worldwide Network of Agricultural Libraries
AGO	-	Agricultural Operations Division (FAO)
AGRIS	-	International Information System for the Agricultural Sciences and Technology (FAO)
AGROVOC	-	Multilingual Thesaurus of Agricultural Terminology
AIWC	-	All India Women's Conference
ALADI	-	Latin American Integration Association
AOS	-	Administrative and operational support
APAARI	-	Asia-Pacific Association of Agricultural Research Institutions
APO	-	Associate Professional Officer
ARTEMIS	-	African Real-Time Environmental Monitoring using Imaging Satellites
BOAD	-	West African Development Bank
CARICOM	-	Caribbean Community Secretariat
CARIS	-	Current Agricultural Research Information System (FAO)
CBPP	-	Contagious bovine pleuropneumonia
CCAD	-	Central American Commission for Environment and Development
CCAQ	-	Consultative Committee on Administrative Questions
CCBS	-	Country Cereal Balance System
CCP	-	Committee on Commodity Problems
CD-ROM	-	Compact disc read-only memory
CECAF	-	Fishery Committee for the Eastern Central Atlantic
CEGA	-	Conference of Governmental Statisticians of the Americas
CFC	-	Common Fund for Commodities
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
CIMMYT	-	International Centre for Maize and Wheat Improvement
CIRAD	-	International Cooperation Centre on Agrarian Research for Development
CMTA	-	Travel Commitment
COAG	-	Committee on Agriculture (FAO)
Codex	-	Codex Alimentarius
COFI	-	Committee on Fisheries (FAO)
COFO	-	Committee on Forestry (FAO)
CP	-	FAO/World Bank Cooperative Programme
CPGR	-	Commission on Plant Genetic Resources
CSD	-	Commission on Sustainable Development
DANIDA	-	Danish International Development Agency
DD	-	Development Department
DDF	-	Field Programme Development Division

EASTFISH	-	Fish Marketing and Information Centre for Eastern and Central Europe
EBRD	-	European Bank for Reconstruction and Development
EC	-	European Community
ECA	-	Economic Commission for Africa
ECDC	-	Economic Cooperation among Developing Countries
ECE	-	Economic Commission for Europe (UN)
ECLO	-	Emergency Centre for Locust Operations (FAO)
EDI	-	Economic Development Institute (World Bank)
EEZ	-	Exclusive Economic Zone
ELISA	-	Enzyme linked immunosorbent assay
EMPRES	-	Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases
FADINAP	-	Fertilizer Advisory Development and Information Network for Asia and the Pacific
FAOINFO	-	FAO Information Database
FAOR	-	FAO Representative
FAOSTAT	-	Corporate Database for Substantive Statistical Data (FAO)
FIDO	-	Fisheries Operations Service (FAO)
FINSYS	-	Budget and Financial Management System (FAO)
FMD	-	Foot-and-mouth disease
FODO	-	Forestry Operations Service (FAO)
FORNESSA	-	Forestry Research Network for Sub-Saharan Africa
FORSPA	-	Forestry Research Support Programme for Asia and the Pacific
FTPP	-	Forests, Trees and People Programme
GATT	-	General Agreement on Tariffs and Trade
GCP	-	Government Cooperative Programme
GEF	-	Global Environmental Facility
GFCM	-	General Fisheries Council for the Mediterranean
GIEWS	-	Global Information and Early Warning System for Food and Agriculture
GIS	-	Geographic Information System
GO	-	Governmental Organization
GREP	-	Global Rinderpest Eradication Programme
HACCP	-	Hazard Analysis Critical Control Point
IAMM	-	Institut Agronomique Méditerranée (Montpellier)
IARC	-	International Agricultural Research Centres
IBPGR	-	International Board for Plant Genetic Resources
ICAM	-	Integrated Coastal Area Management
ICB	-	International Commodity Body
ICCAT	-	International Commission for the Conservation of Atlantic Tunas
ICLARM	-	International Centre for Living Aquatic Resources Management
ICFM	-	Integrated Coastal Fisheries Management Programme
ICN	-	International Conference on Nutrition
ICPF/SARD	-	International Cooperative Programme Framework for Sustainable Agriculture and Rural Development
ICRAF	-	International Center for Research in Agroforestry
ICRISAT	-	International Crops Research Institute for the Semi-Arid Tropics
IDA	-	International Development Association
IFAD	-	International Fund for Agricultural Development
IFPRI	-	International Food Policy Research Institute
IGADD	-	Intergovernmental Authority on Drought and Development
IGG	-	Intergovernmental Group
IIED	-	International Institute for Environment and Development
IIRR	-	International Institute for Rural Reconstruction

ILRAD	-	International Laboratory for Research on Animal Diseases
ILRI	-	International Land Resources Institute (Netherlands)
INCSYS	-	Inventory and Control System (FAO)
INFOYO	-	Fish Marketing and Information Centre for China
IOCU	-	International Organization of Consumers' Unions
IOFC	-	Indian Ocean Fisheries Commission
IOTC	-	Indian Ocean Tuna Commission
IPFC	-	Indo-Pacific Fishery Commission
IPGRI	-	International Plant Genetic Resources Institute
IPM	-	Integrated pest management
IPNS	-	Integrated Plant Nutrition Systems
IPPC	-	International Plant Protection Convention
IRC	-	International Rice Commission
ISP	-	Investment Support Programme
ISRIC	-	International Soil Reference and Information Centre
ITC	-	GATT/UNCTAD International Trade Centre
ITTO	-	International Tropical Timber Organization
IUFRO	-	International Union of Forestry Research Organizations
IVDN	-	Integrated Voice and Data Network
KAFPROD	-	Kenyan Accelerated Food Production Programme
LEG	-	Legal Office
LDPS	-	Livestock Development Planning System
LIFDCs	-	Low-income food-deficit countries
NCO	-	National Correspondent
NFAP	-	National Forestry Action Plan
NGO	-	Non-governmental Organization
NPO	-	National Professional Officers
NRI	-	Natural Resources Institute (UK)
OAU	-	Organization of African Unity
OCD	-	Office for Coordination of Normative, Operational and Decentralized Activities
OCF	-	Onchocerciasis Control Programme
ODA/NRI	-	Overseas Development Administration/National Research Institute (UK)
OECD	-	Organisation for Economic Co-operation and Development
OIE	-	<i>Office internationale des épizooties</i> (the world organization for animal health)
OIV	-	International Vine and Wine Office
OPS	-	Office for Project Services (UNDP)
OSRO	-	Office for Special Relief Operations (FAO)
PAHO	-	Pan-American Health Organization
PARC	-	Pan-African Rinderpest Campaign
PBE	-	Office of Programme, Budget and Evaluation (FAO)
PC	-	Personal computer
PFL	-	Prevention of food losses
PLANSYS	-	Computerized Programme Planning System (FAO)
RAF	-	Regional Office for Africa (FAO)
RAP	-	Regional Office for Asia and the Pacific (FAO)
REU	-	Regional Office for Europe (FAO)
RLC	-	Regional Office for Latin America and the Caribbean (FAO)
RNE	-	Regional Office for the Near East (FAO)
RRA	-	Rapid Rural Appraisal

PPR	-	<i>Peste de petits ruminants</i>
SAC	-	Statistics Advisory Committee of Experts (FAO)
SAP	-	Special Action Programme
SAPP	-	Smallholder Agricultural Productivity Programme Development
SARD	-	Sustainable agriculture and rural development
SC	-	Steering Committee
SDI	-	Selective Dissemination Information
SECNA	-	Screwworm Emergency Centre for North Africa (FAO)
SEGA	-	Collaborative Socio-Economic and Gender Analysis Training Programme
SID	-	Small Island Developing State
SIFR	-	Study on International Fisheries Research
SIT	-	Sterile insect technique
SOFA	-	<i>State of Food and Agriculture</i>
SSA	-	Special Services Agreement
TAC	-	Technical Advisory Committee (CGIAR)
TAMNET	-	Tropical Asian Maize Network
TCA	-	Policy Assistance Division
TCCT	-	Technical Cooperation among Countries in Transition
TCI	-	Investment Centre Division
TCO	-	Field Operations Division
TCDC	-	Technical Cooperation among Developing Countries
TCP	-	Technical Cooperation Programme (FAO)
TF	-	Trust Fund
TFAP	-	Tropical Forests Action Programme
TSS	-	Technical Support Services
UNCED	-	United Nations Conference on Environment and Development
UNCHS	-	United Nations Centre for Human Settlements
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 Children's Fund
UNIDO	-	United Nations Industrial Development Organization
UNSO	-	United Nations Sudano-Sahelian Office
USAID	-	United States Agency for International Development
US-NOAA	-	United States National Oceanic and Atmospheric Administration
USDA	-	United States Department of Agriculture
UTF	-	Unilateral trust fund
WAICENT	-	World Agricultural Information Centre
WCARRD	-	World Conference on Agrarian Reform and Rural Development
WCW	-	World Conference on Women
WECAFC	-	Western Central Atlantic Fishery Commission
WHO	-	World Health Organization
WID	-	Women in development
WIEWS	-	World Information and Early Warning System on Plant Genetic Resources (FAO)
WMO	-	World Meteorological Organization
WTO	-	World Trade Organization
WWF	-	World Wide Fund for Nature

CHAPTER 1 - IMPLEMENTATION OF DECISIONS TAKEN BY THE COUNCIL AT ITS 106TH SESSION

INTRODUCTION

1. As mandated by Conference Resolution 10/93, at its 106th Session in May/June 1994, the Council considered and endorsed the Director-General's proposals following his review of the programmes, structures and policies of the Organization. These encompassed streamlined secretariat structures and a sharpened priority focus. In addition to the establishment of the two Special Programmes discussed in Chapter 4 of the present Programme Implementation Report {Food Production in support of Food Security in Low-Income Food-Deficit Countries (LIFDCs) and the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES)}, the Council also approved:

- Headquarters restructuring measures, including an enhanced delineation between normative and operational activities;
- decentralization to field offices, including the strengthening of the Regional Offices, establishment of five sub-regional offices and creation of a cadre of national professional officers;
- renewed emphasis on cooperation with external partners and use of national capacities;
- the pursuit of improved administrative and managerial procedures.

2. The Council has received regular up-dates on progress in the implementation of these decisions. The present chapter summarizes, for the attention of the FAO Conference, the situation as of June 1995, by which time substantial progress had been made in all areas. Throughout, the Director-General has been concerned to ensure that each step should be carefully considered, so that practical actions taken were effective, and that the human factor should be fully taken into account. He has stressed the need for full consultation with the staff on aspects affecting their work and working conditions. His approach is that the Organization should not be static in terms of both programme formulation and structural arrangements. Restructuring will need to remain a continuing, if less intensive, process in future as FAO seeks to improve further its relevance, efficiency and impact.

HEADQUARTERS RESTRUCTURING

3. With the appointment of staff to most vacant senior posts in December 1994 and early 1995, the restructured Headquarters units are now operating. Establishment of strengthened decentralized capacities has taken somewhat longer, as discussed below. In particular, restructuring has led to:

- the Sustainable Development Department grouping the Environment and Sustainable Development Coordinating Unit, the Environmental Information Management Unit, the Research, Extension and Training Division, Women and People's Participation Division, and the Rural Development and Agrarian Reform Division;
- the Technical Cooperation Department, which will be partially decentralized, comprising Divisions for Policy Assistance, Field Operations and the Investment Centre and Units for Cooperation with Multilateral and Bilateral Agencies, Cooperation with Private Sector and NGOs, Information and Procedures, as well as the unit supporting the Technical Cooperation Programme;
- the Agriculture and Economic Development Analysis Division, in the Economic and Social Department, with services for Agricultural Projects Analysis, Agriculture Sector in Economic Development and Comparative Agricultural Development.

Initial steps have been taken towards the consolidation of the divisional administrative units in the Agriculture and Economic and Social Departments and the Technical Cooperation Department into departmental Management Support Units.

DECENTRALIZATION

Office for Coordination of Normative, Operational and Decentralized Activities

4. The Office for Coordination of Normative, Operational and Decentralized Activities (OCD), which is located in the Office of the Director-General, became operational in January 1995, with a nucleus of staff, mostly transferred from the former Development Department.
5. OCD has responsibility for support to all decentralized structures, including FAORs and Regional and Sub-regional Offices, as well as for the promotion of technical cooperation between countries, functions formerly handled by the Development Department but now of increased importance. It also has responsibility for ensuring coordination of normative and operational activities between Headquarters Units and the Decentralized Offices. Technical cooperation modalities have been much expanded and new schemes introduced for this purpose (see below). As can be seen from the 1996-97 Programme of Work and Budget proposals, it is not intended that the OCD should become a large structure. The coordinating function of OCD is seen as one of a focal point, facilitating dialogue between offices and ensuring consistent approaches.

Regional, Sub-regional and Liaison Offices

6. Mostly through transfer of posts, Regional Offices are being strengthened, with the establishment of technical and policy assistance groups as well as the gradual decentralization of operations units. Enhanced Regional Offices comprise five technical groups, corresponding to the five technical departments in Headquarters. The technical groups are to provide direct technical support to countries, in addition to sharing in the normative work of the Organization. The Policy Assistance Branch in each Regional Office will become fully operational with the transfer of staff from the former Policy Analysis Division and the corresponding Regional Bureau of the former Field Programme Development Division. These groups will assist countries in policy analysis, planning and programme development for technical assistance. The operations officers dealing with Asia

and the Pacific for all types of projects, including forestry and fisheries, are also being transferred to the Regional Office in Bangkok before the end of 1995. This latter step may be seen as a pilot implementation of the decentralization of operating units aimed at developing the modalities and procedures associated with this approach.

7. Intensive consultation has taken place with the sub-regional groups of countries to be served by new sub-regional offices, i.e. Southern and East Africa; the Pacific Islands; Central and Eastern Europe; the Caribbean; and North Africa. Also, the specializations having highest priority for the multidisciplinary sub-regional teams have been defined. At the time of finalization of this document, consensus had been reached with countries of the corresponding sub-regions on the location of offices in Zimbabwe, Barbados and Hungary, while the search for consensus was continuing in the remaining two regions. Negotiations on an agreement with the host country were also well advanced in Zimbabwe and Barbados, and sub-regional representatives had been appointed for Southern and East Africa, Central and Eastern Europe and for the Caribbean.

8. Missions have been sent to all Regional Offices and potential sites for sub-regional offices to discuss legal arrangements and physical facilities. The shortage of physical facilities is being addressed in order not to hinder the decentralization process, with additional office space being obtained as necessary, with the support of host country governments.

9. Following discussion with the Regional Economic Commissions, Joint Divisions with the Commissions for Africa, West Asia and Latin America ceased operating as of 30 June 1995, with staff being redeployed to the Regional and Sub-regional Offices. In the case of the Regional Economic Commission for Europe, a similar redeployment has been achieved, while two forestry specialists, dealing primarily in forest resource and trade information, are continuing to work closely with the Commission, where they are physically located, and are being administered by the Liaison Office in Geneva. This will enable work on these key priority areas to be maintained in the most efficient way.

10. Nine professional posts in the Investment Centre have been decentralized to enhance investment support in the regions and to liaise with the regional development banks. Arrangements have also been initiated for the establishment of Liaison Offices with the European Union and Japan.

11. To strengthen the audit function for the decentralized structures and the Field Programme, one auditor will be transferred to each region, except for Europe.

12. Progress in enhancing the key role of FAO Representations at the country level in the decentralization process is discussed in Chapter 6, Development Support and Project Operations.

NEW COOPERATION AGREEMENTS WITH MEMBER NATIONS

13. Four types of new technical cooperation agreement have been developed to allow member countries to take mutual advantage of available technical resources and experience, and also to generate economies in the use of international expertise. The schemes cover:

- Use of Experts for Technical Cooperation between Developing Countries (TCDC);
- Use of Experts for Technical Cooperation between Countries in Transition (TCCT);
- Cooperation with Academic Research Institutions in Member Countries;
- Cooperation in Use of Retired National Experts and of FAO/UN retirees.

Arrangements are being developed to ensure full advantage is taken of the schemes in both the FAO Regular and Field Programmes.

Agreement on Use of Experts for TCDC and TCCT

14. The Agreement Concerning the Use of Experts for TCDC has (June 1995) been signed by 60 governments and 36 countries have provided curricula vitae of some 1 700 experts. Five countries in transition have signed the similar agreement for TCCT and have proposed some 100 candidates. Under both agreements the country of origin continues to provide salary, while the receiving country covers local costs, and FAO or the receiving project sponsors international travel and a small supplementary allowance.

15. Following technical evaluation, qualified experts are being placed on a computerized roster. Requests have already been received for expertise in a wide range of areas including such specialist topics as buffalo production, ostrich rearing and the use of solar and wind energy. One country has pledged funds with FAO to cover local costs of experts in specified fields. It is foreseen that the schemes will generally meet needs for short-term advisory missions.

Agreement for Cooperation with Academic and Research Institutions

16. The Agreement for Cooperation with Academic and Research Institutions has been signed by five Governments¹. Under the scheme, the institution seconding a specialist continues to be responsible for salary and FAO or the project pays a flat allowance (currently US\$ 3 000 per month). Two scientists have already been engaged under this programme and are working at FAO Headquarters in the fields of animal genetic resources and land and water use.

Agreements for the Use of National and UN/FAO Retirees

17. Arrangements for use of national retired experts and UN/FAO retirees operate in a similar way, with FAO or the project covering a small basic honorarium and the daily living allowance. A substantial number of retirees have already shown an interest in continuing their service to development in this way. Thirteen countries have signed agreements to facilitate availability of national retirees (June 1995).

SUPPORTIVE MANAGERIAL ACTION AND IMPROVEMENTS IN COMMUNICATIONS

Managerial and Administrative Actions

18. In order to support the developments summarized above, it has been necessary to carry out a large number of administrative and managerial actions (see also Chapter 7). In

¹ As of June 1995 - Canada, Greece, Netherlands, Spain, Turkey.

particular, the Director-General established a practice of regular senior management meetings with ADGs. Also:

- the November 1994 session of the Council approved arrangements and changes in the staff regulations for the establishment of a national professional category for service in FAO Representations and field projects;
- detailed functional statements for each organizational unit were developed or reviewed and revised as appropriate;
- an establishment review was made of all new and revised post descriptions;
- joint staff/administration task forces were set up for both General Service and Professional staff to examine issues of redeployment and, for example, as of June 1995, suitable alternative posts had been identified for 34 internationally-recruited programme officers from the FAO Representations.

Improvements in Communications

19. In order to improve communications with the decentralized structures, electronic mail connections are being established to all FAO offices. In addition to the Local Area Networks (LANs) in FAO Headquarters, LANs are being established in each of the regional and eventually, sub-regional offices. New telephone PABX exchanges are also being installed in the Regional Offices for Africa and Asia and the Pacific, as well as the Sub-regional Offices for Southern and East Africa. The new Regional Office building for Latin America and the Caribbean is planned to have an integrated-voice-data-network. Direct links between FAO Headquarters and the Regional Office for Asia and the Pacific are being examined, in order to facilitate decentralized project operations.

BENEFITS OF RESTRUCTURING

20. While most of the gains from restructuring will not be realized until the 1996-97 biennium and beyond, which is outside the scope of this report, some indication of the expected benefits is summarized below.

Benefits to Member Nations

Specialization of Normative and Development Support Functions

21. Greater specialization of functions between normative work and direct support to Member Nations and to the Field Programme will take some time to show its full benefits. It is envisaged that specialization will enable staff to plan their work more effectively and concentrate consistently on production of normative outputs. The extent to which recent publication output has been maintained despite the number of vacant posts and financial austerity provides an indication of this, as shown in Chapter 3. Functional specialization will also facilitate better selection of staff for their precise task, thus contributing to the enhanced quantity and quality of the Organization's normative output. A decline in the proportion of Headquarters Professional staff time devoted to support of the Field Programme is already evident, from the information presented in Chapter 3 for 1994 and this has continued during 1995 with the greater involvement of the Regional Offices in Field Programme support becoming more evident.

22. To reinforce the benefits of greater functional specialization, staff with a particularly strong field orientation and experience have been selected for assignment to the new Technical Cooperation Department and the decentralized structures. In designating personnel for Headquarters-based normative posts, efforts are being made to recruit younger, more academically qualified professionals. Also, in making submissions for the 1996-97 Programme of Work and Budget, technical departments have been instructed to strengthen the normative content of their planned activities by reducing the amount of time programmed for technical support to projects.

23. At the same time, care is being taken to ensure that the benefits of the two-way feedback between normative activities and work in direct support of developing countries is not lost. There will be interchange of staff between functions, and Headquarters staff will continue to provide specialist technical back-up to the decentralized technical groups and the Field Programme.

Increased Responsiveness to Countries' Immediate Needs

24. The decentralization and restructuring of specialist services to serve Member Nations directly and backstop the Field Programme is expected to result in shorter and more rapid lines of communication and in the availability of teams of staff with a more intimate knowledge of the countries they serve. In this regard the FAO Country Representatives play a key role in both identifying countries' needs and providing the first line of administrative support to the Field Programme. The initial experience in deploying national professional officers in the Country Representations has already shown that it is often possible to recruit highly qualified staff nationally and that such staff have immediate benefit for the work of the offices through their network of contacts and intimate knowledge of the country.

25. Care is being taken to ensure that there will continue to be active exchange of experience between regions. This will be facilitated not only by the new schemes for use of TCDC, but also through the strong interchange between the central normative units and the decentralized structures. An important output of the normative units is already emerging as synthesized material for use at more local level.

Improvements in Efficiency and Cost Reductions

Efficiency Improvements

26. The major improvements in telecommunications and computer use referred to above have already been partially achieved and are described in Chapter 7. In addition:

- a major review has almost been completed of the activities of the Department of General Affairs and Information including publication production services, the methods and extent of the distribution of publications and other information, and the consolidation of information dissemination services, including the role of electronic dissemination;
- a review of the Department of Administration and Finance commenced with a detailed study of administrative and financial policies and procedures. Significant scope was identified for streamlining and the review provides a major input for the rebuilding of

the Organization's financial and personnel systems in support of revised operational modalities;

- the downgrading of selected vacant posts in normative units, as explained above, will not only facilitate the recruitment of suitable young professionals but will help to create incentive in a re-established career structure;
- a review of the arrangements for travel is underway with a view to improving the service to travellers, while reducing the overall cost to the Organization.

27. Particular attention is being given to improved communications, streamlining of procedures and delegations of authority to ensure that the gains of decentralization are fully realized. At the same time, use of local audit firms and the out-posting of internal audit officers will ensure that the essential checks and controls are in place.

Cost Reductions

28. Many of the measures referred to above are also resulting in cost reductions. Although it is not possible at this time to detail all the savings that will be made, especially as a result of studies currently underway, the immediate cost-savings from the restructuring process are becoming evident and are more fully described in the Summary Programme of Work and Budget (CL 108/3 Section IV - paragraphs 56 to 78). Savings actually realized and anticipated during the coming biennium include in summary:

- benefits of layering in management, in particular the abolition of the posts of Assistants to ADGs and Assistant Director;
- significant reductions in the General Service staff establishment at Headquarters as a result of office automation;
- extensive use of new agreements for cooperation with Member Nations which result in more cost-effective means of providing expertise;
- favourable cost differentials in the replacement of internationally-recruited Programme Officers in the FAORs by National Professional Officers;
- lower cost of General Service staff in Regional and Sub-regional Office locations supporting decentralized technical, policy and operational groups;
- savings resulting from concentrating administrative tasks in Departmental Management Support Units;
- savings on down-graded posts bringing in younger, more specialist expertise; and
- reductions in the length of meetings and of documentation.

CHAPTER 2 - RESOURCES

29. As background for the discussion of programme delivery in subsequent chapters, Chapter 2 provides an overview of FAO's resources and expenditures, both for Regular Budget and extra-budgetary funding. Time-series information is provided in nominal terms, and at constant prices. The Chapter also includes a summary of the costs of Field Programme support which replaces a separate report to the Finance Committee on that subject. The Programme Implementation Report is not an accounting document, and more complete financial information for the 1994-95 biennium will be available to Members in the Audited Accounts, which will be submitted to the Conference at its October 1997 session.

30. Attention is drawn to the distinction between "Extra-budgetary" and the "Field Programme". "Extra-budgetary" refers to all non-Regular Programme sources of funds or related expenditure whereas "Field Programme" refers to the income and expenditure relating directly to FAO's execution of technical assistance in the broad sense. Thus, for example, "Extra-budgetary" includes income and related expenditure derived from the World Banks' share of the cost of FAO/WB Cooperative Programme. Whereas these are not included in the figures for the "Field Programme". Conversely, the "Field Programme" includes TCP which is not included under "Extra-budgetary".

EVOLUTION OF TOTAL RESOURCES

31. Charts 2.1 and 2.2 summarize expenditure trends, at current and constant 1994 prices over the period 1986-87 to 1994, under FAO's three main sources of income, i.e. Regular Budget, extra-budgetary resources (excluding support costs), and support cost income. The basic information for the graphics is summarized in Table 2.1. It can be seen that in real terms, total Regular Programme expenditures by FAO have increased very little between the 1986-87 and the 1992-93 biennia (expenditures in 1992-93 stood 4 percent higher than in 1986-87). However, 1994 witnessed a sharp drop of 15 percent on an annualized basis from the 1992-93 biennium. Extra-budgetary expenditures, which are very largely for the Field Programme reached a high point in the 1990-91 biennium and then fell markedly, standing at 69% of the 1986-87 level in 1994. This decline is translated also into support costs.

Chart 2.1 Evolution of Total Resources
(Actual Expenditures US\$ millions)

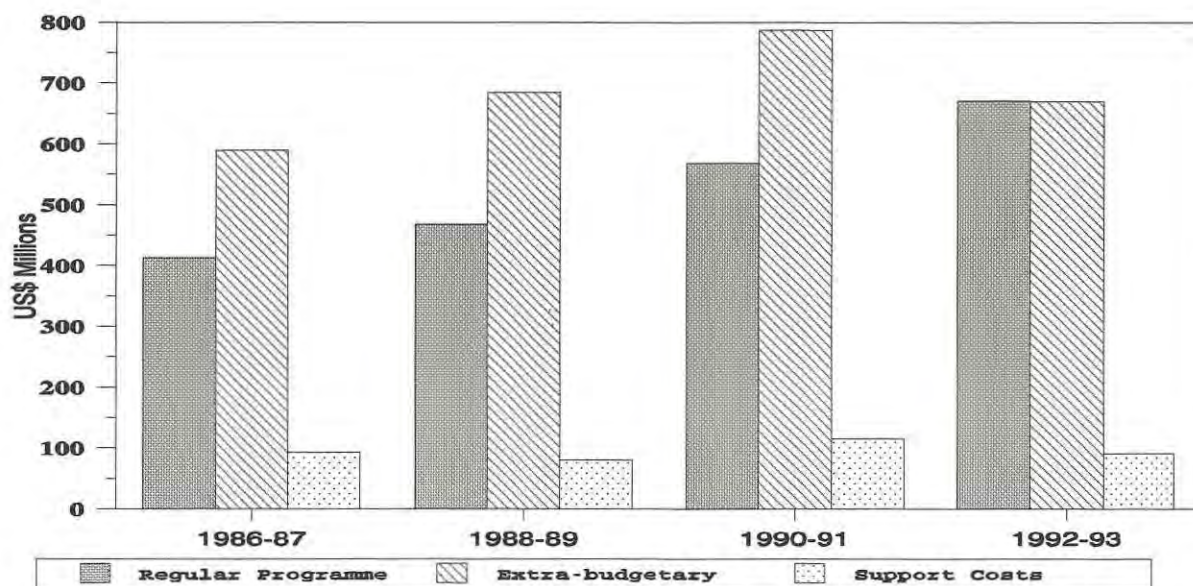


Chart 2.2 Evolution of Total Resources
(Expenditure Constant 1994 US\$ millions)

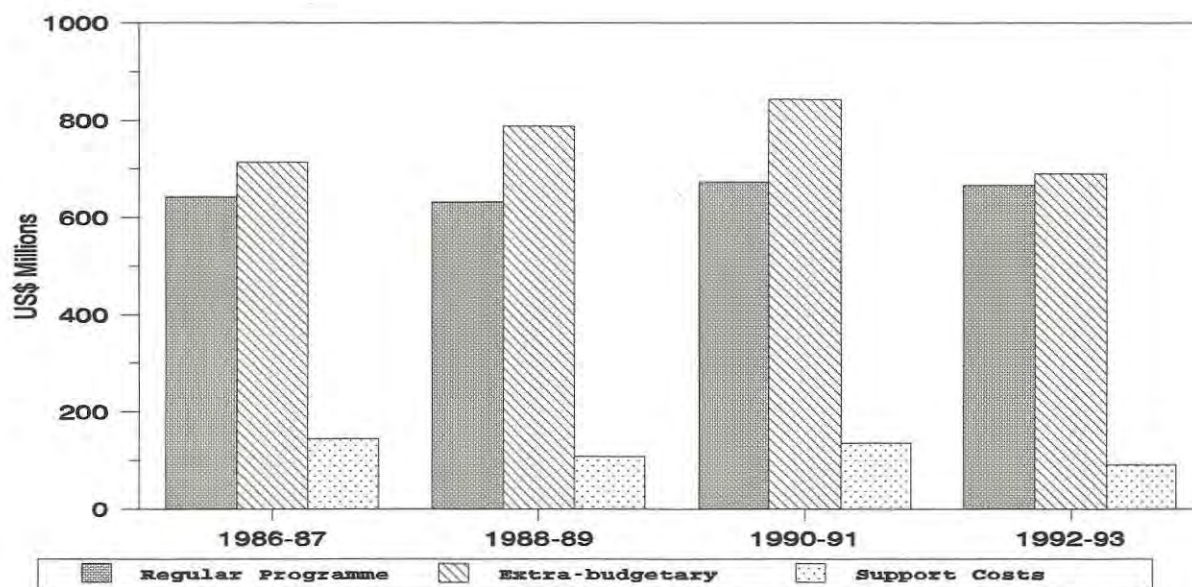


TABLE 2.1: Actual and Real Expenditures by Source of Funds (US\$ million)

Funding	1986-87	1988-89	1990-91	1992-93	1994
<u>Regular Programme</u>					
- actual	413.2	467.6	568.1	671.2	283.8
- 1994 prices	642.1	632.2	673.0	666.2	283.8
<u>Extra-budgetary (exc. support costs)</u>					
- actual	590.0	684.3	787.3	669.9	269.7
- 1994 prices	713.9	786.9	842.4	690.0	269.7
<u>Support Costs</u>					
- actual	93.4	80.0	114.7	91.2	35.3
- 1994 prices	145.1	108.2	135.9	90.5	35.3
<u>Total Expenditures</u>					
- actual	1 096.6	1 231.9	1 470.1	1 432.3	588.2
- 1994 prices	1 501.1	1 527.3	1 651.3	1 446.7	588.2

32. The decline in extra-budgetary resources has also meant that they account for a smaller proportion of the Organization's overall expenditure (see Charts 2.3 and 2.4). Between 1986-87 and 1994, the share of the Regular Programme in total expenditures rose from 43 percent to 48 percent at 1994 constant prices.

Chart 2.3 Share of Expenditures by Source of Funds (1986-87 at 1994 Constant Prices)

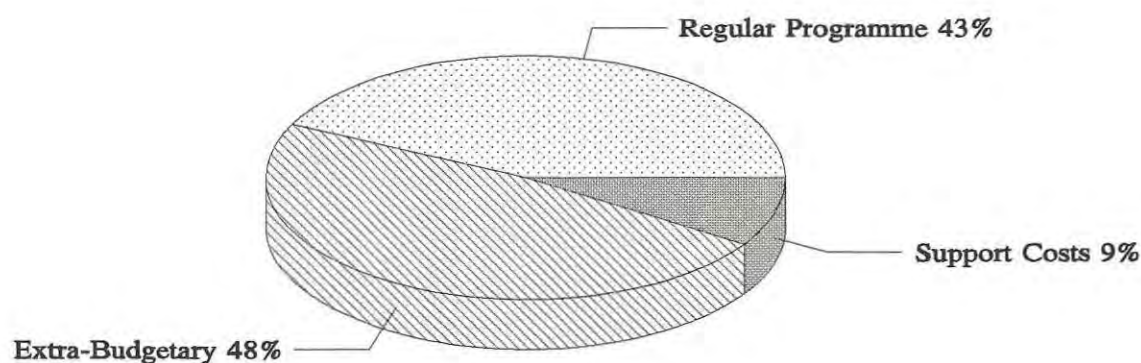


Chart 2.4 Share of Expenditures by Source of Funds (1994)

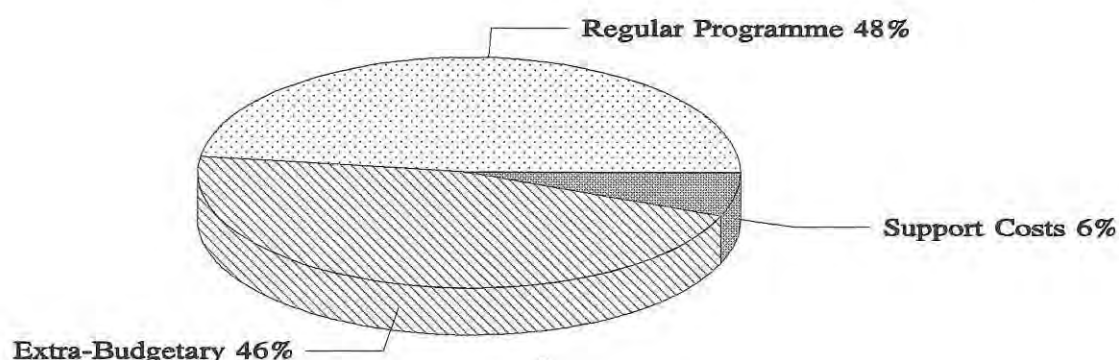


TABLE 2.2: Resource Allocation by Chapter (US\$ million)

Chapter	1994-95 Approved PWB	Expenditure 1994		Expenditure 1992-93	
		R.P.	Extra- Budgetary	R.P.	Extra- Budgetary
1 General Policy and Direction	53.0	23.6	1.6	50.0	3.0
2 Technical and Economic Programmes					
21 Agriculture	246.7	112.1	195.0	236.9	509.0
22 Fisheries	42.2	19.2	23.1	40.5	54.7
23 Forestry	30.1	14.3	54.0	28.1	122.8
Total Chapter 2	319.0	145.6	272.1	305.5	686.5
3 Development Support Programmes	101.1	46.8	19.7	99.9	43.1
4 Technical Cooperation Programme (TCP)	84.2	13.8	0	77.4	0
5 Support Services	68.6	30.4	8.5	109.3	25.4
6 Common Services	46.6	23.6	3.1	29.2	3.1
7 Contingencies	0.6				
Total	673.1	283.8	305.0	671.3	761.1

¹ The decline from 1992-93 levels is largely due to WFP carrying out its own translation, printing and publishing.

33. Total resources and expenditures under the main PWB Chapters are summarised in Table 2.2. It can be seen that 75% of Regular Programme Resources were budgeted directly for work on the technical and development programmes of which almost 50% was for the technical programmes. There was a small shortfall in FAO-TCP expenditures in the 1992-93 biennium as a proportion of total budget and due to staff constraints in the TCP Unit, this was particularly noticeable in the first year of the current biennium, but

expenditures have increased for the current year. Extra-budgetary expenditures were concentrated (89%) on the technical programmes of Chapter 2. Extra-budgetary resources under Chapter 1 General Policy and direction were also partly to support the technical work in the field of the Legal Office. Extra-budgetary support under Chapter 5 Support Services included the Italian contribution for building maintenance and support costs for personnel, purchasing, etc.

TABLE 2.3: Resources Allocated to Major Programmes 2.1 Agriculture, 2.2 Fisheries, 2.3 Forestry (US\$ million)

Chapter/Major Programme/Programme	1994-95 Approved PWB	Expenditure 1994		Expenditure 1992-93	
		Regular Programme	Extra-budgetary	Regular Programme	Extra-budgetary
2 Technical and Economic Programme					
21 Agriculture	246.7	112.1	195.0	236.7	509.0
211 Natural Resources	22.7	9.9	35.8	21.5	95.0
212 Crops	37.6	17.8	72.7	35.2	168.1
213 Livestock	21.3	10.0	19.6	20.2	61.3
214 Research & Tech. Dev.	26.2	12.7	7.8	24.1	19.3
215 Rural Development	32.8	15.0	32.6	34.4	89.7
216 Nutrition	22.2	10.0	4.1	22.1	16.1
217 Food & Agric. Inf. & Analysis	36.5	16.7	7.4	37.1	19.9
218 Food & Ag. Policy	38.3	16.9	14.2	34.1	37.6
219 Programme Management	9.1	3.1	0.8	8.0	2.0
22 Fisheries	42.2	19.2	23.1	40.6	54.7
221 Fisheries Info.	6.2	2.8	3.3	8.2	9.6
222 Fisheries Exploit & Utiliz.	19.4	9.3	15.7	18.4	41.2
223 Fisheries Policy	10.0	4.6	4.1	8.5	3.9
229 Programme Management	6.6	2.5	0	5.5	-
23 Forestry	30.1	14.3	54.0	28.2	122.8
231 Forest Resources & Environment	8.7	3.4	41.7	7.2	94.2
232 Forest Products	4.7	3.0	1.8	3.9	5.5
233 Forest Investment & Institutions	10.4	5.4	10.5	11.6	23.1
239 Programme Management	6.3	2.5	0	5.5	0
Total Chapter 2	319.0	145.6	272.1	305.5	686.5

34. Table 2.3 gives details of expenditures under the three Technical and Economic Major Programmes: 2.1 Agriculture, 2.2 Fisheries and 2.3 Forestry. Extra-budgetary expenditures declined for all three Major Programmes but the fall was steepest for Major Programme 2.1 Agriculture, where expenditures declined by 23 percent between the 1992-93 biennium and 1994. Major Programme 2.2 Fisheries showed such a drop in prior

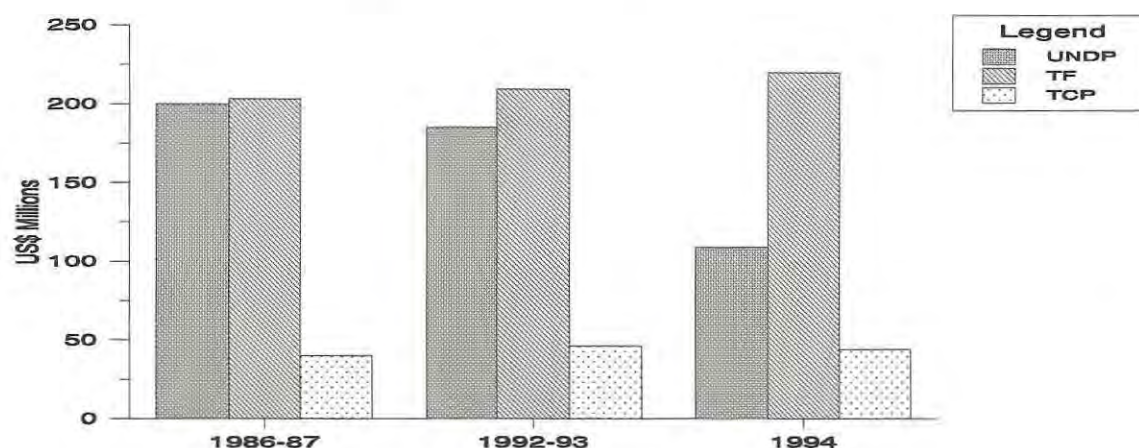
years. Although extra-budgetary funding declined in all programme areas, Programmes 2.1.1 Natural Resources and 2.1.2 Crops and Major Programme 2.3 Forestry continued to sustain gearing ratios of extra-budgetary to Regular Programme expenditure of above 3.6:1. Gearing ratios were below 1:1 for all other programmes except Major Programme 2.2 Fisheries, and Programmes 2.1.3 Livestock and 2.1.5 Rural Development.

EVOLUTION OF FIELD PROGRAMME RESOURCES

Budgets of Newly Approved Projects

35. The total budgets of projects newly approved each year for FAO execution, which had been relatively steady in recent years, declined from about US\$ 440 million in 1994 constant prices per year in 1992-93 to US\$ 373 million in 1994 (about 15 percent in real terms). The main reason for this was the sharp reduction in UNDP-funded projects approved for FAO execution. While Trust Fund project approvals recorded a 5 percent increase and TCP approvals have remained relatively stable, for UNDP project approvals declined to US\$ 109 in 1994 as compared with an annual average of US\$ 185 million (at 1994 prices) during the 1992-93 period. Chart 2.5 summarizes the total budgets at 1994 constant prices of projects approved for FAO execution in selected biennia from 1986-87 to 1994. Similar information at current prices is summarized in Table 2.4.

Chart 2.5: Total Budgets of Projects Newly Approved for FAO Execution
(average per year at 1994 constant prices)



	1986-87	1992-93	1994
UNDP	199	185	109
Trust Fund	203	209	220
FAO-TCP	40	46	44
Total	442	440	373

TABLE 2.4: Total Budgets of Projects Newly Approved for FAO Execution (Annual average - current US\$ millions)

	1986-87	1992-93	1994
UNDP	165	180	109
Trust Funds	168	204	220
FAO-TCP	33	45	44
TOTAL	366	429	373

Field Programme Expenditures

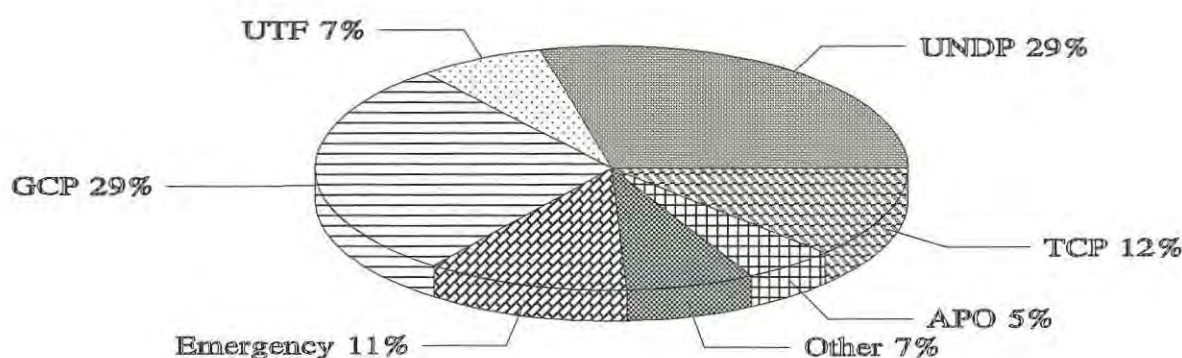
36. Field Programme expenditures normally reflect budgetary approvals, but with a time lag and some opportunity for smoothing input delivery rates during implementation. Total Field Programme expenditure in recent biennia (Table 2.5) has remained in the range of US\$ 700 million to US\$ 880 million at 1994 constant prices, or some US\$ 380 million per year. The trend in UNDP project expenditures has been downward, but fluctuations in Trust Funded Programmes, particularly for emergencies such as the North African screw-worm campaign in 1990-91 have partially masked the emerging downward trend, which became clearer in the 1992-93 biennium, with an overall drop in Field Programme expenditure down to US\$ 700 million. This downward trend continued in 1994 with yearly expenditure going down below US\$ 300 million for the first time since 1980.

TABLE 2.5 Expenditures on FAO Field Programmes at actual and 1994 constant prices (US\$ million)

	1982-83	1984-85	1986-87	1988-89	1990-91	1992-93	1994*
FAO/UNDP							
Current Prices							
FAO Execution	257.6	225.1	257.2	319.3	350.7	216.9	64.7
FAO Implementation			1.9	6.9	11.2	24.7	16.7
TSS-1						3.6	1.9
Sub-Total	257.6	225.1	259.1	326.2	361.9	245.2	85.3
TRUST FUNDS							
FAO/Government Programme	88.2	122.2	145.5	150.4	177.8	175.5	79.7
Assoc. Prof. Off. Programme	25.6	26.9	26.1	34.8	47.0	36.6	14.8
Near East Cooperative Programme	4.3	1.6	1.7	0.9	0.4	0.2	0.0
Unilateral Trust Funds	58.0	80.3	64.3	61.7	59.1	39.3	18.6
PFL Special Account	4.2	1.1	1.2	1.4	1.2	0.0	0.0
International Fertilizer Supply Scheme (IFS)	3.9	4.7	2.4	1.5	0.4	0.1	0.0
Freedom from Hunger Campaign/AD	2.1	2.1	2.2	2.8	3.7	2.4	0.9
UNFPA	2.8	3.8	3.3	6.5	14.4	8.4	3.5
UN Environment Programme	2.8	1.7	1.4	1.5	1.8	3.2	0.7
Other UN Organizations	7.8	19.9	13.8	15.5	14.2	15.7	7.1
Emergencies**	27.7	9.3	23.2	27.6	46.0	60.1	30.9
Miscellaneous Trust Funds	12.6	13.6	14.0	18.8	20.1	21.7	3.2
Sub-Total	240.0	287.2	299.1	323.4	386.1	363.2	159.4
TOTAL EXTRA-BUDGETARY FIELD PROGRAMME	497.6	512.3	558.2	649.6	748.0	608.4	244.7
FAO TECHNICAL COOPERATION PROGRAMME							
TCP excluding operations expenditures	40.2	48.0	72.3	49.8	67.9	67.6	29.9
TOTAL FIELD PROGRAMME	537.8	560.3	630.5	699.4	815.9	676.0	242.7
Constant 1994 Prices							
TOTAL FIELD PROGRAMME	708.1	703.0	760.6	801.1	873.6	693.7	242.7

* One year only. ** Combines Special Relief Operations (OSRO), Emergency Centre for Locust Operations (ECLO) and Screw-worm Emergency Centre for North Africa (SECNA)

Chart 2.6: Proportion of Expenditures by Source of Funds (1994)
(for Trust Funds, broken down by main group)



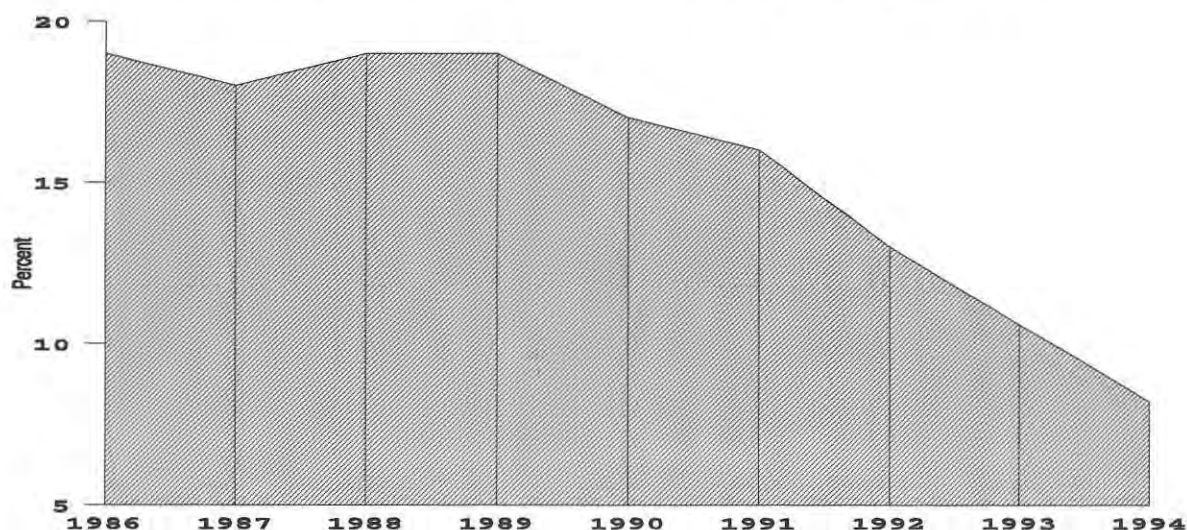
37. Both UNDP and the GCP each now account for 29 percent of Field Programme expenditure, followed by TCP (12%), emergency (10%), unilateral Trust Funds (7%), the Associate Professional Officers (APO) programme (6%) and miscellaneous other expenditures (7%) (See Chart 2.6).

38. Trust Fund current expenditures under the FAO Government Cooperative Programme (GCP) rose until 1991-92, but have now begun to decline in both real and current terms (There was a 10% drop at current prices between 1992-93 and 1994). Other Trust Fund expenditures have fluctuated, especially Unilateral Trust Funds and naturally those for emergencies. The recent trend has been upward and emergencies accounted for 16% of Trust Fund project expenditure in 1994, in comparison to 10 percent in 1992 .

39. The proportion of total UNDP project delivery arising from new regime projects (including TSS-1), where FAO provides technical inputs and support but is not generally responsible for overall execution has increased from 1 percent in 1992 to 20 percent in 1993 and 44 percent in 1994. However, the increase in resources related to new regime projects has been much lower than the decline in resources related to old regime projects as these were progressively completed. As a result, the total UNDP programme implemented by FAO dropped by 21 percent from 1992 to 1993 and by 23 percent from 1993 to 1994.

40. FAO's share in the execution of UNDP-funded programmes also continued to decline in 1994, the last year for which data are available. Accounting for about 25 percent in 1980, FAO's share fell to 19 percent in 1986, 13 percent in 1993 and stood at about 8 percent in 1994. This drop reflects the introduction of the national project execution modality and the increase in the use of alternative agencies in the implementation of projects, especially UNDP's Office for Project Services (OPS). Chart 2.7 shows the trend of FAO's share of UNDP field project expenditure since 1986.

Chart 2.7: FAO's Share of UNDP Field Project Expenditure



Costs of Field Programme Support

41. Detailed questionnaires have been completed each year by all concerned professional staff members since 1992, in order to estimate total expenditure incurred by the Organization for support to UNDP, Trust Fund, FAO-TCP and WFP financed projects and activities. The methodology applied matched that of UNDP/CCAQ studies which were used to establish the rates of the present UNDP Support Cost regime. It includes the disaggregation of support activities by type and into direct costs such as technical monitoring and indirect incremental costs such as accounting. Chapter 3 provides details of the types and quantity of technical support provided, while a breakdown of the costs of support is provided below. Taken together the two sets of information replace a separate report to the Finance Committee on the FAO Costs Measurement Study.

42. Support costs and their relation to Field Programme expenditures are shown in Table 2.6. The decline in support costs has closely paralleled the decline in project delivery. Although there have been fluctuations largely as a result of movements of the US dollar in relation to the Italian lire, the Organization has been largely successful in keeping support costs in line with delivery through (i) the planned reduction of posts financed by support cost reimbursement income, and (ii) cost reduction efforts. However, it is emphasized that the capacity to always tailor costs to match income is limited and that further steep declines in project delivery or a sudden further weakening of the US dollar would result in a temporary mismatch of income and expenditure. In any case a considerable effort is being made through streamlining of procedures and decentralization, to bring the cost of support down.

TABLE 2.6 Supports Costs in US\$ million and as a Percentage of Programme/Project Delivery

	1992 US\$m.	1993 US\$m.	1994 US\$m.
Programme/Project			
Delivery ¹	375.5	327.3	283.8
Support Costs²			
- Technical Support	42.6	32.6	28.4
- Administrative and operational Support	63.5	52.6	47.8
- Incremental Indirect Costs	3.9	4.6	4.0
Total Support Costs US\$m.	110.0	89.8	80.2
Support Costs as a Percentage of delivery			
- Technical Support	11.3%	10.0%	10.0%
- Administrative and operational Support	16.9%	16.1%	16.8%
- Incremented Indirect Costs	1.0%	1.4%	1.4%
Total % Support Costs	29.2%	27.5%	28.2%

¹ Programme/Project delivery represents the value of inputs delivered and therefore subject to support services under the methodology of the survey.

² Excludes services to WFP.

43. The costs of Field Programme support compared with reimbursement income is shown in Table 2.7. The costs include technical and administrative support provided by the Organization to UNDP, Trust Fund and TCP projects, as well as to the World Food Programme. The difference between the cost of programme/project support and support cost reimbursement declined from US\$ 74.1 million in 1992 to US\$ 49.7 million in 1994.

TABLE 2.7: Support Costs and the Extent of Reimbursement received (US\$ million)

	Total Support Costs US\$m.	Reimburse- ments US\$m.	Variance US\$m.	Reimbursed %
1992				
- WFP	11.8	8.8	(3.0)	75%
- Others	110.0	38.9	(71.1)	35%
Total	121.8	47.7	(74.1)	39%
1993				
- WFP	9.3	7.5	1.8	81%
- Others	89.8	34.0	55.8	38%
Total	99.1	41.5	57.6	42%
1994				
- WFP	4.4	3.8	0.6	86%
- Others	80.2	31.1	49.1	39%
Total	84.6	34.9	49.7	41%

CHAPTER 3: SELECTED QUANTITATIVE FEATURES OF PROGRAMME DELIVERY

44. This chapter provides a *quantitative* overview of activities and outputs delivered under FAO's technical and economic programmes (Chapter 2 of the Programme of Work and Budget) and under the Field Programme. A *qualitative* review of achievements is made in Chapter 5. Information provided on the Field Programme has been expanded from the previous Programme Implementation Report to include a section on the results of recent independent evaluations of FAO Technical Cooperation activities. For the technical and economic programmes, time series data are now provided, giving results for the previous 1992-93 biennium, in full, as well as estimates for the current 1994-95 biennium.

45. Given the need to conserve space, certain topics do not necessarily warrant coverage every biennium as the rate of change is relatively slow. For this report, the section of technical cooperation networks has been replaced with a review of conventions and agreements.

TECHNICAL AND ECONOMIC PROGRAMMES

46. FAO technical and economic programmes achieve their effects at regional and national level through uptake by national and other institutions and organizations, either directly or through the Field Programme. Activities and outputs summarized in this chapter which contribute to achievement of effects, cover:

- Training courses for national staff;
- Meetings to share ideas on problems and possible solutions and to work towards consensus. Many meetings serve to disseminate information and also have a training content;
- Provision of information. In addition to making information available through meetings and training, the largest information output continues to be **publications**. **Databases** are increasingly also being made available directly to Members;
- Conventions and agreements, which reflect Members' commitments to establish organizations to tackle particular problems, and to international action and approaches in key areas;
- Use of consultants and duty travel in support of the above activities and outputs and of the FAO Field Programme;
- Professional staff technical support to the Field Programme.

Training

47. Training continues to be an important area of action for the Organization (Table 3.1) through its Regular Programme². The number of training sessions increased from 260 in the 1992-93 biennium to an estimated 359 sessions in 1994-95. Despite the increase in training sessions, the number of participants declined from 7 902 to an estimated 6 366. Similarly, the number of trainee-days (the number of participants multiplied by the duration of each session) declined from 48 296 to an estimated 40 059. The decline in participants and trainee-days mainly resulted from a move to shorter duration training sessions focused on smaller numbers of participants. For example, in 1992-93, sessions had an average of 30 participants and an average duration of seven days, while in 1994-95, each session had an estimated 18 participants and an average duration of six days (a decrease which was notable in both Headquarters and Regional Office courses).

48. Major Programme 2.1 Agriculture accounted for an overwhelming share of both participants (85 percent) and trainee-days (89 percent) during the 1992-95 reporting period, with Major Programme 2.3 Forestry accounting for some 8 percent and Major Programme 2.2 Fisheries for 6 percent. The largest share of Regular Programme training in terms of participants and trainee-days was carried out under Programme 2.1.2 Crops with 25 percent of participants and 28 percent of trainee-days, followed by Programme 2.1.5 Rural Development with 22 percent of participants and 17 percent of trainee-days.

² Because of budgetary austerity and the demands on technical officers of restructuring, it was not possible to carry out a full-scale survey of training activities under the Field Programme and thus update the statistics given in the preceding Programme Implementation Report, but full Regular Programme training information is provided.

TABLE 3.1: Training Summary by Programme, 1992-95

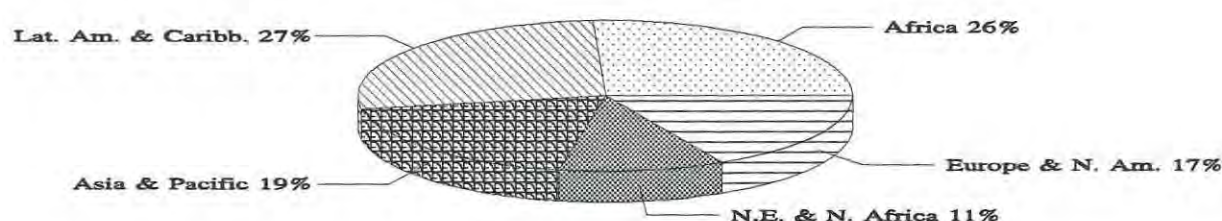
Programme Area	Biennium			
	Actual 1992-93		Estimate 1994-95	
	No.	Percent	No.	Percent
TRAINING SESSIONS				
211 Natural Resources	8	3	25	7
212 Crops	51	20	86	24
213 Livestock	36	14	42	12
214 Research and Technology Development	13	5	8	2
215 Rural Development	59	23	73	20
216 Nutrition	28	11	30	9
217 Food and Agricultural Information and Analysis	4	2	4	1
218 Food and Agricultural Policy	23	9	40	11
22 Fisheries	17	6	18	5
23 Forestry	21	8	33	9
TOTAL	260	100	359	100
PARTICIPANTS				
211 Natural Resources	189	2	437	7
212 Crops	2 443	31	1 133	18
213 Livestock	835	11	872	14
214 Research and Technology Development	302	4	159	2
215 Rural Development	1 676	21	1 496	23
216 Nutrition	740	9	393	6
217 Food and Agricultural Information and Analysis	64	1	184	3
218 Food and Agricultural Policy	557	7	689	11
22 Fisheries	588	8	311	5
23 Forestry	508	6	692	11
TOTAL	7 902	100	6 366	100
TRAINEE DAYS				
211 Natural Resources	1 294	3	3 741	9
212 Crops	16 601	34	8 248	20
213 Livestock	4 625	10	4 781	12
214 Research and Technology Development	3 310	7	1 516	4
215 Rural Development	7 637	16	7 511	19
216 Nutrition	4 071	8	1 894	5
217 Food and Agricultural Information and Analysis	228	0	864	2
218 Food and Agricultural Policy	5 934	12	6 293	16
22 Fisheries	2 260	5	1 950	5
23 Forestry	2 336	5	3 261	8
TOTAL	48 296	100	40 059	100

49. The increase in training activity took place almost entirely in the Regional Offices, where there was a 121 percent increase in the number of training sessions. As can be seen from Table 3.2, the Regional Offices' share of training sessions and of trainee-days has risen from some 30 percent in the 1992-93 biennium to nearly 50 percent in 1994-95. There is variation between Regional Offices, with the Regional Offices for Europe and Latin America and the Caribbean accounting for 15 percent and 9 percent respectively of trainee-days in 1994-95.

TABLE 3.2: Distribution of Training Activities between Regional Offices and Headquarters

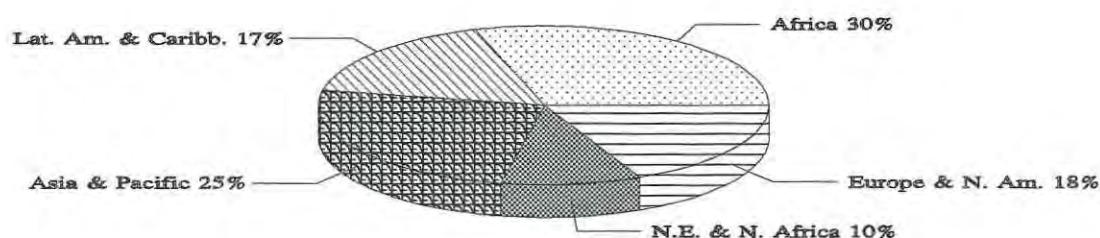
	1992-93		1994-95	
	Proportion of Training Sessions (%)	Proportion of Trainee-Days (%)	Proportion of Training Sessions (%)	Proportion of Trainee-Days (%)
Regional Offices	30%	26%	48%	46%
Headquarters	70%	74%	52%	54%
Total	100%	100%	100%	100%

Chart 3.1 Training Activities by Region of Venue (1992-95)



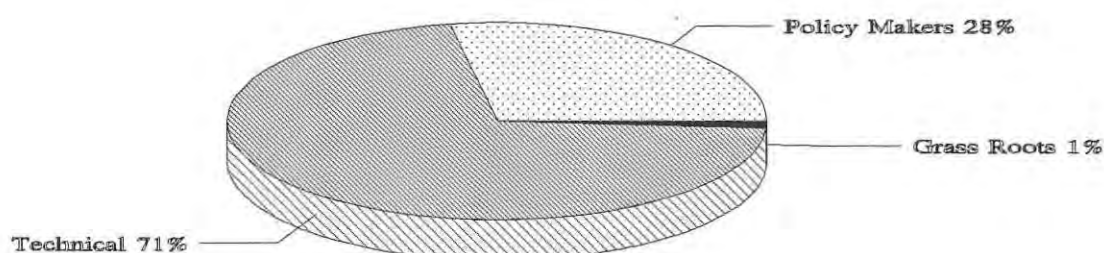
50. As a result of the strong involvement of the Regional Offices, the venues of training sessions were well distributed between developing regions during the reporting period (Chart 3.1). Twenty-seven percent of training sessions took place in Latin America and the Caribbean, 26 percent in Africa, 19 percent in Asia and the Pacific, and 11 percent in Near East/North Africa. The largest proportion of training participants (30 percent) were nationals of countries in the Africa Region, followed by Asia and the Pacific with 25 percent, Latin America and the Caribbean with 17 percent and Near East/North Africa with 10 percent (Chart 3.2). Mainly as the result of attention given to the Countries in Transition, the European and North America Regions accounted for 17 percent of training sessions and 18 percent of participants.

Chart 3.2 Training Participants by Region of Nationality (1992-95)



51. Most Regular Programme training activities had as their target group either policy-makers or technical specialists/researchers (Chart 3.3). The data on technical personnel trained, if disaggregated into graduate and non-graduate categories, indicate that about two-thirds of technical trainees were college graduates. As would be expected with activities operated from the Regional Offices or Headquarters, grassroots level training was limited to about 1 percent, as rural people can generally be reached much more directly and cost-effectively through national programmes, including field projects. Twenty-one percent of trainees were female. Over the reporting period, women participants stood at this same percentage in training sessions for both technical specialists and policy-makers. Although the inclusion of women in training activities is a priority, the proportion of trainees by gender remained relatively constant and additional efforts are necessary.

Chart 3.3 Proportion of Trainees by Target Group (1992-95)



Meetings

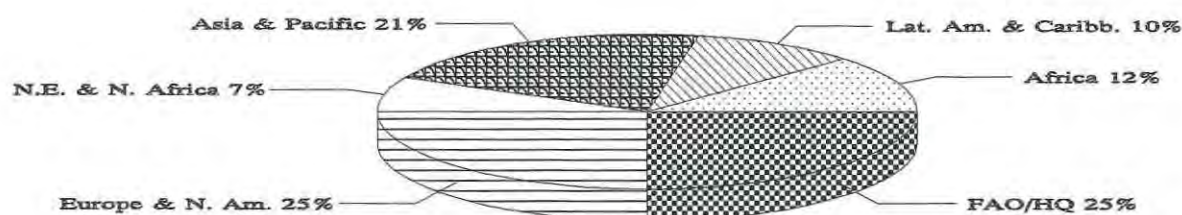
52. The data on meetings exclude sessions of the Conference, Council, Finance and Programme Committees and other information and non-technical meetings which cut across the work of the Organization as a whole. In the reporting period, the number of meetings declined from 333 in 1992-93 to an estimated 272 in 1994-95 (Table 3.3). The 1992 data include the ICN and some of its preparatory meetings, and this fall was almost entirely accounted for by the drop in meetings organized by Headquarters-based units, with little decline in the Regional Office sessions. Apart from the impact of ICN on the comparative

statistics, the decline in the 1994-95 biennium is largely due to the selective cuts undertaken at the start of the biennium, as endorsed by the Council at its session in May/June 1994. With the emphasis on decentralization, Regional Offices' share of meetings has risen to reach over 40 percent in the 1994-95 biennium. As there is considerable involvement of networks in meeting activity, this may be an understatement.

53. The number of meeting participants also dropped from 15 303 in 1992-93 to an estimated 8 731 in 1994-95, a fall of over 40 percent. Financial support for participants to attend sessions has been reduced as a result of budgetary constraints, and this explains the larger decline in numbers attending meetings than in the number of meetings. As Regional Office meetings are usually only attended by representatives from the region, they tended to be smaller than those organized by Headquarters.

54. The greatest share of meetings in the 1992-95 period were held under Programme 2.1.2 Crops (23 percent) where there were important concentrations of meeting activity in Plant Protection and Genetic Resources. Fifteen percent of meetings were in Major Programme 2.2 Fisheries, where regional fisheries bodies play an important role. Measured by the number of participants, Programme 2.1.6 Nutrition was the largest with 28 percent, due in particular to follow-up on the International Conference on Nutrition, and also to Codex. Other programme areas attracting important numbers of participants were Programme 2.1.8 Food and Agricultural Policy (14 percent), which includes the inter-governmental commodity groups, Major Programme 2.2 Fisheries and Programme 2.1.2 Crops (13 percent each), and Major Programme 2.3 Forestry (11 percent).

Chart 3.4 Distribution of Meetings by Venue (1992-95)



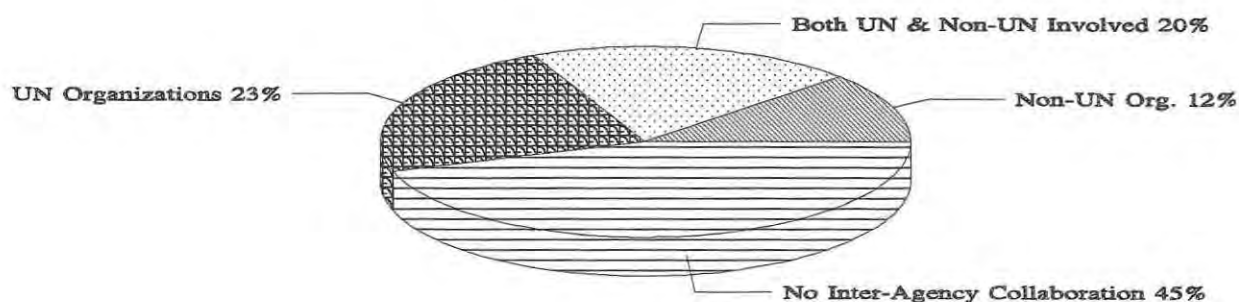
55. The distribution of meetings by venue is shown in Chart 3.4. The sessions held at FAO Headquarters accounted for 25 percent of meetings and 32 percent of participants. It may also be noted that in terms of nationality of participants, Europe and North America accounted for 31 percent; Asia and the Pacific for 18 percent; Africa and Latin America and the Caribbean each for 8 percent of participants, and the Near East and North Africa for 3 percent. Meetings were mainly attended by policy-makers (79 percent) and, to a lesser extent, by technical specialists (21 percent).

56. Inter-agency collaboration is an important feature of the majority of meetings (Chart 3.5). During 1992-95, 23 percent were organized in collaboration with (or co-funded by) another UN organization, while 12 percent were held in collaboration with non-UN organizations and 20 percent involved both UN and non-UN organizations.

TABLE 3.3: Meeting Summary by Programme, 1992-95

Meeting Sessions	1992-93 Actual	Percent	1994-95 Estimate	Percent
211 Natural Resources	18	5	13	5
212 Crops	66	20	76	28
213 Livestock	38	11	23	8
214 Research and Technology Development	15	5	20	7
215 Rural Development	17	5	19	7
216 Nutrition	45	14	37	14
217 Food and Agricultural Information and Analysis	7	2	6	2
218 Food and Agricultural Policy	36	11	30	11
22 Fisheries	65	19	24	9
23 Forestry	26	8	24	9
Total Meeting Sessions	333	100	272	100
Participants				
211 Natural Resources	640	4	316	4
212 Crops	1 760	12	1 349	15
213 Livestock	891	6	576	7
214 Research and Technology Development	664	4	654	7
215 Rural Development	403	3	346	4
216 Nutrition	4 906	32	1 886	22
217 Food and Agricultural Information and Analysis	199	1	165	2
218 Food and Agricultural Policy	2 218	14	1 158	13
22 Fisheries	1 990	13	1 214	14
23 Forestry	1 632	11	1 067	12
Total Participants	15 303	100	8 731	100
Participant Days				
211 Natural Resources	2 915	4	1 780	4
212 Crops	7 621	10	5 952	15
213 Livestock	3 213	4	1 979	5
214 Research and Technology Development	2 796	4	2 674	6
215 Rural Development	1 526	2	1 438	4
216 Nutrition	27 686	37	9 759	24
217 Food and Agricultural Information and Analysis	895	1	771	2
218 Food and Agricultural Policy	9 436	13	5 153	13
22 Fisheries	11 333	15	6 364	16
23 Forestry	7 096	10	4 348	11
Total Participant Days	74 517	100	40 218	100

Chart 3.5 Inter-Agency Collaboration in the Organization of Meetings (1992-95)



Publications³

57. Publications are major instruments for FAO to disseminate information. Apart from printed material, the Organization increasingly disseminates information in machine-readable format, especially statistics and bibliographical information on diskette and CD-ROM. The data presented below are limited to printed material under FAO's Technical and Economic Programmes. It thus excludes publications where another organization took lead responsibility.

58. Table 3.4 summarizes publication activity by programme. By all indicators, publication activity has declined in the 1994-95 biennium. However, the greatest drop was in original words, which fell by 35 percent. Thus, the average number of words per publication declined by 31 percent, reflecting the Organization's policy. There were reductions in the volume of publication activity in all programmes, but in terms of original words, this fall was sharpest for Programmes 2.1.3 Livestock (-57 percent); 2.1.5 Rural Development (-55 percent); 2.1.7 Food and Agricultural Information and Analysis (-58 percent); and 2.1.8 Food and Agricultural Policy (-55 percent).

³ All data exclude AGRINDEX (Programme 2.1.4), publications produced by the Secretariat to the Technical Advisory Committee (TAC) of the CGIAR (Programme 2.1.4), as well as publications regarding the Codex Alimentarius (Programme 2.1.6)

TABLE 3.4: Publications Summary by Programme

Publications	1992-93			1994-95 Estimate ¹		
	No. of Publications	No. of words in original documents (million)	No. of Publications	No. of words in original documents (million)	No. of Publications	No. of words in original documents (million)
	Original	Total inc. Translating & Printing	Original	Total inc. Translating & Printing	Original	Total inc. Translating & Printing
211 Natural Resources	90	120	7.5	86	132	5.7
212 Crops	168	323	10.3	214	398	6.9
213 Livestock	136	211	10.4	86	126	4.5
214 Research & Technology Dev.	84	148	9.7	41	58	6.7
215 Rural Development	169	316	10.2	112	211	4.6
216 Nutrition	106	159	6.9	60	115	6.6
217 Food & Agr. Information & Analysis	89	145	5.9	104	174	2.5
218 Food & Agr. Policy	223	491	8.7	123	280	3.9
21 Agriculture Total	1 065	1 913	69.6	826	1 494	41.4
22 Fisheries	223	388	14.7	350	558	12.2
23 Forestry	134	242	9.1	170	332	7.2
Total	1 422	2 543	93.4	1 346	2 384	60.8

¹ 1994-95 estimates are based on 1994 actual and 1995 estimates derived from divisional plans and the decisions of the 106th session of the Council

59. Among different indicators to analyze publication activity, two are of key interest. The number of words of original documents is an indicator of the technical drafting effort involved, although statistical publications, directories and bibliographies are an exception since they derive a large proportion of their content from the Organization's databases. Secondly, the dissemination multiplier⁴ (i.e. the number of times each drafted word is printed) indicates how widely substantive input is distributed in print. Table 3.5 analyses each indicator, by type of document.

60. The greatest number of original words are devoted to technical monographs (21 percent), manuals/guides (20 percent) and meeting documentation (17 percent). The distribution of materials to users (dissemination multiplier) is high for statistical publications, newsletters, periodicals and policy-oriented books, while for information materials, directories, bibliographies, meeting documentation and working papers, it is relatively low. This is to be expected for meeting documentation and working papers, but may be misleading and the

⁴ The dissemination multiplier is a measure of how many times each original word drafted is distributed to readers. Thus, if there are two publications: (A) of 5 000 original words and (B) of 8 000, and (A) is distributed in 500 copies in English and 300 in French, and (B) is distributed in 500 copies in English and 400 in Spanish, the overall dissemination multiplier is 862.

indicator may be less meaningful in the case of directories and bibliographies which are increasingly distributed on CD-ROM. The figure for information materials is surprisingly low and may possibly be explained by the geographical specificity of many of these materials.

TABLE 3.5: Summary of Publications, 1992-95

Type of Publication	Drafting Effort % original words	Dissemination Multiplier
Policy-oriented Books	3	1 800
Directory/Bibliography	2	800
Information Material	7	900
Manual/Guide	20	1 300
Newsletter	2	2 500
Technical Monograph	21	1 200
Periodical	10	1 800
Meeting Documentation	17	800
Statistical Publication	6	3 200
Training Material	2	1 100
Working Paper	8	700
Other	2	1 600
Total	100	1 045
Total words (million)	154.2	

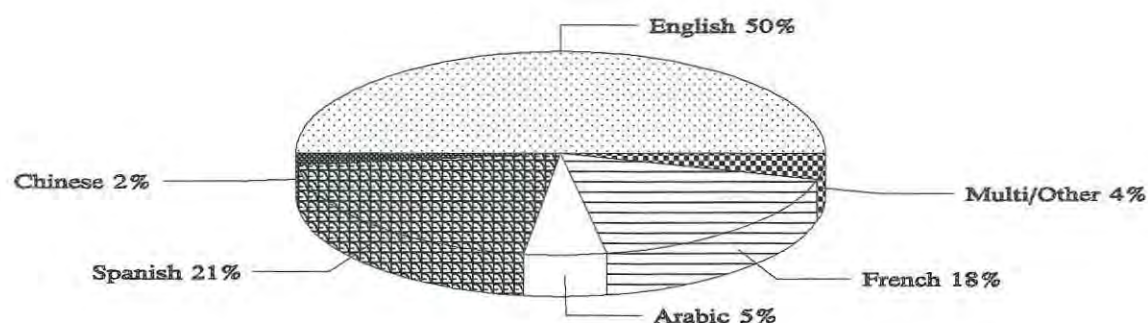
61. Table 3.6 shows the dissemination multiplier by Programme and indicates that publications under Programme 2.1.7 Food and Agricultural Information and Analysis, and Major Programmes 2.2 Fisheries and 2.3 Forestry, were the most widely distributed. The sharp decline of dissemination under Programme 2.1.6 Nutrition was due to high dissemination in 1992-93 for the International Conference on Nutrition.

TABLE 3.6: Distribution of Materials in Print

Programme Area	Dissemination Multiplier	
	Actual 1992-93	Estimated 1994-95
211 Natural Resources	1 135	924
212 Crops	1 216	965
213 Livestock	1 266	1 265
214 Research and Technology Development	829	438
215 Rural Development	811	918
216 Nutrition	1 408	482
217 Food and Agricultural Information	2 819	2 688
218 Food and Agricultural Policy	829	930
22 Fisheries	2 037	1 527
23 Forestry	1 852	1 368
Overall Average	1 401	1 045

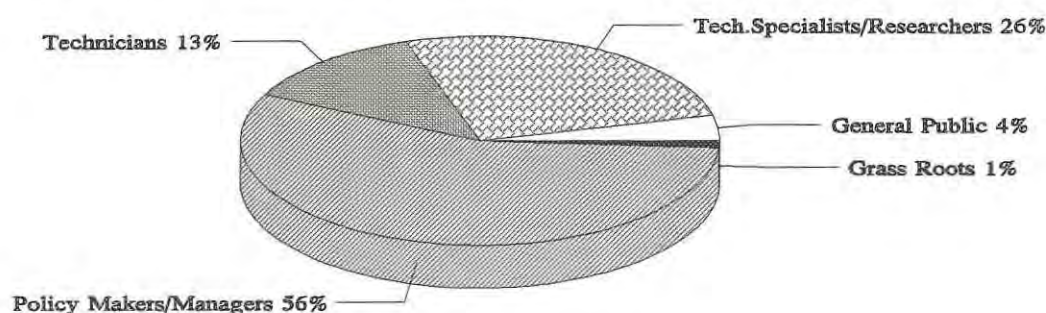
62. The distribution of technical, economic and social publications (including translations and reprints) by language is shown in Chart 3.6.

Chart 3.6 Distribution of Publications by Language (1992-94)



63. Nearly 60 percent of printed words are oriented towards policy-makers and managers (Chart 3.7), and one quarter to technical specialists/ researchers. Only five percent of printed words are directed towards other categories including grass roots and the general public. (This is to be expected as such publications are generally site-specific and in local languages.) In terms of original words of drafting effort, the picture is similar but technical specialists and researchers are the target group for 39 percent of original words.

Chart 3.7 Distribution of Printed Words by Target Group (1992-94)



64. A sizeable number of publications are produced in close collaboration with (or co-funded by) external partners, including through technical cooperation networks. This is not fully captured in the statistics. However, on the basis of the available data, other UN agencies were involved in 28 percent of publications, while non-UN partners were involved in 2 percent of publications during the reporting period.

Databases

65. Databases are an increasingly important tool for the Organization's function of data collection, analysis and dissemination. Apart from important statistical, bibliographical and textual databases, there is increased use of geographical information systems (GIS) and other image-based data (satellite imagery). Especially in statistics, databases are often the source for FAO publications. The Organization also operates a number of analytical systems which are not strictly databases, as their main feature is the production of projections and policy simulations using econometric modelling techniques. Database information is increasingly being made available to external users in machine-readable form, either as diskettes, CD-ROM, through Internet or direct on-line access.

66. **WAICENT:** An important integration of the Organization's data collection, processing and dissemination functions is ongoing under the World Agricultural Information Centre, WAICENT. This umbrella system incorporates, under its FAOSTAT component, many statistical databases in Programmes 2.1.7 Food and Agricultural Information and Analysis, and 2.2.1 Fisheries Information, and Major Programme 2.3 Forestry. The main textual databases are grouped under its FAOINFO component. WAICENT adds value through its data management procedures, which facilitate consistency of data. The provision of a systematic framework for the standardization of concepts, definitions and measurement practices facilitates the application of a consistent set of data editing and validation procedures. Through its dissemination systems and procedures, it enhances the accessibility of information for internal and external users, as well as efficiency of distribution. FAOSTAT basic data are now available on diskette (FAOSTAT.PC) and on-line access is becoming available to external users. FAOINFO is available through Internet and elements such as Codex standards are available on CD-ROM. The status of several of the other major databases, some of which will shortly be incorporated into WAICENT, is summarized below.

67. **GIEWS (Global Information and Early Warning System):** The GIEWS was largely computerized in 1994 and is used to continuously monitor food supply/demand conditions so as to assist timely action on emerging food emergency situations and to assess possible food aid requirements. Information is fed into the GIEWS from the Country Cereal Balance System

(CCBS), FAO statistical systems, textual data retrieved from Reuters News Agency and NGOs, as well as ARTEMIS. GIEWS data are made available through Internet and electronic bulletin boards, as well as in published material.

68. **ARTEMIS (African Real-Time Environmental Monitoring Information System)** monitors rainfall and growing conditions over Africa, using satellite data, which is also retained on a separate database and used for such purposes as monitoring potential locust outbreaks.

69. **AGRIS (International Information System for Agricultural Science and Technology)** collects and disseminates bibliographic references on world literature dealing with all aspects of agriculture. Currently, 146 national and 25 regional and international participating centres submit about 11 000 entries per month and, in return, draw on the information provided by the other participants. In a similar fashion, **ASFA (Aquatic Sciences and Fisheries Abstracts)** collects and disseminates bibliographic references on world literature dealing with Aquatic Sciences and Fisheries. **CARIS (Current Agricultural Research Information System)** identifies and facilitates the exchange of information about current agricultural research projects being carried out in, or on behalf of, developing countries. Presently, 121 national and 16 regional and international centres participate and have submitted information on about 30 000 currently active projects. AGRIS information is available on CD-ROM and information from all three databases is distributed on diskette.

70. **Geographic Information System (GIS) Centre:** The Centre is the focal point for development, storage, integration and processing of GIS databases, including geographic data in the form of maps on soil and water resources, elevation, vegetation, climate, population density and marine resources. The hardware and software facilities of the Centre were upgraded in early 1994. The Centre databases support such applications as population carrying capacity, water resource and land potential.

71. **FORIS (Forest Resources Information System)** maintains data on the evolution of the world's forest cover. Using multiple data sources including satellite imagery, FORIS was instrumental in the completion, in 1993, of the 1990 Forest Resources Assessment.

72. **GLOBEFISH** is used to store and analyze comprehensive market information on fish and fish products. Data are obtained and disseminated through collaboration with four independent regional fish marketing services. The database can be accessed by members and sponsors from anywhere in the world through a satellite/modem link, through Internet or through publications.

73. **The World Food Model** is a tool for projections and policy simulations in the field of production, demand, trade and prices of the most important basic food products (cereals, livestock and livestock products, fats and oils). It is instrumental in the preparation of information for the Committee on Commodity Problems and its subsidiary Inter-Governmental Commodity Groups. The five-yearly publication entitled "*Medium-Term Prospects for Agricultural Commodities, Projections to the Year 2000*", most recently issued in 1994, as well as regular issues of the Commodity Review and Outlook, rely on this database. A PC version of the World Food Model is now being developed for distribution.

74. *Agriculture: Towards 2010 (AT2010)*: This analytical system is the basis for the preparation of FAO's global and regional perspective studies. A major update of *Agriculture: Towards 2010* is published at intervals of about six years.

Conventions and Agreements

75. Work linked to conventions and agreements has not previously been reported in the Programme Implementation Report. However, this aspect of FAO's work is at the core of its normative role. Under the provisions of Article XIV of the FAO Constitution, the Conference and/or the Council may approve and submit to Member Nations conventions and agreements relating to food and agriculture. In addition, conventions and agreements are concluded outside the framework of FAO for which the Director-General exercises depositary functions. In general, this latter category refers to the establishment of international organizations, commissions, etc., which are not FAO bodies but which work closely with FAO. The information provided analyzes conventions and agreements at the aggregate level. A full listing of all multilateral treaties deposited with the Director-General and their ratification is contained in C 95/21 *Multilateral Treaties Deposited with the Director-General*.

76. By May 1995, there were a total of 26 conventions and agreements, 13 under Article XIV of the FAO Constitution and an equal number for which the Director-General exercises depositary functions. Twenty-three were in force, with the other three awaiting confirmation of acceptance by the required number of countries. The discussion of conventions and agreements does not cover the non-legally binding undertakings and standards such as those for Codex. Most of the agreements listed are for establishment of institutions, commissions, etc., some of which, such as the regional Fisheries Marketing Services, include commitments to provide information, and are set up to reach agreement on improved international conduct. Of the 26 conventions and agreements, five relate specifically to commitments to certain standards of behaviour such as the International Plant Protection Convention. It may be noted, however, that these are not backed by any international legal framework for arbitration and sanction.

77. The geographical scope and subject matter area of conventions and agreements are shown in Charts 3.8 and 3.9. Conventions and agreements are global, interregional, regional and sub-regional in scope. The largest number, eight, were of global or inter-regional character, while at the regional and sub-regional level, seven applied to Asia and the Pacific, five to Africa, three to the Near East and North Africa, two to Latin America and the Caribbean, and one to Europe. Fisheries was the concern of the largest number, twelve, and many of these are inter-regional, but not global as they are based on water bodies. Seven conventions and agreements were associated with crops, four with rural development, two with livestock, and one with forestry.

Chart 3.8 Geographical Scope of Conventions and Agreements (1995)

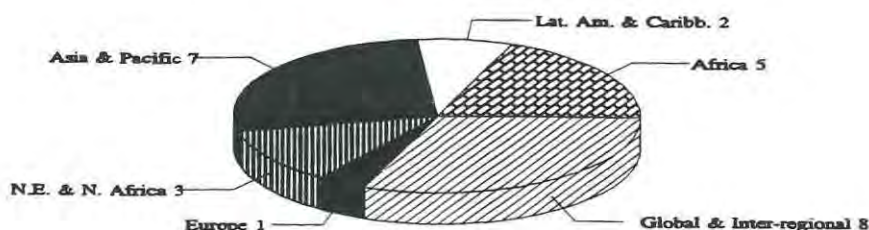
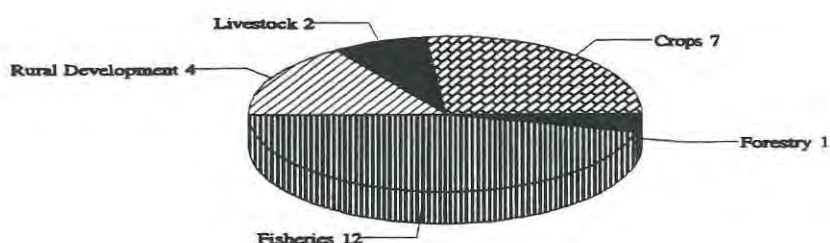
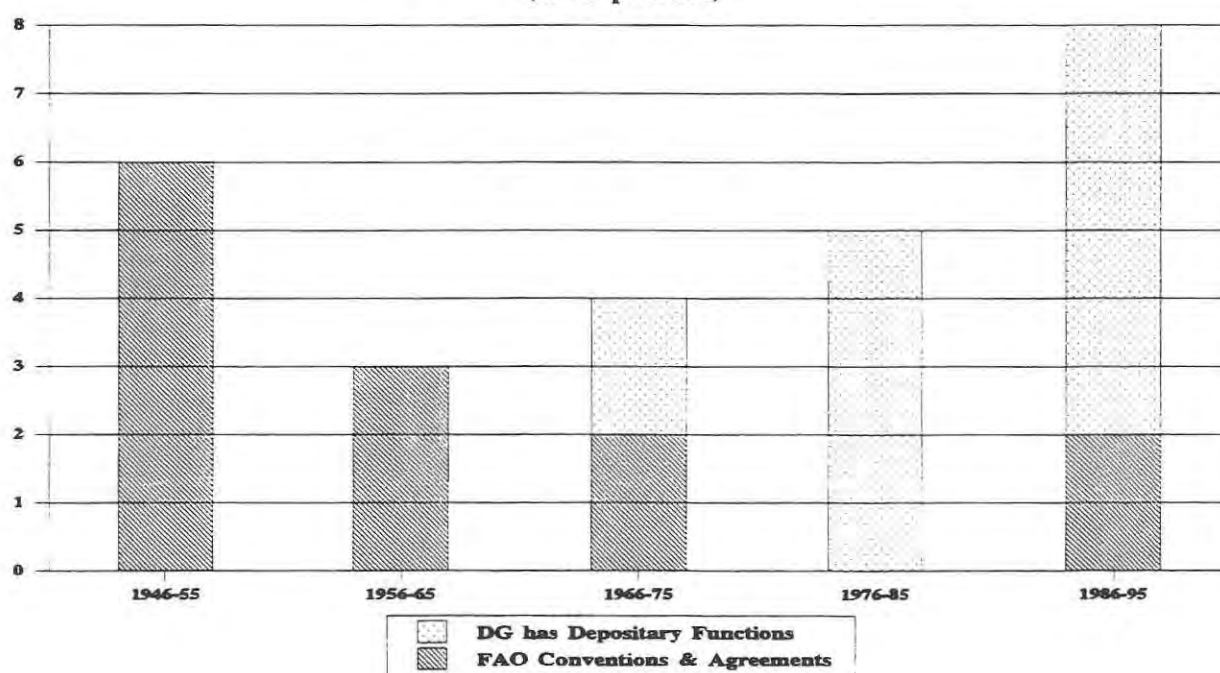


Chart 3.9 Conventions and Agreements by Subject Matter (1995)



478. Following the approval of six conventions and agreements under Article XIV of the FAO Constitution during the Organization's first decade, this aspect of FAO's work declined in importance, with no approvals from 1976 to 1985. However, eight new conventions and agreements were approved during the last decade (1986-1995)⁵, i.e. more than in any other ten-year period in the Organization's history, as shown in Chart 3.10. This reflected the establishment of an increasing number of regional cooperative organizations. The conventions and agreements concluded outside the framework of FAO for which the Director-General exercises depositary functions first began being adopted in 1966, and there were two approvals during 1966-1975, five approvals during 1976-1985 and six approvals during 1986-1995⁶.

Chart 3.10 Conventions and Agreements Approved \ (1946-present)



⁵ Acceptance by additional countries of the two conventions and agreements approved since 1993 is now required before they can be put into force.

⁶ One convention deposited with the Director-General in 1994 is awaiting accession by participating countries before being put into force.

79. Once the conventions and agreements have been adopted, relatively few amendments are generally required. A total of five amendments have been made to two of the conventions and agreements approved under Article XIV, while six amendments have been made to three of those for which the Director-General exercises depositary functions. Amendments to conventions and agreements establishing organizations are generally non-controversial, while those committing countries to certain behaviour require considerably more negotiation. The majority of interested countries become signatories within the first five years following the approval of conventions and agreements. For example, 61 percent of signatories to conventions and agreements under Article XIV and 87 percent of those for which the Director-General exercises depositary functions took action within the first five years. However, nearly a quarter of the new signatories related to agreements under Article XIV were registered when these conventions and agreements had been in force for 25 years or more, mainly as the result of new member countries joining FAO.

Consultants

80. Consultants⁷ are an important supplement to the Organization's staff resources, as well as to its range of expertise. The data presented below refer exclusively to consultants recruited for the implementation of FAO's Regular Technical and Economic Programmes (Chapter 2). In the 1992-1994 period, the number of consultants rose from 1 077 in 1992 to 1 189 in 1993 and 1 204 in 1994. This was partly because consultants were used to flexibly supplement declining staff resources. The cost at current prices of these consultants rose from US\$ 10.7 million in 1992 to US\$ 11.2 million in 1994, representing an increase of 5 percent, but the costs per month of service were reduced (see Table 3.7).

TABLE 3.7: Actual Costs per Work-Month for Consultants¹ (US\$ 000)

	Year		
	1992	1993	1994
Total	6.2	5.6	5.5

¹ Excluding institutional contracts and other contractual service agreements

⁷ Consultants, for the purposes of this exercise, are defined as persons or institutions that have entered into one of the following contractual arrangements with the Organization: Consultancy Contract, Special Services Agreement (SSA), Reimbursable Loan Agreement (RLA) and Contractual Services. Consultancy contracts and SSAs are entered into with individuals, usually linked to pre-determined periods of work. RLAs and Contractual Services mainly involve institutions and put more emphasis on the provision of a service which need not be linked to a specific time period.

81. There is a general correspondence between the number of consultants employed under each programme and its share in the Organization's budget (Chart 3.11). The major deviations from this pattern occur for Programme 2.1.7 Food and Agricultural Information and Analysis, where this is due to the large share of the non-staff resources devoted to publications and the continuous nature of statistical work; and in the case of Programme 2.1.4 Research and Technology Development, large proportions of the budget are devoted to the IAEA/FAO Joint Division, the contracts for AGRIS and the FAO contribution to the CGIAR-TAC Secretariat.

**Chart 3.11 Programmes' Share in the
Number of Consultants Compared to 1994-95 Budget**

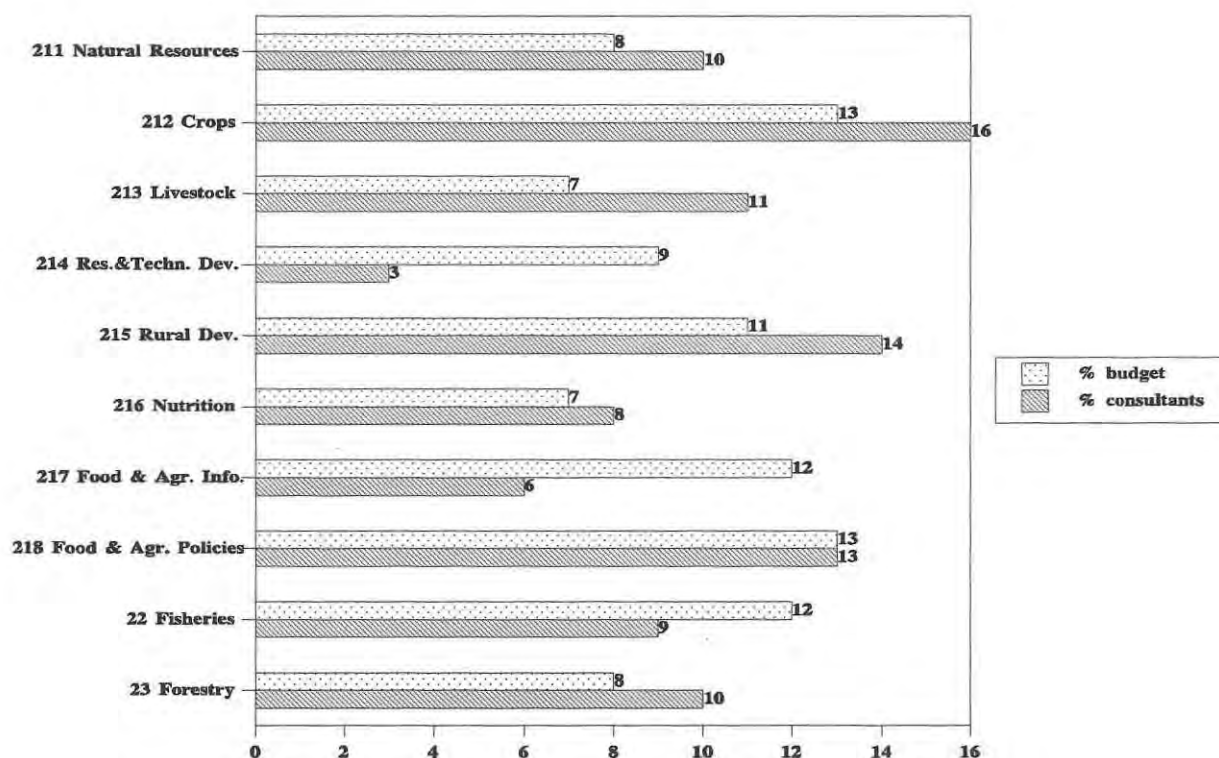


Chart 3.12 Use of Consultants From Industrialized and Developing Countries (1992-94)

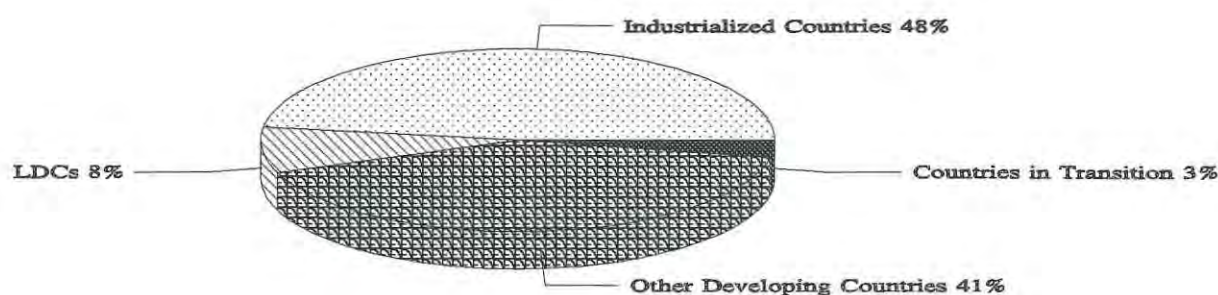
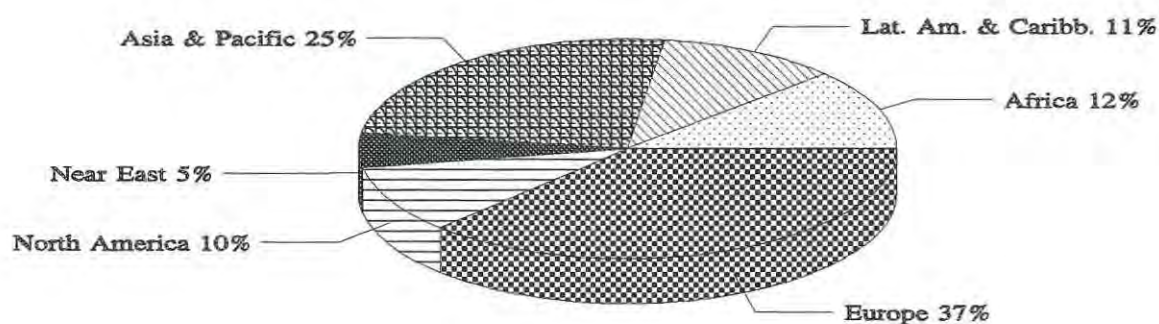


Chart 3.13 Use of Consultants by Region of Nationality, 1992-94



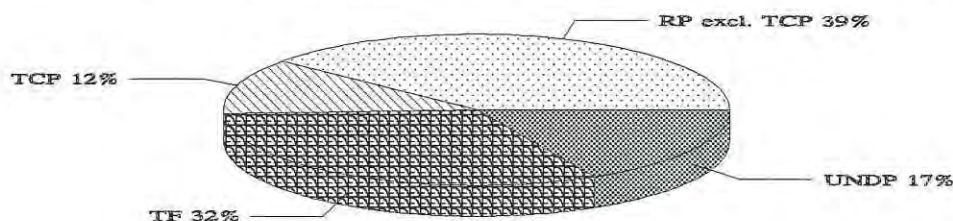
82. Chart 3.12 shows that roughly half of all consultants came from OECD countries (excluding Turkey), reflecting the high concentration of qualified personnel in those countries. Every effort is being made to increase the numbers of consultants from developing countries and, of the half that came from developing countries, 8 percent were from the least developed countries and 41 percent from other developing countries. Chart 3.13 indicates the proportion of consultants by region which closely reflects the above distribution, with 26 percent of consultants being drawn from Asia and the Pacific and 11 percent from Latin America and the Caribbean.

Duty Travel

83. Duty travel data reported in the previous Programme Implementation Report related only to the Regular Budget component *Travel*. In 1994, travel data collection was widened to include travel by Regular Programme staff funded from extra-budgetary as well as Regular Programme resources. It was also expanded to include travel under other budget components, i.e. consultants' travel, travel by project staff and non-staff travel. Data for 1995 could not be included because complete data for the year are only available from the Organization's financial systems after the year-end closure of the accounts.

84. In the 1992-94 period, an average of 6 160 trips per year were undertaken by all types of traveller. The majority (61 percent) of these trips (Chart 3.14) were funded from field projects, including TCP. However, there was an important reduction in the number of trips from 1992 (16 406) to 1994 (13 764). This was due to the declining resources of the Field Programme and to increased selectivity in the use of resources under the Regular Programme. Whereas field projects funded 64 percent of trips in 1992, their share declined to 57 percent in 1994.

Chart 3.14 Proportion of Trips by Source of Funds (1992-94)



85. Core staff members (i.e. persons with a continuing or fixed-term contract) undertook 41 percent and non-staff travellers (i.e. participants in training sessions or meetings at FAO's expense) and consultants 59 percent of all travel in 1992-94. Chart 3.15 shows the distribution of staff travel by category of traveller and Chart 3.16 gives the same information for non-staff travellers. The trips undertaken by non-staff declined from 10 066 in 1992 to 7 729 in 1994.

Chart 3.15 Distribution of Trips by Staff (excluding Consultants), 1992-94

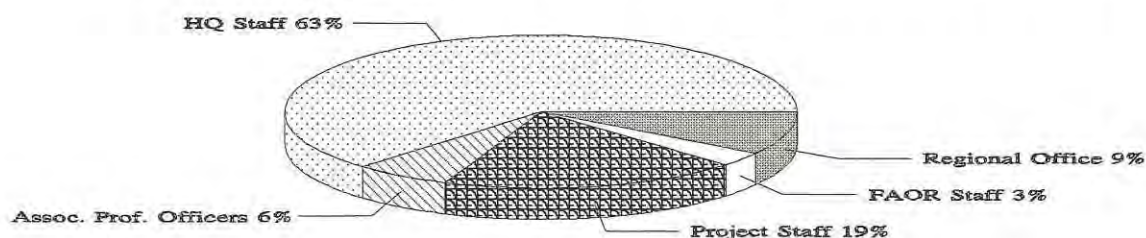
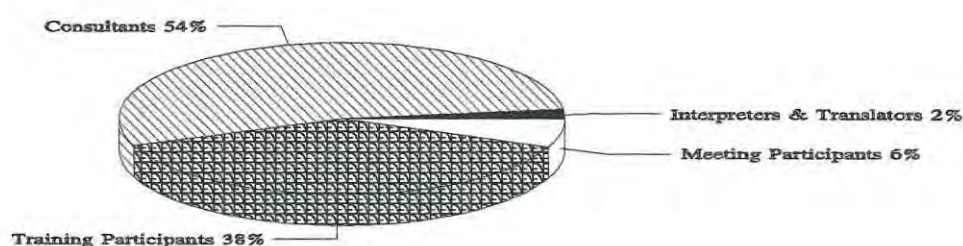


Chart 3.16 Proportion of Trips by Non-staff Travellers (1992-94)



86. Chart 3.17 shows the regional distribution of destinations. FAO Headquarters is distinguished separately. Between 1992 and 1994, the share of trips to Africa rose from 24 percent to 27 percent, to FAO Headquarters declined from 23 percent to 20 percent, and the share of trips to other regions remained more or less unchanged. The distribution of trips by purpose is shown in Chart 3.18. Project monitoring and implementation was the most important reason for travel (42 percent), followed by training (29 percent).

Chart 3.17 Destination of Trips (All Travellers, 1992-94)

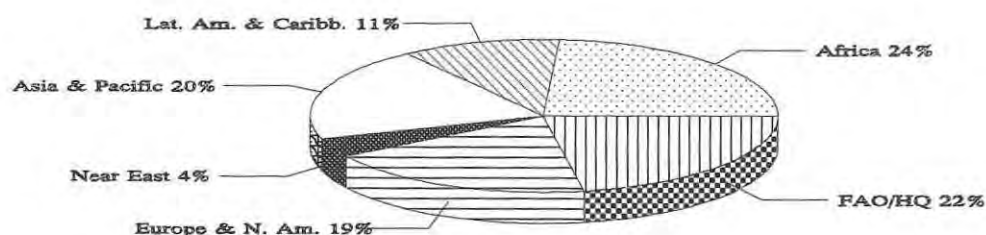
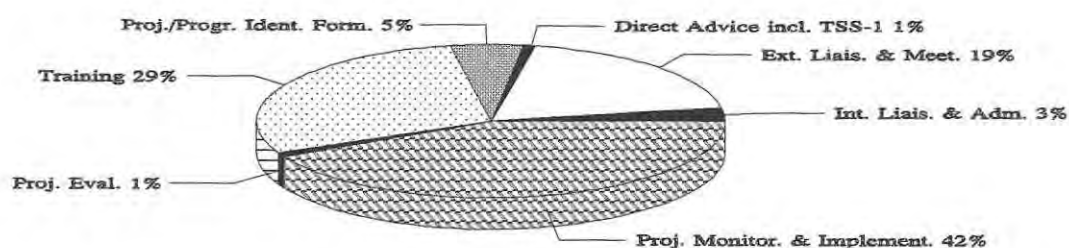


Chart 3.18 Distribution of Trips by Purpose (1992-94)



Professional Staff Inputs to Support the Field Programme

87. As discussed in Chapter 2, detailed questionnaires have been completed by professional staff on the proportion of time devoted to different aspects of Field Programme support. Headquarters and Regional Office professional staff time for Field Programme support in the technical programmes is shown in Table 3.8. The average time spent per project remained relatively constant throughout the period 1992-94 at about one person-month per year. The decline in number of projects was thus reflected in a similar overall decline in staff time from over 1 700 person-months in 1992-93 to some 1 560 person-months in 1994. During 1992-93, technical support was lowest at 0.7 person-months per project in both Programme 2.1.1 Crops and Major Programme 2.3 Forestry (declining to 0.6 in both cases for 1994). The highest inputs were recorded for Programmes 2.1.7 Food and Agricultural Information and Analysis, and 2.1.4 Research and Technology Development, with 1.9 and 1.6 person-months in 1992-93 rising to 2.5 and 1.8 person-months respectively in 1994. The high figures for Research and Technology Development reflect the considerable support given to projects in other main technical areas such as Crops and Livestock. Figures for Programme 2.1.8 Food and Agricultural Policy also rose markedly to 1.8 person-months in 1994 reflecting the emphasis given to support to countries in policy and planning, including through TSS-1 and FAO-TCP assistance.

TABLE 3.8: Field Programme Support, Technical Staff Time and Time per Project by Programme

Programme	1992-93		1994	
	Months per Year	Months per Project	Months per Year	Months per Project
211 Natural Resources	226	1.2	199	1.2
212 Crops	307	0.7	261	0.6
213 Livestock	172	0.9	158	0.9
214 Research and Technology Development	92	1.6	96	1.8
215 Rural Development	276	1.3	251	1.3
216 Nutrition	91	1.4	64	1.2
217 Food and Agricultural Information and Analysis	83	1.9	110	2.5
218 Food and Agricultural Policy	105	0.9	140	1.8
Total 21 Agriculture	1 352	1.1	1 279	1.1
22 Fisheries	203	1.4	151	1.2
23 Forestry	158	0.7	129	0.6
Total	1 714	1.0	1 558	1.0

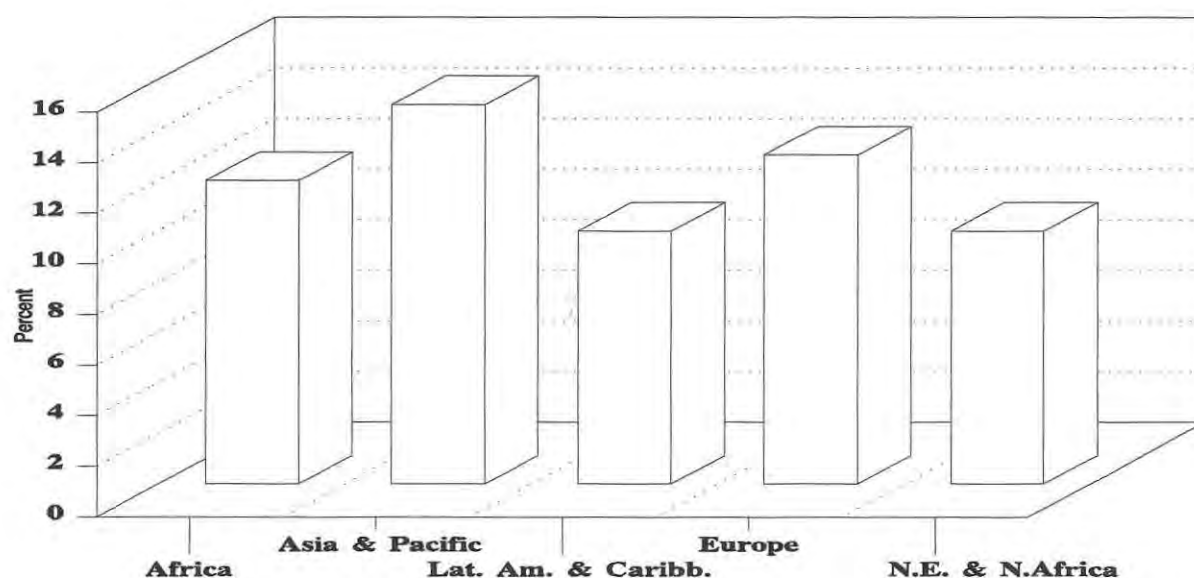
88. Over 35 percent of staff time of Headquarters professional technical officers was devoted to support to the Field Programme throughout the reporting period in the technical programmes related to Agriculture and in Rural Development (Table 3.9). At the lower end

were Programme 2.1.7 Food and Agricultural Information and Analysis, and Programme 2.1.8 Food and Agricultural Policy, with less than 20 percent of their staff time devoted to Field Programme support, although both of these programme areas recorded increases from 1992-93 to 1994. For Headquarters professional technical staff, the proportion of time devoted to backstopping the Field Programme declined from 32 percent in 1992-93 to 28 percent in 1994. Staff in all technical areas recorded a decline, except Programmes 2.1.7 Food and Agricultural Information and Analysis and 2.1.8 Food and Agricultural Policy which started from a lower base. Under Programme 2.1.8., the rise was quite marked from 14 percent in 1992-93 to 20 percent in 1994. Regional Office professional staff have in the past had a relatively limited role in Field Programme support, and spent only 10 percent of their time on this type of work in both 1992-93 and 1994. However, this situation is expected to change dramatically following increased decentralization and designation of Regional and Sub-regional Offices as the primary source of backstopping.

TABLE 3.9: Proportion of Professional Technical Staff Time Devoted to Field Programme Support (percentage)

Programme	1992-93			1994		
	HQ	Regional Offices	Total	HQ	Regional Offices	Total
211 Natural Resources	52	12	45	47	12	41
212 Crops	44	11	38	37	11	33
213 Livestock	45	10	39	39	11	35
214 Research and Technology Development	26	12	25	26	15	25
215 Rural Development	46	10	38	42	4	35
216 Nutrition	32	9	29	21	10	19
217 Food and Agricultural Information and Analysis	13	10	13	15	14	15
218 Food and Agricultural Policy	14	11	14	20	8	18
Total 21 Agriculture	33	10	29	30	10	27
22 Fisheries	27	11	26	20	5	18
23 Forestry	33	10	31	25	18	24
Average	32	10	29	28	10	26

Chart 3.19: Proportion of Regional Office Time Devoted to Field Programme Support (1992-94)



89. Chart 3.19⁸ shows the proportion of Regional Office professional staff time devoted to Field Programme support. While the proportion across all regions remained at about 10 percent throughout the reporting period, there were significant differences between regions. There were also fluctuations over the period, with a decline in the proportion of professional staff time spent in Field Programme support in the Regional Offices for Africa and Latin America and the Caribbean. In the small regional offices, this was often due to staff changes, but also to new emphases. For example, in the Regional Office for Europe, an increase mainly resulted from greater involvement in research and technology development and in food and agricultural policy.

90. Table 3.10 provides a summary of the types of technical support provided by Headquarters professional staff. The identification and development of projects was the only area of Field Programme support that did not decline as a proportion of total staff input during the 1992-94 period and is illustrative of the Organization's efforts to continue supporting member countries in programme development, even though project execution by the Organization has been declining. Backstopping and reporting, which includes technical advice and assistance to projects as well as monitoring, comprised the largest component of Field Programme support in 1994, accounting for 14 percent of total staff time and about half of all of the Field Programme support provided. The identification of project personnel, consultants and other inputs such as equipment was also time-consuming, accounting for 7 percent of total professional staff time devoted to support to the Field Programme, while project appraisal and revision took 5 percent.

⁸ Data for the Near East and North Africa were unavailable

TABLE 3.10: Use of Headquarters Technical Staff Time for Field Programme Support (percentage)

Programme	Programme Development					
	Project Identification/Formulation		Project Appraisal			
	1992-93	1994	1992-93	1994		
211 Natural Resources	4	3	14	10		
212 Crops	4	2	10	7		
213 Livestock	4	3	12	10		
214 Research and Technology Development	1	1	5	4		
215 Rural Development	3	2	11	8		
216 Nutrition	3	1	8	4		
217 Food and Agriculture Information and Analysis	1	1	3	3		
218 Food and Agricultural Policy	1	2	3	4		
21 Agriculture	3	2	8	6		
22 Fisheries	3	1	5	3		
23 Forestry	1	0	5	2		
Average	2	2	7	5		
Programme	Project Technical Support to Project Implementation				Total Field Programme Support	
	Backstopping & Reporting		Selection of Inputs			
	1992-93	1994	1992-93	1994	1992-93	1994
211 Natural Resources	24	24	9	9	52	47
212 Crops	18	18	12	10	44	37
213 Livestock	19	19	10	7	45	39
214 Research and Technology Development	13	11	7	10	26	26
215 Rural Development	21	22	11	11	46	42
216 Nutrition	11	11	11	5	32	21
217 Food and Agriculture Information and Analysis	7	7	2	4	13	15
218 Food and Agricultural Policy	8	11	3	4	14	20
21 Agriculture	15	15	8	7	33	30
22 Fisheries	13	11	6	4	27	20
23 Forestry	16	14	10	8	33	25
Average	15	14	8	7	32	28

FIELD PROGRAMME
Breakdown by Substantive Area and Source of Funds

TABLE 3.11: Percentage of Field Programme Expenditure by Technical Programme Area

	1986-87	1992-93	1994			Total
			UNDP	Trust Fund	TCP	
211 Natural Resources	13.8	13.4	12.8	13.5	6.4	12.4
212 Crops	28.6	25.6	23.6	29.6	31.9	28.0
213 Livestock	12.0	9.7	8.7	6.4	10.9	7.7
214 Research and Technology Development	1.9	2.0	2.5	1.5	2.6	1.9
215 Rural Development	15.1	12.7	11.8	12.3	11.1	12.0
216 Nutrition	1.1	1.5	0.7	0.3	7.7	1.4
217 Food and Agricultural Information and Analysis and 218 Food and Agricultural Policy	6.3	8.7	10.2	7.2	11.4	8.7
Total Major Programme Agriculture	(78.8)	(74.9)	(71.6)	(72.0)	(84.0)	(73.4)
22 Fisheries	9.8	7.8	9.9	6.5	9.3	7.9
23 Forestry	11.4	17.3	18.5	21.5	6.7	18.7
TOTAL	100.0	100.0	100.0	100.0	100.0	100.0

91. Field activities continued to be concentrated on Programme 2.1.2 Crops which received 28 percent of resources, followed by Major Programme 2.3 Forestry with about 19 percent, and Programmes 2.1.1 Natural Resources and 2.1.5 Rural Development with 12 percent each (Table 3.11). Major Programme 2.1 Agriculture accounted for some 73 percent of all Field Programme expenditure, followed by Major Programme 2.3 Forestry (18.7 percent). The share of Field Programme resources devoted to Forestry continued to increase in the 1994-95 biennium, reflecting the international emphasis on sustainable forest management. In contrast, the proportion of Field Programme expenditure on Fisheries has shown a reduction in recent years. The reasons for the decline of donor interest may reflect the past over-investment in Fisheries and the increasing concern with over-fishing. As with Forestry, concern for conservation should be reflected in Fisheries, but this has not been the case.

Regional Distribution of Projects

TABLE 3.12: Evolution of Field Programme Expenditures by Region (percent)

	1986-87	1992-93	1994-95*
Africa	47%	43%	40%
Asia and Pacific	24%	22%	24%
Near East and North Africa	13%	12%	12%
Latin America and Caribbean	8%	10%	16%
Europe	3%	2%	2%
Global and Interregional	5%	12%	6%
TOTAL	100%	100%	100%

* Estimate

92. Table 3.12 provides information on the regional breakdown of field activities. Africa's share of the proportion of total Field Programme expenditure has declined from 47 percent in the 1986-87 biennium to 40 percent in the 1994-95 biennium, although continuing to retain the highest concentration of Field Programme activity. This is in part explained by the decline in UNDP resources which have emphasized Africa. In contrast the proportion of Field Programme expenditure in the Latin America and the Caribbean region has doubled from 8 percent to 16 percent during the same period. The proportion of Field Programme expenditures in Asia and the Pacific, the Near East and North Africa and Europe remained relatively constant. Global projects have fluctuated in relative importance and dropped by 50 percent in 1994-95 compared to the previous biennium.

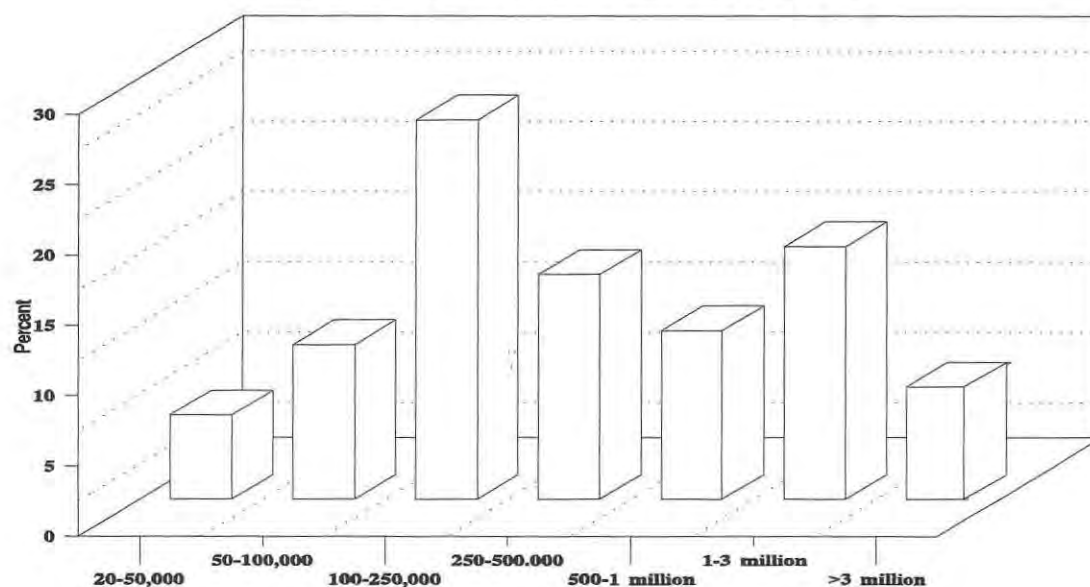
TABLE 3.13: Percentage of Projects in the Least Developed Countries (in terms of total budgets)

	1986	1992	1994
UNDP	41%	54%	56%
Trust Fund	42%	32%	26%
TCP	46%	33%	33%
TOTAL % for LDCs	42%	40%	35%

93. There has been a reduction in the percentage of projects benefiting the LDCs, which dropped from 42 percent in 1986 to 35 percent in 1994 (Table 3.13). The reduction is largely due to the decline in projects for Africa. While the proportion of UNDP funds devoted to LDCs has increased from 41 percent in 1986 to 56 percent in 1994, the reverse was the case with Trust Funds where there was a decline from 42 percent to 26 percent over the same period.

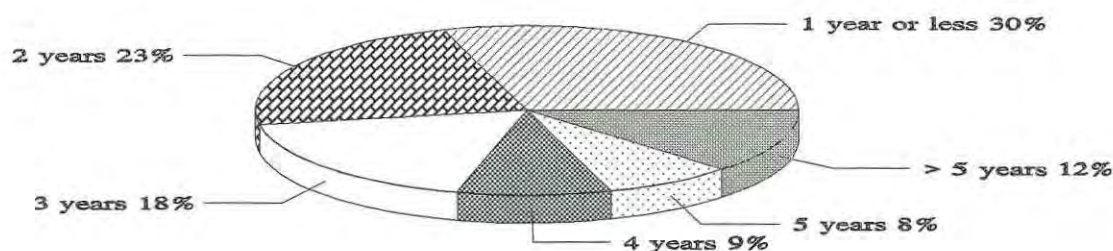
Duration and Size of Projects

Chart 3.20: Projects by Size of Budget (1994)



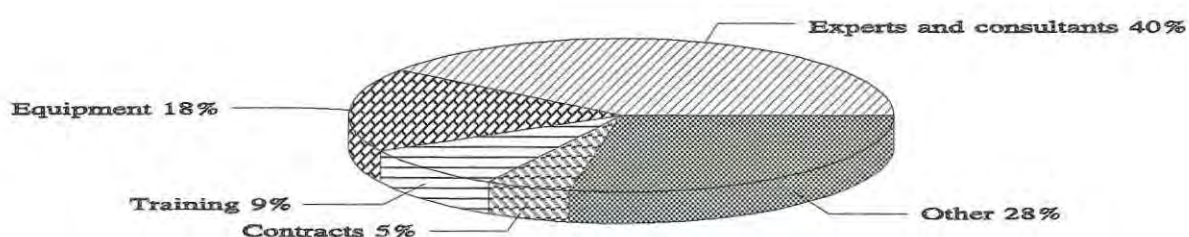
94. Roughly half of the 1994 ongoing projects had budgets of US\$ 250 000 or less. The majority of these fell in the US\$ 100 000-US\$ 250 000 range and were mainly TCP projects. About a quarter of projects had budgets exceeding US\$ 1 million, and only 8 percent had budgets exceeding US\$ 3 million (see Chart 3.20). In terms of duration, 30 percent of the ongoing projects in 1994 had a duration of one year or less and another 23 percent were within the one to two years range (see Chart 3.21). Only 20 percent of the projects had a duration of five or more years while 27 percent were between three and four years. Thus, the overall trend continues to be towards more short-term and small projects which make proportionately greater demands in terms of both technical and administrative support than large-scale projects.

Chart 3.21: Percentage Distribution of Project Durations (1994)



Components of Expenditure

Chart 3.22: Field Project Expenditure by Type of Inputs (1994)



95. Experts and consultants remain the largest item of project expenditure, and absorbed 40 percent of project expenditure in 1994 (see Chart 3.22). In terms of magnitude, this is followed by miscellaneous expenditure (28 percent), equipment (18 percent), training (9 percent) and contracts (5 percent).

UNDP-Financed Technical Support Services (TSS-1 and TSS-2)

96. UNDP TSS-1 funds policy, planning and programming advice to countries, while TSS-2 resources are intended for technical support to ongoing UNDP projects and programmes, irrespective of implementation modalities. Ninety-three TSS-1 activities worth about US\$ 3.6 million were carried out by FAO during the 1992-93 biennium. In 1994, FAO undertook 44 TSS-1 activities with financing from UNDP of some US\$ 1.9 million, supplemented by additional support from FAO's Regular Programme (see Table 3.14). While projects covered under old arrangements do not include TSS-2, the number of TSS-2 activities increased in 1994 compared to 1992-1993. In 1994, 100 TSS-2 activities worth some US\$ 2 million were carried out by FAO units compared to a total of 35 activities worth less than US\$ 700 000 carried out during 1992-93. Seventy-two percent of the TSS-2 activities fell within Major Programme 2.1 Agriculture. In general, the extent to which UNDP is seeking technical support for nationally executed programmes and for programming and evaluation is disappointing.

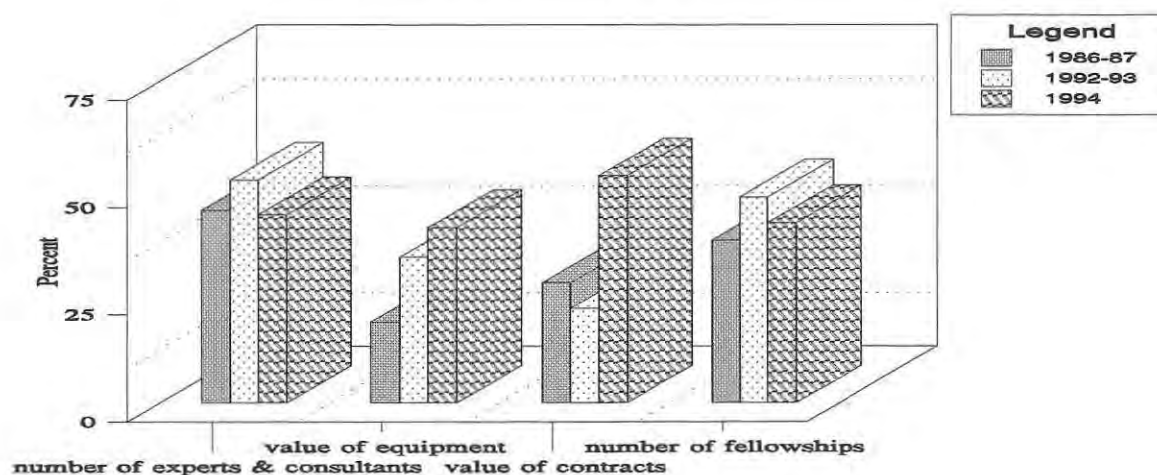
TABLE 3.14: TSS-1 and TSS-2 Proportion of Expenditure and Activities (in parenthesis) by Programme Area

Programme Area	TSS-1 (%)				TSS-2 (%)			
	1992-93		1994		1992-93		1994	
2.1.1 Natural Resources	12	(16)	20	(18)	12	(8)	9	(12)
2.1.2 Crops	17	(12)	5	(5)	14	(20)	31	(27)
2.1.3 Livestock	-		6	(2)	1	(3)	3	(4)
2.1.4 Research and Technology Development	5	(4)	-		6	(6)	2	(3)
2.1.5 Rural Development	23	(23)	18	(25)	11	(14)	11	(15)
2.1.6 Nutrition	5	(5)	9	(14)	1	(3)	0	(1)
2.1.7 Food and Agricultural Information and Analysis	-		2	(2)	5	(6)	2	(3)
2.1.8 Food and Agricultural Policy	25	(22)	12	(14)	16	(9)	13	(7)
Total Major Programme 2.1 Agriculture	87	(82)	72	(80)	66	(69)	71	(72)
Major Programme 2.2 Fisheries	6	(6)	6	(7)	8	(5)	11	(9)
Major Programme 2.3 Forestry	7	(9)	9	(11)	26	(26)	18	(19)
Others	0	(3)	13	(2)	-		-	
Totals	100	(93)	100	(44)	100	(35)	100	(100)
TOTAL Expenditure	3 626		1 894		690		1 976	

Use of Developing Country Capacities in Projects

97. The proportion of experts and consultants coming from developing countries has remained constant over recent years, with some indication of an increase during the last biennium which has not been maintained, but should rise again with the operationalization of the scheme for TCDC. The proportion of equipment, contracts and fellowships placed in developing countries shows a generally upward trend, but the high proportion of purchases which are vehicles places a limit on the potential for further increase (see Chart 3.23).

Chart 3.23: Use of Developing Country Services



Technical Cooperation Programme (TCP) Delivery

98. Resources expended under TCP have gradually risen over the years, peaking in the 1986-87 biennium as a result of Conference Resolution 4/85, when an additional amount of US\$ 22.5 million was allocated from the 1984-85 budget in support of the Agricultural Rehabilitation Programme for Africa. TCP expenditure returned to normal levels in the 1988-89 biennium then rose to over US\$ 70 million during the 1990-91 and 1992-93 biennia. In 1994, programme expenditure under TCP was US\$ 33.1 million (see Table 3.15), which was rather lower than expected because of vacancies in the coordinating unit. The average expenditure per TCP project at constant prices has risen since 1982-83, increasing from about US\$ 55 000 in the 1982-83 biennium to about US\$ 140 000 in 1994. There has thus been a decline in the number of projects since the early 1980s. Table 3.16 demonstrates the shift in type of TCP assistance over recent years. TCP expenditures by type of project (Table 3.16) have shown a general tendency for advisory services to increase as a proportion of the total, of which in 1994 they represented 57 percent. Emergencies fluctuate in importance, but have tended to decline, while investment project identification and preparation has been funded from sources other than TCP.

TABLE 3.15: TCP Approvals by Biennium, Number of Projects and Expenditure at Actual and Constant 1994 Prices

Year of Approval	Number of Projects	Expenditure ¹ (US\$ million)	
		Current prices	Constant 1994 Prices
1982-83	726	40.2	52.9
1984-85	878	48.0	60.2
1986-87	794	72.3	87.2
1988-89	590	56.8	65.1
1990-91	558	70.6	75.6
1992-93	605	73.4	75.3
1994	237	33.1	33.1

¹ Includes direct operations expenditures excluded in Table 2.4

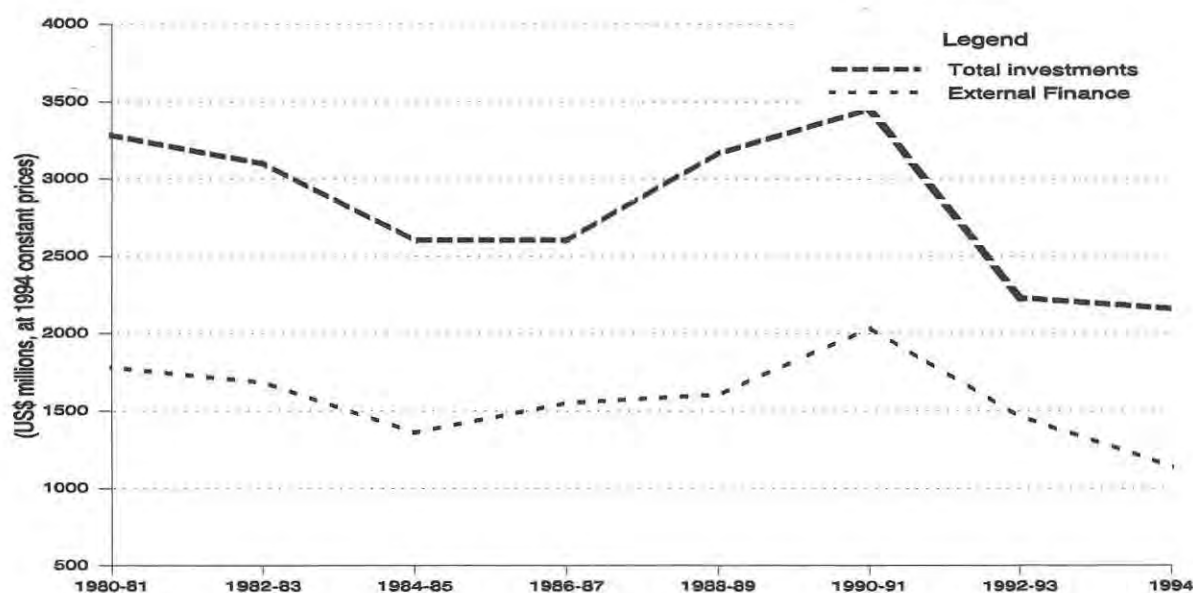
TABLE 3.16: Expenditures of TCP Projects by Type of Project

	1986-87	1992-93	1994
	% Expenditure	% Expenditure	% Expenditure
Advisory services	30%	45%	57%
TCDC	4%	1%	1%
Emergency	21%	19%	13%
Formulation/Programming Missions	4%	5%	3%
Investment project identification and preparation	11%	5%	2%
Training	30%	25%	24%
Total percent	100%	100%	100%

Investment Support

99. Although there has been a relatively constant rate of output in recent years in terms of Investment Centre-formulated projects (see Chapter 6), there has been a decline since 1990-91 in both the number and value of projects approved for financing. This reflects the relative shift of emphasis in national investment away from agriculture and a greater proportion of programme lending by major development banks. Countries are also relying more on their own resources for project formulation. The Investment Centre has thus placed greater emphasis on assisting national efforts and this is not fully reflected in the data below (see Chapter 6).

Chart 3.24: Total Investment and External Finance for Approved Investment Centre-assisted Projects
(annual average at 1994 constant prices)



100. Chart 3.24 above shows the annual average at **1994 constant prices** of total investments and external finance of approved Investment Centre-assisted projects. From the relatively high 1980-81 annual average for total investment and external finance, levels show a decline until 1988-89 when the investments rose, peaking at some US\$ 3 450 million in 1990-91, and external financing also reached its peak at over US\$ 2 000 million. Total investments and external financing of Investment Centre-assisted projects began to decline in 1992-93, and in 1994 reached their lowest overall levels in real terms, although an upturn is probable in the coming years, given the bunching which occurs in approvals.

101. The average number of Investment Centre-assisted projects approved for financing each year has consistently declined since 1980-81 from all sources of funds except IFAD although the size of projects in value terms has tended to increase (see Table 3.17). In 1980-81, some 47 projects per annum were approved for financing while only an annual average of 37 projects were approved in 1992-93. This figure further declined to 25 in 1994, a reduction of roughly half on the 1980-81 level. About half of the project costs in 1994 were financed from internal funds, almost entirely host government resources. The proportion of project budgets financed from external sources has remained relatively stable for the most part since 1980, reaching its highest annual average level during the 1988-91 period. There were no projects financed by the regional development banks and UNCDF in 1994 compared to an annual average of about six during the 1992-93 biennium. Although the number of World Bank projects approved for financing prepared by the Investment Centre has declined in absolute terms in recent years, the proportion of the World Bank projects in agriculture prepared by FAO remained relatively stable at about one third. Chart 3.23 and Table 3.17 summarize the overall evolution of Investment Centre-assisted projects which have been approved for financing.

**Chart 3.25: Investment Centre-assisted Projects
Proportion of External Finance for LDCs**

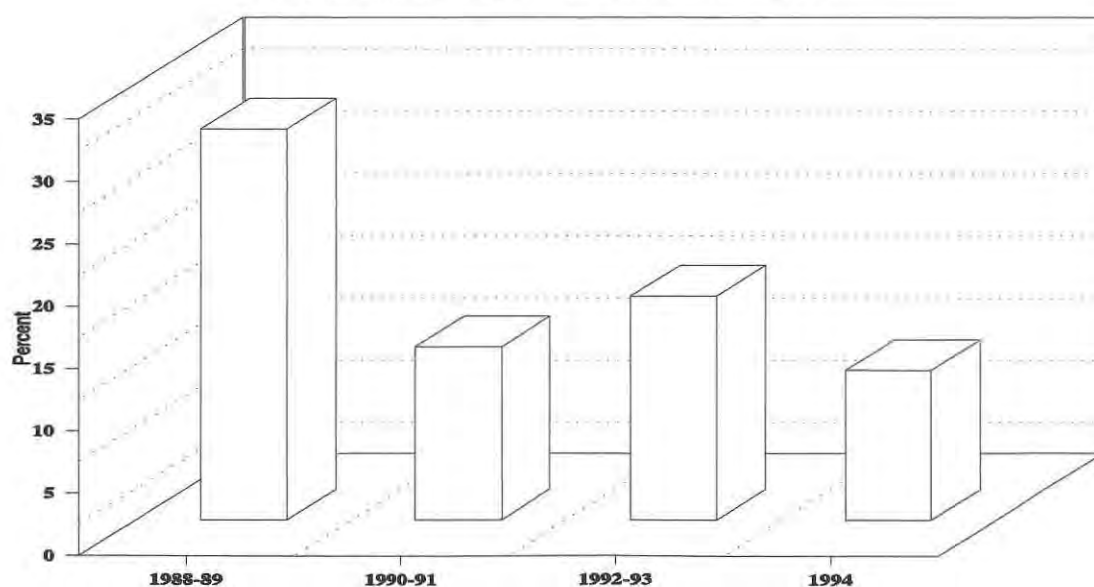


TABLE 3.17: Investment Centre-assisted Projects Approved for Financing
(Annual averages for prior biennia)

	World Bank	IFAD	Regional Development Banks	UNCDF	Other	Total
Number of Projects						
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
1992-93	16	9	6	5	1	37
1994	14	9	-	-	2	25
External Finance (US\$ million)						
1980-81	875	175	140	-	13	1 203
1982-83	946	91	211	7	26	1 281
1984-85	668	136	239	3	40	1 088
1986-87	858	109	298	6	15	1 287
1988-89	1 062	157	101	21	63	1 404
1990-91	1 567	183	139	11	-	1 900
1992-93	1 075	150	123	21	59	1 428
1994	992	144	-	-	7	1 143
Total Investments (US\$ million)						
1980-81	1 690	283	226	-	18	2 218
1982-83	1 811	133	337	9	66	2 355
1984-85	1 421	205	378	4	68	2 076
1986-87	1 553	153	419	7	27	2 160
1988-89	2 309	234	133	24	66	2 766
1990-91	2 703	270	239	12	-	3 224
1992-93	1 716	219	141	25	74	2 175
1994	1 945	208	-	-	10	2 163

Reported figures are annual averages and at current prices.

102. There has been a change in the regional distribution of projects assisted by the Investment Centre for financing in 1994 as compared to previous years. Projects in the Africa Region accounted for 13 percent of the total external financing in 1994 while they accounted for nearly 30 percent in 1986-87. Latin America and the Caribbean also demonstrated a declining share from 28 to 17 percent. The share of the Asia and the Pacific Region increased from 21 to 35 percent during the same period and that of the Near East and North Africa from

12 to 27 percent. Europe's share remained reasonably constant. The proportional share of LDCs in total financing has also tended to decline (Chart 3.25), largely reflecting the fall in funding approved for Africa. It is worth noting that projects in Africa and LDCs are generally smaller than in other regions while those in Europe and Latin America and the Caribbean are larger. Table 3.18 and Charts 3.25 and 3.26 show the distribution of projects by region and source of funds.

**TABLE 3.18: Investment Centre Projects Approved for Financing by Region
(annual average)**

	Number of Projects			External Finance		
	1986-87	1992-93	1994	1986-87	1992-93	1994
Africa	56%	51%	44%	29%	21%	13%
Asia and Pacific	17%	24%	16%	21%	32%	35%
Near East and North Africa	10%	11%	16%	12%	16%	27%
Latin America and Caribbean	17%	11%	16%	28%	22%	17%
Europe	-	3%	8%	10%	9%	8%
Total (%)	100%	100%	100%	100%	100%	100%
Total (1994 constant prices) (US\$ million)				1 552	1 465	1 143

Chart 3.26 External Financing by Source

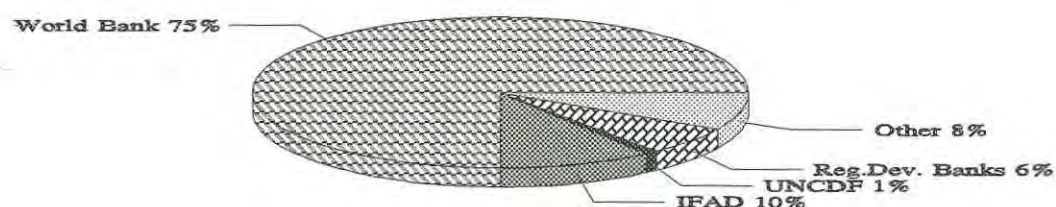
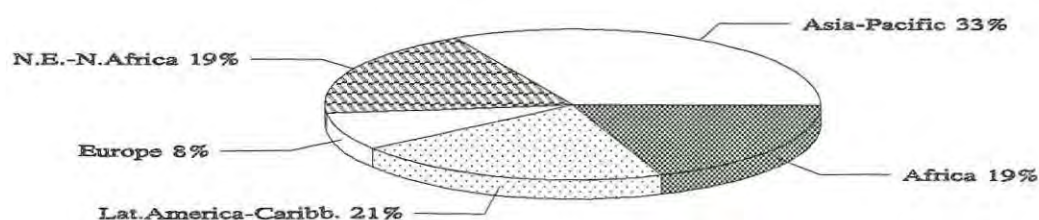


Chart 3.27: External Financing by Region



Results of Independent Evaluation of FAO Technical Cooperation Activities, 1992-94

TABLE 3.19: Number of Project Evaluation Missions by Region and Source of Funds (1992-94)

Region	1992-94		Total
	UNDP	TF	
Africa	59	34	93
Asia and the Pacific	45	18	63
Latin America and the Caribbean	7	16	23
Near East, North Africa and Europe	6	7	13
Inter-Regional	-	6	6
Total	117	81	198

103. Projects with budgets of more than US\$ 1 million and over three years duration are normally evaluated at least once during implementation, with the majority of evaluations being undertaken towards the end of the project with a view to formulating recommendations for the future. Evaluations are independent and tripartite, undertaken by representatives designated by FAO, the funding agency and the host country. The results of evaluations are used for improvements in the design and implementation of particular projects, as well as for drawing lessons for the future. A number of examples of evaluation findings are included in boxes in Chapter 5: Achievements of the Technical and Economic Programmes.

104. In the period January 1992-December 1994, a total of 198 projects were evaluated by independent missions. As shown in Table 3.19 above, 117 of these projects were UNDP-funded while the others were funded by Government Cooperative Programmes. The majority of projects evaluated were located in Africa (47 percent), followed by Asia (32 percent). Project budgets ranged from a minimum of US\$ 436 000 to a maximum of US\$ 12 million, with a median budget of US\$ 1.7 million.

105. In terms of technical fields, the bulk of projects evaluated were concentrated in Programme 2.1.2 Crops (20 percent), and Programmes 2.1.5 Rural Development and 2.3.1. Forestry Resources and Environment (14 percent each). Numbers of evaluations by programme area are shown in Table 3.20.

TABLE 3.20: Number of Project Evaluation Missions by Programme Area (1992-94)

Programme Area	Number	Share percent
2.1.1 Natural Resources	21	11
2.1.2 Crops	40	20
2.1.3 Livestock	15	7
2.1.4 Research and Technology Development	3	2
2.1.5 Rural Development	28	14
2.1.6 Nutrition	5	3
2.1.7 Food and Agricultural Information and Analysis	6	3
2.1.8 Food and Agricultural Policy	15	7
2.1 Agriculture	133	67
2.2.1 Aquatic Sciences and Fisheries Information	1	1
2.2.2 Fisheries Exploitation and Utilization	13	6
2.2.3 Fisheries Policies	2	1
2.2 Fisheries	16	8
2.3.1 Forestry Resources and Environment	26	13
2.3.2 Forest Industries and Trade	1	1
2.3.3 Forest Investment and Institutions	22	11
2.3 Forestry	49	25
Total	198	100

106. In addition to their report, evaluation missions are required to complete a questionnaire in which ratings are given to key aspects of project design, implementation and results. The standard questionnaire was revised and re-issued at the beginning of 1994, with some questions modified to improve its coverage, such as cost-effectiveness, sustainable effects and impact, and the specific identification of project features where there is greatest need for improvement. Based on the questionnaires, evaluation mission findings with respect to project design, implementation and results are summarized in Tables 3.21, 3.22 and 3.23 below. A more in-depth analysis of all 579 projects evaluated during 1985-1991 was presented in the Programme Evaluation Report 1992-93 (C 93/4).

107. Table 3.21 presents a comparison of key features between 1989-91 and 1992-94. The information suggests a generally improved situation with respect to project implementation and effects (use of outputs). There is also an increase in both the number of cases identified as "good" and "poor" in terms of project design. This may reflect increased attention given to this aspect by evaluation missions, which is encouraged due to acknowledged difficulties in this area, and the more stringent project design criteria now established by FAO.

TABLE 3.21: Overall Assessment of Project Design, Implementation and Results*
(1989-91 compared with 1992-94)

Key Aspect/Evaluation Element	Percentage distribution of assessments rated as:					
	Good		Adequate		Poor	
	1989-91	1992-94	1989-91	1992-94	1989-91	1992-94
1. Design - overall	15	21	65	48	20	31
2. Implementation - overall	27	33	55	51	18	16
3. Outputs						
- Quality	30	35	61	50	9	15
- Quantity	28	28	58	59	14	13
4. Effects (use of outputs)	22	24	54	62	24	14
Number of evaluated projects: 1989-91 = 243; 1992-94 = 174						

* Based on evaluations rated of "good" or "average" quality by the Evaluation Service

108. Table 3.22 reflects the same elements as shown in Table 3.21, but by major substantive areas covered by the four HQ technical departments. Generally speaking, there are no great differences among them. A rather higher percentage of "poor" implementation is found for fisheries projects as compared to other areas, but these projects had a slightly higher overall quality of outputs than the others. This may seem to be a paradox, but it must be noted that there was a very low number of fisheries projects evaluated (16) in the reporting period, so each reply weighed heavily on overall results.

TABLE 3.22: Overall Assessment of Project Design, Implementation and Results*
By Activity Areas (1992-94)

Key Aspect/Evaluation Element	Percentage distribution of assessments rated as:											
	Good				Adequate				Poor			
	AG	ES	FI	FO	AG	ES	FI	FO	AG	ES	FI	FO
1. Design - overall	26	17	13	19	44	53	56	44	30	30	31	37
2. Implementation - overall	33	31	13	43	50	52	54	50	17	17	33	7
3. Outputs												
. Quality	36	32	40	37	53	46	47	49	11	22	13	14
. Quantity	34	26	27	23	55	64	60	58	11	10	13	19
4. Effects (use of outputs)	25	21	22	26	62	66	64	58	13	13	14	16
Number of evaluated projects: AG = 66; ES = 47; FI = 16; FO = 45												

*Based on evaluations rated of "good" or "average" quality by the Evaluation Service

109. Table 3.23 gives a more detailed presentation over time of some specific elements examined by evaluation missions. The findings here confirm those given in Table 3.21, with project design and government inputs and support being the major elements of concern.

TABLE 3.23: Overall Assessment of Key Aspects of Project Design and Implementation* (1989-91 compared with 1992-94)

Key Aspects/Evaluation Elements	Percentage cases assessed as:			
	Good		Poor	
	1989-91	1992-94	1989-91	1992-94
A. Project Design				
Clarity of definition of Immediate Objectives	41	42	19	28
Adequacy of identification of Beneficiaries	42	46	23	23
Relevance of specification of Outputs and Targets	44	39	14	20
Clarity of identification of pre-requisites/assumptions for project success	29	24	30	39
Workplans				
. Clarity	35	34	21	26
. Realism	18	21	39	41
Clarity of project management arrangements	31	30	23	27
B. Implementation Process				
1. Government Inputs				
Physical Infrastructure				
- Timeliness	36	34	24	25
- Effectiveness	28	36	20	22
Effectiveness of Counterpart Staff	20	33	23	21
Effectiveness of National Project Directors	36	32	21	32
2. FAO Inputs				
FAO staff/consultants				
- Timeliness	36	33	22	18
- Effectiveness	44	35	12	8
Effectiveness of Technical Backstopping	36	42	24	20
3. Project Management				
Effectiveness of Internal Project Management	44	33	16	23
Effectiveness of Workplans (adherence to)	24	26	24	28
4. Government Support				
Effectiveness of extent of Government support (host institution)	34	31	17	24
Number of Projects: 1989-91 = 243; 1992-94 = 174				

* Based on evaluations rated of "good" or "average" quality by the Evaluation Service

110. As mentioned above, statistical information on cost-effectiveness of projects (Table 3.24), sustainable effects and impact in relation to project objectives (Table 3.25) and project features where there is greatest need for improvement (Table 3.26) began only in January 1994. Because of the limited number of cases and the short time frame, it may be premature to draw conclusions at this stage. However, results from 1994 indicate that the chief elements selected by evaluation missions that could have increased the cost-effectiveness of projects were: greater use of national experts (cited in 50 percent of the evaluations); greater use of the private sector (54 percent); and more focus on key objectives/outputs (51 percent). Missions were also asked if a negative influence on cost-effectiveness was caused by the following factors: poor scheduling of inputs and activities (mentioned in 23 percent of evaluations); implementing agency procedures (23 percent); and government procedures (27 percent).

TABLE 3.24: Project Cost-Effectiveness (1994 Project Evaluation Missions)*

Elements of project cost-effectiveness	Percentage of cases assessed as requiring:			No. of assessed cases
	More	Just Right as Implemented	Less	
Use of National Experts	50	50	-	44
Reliance on existing Government capacities	28	48	24	42
National Training	45	52	3	40
Use of Short-Term Staff	32	58	10	40
Use of NGOs	46	44	10	39
Use of the private sector	54	41	5	37
Concentration on key/central objectives/outputs (focus)	51	47	2	43
Delegation of authority	38	54	8	39
Quantity of resources	24	71	5	41

* Based on evaluations rated "good" or "average" by the Evaluation Service

111. With respect to sustainability (Table 3.25), the project outputs/ results which continue to be applied and used most effectively are: uptake/use of technical improvements introduced by projects (mentioned in 39 percent of the cases); enhanced national institutional capacity (36 percent); and replication/expansion of pilot activities (26 percent). Overall, 23 percent of projects were assessed as having little prospect for sustainable effects and impact, whereas prospects were considered to be considerable in 28 percent of the projects evaluated. It may be noted that this compares relatively well with other agencies including investment projects in agriculture, which suffers greater difficulties than other sectors.

TABLE 3.25: Sustainable Effects and Impact (in relation to project objectives, 1994)*

	Percentage of cases assessed as:			
	EFFECTS		IMPACT	
	None	Considerable	None	Considerable
- Policy/planning/legislative improvements	19	27	19	23
- National institutional capacity (including staff skills)	-	36	8	28
- Uptake/use of technical improvements	-	39	3	39
- Replication/expansion of pilot activities	7	22	11	26
- Follow-up Investment	7	14	7	13
Overall assessment of sustainability of project effects and impact	Negligible/slight	Some	Considerable/very substantial	
	23 percent	49 percent	28 percent	

* Based on 1994 evaluations rated of "good" or "average" quality by the Evaluation Service

112. Aspects of the project where there was greatest room for improvement, if sustainable effects and impact were to be more effectively achieved (Table 3.26), were project implementation and management (mentioned in 37 percent of the evaluations) and project design (29 percent). The factors most likely to limit the sustainability of the project effects and impact included weaknesses in national institutions (mentioned in 54 percent of the replies), and insufficient national financial resources to follow up on the project (44 percent). Less frequently mentioned were insufficient involvement/participation by beneficiaries (14 percent) and insufficient national manpower resources (14 percent).

TABLE 3.26: Project Features Where There is Greatest Need for Improvement (1994 Evaluation Missions)*

	Number of Cases assessed as needing Improvement	Percent of Total Evaluations
1. Aspects of Projects		
Project Selection	7	14
Project Design	15	29
Project Implementation and Management	19	37
Project Supervision and Adjustment (revision)	9	17
2. Factors limiting Sustainability		
Weaknesses in national institutions	28	54
Non-economic attractiveness/viability of the outputs developed by the project	3	6
Technical weaknesses in project outputs/recommendations	5	10
Lack of attention to natural resource sustainability	2	4
Lack of social/political realism in project outputs/ recommendations	4	8
Insufficient involvement/participation by beneficiaries	7	14
Insufficient national financial resources to follow-up on the project	23	44
Insufficient national manpower resources to follow-up on the project	7	14
Lack of national priority/commitment to this type of development	2	4

* Based on evaluations rated of "good" or "average" quality by the Evaluation Service

CHAPTER 4 - IMPLEMENTATION OF SPECIAL PROGRAMMES

INTRODUCTION

Background

113. As part of his overall examination of the priorities and programmes of FAO as mandated by the November 1993 Session of the Conference, the Director-General gave special attention to the problems of food insecurity. Major outcomes of the review process, including a high level expert seminar, were thus the Director General's proposals to launch two special programmes: to increase food production for food security in Low-Income Food-Deficit Countries (LIFDCs)⁹; and to tackle transboundary pests and diseases. These were approved unanimously by the FAO Council in June 1994. The Director-General has subsequently taken the opportunity of various international fora to provide information on, and seek support for, the Special Programmes.

114. This Chapter summarizes the status of these two Special Programmes as of May 1995. FAO's previous work relating to the scope of these Programmes is reviewed in Chapters 2 and 5 respectively, of the Programme Evaluation Report 1994-95 (C 95/4).

115. It may be also noted that, as endorsed by the 1993 Session of the Conference, the streamlining of FAO Special Action Programmes has continued during the biennium, in particular in order to ensure synergy with the two new Special Programmes (cf. Programme of Work and Budget, 1996-97).

Organizational Arrangements for the Special Programmes

116. Arrangements have been made to ensure a high level of support to the Special Programmes. An Oversight Panel, composed of prominent external experts in food and agriculture, was established to give advice and guidance on the Special Programme for LIFDCs and will meet annually. A similar panel is now being established for the Global Rinderpest Eradication Programme (GREP) component of EMPRES. The locust component of EMPRES is underpinned by the existing framework of FAO committees and independent regional organizations. EMPRES Liaison Officers are being designated for the locust component in the Central Region and the first meeting of these officers took place in May 1995. The formation of a consultative committee bringing together the countries most affected by locusts and potential funding agencies is also under consideration.

117. Separate Steering Committees, which meet regularly and are chaired by the Director-General, have been established internally to oversee the Special Programme for LIFDCs and EMPRES. The Secretariat for the Special Programme for LIFDCs comprises a team of

⁹ LIFDCs are defined by FAO as those countries with a per capita income in the range determined by the World Bank for IDA lending and where there has been a negative trade balance in cereals over the past five years.

four professional staff, headed by a Special Adviser for Food Security, located in the Office of the Director-General. EMPRES is operated through the concerned technical units, i.e. the Animal Health Service and the Plant Protection Service. As EMPRES embodies considerable expansion of pre-existing activities, this has placed strains on the present staff resources.

SPECIAL PROGRAMME ON FOOD PRODUCTION IN SUPPORT OF FOOD SECURITY IN LOW-INCOME FOOD-DEFICIT COUNTRIES (LIFDCs)

Approach

118. The Special Programme is designed to assist LIFDCs to increase food production and productivity as rapidly as possible, primarily through the widespread adoption by farmers of available improved production technologies and with emphasis on high potential areas. The exact activities to be promoted by the Special Programme at the country level depend upon the stage of agricultural technology innovation for major food crops in the countries concerned. So far, the Programme has concentrated on a small group of selected countries where a solid base exists and where governments have indicated clear political commitment. Over time, it will respond to requests from other LIFDCs maximizing on accumulated experience, especially through the use of TCDC.

119. The Special Programme is to demonstrate, in each country, through a pilot phase of two-three years, how barriers to widespread adoption of available improved production technologies can be clearly identified and sustainable solutions devised, backed by a realistic programme of policy action. Thus, in addition to the demonstration of the potential of available improved technologies, the pilot phase is to focus on designing a set of complementary actions, through participatory mechanisms and derived mainly from the experience with demonstrations, to remove specific obstacles to more widespread and sustained adoption of proven technologies. Such actions, normally including enabling policy reform, capacity building and investment, would form the major thrust of the Expansion Phase. The total process relies on a highly participatory approach at all levels and the maximum use of national staff.

120. The Pilot Phase takes as its essential building blocks relevant on-going activities and programmes (whether governmental, private, donor- or NGO-led). Special Programme interventions are to complement external efforts and cooperation agreements have been established with FAO's partners. In-country activities of the Special Programme are nationally executed. As regards resources, a mix of inputs from FAO and its partners is required; with FAO largely providing support for the global coordination of the Programme, while in-country activities are undertaken by the concerned countries themselves, with FAO and other partners providing back-up support. For the Expansion Phase, FAO's international partners (World Bank, UNDP, IFAD, Regional Banks, bilateral and multilateral donors) are expected to take the lead in mobilizing the resources required for programmes of policy reform, capacity building and investment.

The Present Status

121. Fifteen Member Nations are already participating in the Special Programme¹⁰. Exploratory missions were fielded to these countries and preparatory arrangements agreed with the governments: these missions also explored opportunities for collaboration with potential in-country partners, including resident donor missions. Wherever possible, local NGOs are being closely involved in all aspects of formulation and implementation. Synopses have been prepared for each country, summarizing the understanding reached with the government and the immediate follow-up activities required. Formulation of the National Programme Document and Plan of Operation for the Pilot Phase is the responsibility of a national team. The implementation of the Pilot Phase is expected to have begun in nine countries¹¹ by July 1995 and in the remaining six by the end of 1995. The selection process has been initiated for the next group of countries and it is expected that exploratory missions to some of them will also be conducted in 1995.

122. Underpinning the Special Programme, the Director-General and the UNDP Administrator signed a Joint Declaration on Cooperative Action to Promote Sustainable Food Security. To give effect to this Declaration, a joint FAO/UNDP Task Force has been established to develop specific field activities for joint implementation. One of the major activities of this Task Force is to review operational and pipeline FAO/UNDP projects with a view to reorienting them in support of food security, and in particular the Special Programme. Agreement has been reached with the World Bank on where the two organizations could cooperate in the Special Programme in specific countries in Africa. Cooperation on the Programme has also been agreed with the Government of Italy and the Islamic Development Bank and contacts have been pursued with a range of potential partners¹².

Resources

123. The Council, at its 106th Session, approved the Director-General's proposals for resource shifts to Sub-programme 2.1.8.4 World Food Security to launch the Special Programme. It had been informed of the estimated requirements totalling US\$ 3.3 million.

124. The estimate included the cost of exploratory and formulation missions and the launching of the pilot phase in a number of countries. It did not include the cost of the coordinating unit, which has been established by reassigning existing staff internally within the Secretariat (estimated staff cost US\$ 800 000 in 1994-95).

125. Rapid progress has been made in implementation and, as a consequence, expenditures on the 15 projects referred to in Chart 4.1 above are expected to amount to approximately US\$ 5.0 million, that is US\$ 1.7 million more than anticipated in the original estimate to the Council. This additional amount was funded from savings on vacant posts under the same programme, 2.1.8 Food and Agricultural Policy. By 31

¹⁰ Burkina Faso, Bolivia, China, Eritrea, Ethiopia, Guinea, Haiti, Kenya, Mauritania, Nepal, Niger, Papua New Guinea, Senegal, Tanzania, Zambia

¹¹ Burkina Faso, China, Eritrea, Ethiopia, Guinea, Kenya, Mauritania, Niger, Senegal

¹² These include IFAD, the European Community, the African Development Bank, the Asian Development Bank, the Governments of Argentina, Belgium, Denmark, France, Germany, Japan, the Netherlands, New Zealand, Norway, Spain, UK Government/ODA, US Government/USAID.

December 1994, expenditures on Programme 2.1.8 were US\$ 2.3 million less than provided for in the appropriation, thus enabling the additional costs to be absorbed without need of a budgetary transfer.

Chart 4.1: Progress in 15 Participating Countries (June 1995)

COUNTRY	PROGRAMME FORMULATION				IMPLEMEN- TATION
	Exploratory Mission	Blue Print & Mission Report	National Programme Document	Plan of Operation	Pilot Phase
Bolivia	Completed	Completed	Draft Received	Draft Received	
Burkina Faso	Completed	Completed	Completed	Completed	Implementation Initiated
China	Completed	Completed	Completed	Completed	Implementation Initiated
Eritrea	Completed	Completed	Completed	Completed	
Ethiopia	Completed	Completed	Draft Received	Draft Received	
Guinea	Completed	Completed	Draft Received	Draft Received	
Kenya	Completed	Completed	Draft Received	Draft Received	Implementation Initiated
Mauritania	Completed	Completed	Draft Received	Draft Received	
Nepal	Completed	Completed			
Niger	Completed	Completed	Draft Received	Draft Received	
P. New Guinea	Completed	Completed			
Senegal	Completed	Completed	Draft Received	Draft Received	
Tanzania	Completed	Completed	Draft Received	Draft Received	
Zambia	Completed	Draft Received	Draft Received	Draft Received	
Haiti	Completed	Completed			

Key

Completed



Draft Received



Under Preparation



Implementation
Initiated



Box 4-1: The Special Programmes in Kenya and Ethiopia

Kenya: After consulting widely with interested parties, an exploratory mission in November 1994 set out proposals for the Special Programme. The Programme, entitled *Kenyan Accelerated Food Production Programme (KAFPROD)*, began operations during March 1995 in Western Kenya, where maize yields obtained by small farmers are well below potential. Activities began with ten field demonstrations on soyabean production technologies. An expansion of soyabean production would have nutritional benefits and reduce dependence on vegetable oil imports. The crop fits well with current maize-growing and sugar-cane production practices and is valuable in the crop rotation because of its nitrogen-fixing properties. KAFPROD will also support maize-based farming systems, using an approach based on the highly participatory extension methodology developed by FAO in its programme on Integrated Pest Management on rice in Asia. The approach uses discovery-based learning techniques to increase farmers' capacities to arrive at well-informed judgements in managing their own farms, including improving soil moisture, plant nutrient and pest management. Two extension staff have visited the Philippines for a training-of-trainers' course on maize production and five trainers and policy-makers have participated in a two week study tour to make their own evaluation of discovery-based learning. Assuming a positive evaluation, these Kenyans will prepare curricula and training materials, with demonstrations to begin with the long rains in March 1996.

In addition, a decision has been taken to register a Foundation for Agricultural Development as a non-profit making company, responsible for the management of KAFPROD. The Foundation will stimulate researchers and other originators of promising improved technologies to test and demonstrate their innovations. Institutional and policy improvements will also be promoted.

Ethiopia: The pilot phase in Ethiopia aims at the progressive adoption of improved technologies for the major cereal crops - wheat, sorghum, maize and tef. Improved seeds and packages of inputs appropriate to the cropping pattern are to be provided in the first year in three selected districts in food-deficit regions, which have high to medium potential for increased production. The expansion programme will be implemented in adjacent districts with similar agro-ecological conditions. One of the major constraints to increased production is limited and/or unreliable rainfall. An assessment will be undertaken during the pilot phase of the technical and socio-economic feasibility of specific dam sites, with a view to preparing investment and technical assistance programmes for financing.

The Special Programme is executed by the Government and monitored by a Steering Committee chaired by the Minister for Agriculture. The Committee will focus on policy issues to facilitate technology adoption. Task Forces have also been established at regional level to facilitate and follow up monitoring of the Special Programme.

EMERGENCY PREVENTION SYSTEM FOR TRANSBOUNDARY ANIMAL AND PLANT PESTS AND DISEASES (EMPRES)

Approach

The Locust Component

126. Both the plant pest and livestock disease components of EMPRES need to be seen in the framework of FAO's ongoing work. The Emergency Centre for Locust Operations has continued to operate in recent years and has executed a substantial number of emergency projects. A bulletin reviewing the locust situation has been produced each month, with fortnightly up-dates when required. The Organization also provided support to the various regional desert locust commissions and the Desert Locust Control Committee. Pesticides suitability for locust control were reviewed by the Pesticide Referee Panel and environmental issues were examined (see also Programme Evaluation Report 1994-95, C 95/4, Chapter 5).

127. Following on a formulation mission and extensive discussions in meetings with both affected countries and the donor community, the FAO Desert Locust Control Committee discussed EMPRES in-depth at its meeting in January 1995. The meeting endorsed the basic thrust of EMPRES, working to reduce the risk of emergencies developing, and emphasized that activities should be initiated quickly starting with an immediate plan of action for the Desert Locust in the Central Region¹³, where breeding poses the greatest risk to other countries, but activities should be expanded to other important locust affected regions as soon as feasible. Donors reaffirmed their support for FAO as an information collection and dissemination centre on the Desert Locust and in coordinating locust management and response to emergencies. Donors have emphasized the need for economic studies on locust control strategies.

128. The approach for the development of the locust component of EMPRES is threefold: development of pilot improvements in early warning and reaction for the Central Region; stimulation of research in key problem areas with support from individual donors and research organizations; and initiation of a coordinated donor support programme.

The Livestock Disease Component

129. The livestock disease component of EMPRES is to focus on the Global Rinderpest Eradication Programme (GREP) and also includes attention to other major epizootic diseases recognized as being of importance as global problems, involving the likelihood of confusion with rinderpest and in the light of recent requests for emergency assistance, i.e. foot-and-mouth disease (FMD), peste des petits ruminants (PPR), contagious bovine pleuropneumonia (CBPP), Rift Valley fever and lumpy skin disease. GREP received emphasis not only because of the economic importance of rinderpest but because, as endorsed by an expert meeting, and like smallpox in humans, global eradication was considered to be feasible. The goal has been established to achieve this by the year 2010 but even if this target cannot be met, effective control will reduce farmers' production

¹³ The Central Region comprises the locust breeding areas of the Red Sea (primarily Djibouti, Egypt, Eritrea, Ethiopia, Saudi Arabia, Somalia, Sudan and Yemen)

costs, increase security in livestock production and improve trade prospects in extensive areas of the world.

130. EMPRES support covers early warning and emergency preparedness for epizootic disease emergencies through enhanced surveillance and contingency planning. Activities are to be carried out, but not exclusively, in the areas where GREP campaigns are ongoing or planned, i.e. Africa and West and South Asia. Response to emergencies is intended to be global in scope, for which donor assistance will be sought to establish an international trust fund for enhancing the effectiveness of early interventions in epizootic disease emergencies.

The Present Status

The Locust Component

131. Two pilot activities have been approved for EMPRES funding over three years, one for *Early Reaction to the Threat of Desert Locust in the Central Region* and the other for *Desert Locust Early Warning system in the Central Region*. Both sets of activities will be adapted flexibly to the evolving situation, with focus on upgrading the capacity and effectiveness of the plant protection services in Eritrea, Ethiopia, Sudan and Yemen, to be implemented by the same project coordinator, who has now been appointed. The first one aims at strengthening the management of locusts through development of strategies, examination and restructuring of local organizational arrangements, training and some provision of equipment and supplies. The second emphasizes the development of survey strategy, the availability of improved information on weather and vegetation so as to identify where breeding may be taking place, and the development of communications both within and among the locust-affected countries and, through FAO, with the international community.

132. In research, FAO's main role is the stimulation of research activities and funding. Pilot research activities on early warning executed by FAO are being funded by the Government of Belgium, and IFAD is organizing a meeting on research into environmentally acceptable control methods. Other research activities will include the examination of the economics of locust management and the justification for a full-scale locust control programme (an activity which is expected to be supported by several donors¹⁴) as well as the development of environmentally acceptable control methods for which project proposals are being developed (in addition to an ongoing Netherlands-funded project in Senegal).

133. A full proposal for donor support of locust management is expected to be finalized in the autumn of 1995, but detailed discussions of this programme will then be required.

The Livestock Disease Component

134. Under EMPRES, technical missions and support for rinderpest control have taken place in Armenia, Ethiopia, Eritrea, Kenya, Pakistan, Tanzania and Uganda, for CBPP in Kenya, Rwanda, Tanzania and Uganda and for FMD in the Philippines. Response to the emergencies also relied on TCP funding. To enhance early warning, the first of a series of emergency preparedness and planning workshops was held for eight East European and

¹⁴ By June 1995 the Netherlands, Sweden and USA had expressed interest.

Near East countries with the emphasis on FMD and rinderpest. The next two workshops are directed to 17 African countries approaching rinderpest-free status, and eight countries affected by the resurgence of CBPP in East, Central and Southern Africa. EMPRES missions have analyzed rinderpest epidemiology in Eastern Africa, West Asia and South Asia, and further missions are planned to East Africa, Central Asia and the Arabian Peninsula before the end of 1995.

135. Rinderpest and FMD surveillance is backed by reference facilities provided in partnership with the UK Institute for Animal Health. The Joint FAO/IAEA Division in Vienna assists in standardising and establishing laboratory techniques for use in rinderpest surveillance. Arrangements are being made for the development of a global rinderpest database and surveillance communication network. Research includes a systematic evaluation of global rinderpest epidemiology using molecular analysis, contracts for the testing of novel rinderpest and PPR vaccines developed in the USA and France, and longer-term work envisaged to assess the socio-economic impact of rinderpest eradication.

136. The EC continues to fund the Pan-African Rinderpest Campaign (PARC) and arrangements for a South Asian campaign are at an advanced stage. EC trust fund support has been agreed for FAO work in epidemiology and vaccine quality control in the context of PARC. Discussions are also being initiated with potential donors on the establishment of an FAO trust fund for early response to disease emergencies.

Resources

137. The Council, at its 106th Session, also approved the Director-General's proposals to allocate an estimated US\$ 2.9 million to EMPRES activities.

138. Of this amount, US\$ 1.5 million was allocated to the Plant Production and Protection Division for the establishment of the Early Warning System and the Early Reaction pilot project. This amount is expected to be fully expended in the current biennium.

139. The Animal Production and Health Division was allocated most of the balance of US\$ 1.4 million for its work in Rinderpest. A small amount (i.e. US\$ 40 000) was allocated to the Joint FAO/IAEA Division in Vienna to assist in establishing standardized techniques for use in Rinderpest surveillance. Current forecasts are that these amounts will be expended in 1994-95.

CHAPTER 5 - ACHIEVEMENTS OF THE TECHNICAL AND ECONOMIC PROGRAMMES

140. The discussion below highlights the output of the technical and economic programmes under Chapter 2 of the Programme of Work and Budget, Major Programmes 2.1 Agriculture, 2.2 Fisheries and 2.3 Forestry. These programmes, accounting for almost 70 percent of the regular budget of the Organization, form the core of FAO's work. During the period under review, the technical and economic programmes continued to provide technical support for the development and implementation of the Organization's Field Programme. The short descriptions of the qualitative aspects of the Organization's technical work are illustrative rather than exhaustive and supplement the quantitative summary provided in Chapter 3. Thus the Chapter does not list meetings, publications, etc. but concentrates on capturing the substance of the technical work and significant results.

141. Activities have been implemented in line with the Programme of Work and Budget and revisions introduced as the result of restructuring. A number of cross-sectoral priorities defined in the Medium-term Plan 1994-99 have come more forcefully to the fore as the Organization has begun reorientation during the current biennium. These include Environment and Sustainable Development; Food Security and Nutrition; People's Participation and Women in Development; Policy Advice; and Technical Cooperation between Developing Countries (TCDC) and between Countries in Transition (TCCT).

142. In preparation for the intergovernmental Commission on Sustainable Development (CSD), FAO's role as task manager within the UN System for coordinated follow-up on Agenda 21 has been particularly important and demanding. Chapters where FAO has the lead responsibility are:

- *Chapter 10: Integrated Planning and Management of Land Resources* (coordinated by Programme 2.1.1);
- *Chapter 11: Combatting Deforestation and the non-legally binding authoritative statement of principles for a global consensus on the management, conservation and sustainable development of all types of forests* (coordinated by Major Programme 2.3 Forestry);
- *Chapter 13: Sustainable Mountain Development* (also coordinated by Major Programme 2.3); and
- *Chapter 14: Promoting Sustainable Agriculture and Rural Development* (coordinated by the Agriculture Department under Programme 2.1.8).

143. FAO also makes major inputs into follow-up on:

- *Chapter 12: Managing Fragile Ecosystems-Combating Desertification and Drought;* and
- *Chapter 15: Conservation of Biological Diversity;*

plus chapters dealing with biotechnology, water resources, oceans and seas, trade, poverty and toxic chemicals. FAO proposals were presented by the UN Secretary General to the April 1995 session of the CSD and were largely reflected in its final report.

144. Much of the technical work of the Organization is carried out in cooperation with other organizations and development agencies. The delivery of Regular Programme outputs to member countries depends heavily on these agencies, national governments and, importantly, the Field Programme and the many technical cooperation networks promoted by the Organization. No attempt has been made to catalogue these linkages but illustrations are provided in the reports on the work of individual programmes. Similarly, the text also indicates some of the significant areas where delivery has been less than expected, due both to resource constraints during the 1992-93 and 1994-95 biennia and to the inevitable delays which arise during a period of reorganization.

MAJOR PROGRAMME 2.1: AGRICULTURE

TABLE 5.1: Major Programme Agriculture - Progress in Key Areas 1992-95

Major Programme Thrusts	Progress
<i>Integrated planning and management of land resources - Chapter 10 Agenda 21 (FAO UN Task Manager)</i>	<i>Computer tools and databases released included: digitized soil map of the world; multilingual FAO/ISRIC soil data-base; ECOCROP model of major crop growth requirements/responses. However, progress on ECOCROP, and in integrating economic criteria into land assessment was less than planned. The former Fertilizer Programme was reoriented to a systems approach to integrated plant nutrition and the Covenant on Good Plant Nutrition Practices revised. Research on soil loss and productivity continued and methods for erosion mapping were tested. A global network on the use of salt-affected soils was established and a model for predicting salinity build-up is under development. Work in assisting countries in land conservation, including work on the International Scheme for Conservation and Rehabilitation of African Lands, was active in 11 countries but proceeded more slowly than planned because of resource constraints. Networks continued to support the introduction of pasture and grazing species which resist desertification.</i>
<i>Balanced use of water resources for agricultural development</i>	<i>Computer tools and databases released included: a worldwide geo-referenced system of water for agriculture and rural development (initiated with databases for Africa and the Near East); a simulation model for water resources assessment in river basins; and a computer package for irrigation scheme management.</i>

Major Programme Thrusts	Progress
<i>Farming systems development</i>	<i>Progress was made, but less than planned, on training materials and on modules for economic assessment of the sustainability of farming systems. The systems approach was built into the revamping of the plant nutrition programme, approaches to integrated pest management and livestock diversification.</i>
<i>Diversification of income earning opportunities</i>	<i>In horticulture and industrial crops, projects addressed the transfer of exotic and under-utilized plants. Seed production was encouraged for income generation and rural entrepreneurs were supported to identify niche processing markets. Diversification into dairy production and village processing of livestock products was also encouraged through projects and sector reviews in a number of countries.</i>
<i>Biological diversity and genetic resources</i>	<i>Negotiations have continued to revise the International Undertaking on Plant Genetic Resources in line with the Convention on Biological Diversity. Twelve CGIAR Centres signed agreements to bring their ex situ plant genetic resource collections into the FAO international network. The World Information and Early Warning System on Plant Genetic Resources was established and a world watch list issued for animal genetic diversity. COAG endorsed a plan for the global management of animal genetic resources, based primarily on national programmes.</i>
<i>Crop Protection and Integrated Pest Management</i>	<i>In addition to work on EMPRES, guidelines for pest risk analysis and a code of conduct on biological control agents were submitted for endorsement. The IPM field programme continued to expand and collaboration with other agencies was strengthened. Particular progress was made in the application of the sterile insect technique for control of the Mediterranean fruit fly.</i>
<i>People's Participation and WCARRD Follow-up</i>	<i>Systematic reporting of progress in fulfilling the WCARRD Plan of Action has been strengthened. Development of an African programme has, however, been less than expected due to resource constraints. People's participation concepts were incorporated in approaches for plant nutrition, integrated pest management, farming systems, land conservation, local level planning, investment project formulation and ICN follow-up. NGOs have been increasingly involved in many programmes, including such diverse areas as Codex and the GIEWS.</i>

Major Programme Thrusts	Progress
<i>Women in Development</i>	<i>In addition to inputs to UNCED, UN Conferences on Women, Population, the ICN and the Social Summit, consultations took place at service level within FAO to develop plans of action for inclusion of gender considerations in all technical and field programmes and the preparation of a revised Plan of Action for WID 1996-2001.</i>
<i>Protection of health and consumers</i>	<i>Drafting of a legally-binding instrument on the operation of the Prior Informed Consent Clause for export of pesticides proceeded. Pollution issues were addressed in the context of irrigation, mechanization and livestock. In addition to Codex, food safety was dealt with in the context of national projects for consumer protection for foods, crop storage and in joint programmes with other agencies on food irradiation, pesticide residues and other contaminants.</i>
<i>WAICENT and global information databases</i>	<i>WAICENT entered the operational phase for both the FAOSTAT statistical information and the FAOINFO textual component with FAOSTAT becoming available on-line to external users at the end of 1995 and FAOINFO already available through Internet. FAOSTAT.PC was upgraded to include graphics and mapping. In addition, AGRIS and CARIS expanded their coverage of research and technical information which is distributed on CD-ROM and such data as that on the incidence of livestock disease continued to be disseminated. Agro-meteorology information was disseminated on diskette and CD-ROM covering data from 22 000 stations worldwide. SOFA also now includes a diskette of basic agricultural and rural development information.</i>
<i>Follow-up to the International Conference on Nutrition (ICN)</i>	<i>More than 90 countries completed national plans for improving nutrition. Progress on the establishment of a global nutrition monitoring system was slower than planned.</i>
<i>Follow-up to the Uruguay Round and Trade Promotion</i>	<i>Market information was improved on a number of commodities. The 11 Intergovernmental Commodity Groups continued monitoring trade issues and the World Food Model was refined to examine the implications of the Uruguay Round agreement. Procedures were elaborated for the harmonization of plant quarantine and the first International Standard for Phytosanitary Measures was endorsed by the 1993 FAO Conference. Codex standards were streamlined.</i>

Major Programme Thrusts	Progress
<i>Food Security and the Global Information and Early Warning System (GIEWS)</i>	<i>The new Special Programme for Food Production in Low-income Food-deficit Countries was launched, with exploratory and formulation missions being completed in the first 15 countries. The GIEWS worked with 112 countries and over 60 NGOs, with intensified coverage of the former USSR and Yugoslavia. The new computerized GIEWS system became operational. Food security advice continued; policy advice on structural adjustment and to countries in transition emphasized food security aspects; composite indicators of household food security were devised for 94 countries; and a food security simulation model was developed. In horticulture and nutrition, special emphasis was placed on production to supplement diets in food insecure households.</i>
<i>Integration of environmental aspects</i>	<i>In addition to other activities referred to above: a multi-donor study on the interaction between livestock production and the environment was initiated; a methodology was finalized for policy analysis incorporating environmental aspects and a computer software ECOZONE was tested; modules and guidelines were developed for the integration of environmental considerations into agricultural education and training; and Intergovernmental Commodity Groups examined environmental aspects of their commodities.</i>

145. Major Programme 2.1 Agriculture is designed to assist countries in achieving improvements in the welfare of rural people, while sustaining the natural resource base. Priority is accorded to assuring adequate food for all, with emphasis on the poorest members of society and to agricultural and thus economic growth. The main focus is on *inter alia* increased production, particularly in food-deficit countries, as well as improved international and national markets and trade. Close attention is given to the protection of the environment, human nutrition and health, and the improvement of information to all involved in the development process. In the current biennium, special effort has gone into the new programmes for Food Production for Food Security in Low-Income Food-Deficit Countries (LIFDCs) and the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES).

Programme 2.1.1: Natural Resources

TABLE 5.2: REGULAR PROGRAMME 1994-95 ESTIMATES - Financial Resources and Output Profile

Budget 1994-95 (US\$ million)		Expenditure 1994 (US\$ 000)	
Regular Programme	22.7	Regular Programme	9.9
		Extra-budgetary	35.8
Training		Meetings	
Sessions	25	Sessions	13
Trainees	437	Participants	316
Trainee-days	3 741	Participant-days	1 780
Publications		Field Programme Support % of HQ professional staff time	
Original words (million)	6.0	Programme Development	14
Dissemination Multiplier*	92.4	Project Technical Support	33

*Dissemination multiplier: number of times each word is multiplied/printed for distribution. This is a measure of the total audience receiving publications.

Objectives and priorities

146. The programme focuses on sustainable natural resources utilization, in line with Agenda 21. Priorities include improved analytical tools for assessing the quality of natural resources related to soil, water and climate and the efficient use of plant nutrients for crop and livestock production to support human populations. Strengthened approaches to land use and development of sound plant nutrition and soil management policies and strategies also receive priority, as do improvement and rehabilitation of small-scale irrigation schemes and reduction of health hazards in irrigation areas. The farming systems approach continued to focus on the integration of the socio-economic, environmental and technical dynamics of rural households.

Activities and achievements

147. **Natural resources assessment and planning.** In its capacity as task manager for the UN System for the implementation of Chapter 10 of Agenda 21 (Integrated Approach to the Planning and Management of Land Resources), FAO prepared the draft of the Secretary General's report on this subject and developed a new and more effective framework for land-use planning in collaboration with other Agencies. Agro-ecological zone (AEZ) studies, based on GIS, which enable the analysis and mapping of various scenarios of sustainable land use, have been completed or are ongoing in China, Kenya and Nepal. A more user-friendly version of the FAO Soil Map of the World, digitized in GIS format in 1991 and distributed in 1995, includes a capacity to derive and display estimated soil properties worldwide for a range of agronomic and resources management applications. Several computer software tools were developed to support AEZ/GIS implementation in

member countries, including the multilingual FAO/ISRIC Soil database and the ECOCROP programme for the storage and management of crop requirements, growth and yield data. A database on rural water use (AQUASTAT) was completed for Africa and for the Near East and North Africa regions and the irrigation potential for Africa was reassessed. A GIS simulation tool for large-scale water resources assessment and planning of river basins was developed in cooperation with Unesco and the University of Texas, and application to the major river basins has begun with the Niger River.

148. **Farming systems.** Additional training materials were developed for farming systems-oriented extension and use of farming systems information in policy analysis. The promotion of farming systems in Eastern and Southern Africa was supported through a Swedish-funded project and similar efforts were initiated in Asian rainfed farming systems as part of the UNDP farmer centred agricultural resource management programme (FARM).

149. **Plant nutrition development and management.** With the endorsement of the Sixteenth Consultation of the FAO Fertilizer Programme, the Programme was expanded into a Plant Nutrition Management Programme addressing Integrated Plant Nutrition Systems (IPNS) rather than just the fertilization of single crops. The IPNS Programme focuses on processes to accumulate plant nutrients and reduce their losses as well as the role of fertilizer. The Covenant of Good Plant Nutrition Practices has been finalized. In Asia, a review has been initiated of sulphur deficiencies and a regional project is examining nitrogen efficiency in irrigated rice. Farmers' groups continued to play an important role in the approach to development and extension of plant nutrition systems. Work in plant nutrition strategies has continued to analyze the production and market situation for fertilizer and an analysis of fertilizer consumption on rice in Asia (1960-90) was completed. Assistance was provided in developing fertilizer policies in a number of countries and an FAO/IFPRI seminar was organized on fertilizer strategies.

150. **Water development and management.** In follow-up for Agenda 21, FAO collaborated with UN organizations in the ACC Sub-committee on Water Resources and worked with WHO, UNDP, UNICEF and the World Bank to promote integrated rural water management. A flood forecasting system is being developed for the River Nile jointly with US-NOAA. Guidelines for water policy reviews were developed, and technical assistance for national water policy reforms was provided to 13 countries. Country studies were undertaken on the potential for wetland development in Africa. The SIMIS computer package for the integrated management of irrigation systems was tested in Argentina, India, Mexico and Thailand and the computerized CROPWAT programme was updated. A series

Box 5-1: Evaluation of Land-use Planning Project

A UNDP-financed US\$1.4 million project in Botswana designed to strengthen land-use planning was evaluated in 1994 by an independent tripartite mission. The mission concluded that it was too early to judge the impact of the project, which began in 1992, but implementation progress had been satisfactory. Particular achievements included the development of a Crop Yield Estimation and Assessment Model for the country and the integrated approach adapted to land-use planning with grass-roots participation involving farmers and the extension service.

of ten training manuals on irrigation water management was completed in cooperation with ILRI (Netherlands). In collaboration with WHO, UNEP and UNCHS, a manual was completed on technologies for the drainage and reclamation of heavy soils. Workshops were convened on the use of meteorological data for irrigation.

151. **Soil management.** Progress on the International Scheme for the Conservation and Rehabilitation of African Lands, now active in 11 countries, has been slower than expected mainly because of a shortage of staff resources, and there have been delays in spreading the approach to other regions. The framework for evaluating and developing tools for sustainable land management was tested and applied in Malawi, Nigeria, Philippines and Zimbabwe. Research on the linkage between soil loss and productivity continued through a network of 22 countries, with particular emphasis on Latin America. Methods for erosion measurement and mapping were developed and tested in the Mediterranean in collaboration with UNEP.

152. Crop residue management and tillage continued to receive support through the African and Latin American Tillage Networks. National branches of the Latin American Conservation Tillage Network (RELACO) have been established. In Africa, a number of collaborative programmes with national research institutions and universities in soil management were initiated. An inter-regional Network on Integrated Soil Management for Sustainable Use of Salt-affected Soils was established in cooperation with UNEP and the International Society of Soil Science. A practical model for predicting soil salinity and sodicity built up through the root zone is being developed in cooperation with USDA-US Salinity Laboratory. In collaboration with UNEP, support was provided to Indonesia and Jamaica to develop national policies on sustainable use of soil, water and plant nutrients.

Box 5-2: Evaluation of Fertilizer Information Networks

A Belgian-funded project in support of the Fertilizer Advisory, Development and Information Network for Asia and the Pacific (FADINAP) was evaluated by an independent donor/FAO mission in 1993. The mission found that the project was essential to the important market information, training and advisory activities carried out by FADINAP. However, a strategy to make FADINAP more self-sustaining was developed only towards the end of the project, when steps were taken to increase the involvement of beneficiary countries in the work of the network. A difficulty for FADINAP was that, whereas previously it worked mainly with government departments, the direct beneficiaries of its activities were more in the private sector. In view of the important services offered by FADINAP, the mission recommended re-formulation and continuation of the project. However, donor resources have not been forthcoming for this.

Programme 2.1.2: Crops

TABLE 5.3: **REGULAR PROGRAMME 1994-95 ESTIMATES - Financial Resources and Output Profile**

Budget 1994-95 (US\$ million)		Expenditure 1994 (US\$ million)	
Regular Programme	37.6	Regular Programme	17.8
		Field Programme	72.7
Training		Meetings	
Sessions	86	Sessions	76
Trainees	1 133	Participants	1 349
Trainee-days	8 248	Participant-days	5 952
Publications		Field Programme Support % HQ professional staff time	
Original words (million)	8.6	Programme Development	10
Dissemination Multiplier*	965	Project Technical Support	28

*Dissemination multiplier: number of times each word is multiplied/printed for distribution. This is a measure of the total audience receiving publications.

Objectives and priorities

153. The programme aims to achieve sustainable increases in food crop output, particularly in food-deficit and poor countries, and to raise income and rural employment through both food and non-food crop production. Focus has been on intensified production of major staple food grains combined with the efficient and sustainable use of inputs. Integrated crop management in crop-based mixed farming, conservation and use of plant diversity, genetic improvement, enhancement in the propagation of seeds and planting materials, integrated pest management, standardization of phytosanitary measures in trade and reduction of risks from pesticides remained priorities. Particular attention has been given since 1994 to the execution of the locust component of the newly-launched EMPRES (Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases) and the Special Programme on Food Security for Low-Income Food-Deficit Countries (LIFDCs).

Activities and achievements

154. **Plant genetic resources.** (See also Programme Evaluation Report 1994-95, C 95/4, Chapter 1). A major task has been the implementation of Conference Resolution 7/93, which called for negotiations to revise the International Undertaking on Plant Genetic Resources in line with the Convention on Biological Diversity, including consideration of access to plant genetic resources and the issue of Farmers' Rights. The negotiating process is ongoing through the Intergovernmental Commission on Plant Genetic Resources. Within the framework of the FAO Global System on Plant Genetic Resources, agreements were signed in 1994 between FAO and 12 CGIAR Centres which brought their collections of *ex situ* plant genetic resources into the FAO International Network of *Ex Situ* Plant

Germplasm Collections. Under the FAO World Information and Early Warning System on Plant Genetic Resources (WIEWS), established in 1993, the early warning component is nearing completion. The *Code of Conduct on Plant Germplasm Collecting and Transfer* was approved by the 1993 Conference, and a draft *Code of Conduct on Plant Biotechnology* is being developed under the guidance of the Commission on Plant Genetic Resources. Preparatory work continued for the Fourth International Technical Conference for the Conservation and Use of Plant Genetic Resources, in the context of which a report on the *State of the World's Plant Genetic Resources* and a costed *Global Plan of Action* are being prepared.

155. *Crop management and*

diversification. The International Rice Commission (IRC), for which FAO provides the secretariat, met in September 1994. The Commission urged the development of lowlands and swamps in Africa, as these ecosystems are more sustainable and economically productive than the current practice of shifting upland rice cultivation. Considerable attention has continued to be given to the promotion of hybrid rice breeding, with demonstration activities in Burkina Faso and Senegal, and similar activities are planned for maize. With FAO support, progress was made in the development of hybrid maize and transplanting maize techniques, particularly in Vietnam where maize production is currently rising at 10 percent per annum. A Tropical Asian Maize Network (TAMNET), including CIMMYT and CIRAD as research partners, was established with eight countries. The improvement of cereal-

based cropping systems through the introduction of grain legumes continued to be an important part of both the Field and Regular Programmes and efforts were made to establish a Global Tropical Soybean Network. For industrial crops, support to transfer of lesser known crops and technologies between regions has been constrained due to lack of funding. Successes included the introduction of cold-tolerant oil-palm hybrids in Ethiopia, Malawi and Sri Lanka and the new crop Simarouba in Malawi and Myanmar. In horticulture, activities concentrated on increasing productivity and diversifying crops. Plant biotechnology activities focused on:

- i) promoting the exchange of biotechnological information, including support to regional networks for plant biotechnology;
- ii) advice to develop national biotechnology programmes;
- iii) support to national training programmes in collaboration with other international organizations, such as Unesco; and
- iv) promotion of research.

Box 5-3: Evaluation of Project for Development of Computer Expert Systems

During 1994, an independent tripartite mission evaluated a UNDP-funded project in Egypt. The project was intended to assist the design and testing of computer expert systems to aid extension advice on citrus and cucumber production. The two systems were found to be functioning well and national institutions had been fully involved in their development. However, the mission recommended increased involvement of the extension services and monitoring of the application of the systems. There was a considerable role for expert systems in providing pertinent advice to farmers and development of a system for livestock production was also recommended.

Critical areas of research included apomictic reproductive systems in plants¹⁵. A workshop was held in ICRISAT in 1994 focused on strategies to breed plants to more efficiently extract phosphorous from soils.

Box 5-4: FAO Assistance to Horticulture

FAO cooperation for horticultural development focused on technology transfer. Technical guidance was provided to member countries to define country strategies for integrated development of the horticultural sector, horticultural food production systems for improved nutrition and household food security. Technical support was provided to over 150 operational field projects. Household horticulture received particular attention in Eastern and Southern Africa and South-east Asia. Cooperation networks were fostered for exchange of improved planting material and information on advanced production and propagation technologies, including citrus (Inter-American Network and the Wider Mediterranean Network); tropical fruits (Mediterranean); nuts (North Africa and the Mediterranean); olives (Europe, Near East and North Africa); mushrooms (global); vegetables (Africa, South-east Asia); tropical roots and tubers (Africa, Caribbean and the Pacific); cactus pear (global); and greenhouse crop production (Near East and North Africa). Horticultural crop diversification options and the potential of new crops to improve the diet or for high value export opportunities were promoted (e.g. in the Caribbean, tropical root crops and ornamentals for export to the United States and Europe in substitution for the declining banana trade). Vitamin-rich fruit and vegetable production was supported in areas where malnutrition remained a major problem. Field projects were also carried out to reduce pesticide use, mainly in intensive vegetable production systems in urban greenbelts.

156. **Seed production and plant improvement.** Support continued for sub-regional networks dealing with seed technology training and standardization of seed testing rules to strengthen international seed exchange. With DANIDA support, a regional seed association has been set up in Asia and, in 14 CARICOM countries a seed and genetic resources information network has been developed with support from Italy. In Latin America, an FAO-TCP project for ten countries and ALADI helped draft an agreement for uniform seed testing to facilitate seed trade. In Africa, special efforts were made to develop seed security schemes in areas chronically affected by natural calamities.

157. **Crop protection.** (See also Chapter 4: *Implementation of Special Programmes*.) The Secretariat for the International Plant Protection Convention (IPPC) elaborated procedures for harmonization of plant quarantine requirements, a key step in the reduction of non-tariff barriers to trade of agricultural products. The first *International Standard for Phytosanitary Measures* was endorsed by the FAO Conference in 1993. Two standards, *Guidelines for Pest Risk Analysis* and *Code of Conduct for the Import and Release of Biological Control Agents*, were submitted to the FAO Governing Bodies for endorsement. Further guidelines for the safe movement of germplasm were produced jointly with IPGRI, bringing the total

¹⁵ Production of maternal progeny through seed.

number of guidelines to 14. Technical assistance continued to be provided to strengthen national plant quarantine services and programmes. Technical and legal assistance was provided for establishment of the Near East Plant Protection Organization and agreement was reached to establish the Pacific Plant Protection Organization.

158. The Integrated Pest Management field programme expanded substantially, in particular for rice-based cropping systems in Asia. Seminars and expert consultations were held during the period in different regions, addressing pest constraints in the production of the main crops. The IPM experience in Asia is now being expanded to other continents and crops. These programmes include cotton pests in Asia and the Near East, sunn pests and whiteflies in the Near East, the cotton boll weevil in Latin America and parasitic weeds in Africa. Efforts were made to improve coordination of IPM activities among the various agencies involved in IPM development through a joint programme called the *IPM Facility*, and the role of the FAO/UNEP Panel of Experts on IPM was revised in this context. An interim agreement between the World Bank and FAO to establish the Facility is expected to be concluded shortly.

Box 5-5: Evaluation of Assistance to Vegetable Seed Production in Nepal

The US\$ 2.3 million project (Phase IV of assistance started in 1981) was designed to consolidate the capacity of both government and private sector agencies concerned with vegetable and vegetable seed production. It was evaluated by an independent tripartite mission in May 1994 which found that the project had made an enduring impact on small farmers' vegetable seed production and the production and marketing of fresh vegetables. With support from the project, the Department of Agriculture trained some 2 200 farmers, of whom 900 were women, 155 traders and 350 government staff. The project had established a capacity for seed processing, part of which had been transferred to the private sector. Support had also been given for the development of seed quality testing but in this area, as in research and variety development, progress was found less satisfactory because of institutional constraints.

159. The Joint FAO/UNEP Secretariat on the implementation of the Prior Informed Consent (PIC) clause of the Code of Conduct on Distribution and Use of Pesticides, initiated preparation of a draft legally-binding instrument on the operation of the PIC procedure. A total of 127 countries have designated national authorities for PIC, and 74 countries have submitted importing country responses on banned and severely-restricted pesticides covered by the first six decision guidance documents and 66 countries for those covered by the second set. The Inter-Organizational Programme for Sound Management of Chemicals was established, bringing together FAO, ILO, OECD, UNEP, UNIDO and WHO, to coordinate their activities in the field of chemical safety. New technical guidelines and FAO specifications for plant protection products were published. The FAO/WHO Panel of Experts on Pesticide Residues in Food and the Environment made recommendations on maximum residue levels for pesticides and revised a number of those for older compounds. The issues of pesticide management and the disposal of obsolete and unwanted pesticides were addressed at field level through Trust Fund and TCP projects.

160. *Agricultural engineering and prevention of food losses.* Work related to agricultural mechanization emphasized strategy formulation, sub-sector review, and programme formulation. Working papers were produced on financing agricultural machinery, the private sector distribution of farm machinery, international trade in used farm machinery, testing and evaluation, and machinery specifications. New activities were commenced on improved pesticide application technology for better safety and lower chemical usage. For on-farm structures, a technical paper was produced on the use of local materials to reduce building costs and to introduce improvements in the technology of rural buildings. A farm buildings study was undertaken in East and Central Europe.

161. *Food and agricultural industries.* Countries and rural entrepreneurs are encouraged to diversify their range of products and identify niche markets for income-generation. In consultation with the Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture, FAO has contributed to a greater global understanding of the value of food irradiation for improved food safety and hygiene and reduced post-harvest food losses. Food Irradiation Information Seminars with representatives from all regions were conducted jointly with the International Organization of Consumers' Unions (IOCU).

Programme 2.1.3: Livestock

TABLE 5.4: **REGULAR PROGRAMME 1994-95 ESTIMATES - Financial Resources and Output Profile**

Budget 1994-95 (US\$ million)		Expenditure 1994 (US\$ million)	
Regular Programme	21.3	Regular Programme	10.0
		Extra-budgetary	19.6
Training		Meetings	
Sessions	42	Sessions	23
Trainees	872	Participants	576
Trainee-days	4 781	Participant-days	1 979
Publications		Field Programme Support % HQ professional staff time	
Original words (million)	5.1	Programme Development	13
Dissemination Multiplier*	1 265	Project Technical Support	26

*Dissemination multiplier: number of times each word is multiplied/printed for distribution. This is a measure of the total audience receiving publications.

Objectives and priorities

162. The programme focuses on support to the integrated development of sustainable livestock production systems. This includes the sustainable use of grazing land, the utilization of agro-industrial by-products, crop residues and fodder trees as animal feed, improved use of livestock as work animals and preventive animal health. Special attention was given to the global management of animal genetic resources. The animal health

component included the animal disease aspects of EMPRES (Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases), which was put into operation in the course of the biennium.

Activities and achievements

163. **Planning and programming.** Assistance to governments in livestock sector planning included livestock reviews in Benin, Bulgaria, Mauritania, Swaziland, Togo and Turkey and several milk and meat sector studies. A global study was initiated in 1994 on the supply of livestock products to urban centres with emphasis on food security. The computerized Livestock Development Planning System (LDPS) has been modified and is being tested. Countries have been encouraged to concentrate government veterinary services on disease surveillance and emergency disease prevention, while treatment of animals is handled by the private sector.

164. **Grassland, forage and feed resources and livestock production systems.**

New technologies and strategies were promoted to increase the feed base in developing countries and make its use sustainable. This included better use of local feed resources; developing the complementarity of various crop and animal species on the same farm; and the use of non-conventional feed resources such as fish and animal wastes. In the humid tropics, increased use of high biomass producing crops for feed was actively pursued through regional projects in Asia and Latin America and the Caribbean. Large-scale on-farm utilization of fibrous residues (mainly straws), initially promoted through a French-funded network in six Mediterranean countries, was extended to China, Iran and Niger. Special emphasis was put on the potential of *Prosopis juliflora* as a source of high-energy concentrate feed in drought-prone areas. A series of studies on multipurpose trees have been undertaken and integrated feeding systems associating trees from various species with pastures or sugarcane were promoted. The association of livestock with permanent tree crop production was also encouraged through field projects. Feed resource technical information is now being disseminated on computer diskette and a conference using electronic mail was organized on this subject.

Box 5-6: Policy Advice for Livestock Development in Swaziland

A TCP-funded Livestock Strategy Study was undertaken to develop a rational policy framework. National consultants made up the majority of the study team. In addition to the review and formulation of strategy guidelines, major outputs included: detailed proposals for the cost-recovery of dipping services; mapping of the rangelands; introduction of a simple methodology to assess range carrying capacity and the inclusion of annual livestock census data in a computer-based information system. Following the study, further assistance has been requested to establish a tick-borne disease control programme and to develop a national ten-year Dairy Development Plan.

165. Sub-regional working groups on livestock, based on a similarity in ecological conditions and production systems, continued to be supported in the Campos, Chaco and Patagonian regions of South America, in East Africa and in South-east Asia and a new Working Group for Temperate Asia was started in early 1995. Regional networks were also

established with focus on sustainable agrosylvo pastoral systems. A global study on interactions between Livestock Production Systems and the Environment was initiated in 1993 with the support of nine donors. FAO has provided leadership in collating and disseminating the results of the considerable amount of research and experimentation directed at increasing small ruminant production in the developing world.

166. **Animal health.** (See also Programme Evaluation Report 1994-95, C 95/4, Chapter 5). The control of contagious diseases has received increased emphasis through the EMPRES programme, which is presently focused on the Global Rinderpest Eradication Programme (GREP). In addition, priority continued to be given to monitoring and combating disease emergencies, particularly utilizing FAO-TCP resources. In 1993-94, assistance provided to Egypt resulted in a successful emergency response to an epidemic of Rift Valley Fever. The Secretariat of the European Foot-and-Mouth Disease Commission made a significant contribution in coordinating the control of major disease outbreaks in Greece and Italy. With donor support, a programme for large-scale production of vaccines and immunization against tick-borne diseases continued in several African countries. The first phase of the Bonte Tick Eradication Programme for the Caribbean was started, to be followed by an eradication campaign in 1996.

167. Preparatory work was undertaken on strategies for global control of foot-and-mouth disease in preparation for a joint PAHO/OIE/FAO conference to be held in 1996. Assistance for the design of sound regional/national control programmes for epidemic diseases was also provided through consultancy missions and workshops. In collaboration with OIE and WHO, FAO has assumed a leadership role in assisting member countries to design rational approaches for the control of brucellosis in ruminants. A revised strategy for control of African Animal Trypanosomiasis was formulated. Several projects were aimed at strengthening the diagnostic capability of national laboratories, and in Latin America, support was provided to a network of national diagnostic laboratories (the REDLAB network). The establishment of a Regional Animal Health Forum was proposed for the Near East and North Africa as a follow-up to the Middle and Near East Regional Animal Production and Health Programme, which ended in 1994, having achieved tangible results in the fields of training, artificial insemination and disease control through vaccination.

Box 5-7: Evaluation of Project for Livestock Development

During 1994, an independent tripartite mission evaluated a UNDP-funded project in Pakistan for the development of livestock production in the country's Northern Areas. The project design was found to have considerable inconsistencies. Although the project activities on livestock diseases fell well below expected standards of quality and output, there had been considerable progress in other areas. In particular, the project assisted in the establishment of government-owned hatcheries producing 50 000 improved chicks for sale each year and an encouraging start was made in demonstrating improved fodder. The successful distribution of chicks and improved bulls owed much to the Aga Khan Foundation, which had established village organizations. It was concluded that the project should have concentrated on a smaller geographical area and made more use of national expertise. It was recommended that hatchery development should become the concern of the private sector.

168. *Animal genetic resources.* (See also Programme Evaluation Report 1994-95, C 95/4, Chapter 1). A comprehensive programme for the management and conservation of farm animal genetic resources was endorsed by COAG in 1995, for implementation at global, regional and national levels. The programme will be harmonized with the Convention on Biological Diversity and recognizes the need to fully involve national governments, to document the world's animal genetic resources and to maintain the material for the resources currently at risk in genebanks. National focal points for management of animal genetic resources have been identified in some 50 countries and UNEP, UNDP and bilateral agencies have already approved some of the necessary funding. A portfolio of projects suited to particular production circumstances is being built up and a global information system, which includes the World Watch List for Domestic Animal Diversity, has been established.

169. *Dairy and meat development.* Recent projects in Burkina Faso, the Dominican Republic, Ecuador, India and Pakistan have contributed to dairy policy, emphasizing market-oriented smallholder production. The supply of livestock products was studied in major cities of Ecuador, Pakistan, Tanzania and Vietnam with a view to developing new supply strategies. Projects were implemented on small-scale processing of milk and meat products and pilot-scale operations were set up in a number of countries. In the absence of cold storage, shelf-stable meat products have received attention. The utilization of renewable sources of energy (e.g. solar energy and biogas) for meat processing was promoted, as well as the processing and recycling of slaughterhouse by-products and wastes. More humane slaughtering practices were emphasized. Regional Dairy Information Centres were set up for Asia, Africa and Latin America based in the FAO Regional Offices. A network concerned with ewe and goat milk was initiated for the Mediterranean.

Programme 2.1.4: Research and Technology Development

TABLE 5.5: REGULAR PROGRAMME 1994-95 ESTIMATES - Financial Resources and Output Profile

Budget 1994-95 (US\$ million)		Expenditure 1994 (US\$ million)	
Regular Programme	26.2	Regular Programme	12.7
		Field Programme	7.8
Training		Meetings	
Sessions	8	Sessions	20
Trainees	159	Participants	654
Trainee-days	1 516	Participant-days	2 674
Publications		Field Programme Support % HQ professional staff time	
Original words (million)	10.5	Programme Development	5
Dissemination Multiplier*	438	Project Technical Support	21

*Dissemination multiplier: number of times each word is multiplied/printed for distribution. This is a measure of the total audience receiving publications.

Objectives and priorities

170. The programme strengthens national capabilities in the areas of agricultural research, remote sensing, agrometeorology and rural energy. Global remote sensing and meteorological databases are maintained, providing inputs for other programmes such as the Global Information and Early Warning System. The programme also encompassed internal coordination and external liaison for FAO's work on environment and sustainable development which continues to receive high priority. Servicing the Technical Advisory Committee (TAC) of the CGIAR, which is jointly funded by FAO, UNDP and the World Bank also falls within the programme's responsibility.

Activities and achievements

171. **Support to environment and sustainable development.** The programme continued to coordinate work throughout FAO on UNCED follow-up, particularly through its support to the Inter-Departmental Working Group on Environment and Sustainable Development and its working groups. China, Côte d'Ivoire, El Salvador, Kenya, Lesotho, Nepal, the Philippines and Tanzania were assisted in adjusting their agricultural development strategies to incorporate environmental and sustainable development considerations. At the request of the Committee on Sustainable Development (CSD), work was initiated on development of sustainability indicators. Training materials were prepared and three seminars were organized to sensitize FAO staff on SARD-related issues.

172. **Rural energy and bioenergy.** There has been continued assistance to countries in developing rural energy strategies. In cooperation with the African Development Bank, an assessment was made of the energy requirements of Africa's agriculture to the year 2010. An international cooperative programme on bioenergy production and use was set up with cooperation and support from several technical programmes.

173. **Research development.** An expert consultation concluded that few countries had effective systems for screening available technologies or for the thorough examination of technical constraints to sustainable agricultural development. A standard methodology was developed for technology assessment in Africa and a set of manuals was completed for training and guidance in agricultural research management. Support was provided to the regional Asia-Pacific Association of Agricultural Research Institutions (APAARI). Efforts continued to revitalize the Association of Agricultural Research Institutions for the Near East and North Africa (AARINENA),

Box 5-8: Evaluation of Agricultural Research Institute - Guyana

During 1993, a tripartite mission evaluated a UNDP-funded US\$ 1.4 million project for development of the National Agricultural Research Institute in Guyana. The mission concluded that the project had made an important contribution to institution building, especially through advance training of national staff. However, the training of these staff overseas meant that they had limited contact with the expatriate advisers. It was recommended that the ongoing research programme that had been set up be reoriented towards a farming systems perspective for the establishment of research priorities, and that more off-station research be undertaken.

and a workshop examined the constraints and opportunities for collaboration between universities and national agricultural research institutions in the same region.

174. FAO, as co-sponsor, continued to work closely with the CGIAR and its associated agricultural research centres, and to host the Secretariat of the *Technical Advisory Committee to the CGIAR (TAC)*. Through TAC, feedback from FAO experience contributed to the formation of international research priorities of the CGIAR institutions. The TAC made recommendations on CGIAR Priorities and Strategies, and on the medium-term plans (programmes and budgets) of CGIAR Centres for the period 1994-98. It also reviewed a number of proposals for systemwide and eco-regional initiatives, made an in-depth assessment of the CGIAR external review process and examined the need for structural change in the CGIAR. CGIAR systemwide research strategies were developed for livestock, rice, banana and plantain. Overall reviews were made of genetic resources, research on roots and tubers, natural resources management and public policy, public management and institution-building.

175. *Agricultural applications of isotopes and biotechnology*. Work in this area continued to be implemented jointly with the International Atomic Energy Agency (IAEA), and included:

- i) improvement of crop and livestock productivity; ii) crop protection and control of animal diseases; and
- iii) consumer and environmental protection and reduction of food losses.

A wide network of research contracts with developing country institutions was used to pursue the research and investigation programme, in addition to work undertaken at the Seibersdorf laboratory in Austria. Research was undertaken on the potential use of sewage sludge as fertilizer following irradiation; optimization of nitrogen fertilizer application under irrigated wheat; and phosphorus application from various natural deposits. Induced mutations produced significant advances on aluminium tolerance in wheat, black sigatoka tolerance in banana and blast resistance in rice. A new mutant rice variety in Costa Rica was officially released. To assist developing countries in molecular plant breeding, a consortium of public laboratories agreed to produce and distribute small quantities of radio-actively labelled markers. Seibersdorf was designated by FAO, IAEA, OIE and WHO as the central laboratory for ELISA and molecular techniques in animal disease diagnosis. National laboratories were assisted in establishing ELISA techniques for the diagnosis and monitoring of livestock diseases. A project for improving the safety and quality of food in trade by irradiation was initiated in 1995, jointly by FAO/IAEA, WHO and ITC.

Box 5-9: Advancing the Sterile Insect Technique (SIT)

A coordinated research programme, including behavioural, molecular and genetic studies, was initiated to improve the SIT for use against the Mediterranean fruit fly. Significant economies were achieved by developing a technique to rear and release males only. Improved attractants have also been developed. With United States' support, major progress was made towards the control of the Mediterranean fruit fly in Mexico and Argentina's Mendoza province. Pilot programmes were also initiated in the developing countries of the Mediterranean. The SIT has the advantage that no pesticides are used and no biological agents are introduced with potential to damage any species except the pest itself.

176. **AGRIS/CARIS.** The AGRIS database of technical references in agriculture and the CARIS database of research projects continued to expand. Eleven AGRIS and 12 CARIS centres joined the networks during the reporting period, and these systems now comprise 176 AGRIS and 136 CARIS centres. By the end of 1995, over 600 000 records, including 20 000 references to FAO documents, will have been added to the AGRIS database, for a total of over 2.4 million records. The CARIS database contains around 34 000 research projects in 98 developing countries. The AGRIS CD-ROM was updated quarterly and distributed free of charge to participating centres and to FAO regional and country offices equipped with CD-ROM reading facilities. In addition to the first subject-oriented bibliography on CD-ROM for food and human nutrition, issued in 1992, two additional bibliographies were produced - one on Fisheries and Aquaculture and the other on Forestry and Agro-forestry. Use of E-mail and transfer of files through the Internet was initiated and is steadily increasing. The 1992 edition of the multilingual thesaurus, AGROVOC, was produced in English, French, Spanish, German, Italian and Arabic; the Portuguese version is under preparation.

177. **Remote Sensing, Agrometeorology and Geographic Information Systems (GIS).** In cooperation with a number of UN and other agencies, assistance was provided to government planners and decision-makers in Eastern Europe, Middle East and North African countries in the appropriate application of remote sensing/GIS techniques. A new *Africover* project was initiated, aimed at providing maps and databases using a common methodology, scale and projection system over all of Africa. Several national remote sensing projects were also supported. Operational support to the Global Food and Agriculture Information and Early Warning System was maintained and enhanced through the ARTEMIS system. FAO's work on the coordination and harmonization of databases and software for agroclimatic applications, and on crop yield forecasting methods led to improved quantitative crop forecasting tools for food security applications which attracted international interest. The agrometeorology databases were upgraded and coverage expanded to over 22 000 agrometeorological stations worldwide. Support was provided to FAO activities on climate change, the coordination of the World Climate programme and activities with WMO under the Commission for Agricultural Meteorology.

Agrometeorological data subsets were made available to users on diskettes and on CD-ROM. The central *Geographic Information System (GIS)* facility was up-graded, and assistance was provided in collaboration with other technical divisions for: preparation of a soil map of North-east Africa; establishment of a Mediterranean fisheries resource database; development of a FAO digital atlas; a water resource study of the Niger river basin; and assessment of fisheries resources in Africa.

Programme 2.1.5: Rural Development

TABLE 5.6: REGULAR PROGRAMME 1994-95 ESTIMATES - Financial Resources and Output Profile

Budget 1994-95 (US\$ million)		Expenditure 1994 (US\$ million)	
Regular Programme	32.8	Regular Programme	15.0
		Extra-budgetary	32.6
Training		Meetings	
Sessions	73	Sessions	19
Trainees	1 496	Participants	346
Trainee-days	7 511	Participant-days	1 438
Publications		Field Programme Support % HQ professional staff time	
Original words (million)	6.1	Programme Development	9
Dissemination Multiplier*	918	Project Technical Support	33

*Dissemination multiplier: number of times each word is multiplied/printed for distribution. This is a measure of the total audience receiving publications.

Objectives and priorities

178. The programme focuses on poverty alleviation in rural areas, including adequate and equitable access to inputs, agricultural development services and markets, support for policies and programmes for sustainable agriculture and rural development. Emphasis is placed on the role of women in development, people's participation and partnership with NGOs. Analysis was undertaken on the implications of structural adjustment policies and market liberalization programmes on rural people and the design of appropriate measures to redress negative effects. FAO continued to chair the ACC Sub-committee on Rural Development and provide the inter-agency leadership for WCARRD follow-up.

Box 5-10: Development of Innovative Training Material

The Regional Office for Africa developed and successfully tested new training material on numeracy and simple bookkeeping for illiterate adults. The training material, including examples and exercises using local currency, is intended to help the rural poor, especially women, participate more effectively in income-generating activities. Training was also provided in simple bookkeeping, using symbols to circumvent the lack of reading, writing and calculating skills. Both training packages are in high demand from NGOs and national institutions.

Activities and achievements

179. **Agricultural education, extension and training.** A 1993 expert consultation focused on the integration of environmental and sustainable themes into agricultural education and extension. Training modules and guidelines were developed and tested in nine national in-service training institutions throughout the developing world. Similar modules for the integration of population issues in extension and rural youth activities were also developed with UNFPA assistance.

180. Knowledge, attitude and practice surveys using participatory Rapid Rural Appraisal methods continued to be promoted as an extension planning tool. This approach has been expanded through field projects in francophone Africa and is being used in some countries participating in the Special Programme on Food Production for Food Security. A survey was undertaken on the role and capabilities of agricultural extension services for food production programmes in LIFDCs.

181. **Development support communications.** Participatory and interactive communication media suitable to conditions in rural areas were used to establish a dialogue with rural people and to increase their involvement in the planning and implementation of sustainable development programmes. In the Philippines, a sectoral review of the linkages in agricultural knowledge and communication systems to develop a methodology to map the communication networks of rural areas and identify the main actors that shape agricultural and rural development. Rural radio continued to be the most cost-effective mass medium to reach a large number of rural people, and assistance was provided in collaboration with UNICEF for strengthening local and national rural radio networks in Africa, including the development of a training kit for rural radio producers.

182. **Agrarian reform and land settlement.** Systematic reporting against WCARRD criteria was improved with the development of new data-gathering tools and establishment of an inter-active database. Land tenure issues are important, particularly for countries in transition from socialist to market economies and an expert consultation was convened on this subject. Advances were also made in approaches for land tenure regularization which enhance both the security and

Box 5-11: Development Communication Policy

Priority is given to the formulation of comprehensive national development communication policies. Mali was the first country in Africa to design policy guidelines on the function of communication, including the role of different media, institutional framework, and specific training requirements. A national workshop held in 1993 recommended increased sectorial communication, an intersectorial coordinating mechanism and upgrading the skills of intermediate level professionals working in development programmes. Involvement of all partners in the development process including government institutions, NGOs, and rural communities was stressed. With regard to the media, emphasis was placed on the use of rural radio, videos for farmer training, traditional media and the rural press. With FAO assistance, the example of Mali is now being extended to Benin, Burkina Faso, Comoros, Central African Republic, Congo and Guinea-Bissau.

productivity of traditional communal property systems. A methodology for assessment of constraints emerging from situations of absolute poverty, including land tenure issues, was field tested in Africa and Asia. During 1994, FAO assumed the Secretariat of the Onchocerciasis Control Programme (OCP), the world's largest rural settlement programme, and an analysis of spontaneous migration and settlement into the disease-free valleys is being prepared to provide lessons for future development action.

183. *Rural institutions and employment.*

In examining institutional structures for development, a new holistic approach was developed which concentrated on the relationships between the public and private sector, including NGOs. In view of the increasing importance of NGOs in rural development, the FAO/NGO Cooperative Programme has been formulated to strengthen NGO collaboration in FAO activities. The programme addresses issues of institutional, technical and managerial capacities of NGOs, as well as improving collaboration between NGOs and other institutions in developing sustainable farming techniques. In Senegal, FAO provided technical support to develop links between NGO initiatives for sustainable agriculture at micro-level and the macro-policy environment. To facilitate access to information on NGOs, a database for the Africa Region was developed.

Box 5-12: Evaluation of Participatory Village Development

During 1994, a tripartite mission evaluated the second phase of a Netherlands-funded project to develop and disseminate approaches for participatory village-level development in Tanzania. The mission concluded that the methodology used for involving villagers was basically sound, in particular the provision of unsubsidized inputs. However, the model had relied on group promoters funded outside the normal government structure, which limited sustainability, and there was still a need for group activities to be more market oriented. Before replication elsewhere, it was recommended that experience be more systematically monitored and documented.

184. Contributions were made to the formulation of structural adjustment programmes for agricultural services, including staff redeployment in Benin, Burkina Faso, Chad, Chile, Côte d'Ivoire, Ecuador, Guinea, Haiti, Hungary, Lebanon, Nicaragua, Paraguay, Sri Lanka, Sudan and Togo. Studies were undertaken on the generation of employment through producers' associations and management of agricultural services in Eastern Europe, and through pastoral associations in arid areas. REU focused attention on training in management for rural institutions in transition, including development of entrepreneurship, rural tourist markets and extension. RAP initiated a cooperative network on the subject.

185. *Women in agriculture and rural development.* (See also Fourth Progress Report on the Implementation of the Plan of Action for WID.) In response to the 1993 FAO Conference's decision to revise the *Plan of Action for the Integration of Women in Development (1989-95)*, a consultative process was conducted with all technical units and each division prepared its own WID Programme of Action 1996-2001, and resulted in a consolidated Plan of Action for review by the FAO Conference. Activities were undertaken to promote the role of rural women in the Fourth World Conference on Women, FAO made substantial inputs into the inter-agency Collaborative Socio-Economic and Gender Analysis Training Programme (SEGA) through preparation of manuals and training

guidelines to better integrate gender issues into projects. The Regional Office for Africa compiled statistical databases on women's work in the agricultural sector in order to incorporate gender issues and concerns in development plans and programmes.

186. **Marketing.** Emphasis was given to the development of efficient marketing services by the private sector, including the provision by governments of appropriate facilitating services. To assist in the collection of marketing information, a software programme, *FAO AgriMarket*, was developed. A manual on retail market planning and design was published and training videos on marketing extension were produced and workshops held. FAO, in collaboration with the Natural Resources Institute of the UK (NRI), published a manual on the credit needs of traders, promoting the use of inventory for collateral purposes. Attention was paid to the major problems involved in ensuring efficient food marketing for rapidly growing urban areas. Assistance was provided to four regional TCDC organizations supporting food marketing as well as to former centrally planned countries undergoing economic transition (Albania, China, Laos, Mongolia, Myanmar, Poland and Vietnam).

187. **Rural finance.** Policy advice to create viable and sustainable rural financial systems emphasized three principles: (i) adoption of realistic interest rate structures, (ii) integration of savings mobilization as part of rural finance, and (iii) developing healthy competition and appropriate banking structures for better services to customers. In cooperation with Ohio State University, a worldwide Network on Rural Finance was set up to enhance communication among researchers, rural finance specialists and policy-makers. Support was provided to Regional Agricultural Credit Associations, grouping about 150 financial institutions, on improving the operational performance of rural financial institutions.

Box 5-13: Evaluation of a Project for Women's Development

During 1993, a tripartite mission evaluated a Belgian-financed project in Mali for the development of women's groups. The project, which began activities in 1986, had successfully worked with 53 groups and supported the development of over 90 hectares of vegetable production, the establishment of 20 cereal banks, six hammer mill operations and five rural markets. The project had made a considerable effort to create a sound economic base for group activities (supplying inputs at full cost), but there were problems with non-repayment of credit and the viability of the hammer mills.

Box 5-14: FAO MicroBanking System

Use of the FAO MicroBanking System to reduce transaction costs and to improve efficiency of rural financial intermediation was further expanded and is now running in more than 500 bank offices throughout the developing world. The System is a low-cost software system designed to run on small personal computers. The system is mainly directed to banks with one to ten tellers entering all data at the time of the transaction. The initial installations in Asia were specifically tailored to each institution but, for broader application, emphasis is now given to standard software more suitable for easy adoption in a wide range of institutions.

Programme 2.1.6: Nutrition

TABLE 5.7: REGULAR PROGRAMME 1994-95 ESTIMATES - Financial Resources and Output Profile

Budget 1994-95 (US\$ million)		Expenditure 1994 (US\$ million)	
Regular Programme	22.2	Regular Programme	10.0
		Extra-budgetary	4.1
Training		Meetings	
Sessions	30	Sessions	37
Trainees	393	Participants	1 886
Trainee-days	1 894	Participant-days	9 759
Publications		Field Programme Support % of HQ professional staff time	
Original words (million)	8.3	Programme Development	5
Dissemination Multiplier*	482	Project Technical Support	16

*Dissemination multiplier: number of times each word is multiplied/printed for distribution. This is a measure of the total audience receiving publications.

Objectives and priorities

188. The programme supports the efforts of Member Nations to achieve and maintain nutritional well-being for all. Priority was placed on follow-up to the 1992 Joint FAO/WHO International Conference on Nutrition (ICN) - World Declaration and Plan of Action for Nutrition, including assistance for the preparation and implementation of national action plans. The conclusion of the Uruguay Round, including the Agreements on Sanitary and Phytosanitary Measures, has resulted in renewed emphasis on the Codex Alimentarius Commission in development of food standards.

Activities and achievements

189. ***Food and nutrition and assessment and nutrition programmes.*** More cost-effective indicators were developed for use in monitoring progress in nutrition. Particular attention was given to the introduction of nutrition concerns in early warning systems and food security monitoring, while publication of nutrition country profiles continued. Support was provided for the preparation of the Sixth World Food Survey and the establishment of a Global Nutrition Monitoring System. Computer software for calculating human energy requirements was prepared. Guidelines and manuals on techniques and procedures for chemical analysis and for measurement of nutrient contents of food are being prepared. Attention was particularly drawn to the need to overcome Vitamin A deficiency, and a global nutrition education initiative was launched, entitled "*Get the Best from your Food*".

190. ***Food control and consumer protection.*** Support was provided for application of effective national food control systems in developing countries and Eastern Europe. Special attention was paid to small and medium-sized food processors in these countries to meet international food standards through the application of the Hazard Analyzing Critical Control Point (HACCP) Systems. Liaison was maintained with GATT and more recently WTO on the application of food standards in trade. Training networks for food quality control and food contamination monitoring in Asia and Latin America continued to be supported. The role of street foods in the spread of cholera in Latin America was confirmed by FAO studies in Colombia and Peru, and manuals were produced and used to educate vendors. Scientific evaluations of the risks associated with the presence of chemicals and micro-biological contaminants in foods continued to be carried out in cooperation with WHO.

191. ***Nutrition policy at country level.*** Following the ICN, activities focused on support to 85 countries in the preparation of national plans of action for improving nutrition. By December 1994, approximately 70 countries had completed their plans emphasizing inter-sectorial approaches, others being expected to finalize this work by the end of 1995. The involvement of the private sector and NGOs in the ICN follow-up activities was also supported, with guidelines for promoting the role of NGOs in nutrition produced in cooperation with a global NGO network.

192. ***Joint FAO/WHO Food Standards Programme (Codex Alimentarius).*** The *Codex Alimentarius Commission* streamlined its procedures for the elaboration of standards. The procedures applied by Codex Committees for risk analysis and management were reviewed in order to achieve harmonization, improve transparency of the decision-making process and provide greater consistency with the WTO agreement on the application of sanitary and phytosanitary measures. The newly-created Committee on Food Import and Export Inspection and Certification System proposed general principles for the harmonization of national inspection requirements for foods moving in international trade. Computerized data for maximum residue limits for pesticides in food was updated regularly and the revised volumes of the *Codex Alimentarius* were transferred to CD-ROM and distributed as part of WAICENT.

Programme 2.1.7: Food and Agricultural Information and Analysis

TABLE 5.8: REGULAR PROGRAMME 1994-95 ESTIMATES - Financial Resources and Output Profile

Budget 1994-95 (US\$ million)		Expenditure 1994 (US\$ million)	
Regular Programme	36.5	Regular Programme	16.7
		Extra-budgetary	7.4
Training		Meetings	
Sessions	4	Sessions	6
Trainees	184	Participants	165
Trainee-days	864	Participant-days	771
Publications		Field Programme Support % HQ professional staff time	
Original words (million)	2.5	Programme Development	4
Dissemination Multiplier*	2 688	Project Technical Support	11

*Dissemination multiplier: number of times each word is multiplied/printed for distribution. This is a measure of the total audience receiving publications.

Objectives and priorities

193. The programme provides a basis for analysis and policy formulation for agriculture and rural development through comprehensive world information on all aspects of agricultural production, food, nutrition and trade. It also provides information to help identify and plan interventions for food emergencies and deficit situations, and assists developing countries in the development of their own statistics and information capacities. Priority was given to the development of the World Agricultural Information Centre (WAICENT); strengthening and expanding the coverage of the Global Information and Early Warning System (GIEWS); analysis of commodity trade developments; and focusing the State of Food and Agriculture (SOFA) more directly on emerging trends and issues, while retaining an overall perspective.

Activities and achievements

194. *Statistical processing and analysis.* The WAICENT project, which started in 1991, entered the operational phase for both the statistical (FAOSTAT) and the textual (FAOINFO) components during 1994, and the replacement of the old statistical working systems by FAOSTAT will be completed in 1995. The on-line FAOSTAT dissemination system will become fully available to both internal and external users at the end of 1995. The AGROSTAT.PC software was enhanced to include graphical and mapping facilities and is now released under the name of FAOSTAT.PC. The FAOINFO system has greatly facilitated the dissemination of text to external users through Internet.

195. Work continued on the improvement, maintenance and development of statistical databases and the production of standard statistical series pertaining to production, trade, food supply, population, labour force, food consumption, land use, agricultural inputs, macro-economic aggregates, agricultural prices, etc. An inter-country comparison of agricultural output and productivity for 103 countries - based on international prices - was completed. Supply/utilization accounts and food balance sheets were constructed for all countries in the world, providing a basis for the assessment of patterns and trends of national food supplies. Methodological studies on food supply indicators and the estimation of the prevalence of under-nutrition were also undertaken and country comparisons for selected food supply indicators will be completed before the end of 1995. Publication of the Sixth World Food Survey will be completed before the end of 1995. However, revision of estimates and projections of agricultural population and labour force and development of environmental indicators were delayed due to resource constraints.

196. *Situation and outlook. The State of Food and Agriculture (SOFA)* continued to emphasize the analysis of policy factors underlying rural development and agricultural performance. In 1993, SOFA focused on water and sustainable development, highlighting that agriculture accounts for 70 percent of water use. SOFA 1994 included special sections on forest policy dilemmas, the economic and agricultural impact of AIDS in the developing countries, the linkages between global warming and agriculture, the agricultural market and policy effects of the Uruguay Round and the North America Free Trade Agreement. Both the 1993 and 1994 SOFA issues incorporated a diskette covering time-series data on a wide variety of country and regional agricultural indicators.

197. The use of desk-top publishing for the *Commodity Review and Outlook* allowed better incorporation of the latest developments and the combining of text for the Review with documentation for the Committee on Commodity Problems (CCP). Market information was strengthened through: a monthly facsimile service for rice; a semi-annual current situation report on tea; a market information network for bananas; and individual market reports on oils and fats, on oilcakes and oilmeals and on potatoes. Staff constraints delayed a number of other studies, including the analysis of non-traditional export products such as tropical fruits.

198. *Food information and early warning system.* (See also Programme Evaluation Report 1994-95, C 95/4, Chapter 2.) *The Global Information and Early Warning System (GIEWS)* worked directly with 112 countries and over 60 NGOs. The GIEWS' computerized system, developed with financial support from the EC, became operational during 1994, integrating data from remote sensing, agro-meteorological analysis and news agencies. Electronic dissemination of GIEWS reports and alerts was expanded. The preparation of food security risk maps, in collaboration with the Save the Children Fund, continued and covered 15 African countries,

Box 5-15: Evaluation of Sub-regional Food Information System

During 1993, a tripartite mission evaluated an Italian-financed sub-regional project to improve early warning and food information in the IGADD countries of Africa at both national and IGADD secretariat levels. The project was found to have significantly raised technical capability, but inadequate attention had been given to institutional viability both at national and sub-regional levels.

Surveillance of the south-west monsoon in Asia was extended to all affected countries. Monitoring of the food situation in the states of the former USSR and former Yugoslavia was intensified. Collaboration with the UN Department of Humanitarian Affairs was also intensified and FAO participated in all UN Appeal Preparation Missions covering crop assessment and food needs. The number of Crop and Food Supply Assessment missions conducted in cooperation with the WFP also increased.

199. *Statistical development.* The approach for the *World Census of Agriculture 2000* was finalized and a series of National Demonstration Centres will introduce this new programme to member countries. In order to provide more timely and reliable agricultural data, work in statistical methodology focused on the use of multi-frame agricultural survey methods. Statistics methods concerned with women's participation in agriculture improved.

Programme 2.1.8: Food and Agricultural Policy

TABLE 5.9: **REGULAR PROGRAMME 1994-95 ESTIMATES - Financial Resources and Output Profile**

Budget 1994-95 (US\$ millions)		Expenditure 1994 (US\$ millions)	
Regular Programme	38.3	Regular Programme	16.9
		Extra-budgetary	14.2
Training		Meetings	
Sessions	40	Sessions	30
Trainees	689	Participants	1 158
Trainee-days	6 293	Participant-days	5 153
Publications		Field Programme Support % HQ professional staff time	
Original words (million)	4.2	Programme development	5
Dissemination Multiplier*	930	Project Technical Support	14

*Dissemination multiplier: number of times each word is multiplied/printed for distribution. This is a measure of the total audience receiving publications.

Objectives and priorities

200. The programme focuses on policy assistance and strengthening national capabilities for food security, sustainable agricultural and rural development and agricultural trade. Priority was given to policy assistance for countries undergoing structural adjustment and those in transition to market-oriented economies. A framework was provided for information and discussion on key agricultural commodities in international trade, particularly in the Uruguay Round preparation and follow-up.

Activities and achievements

201. *Global perspective studies. Agriculture: Toward 2010*, presented to the 1993 Session of the Conference, was revised and co-published externally. The database and analytical

techniques continued to be improved for further perspective studies.

202. *Agricultural policy analysis and planning assistance.* Advice and training continued to be provided to countries in policy, planning and sector analysis. Studies and workshops on structural adjustment and agriculture in Africa, Asia, Latin America and Eastern Europe identified factors in each region, accounting for the differences in policies and performance. Policy advice was provided to a large number of countries on the design and analysis of sector policies, the impact of reform measures on agricultural productivity and rural welfare and sustainability of agricultural and rural development. India and Indonesia received assistance on the design of an appropriate agricultural policy framework in the environment of rapid growth of the non-agricultural sector. Methodological guidelines were developed for agro-industrial policy reviews based on experience in Mexico and Thailand.

203. A conceptual framework was developed to guide policy advisory missions in analysis of policies for sustainable agricultural and rural development. A survey was undertaken in five African countries to identify SARD issues and how to integrate these in policy formulation. ECOZONE, a user-friendly computer software for sensitization and training on environmental impacts of agricultural projects was developed and tested in seven courses for developing country personnel, with the support of UNDP, UNEP, the World Bank and a variety of other agencies.

204. *World food security.* (See also Programme Evaluation Report 1994-95, C 95/5, Chapter 2.) Food security advisory activities continued to rely on national teams and the use of workshops both to derive and internalize realistic policy conclusions. The growing realization that food security is as much a question of household access to food as overall food availability, led to further developments in the construction of composite indices of household food security for 94 countries. This work was reviewed by the Committee on World Food Security in 1994 and is continuing to evolve through an electronic mail conference involving more than 100 scientists from all over the world. New emphasis is being given to conceptual work on the use of food aid to promote long-term food security. A food security policy simulation model was developed with inputs from an Asian regional project.

Box 5-16: Evaluation of smallholder agricultural productivity programme in Malawi

A tripartite mid-term evaluation of the Smallholder Agricultural Productivity Programme (SAPP) was carried out early in 1995. The SAPP is the first UNDP-funded programme in Africa to be implemented following the Programme Approach/Government Execution modality. Policy assistance is an essential component of this project. The evaluation revealed that despite some positive contributions, the SAPP is suffering from lack of clarity in the roles of government, UNDP and FAO in its implementation. The mission recommended a refocussing of the SAPP on pilot activities defined with the participation of the beneficiaries.

205. *Commodity policies and trade.*

Multi-commodity projections were prepared, focusing on trade issues, to the year 2000. The FAO World Food Model was further refined for quantitative assessment of the effects of the Uruguay Round agreement on food and feed commodities, while special models were also developed for specific commodities. The Committee on Commodity Problems (CCP) began a process of streamlining work on individual commodities including that of the Intergovernmental Groups (IGGs). IGGs have focused on the implications of the Uruguay Round and environmental issues on trade both in the short and in the long term.

206. As the Uruguay Round negotiations came to an end, the emphasis of FAO activities switched from advice to countries during the negotiations to assistance, particularly through workshops, in assessing the implications of the Round for national commodity

policy formulation. The monitoring of trade policy developments also included review of the impact of the EC Single Market regime in the Intergovernmental Group on Bananas. A main thrust was work on trade and environment, including commodity-specific studies, the development of a methodology to assess the impact on trade flows of environmental policies, and a manual on economic assessment methods for use by commodity specialists. Work continued on the environmentally friendly nature of some agricultural raw materials (especially fibres such as jute) and ameliorating negative effects of processing, including hides and skins. Policy reviews were carried out regarding the jute sector of major producing countries in the IGG on Jute, Kenaf and Allied Fibres.

207. After designation as International Commodity Bodies (ICBs) by the Common Fund for Commodities (CFC), the Groups covering basic foodstuffs have intensified their project development activity. As a result, the Fund has approved for financing three projects on oilseeds and oils (with a total value of over US\$ 8 million) as well as two projects on coir developed by the IGG on Hard Fibres. In 1994, the CFC, CGIAR and the World Bank funded a US\$ 11 million five-year banana improvement project developed under the auspices of the IGG on Bananas. Funding for a US\$ 5.2 million research project on Tea and Human Health was also secured as a result of joint funding by the CFC and producing and consuming countries, including the private sector.

208. Work with other international organizations continued, not only with GATT and the newly-formed WTO, UNCTAD, OECD, and the CFC in respect of global trade and commodity development activities, but also at the commodity level and through the activities of individual IGGs. Close cooperation was maintained with the International Vine

Box 5-17: Training of Trainers on Sustainable Management of Natural Resources

Seminars were organized in 1995 for trainers and environmental and rural development planners, in collaboration with EDI of the World Bank for French-speaking African countries and with UNEP for the Near East. Training and methodological materials were discussed and disseminated, including the FAO Training Package on Sustainability Issues in Agricultural and Rural Development Policy Analysis and the FAO-IAMM Training Kit on Sustainable Management of Natural Resources. Both training kits include trainees' and trainers' manuals, and the FAO-IAMM kit in French is a multimedia package including computerized exercises on diskette and a film-strip.

and Wine Office (OIV) in the organization and servicing of sessions of the IGG on Wine and Vine Products; with UNCTAD in the development of proposals by the IGG on Hard Fibres to negotiate improved shipping conditions; with the International Jute Organization for exchange of information; with UNIDO in advising developing countries regarding possible approaches to reducing adverse environmental effects of hides and skins processing; with the World Bank in respect of longer-term market prospects for citrus; and with the International Sugar Organization in the preparation of the study on sugar prospects in the nineties and the development of an improved methodology for a world sugar model. Cooperation was also strengthened with private sector trade and industry representatives to improve information exchange for all commodity groups.

MAJOR PROGRAMME 2.2: FISHERIES

TABLE 5.10: REGULAR PROGRAMME 1994-95 ESTIMATES - Financial Resources and Output Profile

Budget 1994-95 (US\$ million)		Expenditure 1994 (US\$ million)	
Regular Programme	42.2	Regular Programme	19.2
		Extra-budgetary	23.1
Training		Meetings	
Sessions	18	Sessions	24
Trainees	899	Participants	1 214
Trainee-days	1 950	Participant-days	6 364
Publications		Field Programme Support % of HQ professional staff time	
Original words (million)	13	Programme Development	4
Dissemination Multiplier*	1 527	Project Technical Support	15

* Dissemination multiplier: number of times each word is multiplied/printed for distribution. This is a measure of the total audience receiving publications.

TABLE 5.11: Major Programme Fisheries: Progress in Key Areas 1992-95

Main Programme Thrusts	Progress
<i>Elaboration of Code of Conduct for Responsible Fishing</i>	<i>Draft Technical Guidelines in support of the implementation of the Code were finalized and the 1995 COFI set up an open-ended Working Group which, it is anticipated, will complete preparation of the Code by end-1995. The Agreement to Promote Compliance with International Conservation and Management Measures by Fishing Vessels on High Seas was approved by the 1993 FAO Conference. As of May 1995, seven countries (Canada, Georgia, Madagascar, Myanmar, Norway, Saint Kitts and Nevis, and Sweden) have deposited instruments of acceptance.</i>
<i>Support of regional fishery bodies</i>	<i>The Major Programme contributed substantially to the elaboration of a Lake Tanganyika framework for research and management and the establishment of a Lake Victoria Commission, and to the restructuring of the Asia-Pacific Fishery Commission. Among the major achievements of FAO regional fishery bodies were: the establishment of the Indian Ocean Tuna Commission (IOTC); management recommendations on mesh size and effort limitations in the CECAF area; closed seasons for shrimps in the Gulf (IOFC); and the Code and Guidelines for the Introduction of Exotic Species.</i>
<i>Fish marketing</i>	<i>Several FAO-supported Fish Marketing Information Networks (INFOFISH, INFOPESCA, INFOPECHE, INFOSAMAK) have become independent intergovernmental organizations in recent years. New regional Fish Marketing and Information Centres covering Eastern and Central Europe (EASTFISH) and China (INFOYU) are in an advanced stage of realization.</i>

Main Programme Thrusts	Progress
<i>Upgrading information on the state of world fisheries</i>	<i>Review of the State of World Fisheries was substantially expanded, to cover separately aquaculture, marine resources, and inland fisheries. Due to staff constraints, the Yearbook of Fishery Statistics still does not properly separate figures on aquaculture from capture fisheries (growth in aquaculture production thus continues to mask declining production from overfishing). Some progress was made on reporting for high seas catches of tuna, but for desegregated reporting on other species, additional staff resources will be necessary. Progress in integrating fisheries information has been slower than expected, but substantial progress has now been made.</i>
<i>Assistance to developing countries in mapping their EEZs and development of global digital atlas</i>	<i>Two regional programmes (for West Africa and the Mediterranean) were developed with extra-budgetary resources. Work on global mapping of EEZs is progressing slowly due to budgetary and staffing problems.</i>
<i>Coordinated Support to Integrated Coastal Area Management (ICAM)</i>	<i>FAO/UNDP global project (based in FAO HQ) on Integrated Coastal Fisheries Management (ICFM) has developed improved methodologies and coordinating mechanisms for ICAM. Several projects were operational (with UNDP and UNEP) in Africa, Asia and the Pacific and the Caribbean. FAO guidelines on ICAM were prepared.</i>
<i>Follow-up to multi-donor Study on International Fisheries Research (SIFR) Needs for Developing Countries</i>	<i>At the Third Fisheries Development Donor Consultation in 1994, it was recognized that donor interest was limited, and the results of an evaluation in 1995 are awaited before committing any further RP funds. In the meantime, FAO has set up its own Advisory Committee on Fisheries Research (ACFR).</i>

209. Major Programme 2.2 Fisheries aims to enhance food supplies from fisheries and aquaculture on a sustainable basis through improved planning, management and technology. The Major Programme continues to be guided by the long-term Strategy for Fisheries Management and Development endorsed by the 1984 World Fisheries Conference, with some adjustments to take account of the results of UNCED, the 1992 International Conference on Responsible Fishing, and the 1992 International Conference on Nutrition

(ICN). Priorities include the development of national capacities in applied fishery research and management, support to international cooperation in fisheries management and resource conservation, increasing the productivity of fisheries, increasing developing country participation in international trade in fish and fishery trade, the strengthening of management measures for the conservation of aquatic ecosystems, and the capability to monitor and report on fisheries and related resources.

210. During 1992-95, the Major Programme has intensified efforts to provide advice and assistance to member countries on policies, plans, strategies and programmes for fisheries management and development. Most activities in this field are related to the Code of Conduct for Responsible Fishing. In anticipation of the adoption of the Code, FAO circulated to potential donors a programme for assistance to developing countries.

211. A two-day ministerial meeting (attended by representatives from 140 countries) was organized in 1995 in connection with the FAO Committee on Fisheries. In adopting the *Rome Consensus*, the meeting recognized that, without remedial action, further declines will occur in the 70 percent of the world's fish stocks which are now regarded as fully exploited, overexploited, depleted or recovering. It also welcomed the initiative of the Government of Japan to convene, in collaboration with FAO, an international conference on the sustainable contribution of fisheries to food security at the end of 1995.

212. Regular Programme activities were complemented by the FAO/Norway *Fisheries Management and Law Advisory Programme - EEZ*, which permitted response to many requests for advice on fisheries policy planning, formulation and legislation. Initial work concentrated on Africa, but was subsequently expanded to cover Latin America and the Caribbean and Asia and the Pacific. Missions under UNDP TSS-1 resources to assist in the formulation of policies and programmes on sustainable fisheries development were fielded to Bangladesh, Ethiopia, Madagascar, Papua New Guinea, and the South Pacific.

213. However, overall donor support channelled through FAO to fishery projects has continued to decline. For example, major regional aquaculture projects in Latin America (AQUILA) and in the Mediterranean (MEDRAP) were completed in 1994. Based on the findings in the 1992-93 Programme Evaluation Report on FAO's Small-Scale Fisheries Development Programme, the re-examination of the programme's effectiveness and the underlying strategy for small-scale fisheries development was postponed to the 1996-97 biennium, due partly to resource constraints and partly to other priority work in the context of FAO restructuring.

Programme 2.2.1: Fisheries Information

Objectives and Priorities

214. Priority continues to be given to strengthening FAO's global fishery statistical and information databases and improving access by users to both computerized and published information. Assistance is also provided to developing countries for the establishment of effective fishery data and information systems.

Activities and Achievements

215. The programme continued to update FAO's fishery databases and the established series of statistical publications remained a major activity. Several of these were

supplemented with graphical summaries to assist interpretation by users. There have been difficulties in incorporating Fisheries data into WAICENT due to full compatibility of data with that for Agriculture and Forestry. Now, however, supply utilization accounts and catch data have been included. Trade data require further adjustment. A new analytical software package, FISHSTAT PC, was developed for both internal and external users. The package's potential in the retrieval and analysis of fishery time series gained immediate recognition and led to the development in 1994 of similar tools for aquaculture statistics and catch data for the CECAF and GFCM regions. Preparations were made for FAO to become the global focal point for the dissemination of information on vessels authorized to fish on the high seas. Support to the Fisheries departmental computer applications is covered under this programme and a network system was established in 1994.

Programme 2.2.2: Fisheries Exploitation and Utilization

Objectives and Priorities

216. This programme aims specifically at improving the capacity of member countries in the following areas:

- fishery resources management; aquaculture development; enhancement of aquatic resources, environment and biodiversity; and improvement of scientific information and fishery research in inland and marine environments;
- fish capture and fish processing technology for the proper utilization of fishery resources and the promotion of fisheries in alleviating under-nutrition, as well as the promotion of international trade in fish and fishery products.

Activities and Achievements

217. The *Review of the State of World Fishery Resources*, prepared regularly for COFI, has been substantially upgraded for marine and inland resources and aquaculture. The programme contributed substantially to a review of marine fisheries and the impact of the Law of the Sea over the past decade, drawing attention to serious problems affecting fisheries worldwide, including overfishing and the effects of environmentally-driven population variability. A study of fishery interactions in the context of Pacific Ocean tuna fisheries made substantial contributions to the UN Conference on Straddling Fish Stocks and Highly Migratory Fish Stocks, and introduced major innovative approaches to fishery management.

218. A large number of species catalogues and identification field guides (e.g. based on a global database on identification of marine fish and shellfish species for fisheries purposes - SPECIESDAB) have been produced, partly with extra-budgetary funding, and greater emphasis is being given to electronic means such as CD-ROMs. FAO collaborated with ICLARM in developing a CD-ROM database (FISHBASE), covering ecological, biological and genetic characteristics of fish species, as well as major diseases.

219. A medium- to long-term aquaculture programme framework has been developed to integrate activities in support of aquaculture development across the Fisheries Department and, more generally, the whole Organization. Other efforts have been mainly directed towards sustainable development of aquaculture through: (a) enhancing the Codes of Practice for the introduction and transfer of aquatic species and on aquaculture genetics; (b)

inclusion of aquaculture development considerations in the Integrated Coastal Area Management (ICAM) framework; (c) increasing attention to monitoring ecological effects of coastal aquaculture; and (d) development of a programme of assistance in fish disease diagnosis.

220. Information on improved techniques for aquaculture was provided through a newsletter, extension booklets, more specialized books and manuals on farm-made feeds and marine fish hatcheries, and through computerized information systems covering Latin America (SIPAL) and the Mediterranean (SIPAM). Specialized activities have been pursued on fish nutrition, genetics and diseases (seven diagnostic centres have been established with extra-budgetary support).

221. For Inland Fisheries, work has focused on the capacity to forecast resource status and potential yields. A methodology, based on the use of remote sensing and GIS, is being developed in cooperation with the FAO Remote Sensing Centre.

222. As part of the supporting activities for the International Code of Conduct for Responsible Fisheries, the programme has cooperated with the Legal Office in formulating the legal instrument to deter the reflagging of fishing vessels operating on the high seas. FAO also contributed to the international agreement reached on a Protocol to the International Convention on Fishing Vessel Safety. Draft standard specifications for the marking of fishing gear were submitted to the 20th Session of COFI; they will be completed in relation to the International Code of Conduct for Responsible Fisheries.

223. Work on fishing and vessel technology centred on fostering cooperation between institutes and fishery departments in many countries in a number of areas, including the development of a code of conduct on energy optimization and the protection of the atmosphere from fishing vessel exhaust gas emissions; and guidelines on the reduction in the use of chlorofluorocarbons and transmission refrigerants. A network of organizations and institutions providing advisory services in fishing and aquaculture technology became fully operational, with attendant databases being maintained at Headquarters. The Programme on Small-

Box 5-18: Enhancement of Inland Fisheries

Inland fisheries programmes normally aim to increase production of a water body to a level above that corresponding to its natural state. FAO support consists of identifying, elaborating, testing and "packaging" enhancement methods for introduction in the field. Several activities may be highlighted. For example, an André Meyer Fellow, already expert on enhancements in his own country, is synthesizing information on enhancement methods through visits to key countries. Several desk studies have been completed for Africa and North America. A project is documenting methods for increasing benefits from small water body fisheries in nine Asian countries. Field projects such as a Belgian-funded project in Southern Africa provide grass-roots experience on the application of enhancement methods in various ecological, economic and social contexts. Finally, FAO facilitates meetings of experts to exchange and synthesize their own experiences that can be transferred.

Scale Fisheries continued to support women's roles in fisheries and corresponding elements of national population programmes.

224. The main constraint regarding the use of research vessels is the high cost of vessel operations. Actual research needs in many regions were only partially met through bilateral arrangements and through continuation of the arrangement between the Norwegian Government, UNDP and FAO, for the deployment of the Research Vessel *Dr Fridtjof Nansen*. A mission to East Africa investigated the possibilities for networking institutions on needs assessments, availability and use of research vessels.

225. The introduction of quality assurance systems for fish and fishery products by the main importing countries has had serious repercussions on developing countries' exports of fish and fishery products. An extensive training programme on Hazard Analysis of Critical Control Points (HACCP) was carried out by a global Danish-funded project and was strongly supported also through TCP funding and other Regular Programme resources. Expansion of the use of insulated containers has been promoted, particularly in the Lake Victoria area, and in the Congo, Cameroon and Cape Verde, through FAO field projects.

226. The regional fish marketing information networks continue to be coordinated by the FAO/GLOBEFISH System through a joint publications programme, jointly organized commodity conferences, seminars, and joint activities with fisheries industries, international trade fairs and exhibitions.

227. The COFI Sub-Committee on Fish Trade was serviced and support given to its functioning as an International Commodity Body for the Common Fund for Commodities (CFC). A project submitted by the INFOPECHE Regional Marketing and Information Centre for Africa was approved for CFC support in 1994, and several more are under consideration.

228. The Programme also contributed to major non-FAO meetings such as the UN Conference on Straddling Fish Stocks and Highly Migratory Fish Stocks, the First World Fisheries Congress, and the ACC Sub-Committee on Oceans and Coastal Areas, chaired by FAO.

229. Geographical Information Systems (GIS) have been applied to: (i) assess fish farming potential throughout Africa and in Latin America; (ii) inland fisheries resources mapping, assessment and forecasting and (iii) marine fisheries resources assessment and management in West Africa. The latter activity is being expanded to the Mediterranean.

Programme 2.2.3: Fisheries Policy *Objectives and Priorities*

230. The programme assists member countries in the formulation of strategies and plans for management and development of fisheries and aquaculture. During the 1994-95 biennium, there has been a gradual shift from country-level activities towards normative activities such as development of the Code of Conduct for Responsible Fisheries; prospective studies of world fisheries and fisheries management; and analysis of the contribution of fisheries to food security.

231. The programme also promotes international collaboration at global and regional levels in fisheries conservation, management and development, through servicing of the Committee on Fisheries and a network of nine FAO Regional Fisheries Bodies, their sub-regional committees and technical working parties. The Department is involved in a review of the mandates and enhanced operations of the FAO Regional Fisheries Bodies in anticipation of the outcome of the UN Conference on Straddling Fish Stocks and Highly Migratory Fish Stocks.

Activities and Achievements

232. During the period under review, 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 through multidisciplinary missions. The programme is supporting technical documentation for the December 1995 Kyoto Conference on the *Sustainable Contribution of Fisheries to Food Security*. Planned activities on "distance-learning" courses and technical papers for fishery administrators in developing countries did not materialize, due to recruitment problems of specialist staff.

233. A review of industrial fisheries in West Africa was completed, and some 60 Fishery Country Profiles were updated during the same period. A study was conducted of the present state of exploitation of small pelagic species off West Africa, and of the apparent obstacles to increased exploitation for local markets.

234. The CIFA Sub-Committee for the Development and Management of the Fisheries of Lake Victoria, held in 1994, was preceded by a Conference of Plenipotentiaries for the Establishment of the Lake Victoria Fisheries Organization, at which the Agreement for setting up the new organization was signed. Support has been given to the formulation of a strategy for distant water fishing fleets concerning Estonia, Latvia and Lithuania; to the development of fisheries in small island developing states (SIDS); to the integration of management issues with development planning for fisheries in South and Central America; and to the incorporation of fisheries aspects into ICAM.

235. As follow-up to the recommendations of the Committee of Inland Fisheries of Africa (CIFA), a comprehensive survey at country and sub-regional levels was conducted for six Sahelian countries. The survey presented an in-depth analysis of recent trends in fishery development planning and resource management. Its results were used in the formulation of a sub-regional project to assist these countries and organizations of the sub-region in improving skills in the management of resources, and to strengthen collaborative information networks and joint management, particularly for shared stocks.

MAJOR PROGRAMME 2.3 FORESTRY

TABLE 5.12: REGULAR PROGRAMME 1994-95 ESTIMATES - Financial Resources and Output Profile

Budget 1994-95 (US\$ million)		Expenditure 1994 (US\$ million)	
Regular Programme	30.1	Regular Programme	14.3
		Extra-budgetary	54.0
Training 1994-95 (Est.)		Meetings 1994-95 (Est.)	
Sessions	33	Sessions	24
Trainees	692	Participants	1 067
Trainee-days	3 261	Participant-days	4 348
Publications 1994-95 (Est.)		Field Programme Support % of HQ professional staff time	
Original words (million)	7.0	Programme Development	3
Dissemination Multiplier*	1 368	Project Technical Support	22

*Dissemination multiplier: number of times each word is multiplied/printed for distribution. This is a measure of the total audience receiving publications.

TABLE 5.13: Major Programme Forestry: Progress in Key Areas 1992-95

Main Programme Thrusts	Progress
<i>Monitoring the world's forest resources, and production and trade statistics</i>	<i>Forest Resource Assessment 1990 was released and a biennial report on the state of the world's forests initiated. Resource shortages prevented the operationalization of the Forest Resources Information System for access by external users. Forest statistics were incorporated into WAICENT and FAOSTAT-PC.</i>
<i>National forestry action programme (now extended from tropical countries to other regions)</i>	<i>In tropical countries, 92 planning exercises were undertaken: of these, 60 were completed of which 36 are under implementation. Regional documentation centres were established in Africa, Asia and the Pacific, and Latin America and the Caribbean.</i>

Main Programme Thrusts	Progress
<i>Improved management, particularly of fragile ecosystems</i>	<i>A series of manuals were completed on management of lowland tropical forests; preparations initiated at regional level for an eventual conference on sustainable mountain development; computer software was under preparation for matching sites and forest species. However, due to resource constraints, progress on a computerized forest management information system has fallen behind schedule. Other scaled-down areas included development of: manuals on vegetative control of erosion; the Forest and Wildlands Conservation Information System; and guidelines on multipurpose species for desertification control and economic valuation of wildlife.</i>
<i>Conservation of forest genetic resources</i>	<i>Active collaboration continued with national institutions in developing countries and with CGIAR-IARCs. Databases were developed and newsletters were issued on forest genetic resources; guidelines were released on in situ conservation.</i>
<i>Forest products utilization, trade and marketing</i>	<i>In collaboration with private industry, completed survey on the pulp and paper sector, analysis of waste paper and the use of non-wood fibres. Trade policy studies were undertaken concerning trade flows, trade barriers, linkages to the environment and issues concerning forest products certification.</i>
<i>Analysis of forestry policies</i>	<i>Completion and publication of regional reviews of forestry policies in the Near East and the Asia Pacific regions. Analysis completed of experiences and issues in adapting forestry policies in economies in transition in East Asia and Eastern Europe.</i>
<i>Increasing community and individual participation in forest resource management</i>	<i>The Forest, Trees and People Programme expanded its network of GOs, NGOs, people's organizations and projects active in strengthening local management of forest resources. Tools for two-way communication, decentralized planning and participatory methods were developed and introduced.</i>

Main Programme Thrusts	Progress
<i>Strengthening of national institutional capacities</i>	<i>Directories of forest research and educational institutions, projects and curricula were updated and incorporated in IUFRO database. Support was provided to regional networks of forest research institutions, but overall output was less than planned.</i>

236. Major Programme 2.3 Forestry promotes national and international action for the sustainable use and conservation of forests and related resources. Activities are, in particular, designed to assist member countries in the formulation of sound forestry policies, investment plans and management practices. In the implementation of Agenda 21 and follow-up to the Tenth World Forestry Congress, priority attention has been given to ensuring full complementarity between forest conservation and utilization, as well as to equity issues so that the sector benefits rural people, including the disadvantaged. In this context, the TFAP (now NFAP) remained a key component.

237. A ministerial meeting was held in conjunction with the COFO session of March 1995. Attended by more than 120 countries, it marked the first time such a gathering had been held at this level, exclusively to discuss sustainable forest development. FAO also hosted meetings for the forestry industry and NGOs. The ministers issued a *Rome Statement on Forestry* which *inter alia* called for the full and urgent implementation of the decisions taken at UNCED.

Integrated Actions National Forestry Action Plans

238. All programmes within Major Programme 2.3 Forestry and several programmes under Major Programme 2.1 Agriculture made a contribution to the development and implementation of national forestry action plans (NFAPs), in the context of the Tropical Forests Action Programme (TFAP). A total of 92 developing countries have now initiated preparation of NFAPs. Of these, 60 countries have already completed the formulation phase and 36 have entered the implementation phase. External funding commitments to the implementation of the NFAPs reached US\$ 3 200 million in June 1994, half of the identified funding requirement for all countries, but fund mobilization results for Africa have been disappointing.

239. A Mediterranean Forest Action Programme was formulated by the concerned countries, with assistance from FAO and in collaboration with the World Bank, Unesco and the International Centre for Advanced Mediterranean Agronomic Studies. The programme was officially launched in 1994 and is based on an integrated and multidisciplinary approach to address the root causes of deforestation. Although action will be primarily at the national level, regional and sub-regional approaches to common problems are also envisaged.

240. In close collaboration with selected governmental and non-governmental organizations, academics and research institutes, the TFAP Coordinating Unit has prepared a new version of the basic principles and operational guidelines. These broaden the concept of NFAPs to all countries of the world, with special reference to developing countries and

countries in transition. A central TFAP document centre has been established at HQ, and regional documentation centres have also been established for Latin America and the Caribbean, Africa, and Asia and the Pacific.

Analysis of Forestry Sector Issues

241. The development role of forestry and major issues concerning the contribution of the sector and the implications for its future development, have been highlighted in several publications, including the special chapter in the State of Food and Agriculture 1994: *Forest development and policy dilemmas*. Unasylva has continued to be published four times a year, with each issue addressing a major group of problems and issues in sustainable forestry development. Thus, in the period under review, key topics reviewed in depth have included: arid zone forestry; sustainability; NGOs and forestry; urban and peri-urban forestry; forestry research; common property resource management; and trade and marketing. Beginning in 1995, a new biennial publication on the state of the world's forests was initiated, to be issued at the time of COFO.

Programme 2.3.1: Forest Resources and Environment

Objectives and Priorities

242. The programme aims at the development and conservation of forest resources, control of environmental degradation and meeting the needs of people for forest products and services. Priorities include management support to fragile ecosystems, land use planning and restoration of degraded forests and related land and water resources. In response to UNCED, forest resource monitoring and assessment activities have due prominence.

Activities and Achievements

243. The global synthesis of results from the FAO *Forest Resources Assessment 1990* was published in 1995. It provides a unique, up-to-date and comprehensive picture of the world's forest resources. The study showed that, for developed countries as a whole, the area of forest and other wooded land was practically constant in the decade from 1980 to 1990, while growing stock and biomass continued to increase. In contrast, the tropical and non-tropical developing countries have continued to lose forest cover. The annual net depletion¹⁶ was estimated at about 13.1 million hectares. As noted above, a new biennial publication on the state of the world's forests has been initiated. However, progress in improving assessments is hampered by lack of recent data, as well as differing methodologies and institutional capabilities at national level.

244. An expert meeting on criteria and indicators of sustainable forest management was organized jointly with the International Tropical Timber Organization (ITTO) and contributed to a better understanding of the complex concept of sustainable forest management. The studies on the use of mixed and pure forest plantations in the tropics and sub-tropics and on ecological and social effects of species of the genus *Eucalyptus*, initiated in earlier biennia, were followed up with further analysis and synthesis of information, particularly from West Africa and Southeast Asia.

¹⁶ Net depletion is defined as deforestation minus forest plantations.

245. A major study has been initiated of the management of dry forests. Training has continued in forest fire management and a global database is under development on this subject. Fire has also been an important topic of discussion and research within the framework of the FAO Silva Mediterranea Committee and its forest research networks, covering the Mediterranean countries. Integrated approaches to pest management in forests have also been addressed by FAO, as have the pest and disease implications in international transfer of forest genetic material.

246. Collaboration with, and support to, national institutes in developing countries was continued as regards the survey, exchange, evaluation, conservation and development of forest genetic resources. Case studies were carried out to ascertain the possibilities of harmonizing genetic resource conservation with sustainable forest management for productive purposes. Guidance on priorities in forest genetic resources work was provided by the FAO Panel of Experts on Forest Gene Resources, through which information was also transmitted for consideration by the FAO Commission on Plant Genetic Resources. With the expansion of the mandate of the CGIAR to include forest resources, new collaborative arrangements have been established with the International Plant Genetic Resources Institute (IPGRI), the International Centre for Research in Agroforestry (ICRAF) and the Centre for International Forestry Research (CIFOR).

247. In addition to Chapters 10, 11 and 14, FAO is task manager for Chapter 13 of UNCED Agenda 21, *Sustainable Mountain Development*. A series of regional and NGO consultations have begun in preparation for an eventual meeting on this topic. Activities on urban and peri-urban forestry, initiated in the 1992-93 biennium, were continued, with a series of case studies examining aspects such as income earning, fuel wood production and contribution to the urban environment. A meeting on agro-forestry research, education and development, organized in 1994 in collaboration with the International Centre for Research in Agro-forestry (ICRAF), was attended by representatives from the FAO-supported agro-forestry networks in the Latin America and Asia-Pacific regions and the Agro-forestry Research Network for Africa, which is coordinated by ICRAF. Manuals have also addressed economic evaluation, sustainability and marketing in agro-forestry.

Box 5-19: Evaluation of Project for the Protection of East African Bio-diversity

An evaluation of this project, which is funded from the Global Environmental Facility (GEF), took place in 1994. The project was designed to strengthen the capability of national forestry and wildlife institutions in Kenya, Uganda and Tanzania, and to promote the conservation of bio-diversity in forests and wetlands. The mission found that the project had made substantial progress in awareness-raising, staff training, the establishment of databases, and the dissemination of information. Although the project contributed to the strengthening of pertinent institutions, it was concluded that continued external support would be necessary for these institutions to be effective, taking into account the severely restricted local budgets.

Programme 2.3.2: Forest Products

Objectives and Priorities

248. The programme aims to achieve greater value added from forests, while ensuring the sustainability of the resource base. Attention is given to harvesting, processing, trade and marketing of wood and non-wood forest products and to wood-based energy. The needs of the poorest forest-dependent peoples are fully taken into account. Attention is also given to the problems faced by countries in transition.

Activities and Achievements

249. The *Model Code of Forest Harvesting Practices* was finalized. It highlights the wide range of environmentally sound harvesting practices which are available to forest managers, especially those requiring only a modest level of investment in training and technology. The Code is intended as a basis for national guidelines and regulations.

250. A *Harvesting Bulletin*, launched in 1992, is now received by nearly 4 000 institutions and individuals around the world and contributes to technology transfer in the fields of forest engineering, harvesting and transport. A series of six case studies have also been undertaken and discussed, to document innovative forest practices which are compatible with sustainable forest management, primarily in the tropical forests. Training has been designed to reduce the damage to growing trees during logging operations and an inter-regional project helped to train trainers in forest industry planning and management.

Box 5-20: Evaluation of Forestry Development Project in Yemen

The project, funded by Switzerland, was designed to create the conditions necessary for the development of the forestry sector in Yemen, including assistance in strengthening of national institutions and approaches to involve local communities in the management of trees. The project assisted in the establishment of a Directorate of Forests and Range and in elaborating a draft Forest Law. Twenty-one demonstration plots, two provincial and four village nurseries were set up with a combined capacity of over 300 000 seedlings. Nevertheless, experienced national foresters were still few and the Forest Law was still awaiting enactment at the time of project termination.

251. In follow-up to UNCED, there has been an increasing focus on non-wood forest products, through regional expert consultations which culminated in the convening of a global consultation in 1995. These meetings have resulted in the increased appreciation of the non-wood value of forests, including the benefits derived from eco-tourism and subsistence use of non-wood forest products. An annual information bulletin *Non-Wood News* was launched in 1994.

252. A number of important trade policy issues were analyzed and assistance provided to member countries. FAO has contributed to the important subject of timber certification through participation in several meetings. Published material highlighted issues concerning trade and the environment. Studies were carried out on the extent and impact of trade barriers facing both wood and non-wood forest products, and also on the potential impact

of the recently concluded Uruguay Round. Marketing case studies were carried out for several countries in transition to market economies. Also, a compendium of computer-based databases of relevance to forest products marketing was produced to enhance marketing information systems in member countries.

253. In the pulp and paper sector, cooperation with other organizations such as UNEP, OECD and UNIDO, was continued and contacts strengthened with private industry, especially in order to involve the industry more actively in UNCED follow-up. On completion of a global survey of problem areas in the pulp and paper industry, the Advisory Committee of Pulp and Paper decided to focus on a limited range of subjects, such as recycling of wastepaper and the use of non-wood fibres. In cooperation with the International Institute for Environment and Development (IIED) and financed by the Business Council on Sustainable Development, a study was initiated of sustainable paper production.

Programme 2.3.3 Forest Investment and Institutions

Objectives and Priorities

254. The programme is designed to strengthen the national policy, managerial and institutional framework for sustainable forest management and economic development. It also provides essential global statistics on the forest sector. Key areas are support to the formulation of national forestry action plans (NFAPs), national capacity-building and community forestry. Recently, support has been given to policy development in economies in transition.

Activities and Achievements

255. A survey and analysis of national forestry policies for the Asia and the Pacific region was completed and a similar survey for the Africa region is underway, in collaboration with the African Development Bank and CIFOR. Twenty-one countries are reviewing their forestry policies with the help of national consultants for discussion at a meeting to be held at the Regional Office for Africa in late 1995. With support from a wide range of international and regional agencies, a similar survey was begun in 1995 for Latin America and the Caribbean, with initial focus on Central America.

256. In support of economies in transition, sub-regional workshops were held for Southern Asia, including China, and for Eastern Europe, with assistance from Japan and Italy, respectively. The workshops focused on the adaptation of forest policies and management to a market economy. A comprehensive regional programme aimed at supporting sustainable management and utilization of tropical forests in Southeast Asia and tropical areas of China was prepared for donor funding.

257. Activities have continued on the development of a framework for forestry sector planning incorporating sustainability, economic, communal and private sector concerns. In this context, analytical work on assessing forestry projects was further carried out in cooperation with the World Bank, UNEP and EPAT/MUCIA, and two reference documents were prepared on assessing the impact and value of forest development and use. Guidelines on overall planning have been elaborated. Work has also begun on preparing an analytical inventory of institutional and regulatory arrangements for utilization of forest resources on public lands.

258. After a period of preparatory activities, the Forestry Research Network for Sub-Saharan Africa (FORNESSA) was formally established. Several African research organizations have already agreed to step up cooperation prior to the network becoming fully operational. Two directories, one on forestry research organizations and another on forestry education and training institutions, were completed and will be incorporated into the global database maintained by IUFRO.

259. A new phase of the Forests, Trees and People Programme (FTPP), covering the period 1995-98, was approved for support by a number of donors. The programme will continue its assistance in strengthening national and local capabilities and the promotion of participatory approaches. Attention will be given to the better integration of socio-economic, historic, organizational and governance issues into biophysical data. This will provide information for policy formulation, implementation and evaluation of projects as relate to people and natural resource issues. (N.B. FAO's community forestry programme was reviewed during 1993-94 and the main findings have been included in the Programme Evaluation Report 1994-95).

260. FAO's international statistics are a unique source of objective information on the performance of the forestry sector, as evidenced by the increased demand for data from many countries and international organizations. In collaboration with UNSO and ECE, it has been possible to make significant improvements in the coverage of international trade using computer-readable data. An internationally agreed approach for the development of international statistics on major non-wood forest products has been developed.

Box 5-21: Conflict Management in Forestry

Conflicts often arise among rural people and between local inhabitants, government agencies and the private sector on issues related to forest management and resource utilization. There has been increasing interest in ways of managing conflict, and the Forest Trees and People Programme (FTPP), in collaboration with a number of international, regional and national organizations, has conducted an Asian workshop based on case studies of traditional conflict management mechanisms. Also, in West Africa, FTPP partner institutions in Senegal, Mali, Niger and Burkina Faso began developing national profiles on conflict management in order to determine what kinds of conflicts occur, identify the tools and approaches currently used to manage conflicts and assess the institutions working in this field. In Latin America, case study write-ups were prepared by study groups in Peru and Ecuador for analysis by a regional workshop in 1995. These initiatives are expected to lead the way to the compilation of a publication on practical methods and tools for managing conflicts over natural resources.

CHAPTER 6 - DEVELOPMENT SUPPORT AND PROJECT OPERATIONS

261. Development Support Programmes under Chapter 3 of the Programme of Work and Budget (up to the Programme of Work and Budget 1994-95) cover technical cooperation with Member Nations (Major Programme 3.1 Field Programme Liaison and Development), investment support (Major Programme 3.2), as well as the FAO Country Representatives (Major Programme 3.4). Operations units are funded entirely by support cost reimbursement income.

262. As in the previous Programme Implementation Report, selected TCP experiences are reported in this section. Project operations are extensively covered in the companion document, the Programme Evaluation Report.

TABLE 6.1: Budget and Expenditure Summary (US\$ 000)

Programme Area	Regular Programme Budget 1994-95	Expenditures 1994	
		Regular Programme	Extra-budgetary Resources
3.1 Field Programme Liaison and Development	5 320	2 784	5 102
3.2 Investment	20 362	9 153	
3.4 FAO Representatives	74 347	33 344	
3.9 Programme Management	2 744	1 565	
Total Chapter 3 - Development Support Programme	102 773	36 846	
Operations Units	n/a	n/a	19 501

MAJOR PROGRAMME 3.1: FIELD PROGRAMME LIAISON AND DEVELOPMENT

263. Major Programme 3.1 Field Programme Liaison and Development was implemented, up to early 1995, by the Field Programme Development Division (DDF). The main functions of DDF were: programming for technical assistance, including project appraisal; liaison with funding agencies and resource mobilization; and monitoring the overall Field Programme (including liaison and support to the World Food Programme). It also had overall responsibility for the administration of the Associate Professional Officers Programme and for policies regarding United Nations Volunteers working on FAO-executed projects. Until this responsibility was transferred to OCD, DDF also managed the FAO Country Representative Offices.

Organizational Changes

264. It is recalled that, subsequent to the decisions of the Council at its 106th session, most units of the Development Department (DD) were largely absorbed into the new Technical Cooperation Department or the decentralized offices. The functions of the new Department include policy assistance (Policy Assistance Division - TCA, which incorporates the former Policy and Planning Service and supervises outposted teams in the Regional Offices); investment (Investment Centre Division - TCI); and implementation of field operations (Field Operations Division - TCO). TCO is an amalgamation of the former Agricultural Operations Division and fisheries and forestry operations services (FIDO and FODO). In addition, the Office for Coordination of Normative, Operational and Decentralized Activities (OCD), established in January 1995, took over some of the responsibilities of the former Development Department, including:

- a) providing management and administrative support to the decentralized offices;
- b) ensuring appropriate coordination of normative and operational activities between Headquarters units and decentralized offices; and
- c) promoting and monitoring the new Cooperation Agreements with Member Nations, such as for the use of TCDC and TCCT experts, the use of retired experts, cooperation with academic and research institutions, and use of young professionals from developing member countries.

Achievements

TABLE 6.2: Workload Indicators - Field Programme Development Division (1993-94)

	Regional Bureaux*	Resource Mobilization Service	WFP Liaison Unit
Country reviews and briefs prepared	294	n/a	n/a
UNDP Country Programmes reviewed	58	n/a	n/a
Sector review and programming missions organized	18	n/a	n/a
Programming visits to countries undertaken	32	64	21
Donor meetings organized/attended	23	73	n/a
Preliminary appraisals and comments on projects	918	653	78
Projects for which formal requests were received and reviewed	498	501	n/a
Project documents prepared with DDF participation	180	312	n/a
UNDP TSS-1 activities formulated	154	n/a	n/a
Country programme monitoring reviews for projects and WFP project reviews conducted	7	n/a	80

n/a = not applicable

* Certain activities involve both the concerned Regional Bureau and the Resource Mobilization Service

265. During the reporting period, major preoccupations were the streamlining of project formulation and appraisal procedures and related guidelines, and adjusting field operations in the light of the new UNDP Successor Arrangements. The Project Formulation task force mechanism was reinforced. Resource mobilization efforts were aimed at expanding the FAO/Government Cooperative Programme (GCP) and the Unilateral Trust Fund Programme (UTF), as well as strengthening cooperation with the World Bank and Regional Development Banks. Collaboration with the EC was strengthened with projects for a total budget of US\$ 16 million approved since 1993 (as compared to US\$ 3 million total in prior years). Updated procedures were issued covering the whole project cycle and the role of the former DDF Regional Bureaux in the appraisal of requests for technical assistance, including Trust Funds. Annual briefs on donors' priorities were produced for use throughout FAO.

266. Efforts have also continued to improve the management and administration of the Associate Professional Officers (APO) Programme and the handling of UN Volunteers. A special meeting of APO sponsors was held in 1993, which recommended that such meetings should be held at least biennially. The meeting agreed that APOs could serve on projects without full-time FAO staff, where FAO deemed that adequate supervision could be provided by national staff. To improve potential APOs' understanding of the selection process and possible eventual assignments, FAO participated in recruitment interviews in three participating countries.

267. The bi-annual TCDC/ECDC Newsletter updated its readership on TCDC activities and presented concrete achievements of inter-country cooperation. A document entitled *Learning from Experience* was issued, demonstrating through concrete examples how inter-country cooperation can optimize the use of scarce resources in achieving common goals. Versions of the *FAO Handbook on TCDC* were produced in all official languages and in a number of important local languages.

TCP EXPERIENCES

268. The Technical Cooperation Programme continued to play its important role in the spectrum of FAO field activities. Overall information on TCP project approvals during the biennium is given in Chapter 3, while examples of TCP-supported actions are found in Box 6-1 below.

Box 6-1: Examples of Recent TCP Experience

Training in Irrigation - In Peru, a project was approved with a budget of US\$ 120 000 with the objective of improving irrigation efficiency at farm level in Chira-Piura. Two demonstration areas were established where traditional basin flooding methods and furrow methods were used to irrigate cotton. It was shown that: (i) the furrow method uses irrigation water more efficiently than flooding of basins, saving up to 3 500 cubic metres per hectare per season and (ii) cotton yield increases from 3 623 kg/ha (basins) to 4 008 kg/ha (furrow). Results demonstrated that improved irrigation efficiency could be achieved while at the same time decreasing waterlogging problems and soil salinity. In the irrigation area, some 162 million cubic metres of water could be saved per year, enough to develop 20 000 ha of available land. In addition, the project trained 71 professionals in gravity and pressurized irrigation methods and use of climatic data for effective irrigation planning and management.

Policy Assistance in Horticulture Development - A US\$ 240 000 project in Turkey contributed to a review setting the stage for accelerated development of the horticultural sector. The World Bank had agreed to assist in the formulation and implementation of new policies and strategies for more efficient and rapid sub-sector development. As a first step, the Bank requested the FAO/World Bank Cooperative Programme to assist the Government in carrying out a review. Important inputs to the review were provided by the TCP project, including data collection, preparatory studies by national and international consultants and workshops on issues in the sub-sector. The review recommended a market-led strategy for horticulture development, with Government acting as a facilitator of the development. It also made recommendations on policies and priorities for investment in four main areas related to domestic marketing and processing, production development, maximizing export earnings and support to the horticulture industry.

Policy Formulation on Agricultural Mechanization - A project in Indonesia, budgeted at US\$ 187 000, was approved in early 1994 to assist in formulating a comprehensive agricultural mechanization policy and strategy covering the entire country. International and national consultants held discussions with farmers, contractors, machine operators, distributors, manufacturers, officials, training and research institutes and universities. The project's comprehensive recommendations provided clear guidelines for the Government on sub-sector development.

Emergency Assistance - In Ethiopia, a US\$ 272 000 project supplied barley seed to displaced farmers in Tigray Region. This assisted beneficiaries to produce some 40 percent of their own food needs from the 1993 planting season. Project funds remaining after the initial distribution were subsequently allocated to procure sorghum and maize seeds to be supplied to Ethiopian refugees returning from Kenya.

Box 6-1 Cont.

***Working with NGOs on Women's Issues** - A US\$ 82 000 project was approved to assist an NGO in India working on the role of women in sustainable development, the All India Women's Conference (AIWC). The pilot scheme at the Shahandra Leprosy Colony was designed to increase production and consumption of nutritious crops. Farm plans were developed and training carried out by international and national consultants. The AIWC was responsible for a baseline nutrition survey, development of training curricula and establishment of a monitoring and recording system. The project was widely publicized in India and the Prime Minister took a personal interest. The results obtained were considered a sound basis for replication of the approach in other centres throughout India.*

***Specialized Advice on Abattoir Practices** - Assistance was requested by the Government of Malawi on the introduction of improved stunning methods for livestock before slaughtering in order to comply with good abattoir practices and to minimize losses of meat and hides. TCP funding of US\$ 40 000 was provided over a six-month period and the stunning methods were quickly adopted at all selected slaughter stations. These methods were found to be safe, effective and significantly less time-consuming. The use of stunning equipment was also found to greatly reduce the risk of injury to both slaughter station personnel and livestock, which, in turn, resulted in an improvement in the quality of both meat and hides.*

***Enhanced Efficiency in Charcoal Production** - Charcoal production is considered to be one of the prime causes of forest destruction in Guinea-Bissau. From a small-scale traditional activity, charcoal production has increased dramatically, abetted by an absence of regulations for exploitation of forest resources. A US\$ 105 000 project aimed to introduce improved systems of charcoal production to traditional producers with a view towards more rational utilization of forest resources. The project carried out socio-economic studies of traditional producers and their production methods, proposed improved systems adapted to conditions in Guinea-Bissau, conducted training of technicians and extension staff on the improved methods and prepared a training manual. It also developed a draft text of regulations for the production of charcoal.*

MAJOR PROGRAMME 3.2: INVESTMENT

269. Major Programme 3.2 Investment, implemented by the Investment Centre Division, continued to assist developing countries by providing its established range of investment-related services. Most resources were concentrated on helping countries to formulate investment projects to attract capital resources from multilateral financing institutions lending for agriculture. In providing investment support services to Member Nations, the Investment Centre worked closely with a wide range of financing institutions including the World Bank, IFAD, the Regional Development Banks, EBRD (with which a cooperation agreement was signed in 1994), UNCDF and sub-regional development banks.

270. The Investment Centre continued to deploy its multidisciplinary staff in two main programmes: the FAO/World Bank Cooperative Programme (CP), for projects for

financing by the World Bank/IDA; and the Investment Support Programme (ISP), which helps countries formulate projects for funding by all other associated financing institutions. 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 agreements with the institution concerned.

271. The demands on the Investment Centre, and hence its approaches to its work, are changing. The conventional

staged approach, with its distinctive phases of identification, preparation and appraisal, is giving way to a more continuous process through which a project moves from an initial concept to an approved financing package. At the same time, with the growth in national project preparation capacities, the frequency with which the Investment Centre assumes full responsibility for project preparation is diminishing: instead, much of the Centre's resources are used in backstopping national preparation teams, requiring shorter and more frequent missions. As a result, the number of missions rose from an annual average of 241 in 1990-91 to 274 in 1992-93 and 319 in 1994.

272. Measured by the number of projects for which formulation was completed each year (average of 48 in 1992-94, compared with 49 in 1990-91), the Division maintained a more or less constant rate of output. This was achieved largely through improvements in operational efficiency, growing utilization of national consultants and increased delegation of work to national teams, guided by Centre staff. Formal collaboration with local NGOs has also become more frequent.

Box 6-2: Investment Centre Study of CFA Franc

Following the Director-General's initiative to revitalize FAO's agreements with sub-regional financing institutions, the Investment Centre was requested by the West African Development Bank (BOAD) to carry out a study in several countries of the West African Economic and Monetary Union on the impact of devaluation of the CFA franc on the prospects for rice production in the region.

The study concluded that: (i) although the cost of inputs and imported technologies increased by 25 percent to 50 percent, subsequent to the devaluation, the increase in domestic prices has made domestic rice competitive with imported rice in a number of countries; (ii) the demand forecast for rice, and the likelihood that potential production capacity (i.e. under irrigation) cannot be fully realized within a short period of time, clearly indicate that rice imports will continue to be inevitable, at least for the next 5-10 years; and (iii) potentially viable investment opportunities exist in a number of the countries studied, with the more immediate prospects being in Mali and Côte d'Ivoire.

As a direct follow-up to this study, an Investment Centre mission visited Mali in October/November 1994. Three possible investment projects for increasing rice production have been identified for consideration by BOAD and other financing institutions. Close contact was maintained throughout with other major donors in the region.

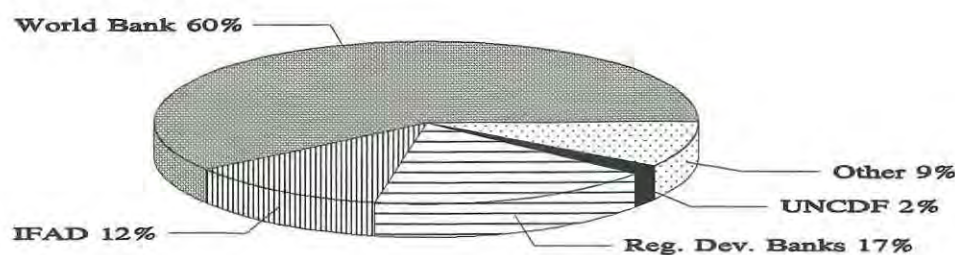
273. During the biennium, the Investment Centre continued to adapt its project design methodology to the changing priorities of countries and the requirements of financing institutions. Particular attention was given to promoting the fuller participation of beneficiaries in both the identification and implementation of projects with the aim of improving project relevance, impact and sustainability. There has also been increased focus on assessing the environmental impact of projects. Main areas in project formulation were natural resources management, including forestry development, provision of improved agricultural inputs and services, soil conservation and optimizing the use of water resources including through irrigation schemes. Finally, a growing number of projects have important privatization, as well as private sector development components.

TABLE 6.3: Investment Centre Missions

Type of Mission	Number of Missions		Number of Person Days*	
	Annual Average 1992-93	1994	Annual Average 1992-93	1994
Sub-sector analysis	24	16	1 767	1 173
Project identification	50	50	3 706	2 739
Project preparation	133	159	14 006	13 712
Assessment of project results	29	36	2 062	2 296
Other, including appraisal and supervision	38	58	1 576	2 079
TOTAL	274	319	23 117	21 999

* Time working in the field and at Headquarters

Chart 6.1 Proportion of Formulation Missions by Sponsoring Institution (1992-94 averages)



**Chart 6.2 Proportion of Time Spent on Different Types of Mission
(1992-94 averages)**

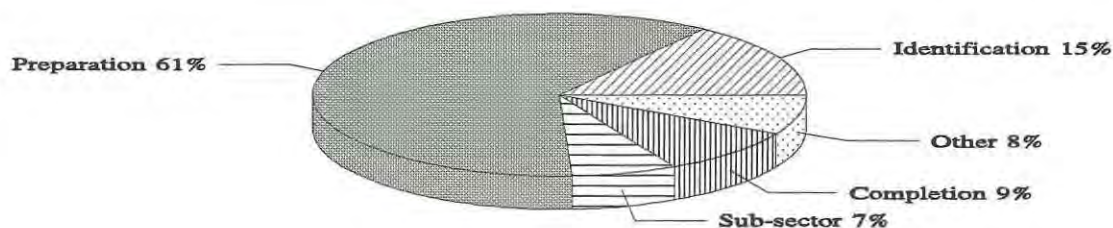


TABLE 6.4: Number of Project Formulations Completed

Annual average for period	Sources of Funds					Total
	World Bank	IFAD	Regional Development Banks	UNCDF	Others	
1990-91	24	10	8	7	0	49
1992-93	25	9	10	3	2	48
1994	25	8	12	0	3	48

MAJOR PROGRAMME 3.4: FAO REPRESENTATIVES

TABLE 6.5: Establishment of FAO Representations

Number of:	1980-81	1986-87	1992-93	1994
Representations	56	74	75	78
Countries covered	70	105	105	109
Posts for international professional staff	103	147	151	162

274. The endorsement of the Director-General's proposals by the 106th Session of the FAO Council re-emphasized the importance of a strong, dynamic decentralization process, including as a central feature, the FAO Country Representatives.

275. As mentioned in Chapter 1, the 1994-95 biennium is witnessing several new areas of emphasis within the FAO Country Representatives scheme. A key element is the establishment of the National Professional Officers (NPO) category. These officers will assume programming functions in the Country Offices and are expected to improve links with national authorities. The conversion of these posts from international to national status generates financial savings, which allow for further strengthening of the decentralized structure.

276. Inter-office communications and office automation facilities are being up-graded, therefore allowing enhanced in-country and international consultation on development issues and efforts. Individual Country Offices will thus have enhanced access to FAO's technical resources, and to FAO's regional centres.

277. The outreach and impact of the network of FAO Representatives in 22 countries where there is no resident FAO Representation, is being strengthened through the designation of national civil servants as FAO's National Correspondents (NCOs) to solidify relations between local governmental and non-governmental institutions and FAO. The National Correspondents should contribute to increased use of national capabilities, and good response time regarding important correspondence and documents.

CHAPTER 7 - POLICY, MANAGEMENT AND SUPPORT SERVICES

TABLE 7.1: Budget and Expenditure Summary (US\$ 000)

	Regular Budget 1994-95	Expenditures 1994
Major Programme 1.1 Governing Bodies	18 282	7 141
Major Programme 1.2 Policy, Direction & Planning	13 826	6 693
Major Programme 1.3 Legal	5 162	2 462
Major Programme 1.4 Liaison	15 732	7 287
Total Chapter 1 General Policy & Direction	53 002	23 583
Major Programme 5.1 Information & Documentation (inc. 5.9.1)	27 490	12 922
Major Programme 5.2 Administration (inc. 5.9.2)	41 095	17 488
Total Chapter 5 Support Services	68 585	30 410
Chapter 6 Common services	46 628	23 628

GENERAL POLICY AND DIRECTION (Chapter 1 of PWB)

Objectives and Priorities

278. Chapter 1 of the Programme of Work and Budget covers the Immediate Office of the Director-General, overall programming, budgeting, monitoring, evaluation and audit work, legal services, liaison functions both within the UN System and with member countries and NGOs and the operations of the Governing Bodies. In addition to management support functions, the Legal Office provides advice to member countries on the development of legislation related to agriculture and rural development and support for the development of normative technical instruments of the Organization such as conventions. A major concern within Chapter 1 is to foster the quality and transparency of management while containing costs.

Major Programme 1.1: Governing Bodies

TABLE 7.2: Selected Performance Indicators

	1992-93	1994-95 est.
Sittings in Headquarters Meeting Rooms (days)	5 207	5 082
Travel Arranged for Meetings Delegates (number)	235	287
Interpretation (days):- performed by FAO staff	1 967	1 756
contracted staff in the field	1 171	1 046
contracted staff at Headquarters	6 939	5 668
Total	10 077	8 470
Circular & Agreement Letters Distributed (number)	1 003	1 060

279. The Major Programme covers support to Governing Body meetings. The Conference, Council and Protocol Affairs Division provides meeting services, including interpreters, and handles official correspondence through circular letters of the Organization to member countries. The decision at the 1993 session of the Conference to reduce the length of its next session to two weeks and to review its working methods is particularly noteworthy. For meetings of other Governing Bodies, there has been a drive to reduce the length of sessions and to make the use of time more efficient. One result of this has been some reduction in the estimated use of interpreters for 1994-95 compared with 1992-93. The increase in the number of technical and less formal meetings has, however, meant that there has been no significant decline in the use of meeting rooms.

Major Programme 1.2: Policy Direction and Planning

TABLE 7.3: Selected Performance Indicators

	1992-93	1994-95 est.
Programme planning		
Key programme planning documents prepared	6	6
Budgeting		
Number of budget component records monitored	8 669	10 419
Number of Trust Fund project documents cleared	264	280
Evaluation		
Project Evaluations Supported	138	120
Field Evaluation Missions Participated	29	28
Major Reviews Assisted	0	3
Major Reviews Undertaken	8	9
Technical Backstopping and Training Missions Undertaken	17	16
Audit		
Reports Issued	79	*163
- of which field reports	51	*127
Audit and Other Opinions	47	68
Contract Awards Serviced	684	650

* Includes 64 reports for special review of field offices

280. Major Programme 1.2 covers the Immediate Office of the Director-General and the Offices of Programme, Budget and Evaluation (PBE) and Internal Audit, Inspection and Management Control (AUD). Both offices report to the Director-General.

281. PBE assists in programme formulation and ensures budgetary control for both regular and extra-budgetary resources and produces documentation for the Governing Bodies covering programme, budget, implementation monitoring and evaluation for the Organization as a whole. This includes four major Conference documents: the *Programme of Work and Budget*; the *Medium-Term Plan*; the *Programme Implementation Report*; and the *Programme Evaluation Report*. Programme and budget management has been rendered more difficult by the uncertain situation regarding the payment of assessed contributions. The Office has also played its due role in the restructuring of the Organization and in the attendant redefinition of Programme and Budget components. In addition, methodologies for calculating cost increases have been refined and a system has been developed for effectively costing field operations. The computerized work planning and monitoring system, PLANSYS, has been enhanced, with more precise costing of staff inputs. An outputs sub-system has also been activated, which supplements the previous activity planning system. Studies and pilot activities have been initiated to further strengthen the programming process and make both planning and monitoring more results-oriented.

282. In addition to its support of Field Programme evaluation, the Evaluation Service has continued to undertake programme reviews and evaluations, many of which were presented in the Programme Evaluation Report 1994-95 (C 95/4). Its activities included the provision of technical support to developing countries in establishing monitoring and evaluation systems. Training materials on this and on programme and project design have been developed, feeding back the lessons of evaluation to FAO staff and developing country personnel. Other measures designed to improve the feed-back of evaluation have included: enhancement of the evaluation data analysis system; preparation of *ad hoc* notes on the results of particularly interesting projects; and the preparation of internal evaluation syntheses and guidelines.

283. Internal Audit, as an independent function reporting directly to the Director-General, assists by providing assurance that the outputs of the Organization are produced with due regard to economy, efficiency and effectiveness. The audit strategy and scope continue to be in the context of comprehensive auditing, embodying financial, compliance and value-for-money features. Priorities include: assessment of internal control and procedures for safeguarding of assets; assistance to Regional (and in the future Sub-regional) Offices to accomplish their objectives; reviews of the extent to which country offices provide efficient and effective support to the Organization's programmes, and field projects are properly managed and executed; assistance to top management in further improving the efficiency of the Organization and promoting effective control at reasonable cost; and advisory services to other units to enable them to discharge their responsibilities in the most effective manner. The budget provision also covers the fees of the External Auditor, a role assumed by the French public sector auditors, the *Cour des Comptes*, in 1994.

284. In the reporting period, comprehensive audits were carried out of payroll, treasury and procurement. A large number of smaller *ad hoc* audits were also performed, including audits of field offices and field projects. In view of the problems experienced with FINSYS, substantial assistance was provided to the Financial Services Division during 1992, to permit closure of the accounts. In 1994, drawing on audit staff and experienced staff from other units, a major rapid-review was made of 64 outlying offices (Regional Offices and FAORs). The results of this review were fed into decision-making for the decentralization process.

Major Programme 1.3: Legal

TABLE 7.4: Selected Performance Indicators

Description	1994-95 est.
Office of the Legal Counsel & General Legal Affairs Service - Technical normative functions	
Number of meetings attended for liaison on international conventions etc.	44
Basic texts prepared for conventions etc. for which FAO exercises depositary functions	4
Number of instruments serviced which are deposited with FAO	39
Office of the Legal Counsel & General Legal Affairs Service - Administrative functions	
Number of written legal opinions	2 700
Number of appeals/submissions prepared for the Director-General, the Appeals Committee & the ILO & UN Administrative Tribunals	170
Interventions for legal proceedings involving the Organization	26
Development Law Service	
Field missions by staff and consultants (person months)	149
Project delivery (US\$ 000) - operated by the Development Law Service	1 058
- Development Law Service, as lead technical backstopping unit	946
Documentation - abstracts prepared	2 300
- comparative law publications (pages)	1 060

285. Major Programme 1.3 Legal, covers three distinct areas of work. It provides a source of reference on the conformity of the Organization's activities with the Basic Texts and with regulations on administrative, personnel and contractual matters. In addition, the Legal Office (LEG) assists in the further development of the conventions and legal instruments of the Organization (such as Codex Alimentarius and the International Plant Protection Convention) and those in which FAO cooperates with other international organizations, such as the Convention on Biological Diversity. LEG also provides extensive advice and support to developing countries on legislation for agriculture and rural development.

286. In the period since 1992, a particularly important input has been made to work on development and amendment of legal instruments relating to biodiversity and the conservation of genetic resources and the development of a Code of Conduct for Responsible Fishing. At the request of the Conference on Responsible Fishing and UNCED, FAO facilitated the negotiation within 12 months ("fast-track") of the Agreement to

Box 7-1: Marine Conservation in Tanzania

Through a TCP project, advice was provided to the Tanzanian Government to enact legislation for the creation and management of protected marine areas. The first of these, the Mafia Island Marine Park, has been established.

Promote Compliance with International Conservation and Management Measures on the High Seas. This agreement was endorsed by the FAO Conference in 1993. Similarly, the Agreement for the establishment of the Indian Ocean Tuna Commission was endorsed by the FAO Council in 1993, and is now open to signature. Assistance was also provided for the development of legal instruments for the establishment of two regional fisheries market information services (INFOSAMAK for the Near East and North Africa and INFOPECA for Latin America and the Caribbean) as well as for the Lake Victoria Fisheries Organization.

287. Changing management practices in forestry tend to assign responsibilities and benefits to local communities and individuals, while preserving the national interest in overall forest and fragile areas management. This requires new forms of legislation and has been reflected in work in several countries. In Uganda, work on wildlife and national parks legislation included provisions for agreements for private companies to operate national parks. Other examples of FAO's assistance are a new forestry act for Bhutan incorporating provisions for community forestry and, in Guinea, new legislation covering both community forestry and zoning around natural parks.

Major Programme 1.4: Liaison

TABLE 7.5: Selected Performance Indicators

	1992-93	1994-95 est.
External Relations and Coordination		
Requests received for FAO to prepare inputs to reports	247	410
Coordination of FAO input to meetings:-		
invitations to UN meetings	1 373	2 100
invitations to non-UN meetings	2 002	2 000
UN meetings attended by FAO	690	850
non-UN meetings attended by FAO	944	960
Liaison and Protocol		
Administrative support actions:-		
visas, laissez-passer & identity documents processed	18 550	17 800
other administrative support actions	15 122	15 900
Congratulatory cables	4 290	4 150
Ceremonies organized	25	25

288. The Major Programme includes the Office for External Relations (which facilitates coordination of FAO activities with those of the rest of the UN system and other International Governmental Organizations and liaises with NGOs), the Liaison Offices for North America and with the UN in New York and Geneva, and the liaison and protocol relations with member countries handled by the Conference, Council and Protocol Affairs Division.

289. The Office for External Relations provided a substantial input to overall coordination mechanisms such as the committee grouping Executive Heads of UN Agencies, the ACC. In addition, a facilitating and coordinating role was played for all inputs by FAO to international meetings. As is evident from Table 7.5, both the growing emphasis of member countries on coordination within the UN System and the follow-up to UNCED (where FAO is the designated "task manager" for a number of areas of Agenda 21 and contributes to several more) have increased the need for inputs to reports and attendance at meetings. Similarly, with the growing recognition of the importance of NGOs and their contribution to international thinking on development, the emphasis on this liaison function has increased.

SUPPORT AND COMMON SERVICES

(Chapters 5 & 6 of the PWB)

Major Programme 5.1: Information and Documentation

Objectives and Priorities

290. The impact of FAO programmes depends, in part, 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 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.

Activities and Achievements

- Programme 5.1.1: Public Information

TABLE 7.6: Selected Performance Indicators

		1992-93	1994-95 est.
Press Releases		95	124
Feature Articles		53	74
Press Conferences, Seminars, Reportage Missions:-	Headquarters	38	8
	Elsewhere	15	12
	Total	53	20
Briefings for Journalists		756	988
Radio Reports, Interviews, Programmes		560	398
Video Productions (inc. co-productions)		18	32
Exhibits		21	10
Requests for Information/Assistance		17 221	10 400
Publications (public information material):-	number (all languages)	55	44
	pages in original/edited	3 650	2 430
	pages (all languages)	4 985	3 338

291. The programme continued to serve the media, including the specialized press and to publicize development needs as well as the Organization's priorities and achievements. Greater emphasis has been given to cooperation with regional news agencies. Due emphasis is also given to the sensitization of decision-makers and public opinion on emergencies and thus press briefings tend to rise at times of emergency, such as for locusts, and at times of major meetings, including the FAO Conference. Issuance of the Organization's bi-monthly journal "CERES", has continued. In the period since 1992 special coverage has been ensured, through press releases and news features, of the International Conference on Nutrition (ICN), UNCED and its follow-up, the successful conclusion of the New World Screwworm campaign, FAO's Fiftieth Anniversary, and preparations for the World Food Summit. The modernization of the equipment in the video unit has assisted in enhancing the quality and quantity of video output. New computer-based technology, including the use of satellites, has been introduced, making print material directly available on computer networks for transmission to agencies and individual newspapers. A digital database is being introduced for the photo-library, which will greatly improve its accessibility and ease of transmission for images.

- Programme 5.1.2: Library

TABLE 7.7: Selected Performance Indicators

		1992-93	1994-95 est.
Loans		100 374	75 371
Books Received for:-	Library	4 532	2 569
	Other Users	2 825	2 408
Periodicals Received for:-	Library	13 173	12 192
	Other Users	2 792	2 883
FAO Field Documents Added to Library Collection		3 942	4 698
Bibliographies Produced by Computer Search:-	FAO Databases	9 168	11 103
	External Databases	2 221	4 584
Selective Dissemination of Information (SDI) ¹ :-	FAOBIB (annual)	205	208
	AGRIS (bimonthly)	367	408
Microfiche Masters Produced		21 300	21 400
Microfiche Copies Produced on Request		363 158	343 080
Photocopies Produced on Request (pages)		735 814	362 703
Visits to the Library:-	FAO Staff	56 244	58 802
	External	11 029	9 085
Number of publications added to collection:-	journal titles (since 1985)		6 800
	monographs (since 1985)		22 939

¹ SDI is a search made regularly in a database according to an interest profile submitted by the user

292. The Library has not been able to increase its collection of books and periodicals at the same rate as in the past due to budgetary restrictions. Two commercial electronic document transfer systems are being investigated for access to publications, to which the Library cannot afford to subscribe. To improve service to FAO staff, two surveys are being undertaken of the need for bibliographies and of library use and non-use. The efficiency of internal systems in the Library is also being examined to eliminate parallel manual and electronic processes and improve efficiency. Training and reference services continued to be provided in support of the Regional Offices and FAO Representation libraries, and a personal computer-based system, REPDOC, has been developed for library management. Efforts are now underway to make REPDOC more user friendly and to ensure its compatibility with AGRIS. The FAO Library continued to function as the coordinating centre for the network of agricultural libraries AGLINET, the membership of which rose to 34.

- Programme 5.1.3: Publications

TABLE 7.8: Selected Performance Indicators

	1992-93	1994-95 est.
Items received for processing (000)	22	20
Translation (000 000 words)	39	29
percentage of which external	34%	32%
Typing (000 000 words)	40	30
percentage of which external	6%	5%
Dispatch:- copies (000)	9 541	10 950
envelopes (000)	964	950
packs & boxes (000)	158	172
Page impressions printed (000 000)	526	370
percentage of which external	74%	75%
Major publications (number)		
- individual publications (all languages)	426	480
- periodicals	9	8
- yearbooks	7	6
Publications in non-FAO languages	112	115

293. The May/June 1994 session of the Council endorsed a significant reduction in publications for the biennium and, from 1995, a 20 percent cut was enforced in the wordage for meetings documentation. This has decreased the workload of the Publications Programme, as has the decision by WFP to process meeting documents without recourse to FAO. In the interest of economy, FAO departments have recently been encouraged to process an increasing share of technical and other documents themselves. Computerized working tools were introduced for the preparation of documents, including the application of user-friendly computer formats.

Major Programme 5.2: Administration and Chapter 6: Common Services
Objectives and Priorities

294. 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 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) information and data processing and communications systems; and
- (d) personnel administration and policies.

An internal review of the Organization's financial and administrative policies and procedures was undertaken in 1994 and improvements and simplifications are being gradually introduced.

Box 7-2: Electronic Publications

One of the first major products in FAO computerized information dissemination efforts was FAOSTAT.PC which initially appeared in 1991 covering the basic FAO statistical series. There are now some thirty publications available on diskettes and CD-ROM, including FAOTERM.PC providing 200 000 trilingual entries on agricultural and rural development terminology and also the Codex Alimentarius for food standards. The gradual expansion of WAICENT to cover text as well as data will increasingly provide external users access to FAO information electronically.

Activities and Achievements

- Programme 5.2.2: Financial Services

TABLE 7.9: Selected Performance Indicators

	1992-93	1994-95 est.
CMTA - Travel Authorizations processed (000)	39	33
Payments:- Personal Accounts (000)	25	20
Travel (000)	62	54
Other (000)	63	55
Staff on Payroll (monthly average)	7 120	6 500
Bank Account Transactions:- Headquarters (000)	234	242
Field Imprest (000)	206	198

295. Efforts have continued to overcome the difficulties resulting from the implementation of FINSYS and continued modifications of the system. An external review was made of FINSYS in 1992 and 1994, leading to a policy decision that FINSYS would be gradually replaced, subject to the availability of funds. A system for effecting all payments through a worldwide electronic banking network was introduced in 1994, simplifying payments for purchases and contracts, as well as to the Organization's staff. Other systems were intro-

duced to accommodate the accounting and reporting requirements of the new UNDP Support Cost arrangements.

- Programme 5.2.3: Computer Services

TABLE 7.10: Selected Performance Indicators - Average during period

	1992-93	1994-95 est.
Support of Computer Infrastructure at Headquarters		
- Total Computer workstations supported	2 554	3 240
- of which personal computers	1 946	2 880
- Network Printers supported	960	1 020
- Departmental network servers supported	3	12
- Total network shared disk space supported (Giga-Bytes)	5	85
- Help desk calls serviced	n/a	9 000
Support of Computer Applications at Headquarters		
- FAOSTAT Users Supported	n/a	180
- Online documents in OIS* & FAOINFO	n/a	30
- FINSYS/PERSYS change requests resolved	760	770
- Electronic mail accounts	400	2 350
Use of Mainframe Computer at Headquarters		
- Utilization (000 of processing minutes, K MIPS-MIN)	4 202	3 300
- Input/output data flow (000 operations)	5 469	3 290
Support of Field Applications		
- Field projects serviced	75	42
- Electronic mail accounts	8	350

* Office Information Services

296. Key elements of the Organization's information network system have been put in place, including completion of cabling for the integrated voice/data network and the necessary equipment and computer software. Within FAO Headquarters, the ratio of computer workstations to entitled staff has risen from 0.76:1 in 1992 to 0.90:1 in 1995. Electronic mail is fully installed within Headquarters and an office information system has been designed and installed to enable users to access a wide range of technical and administrative information. By permitting enhanced sharing of facilities, the network has also reduced the requirement for individual printers. The Organization has been fully connected to the Internet, and this is facilitating continued improvement and economies in communication with FAO field sites, as well as with other agencies, academic institutions, etc. Some 700 field sites are expected to be connected via Internet by the end of 1995. The nature of computing in FAO is changing very quickly, with fewer centrally managed applications. The Computer Services Centre has been reorganized to assist better networked users. It has been matched by the designation of departmental information technology officers in each Management Support Unit. The Centre also completed the design and testing of a disaster recovery plan to ensure continuous operations in the event of damage to the central computer facilities.

• Programme 5.2.4: Personnel Services

TABLE 7.11: Selected Performance Indicators (annual averages)

	1992-93	1994-95 est.
Staff serviced holding fixed-term/continuing appointments	5 817	5 136
of which % at Headquarters	53 %	57 %
staff appointments/recruitments	1 418	900
Recruitment of Consultants & Special Service Agreement Holders	2 058	1 671
Staff trained*:- in project and programme design and management (average course duration 5 days)	784	301
management (average course duration 2.6 days)	426	205
computer skills (average course duration 1 day)	1 848	2 058
language (average course duration 11 days)	351	281
Insurance and compensation claims:-		
Medical insurance claims handled	67 033	66 422
Staff compensation claims handled	174	155
Medical services:-		
Examinations/consultations	7 605	6 400
First aid, emergencies and vaccinations	n/a	81 000
Laboratory tests and Electrocardiograms	n/a	27 000

* Note the same staff may be trained on several courses

297. In 1994, the Personnel Division participated in studies in support of decentralization, the creation of a category of national professional officers, the study of administrative and financial procedures and the establishment of management support units with increased delegation of authority. A review of PERSYS was initiated, following the decision to replace the system as resources permit. Also in response to the recommendations of the External Auditor, several post classification and management studies were carried out, and reviews have been undertaken to improve arrangements and procedures for: recruitment and appointment; establishment and classification of posts; and secretarial staffing requirements and job descriptions as computerization increases. Revised General Service classification standards were developed and are being tested. These studies have, in general, shown a need for streamlining of procedures, with increased delegation of authority and fewer layers of approval. They have also revealed a need for simplification of arrangements in such areas as recruitment of consultants.

298. Measures introduced to improve performance and contain costs included closer monitoring of sick leave and modifications in the health insurance scheme. Within Personnel Division, staff rotation was introduced and emphasis placed on improved response times.

299. Major efforts were made to recruit staff from non-represented and under-represented countries, including the fielding of recruitment missions. New recruitment sources, including women's organizations, were identified. A major task was the redeployment of staff affected by restructuring, the decline in support cost income and increased computerization.

300. Work was begun to develop an improved staff performance appraisal system. It may be noted that some 0.26 percent of divisional staff cost budgets was allocated for expenditure on staff training. Language training was reinstated in 1992 after a break of four years due to financial constraints. There has been a very significant growth in training in computer use and office automation. In response to the changing environment in which FAO staff must operate, courses have been introduced covering a range of inter-disciplinary topics, and training was provided for FAO Representatives and Programme Officers in country policy and programme analysis, as well as programme and project formulation. External training opportunities, especially on short courses, continued to be provided. Support was also given within this Programme to training of national government staff in the same topics.

301. During 1994, the Medical Service implemented an obligatory first aid training programme for drivers and guards, as well as a training programme for volunteers on emergencies and vaccine-preventable diseases. Staff testing and vaccination programmes were introduced for Hepatitis A and B and for breast cancer. A study was initiated of the possibility for a clinic open to staff during the working day on FAO premises.

- Chapter 6 Common Services

TABLE 7.12: Selected Performance Indicators (annual averages)

		1992-93		1994-95 est.	
		< US\$ 100 000	> US\$ 100 000	< US\$ 10 000	US\$ 100 000
Contracts Awarded/Revised		376	50	388	45
		< US\$ 10 000	> US\$ 10 000	< US\$ 10 000	> US\$ 10 000
Purchase Orders handled (including field)		2 780	1 027	2 414	862
Communications	Incoming telexes		59 670		25 589
	Outgoing telexes		142 468		65 329
	Incoming faxes (pages)		225 596		375 198*
	Outgoing faxes (pages)		121 206		339 399*
	Incoming pouch bags		6 435		5 936
	Outgoing pouch bags		20 651		14 537
	Incoming letters/parcels		23 466		19 418
	Outgoing letters/parcels		433 572		207 883**
Maintenance	interventions		17 607		12 756

*Includes decentralized traffic and is ceasing to be an indicator of central workload; ** In 1994 remaining through a low cost efficient mail service was introduced reducing the outgoing letter traffic (about 130 tonnes of mail per year are now being remailed in this way)

302. The Administrative Services Division (AFS) (now the Administration Division) manages the FAO buildings and provides purchasing, contracting and communication services. In 1994, the transfer of all staff in Rome to the Terme di Caracalla complex was completed. While overall responsibility for the construction work rested with the Host Government, AFS played a key role in monitoring the works. The reconstruction of the catering facilities was completed in 1993, with the capacity to cater for an extra 1 000 persons.

303. The completion of the integrated voice data network permitted the major increase in computer use (see above). Together with the installation of a new telephone exchange, this has also allowed the introduction of: facilities to listen to meetings without leaving the office; answering services (reducing the need for secretarial assistance); and the direct placement of external calls (with savings in telephone operators). Staff can also send faxes directly via the computer network.

304. 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. Almost 90 percent of the existing inventory ledgers are linked to the United Nations "Common Coding System", thus facilitating the exchange of data within the UN system and with member governments.

Box 7-3: Cutting Costs on Mail and Telecommunication

Automated fax and telex services cut transmission costs in the 1994-95 biennium by some US\$ 1 million per year. In 1994, the Organization introduced remailing of printed matter and publications through the Netherlands with a saving of 42 percent (US\$ 600 000 per year). Also in 1994, a telecommunications contract was let which it is predicted will produce savings in costs of up to 40 percent on voice traffic and fax and 50 percent on telex and data transmission (total savings of US\$ 1.2 million per annum). This is expected to be particularly important in view of the increased communication traffic which will arise following greater decentralization. While in 1994 the number of external telephone calls tripled, thanks to the new direct dialing arrangements, the staff costs of placing calls were reduced by 40 percent.

ANNEX

REPORT ON UNSCHEDULED AND CANCELLED SESSIONS

(1 June 1993 - 31 May 1995)

305. As agreed by the Council at its 102nd session in November 1992, information on unscheduled and cancelled sessions was henceforth to be provided in successive Programme Implementation Reports (PIR). Since the last PIR covering the 1992-93 biennium included data up to 31 May 1993, this annex provides information on unscheduled sessions approved and those cancelled between 1 June 1993 and the cut-off date of 31 May 1995.

306. During this period, a total of 27 unscheduled sessions have been approved and 103 sessions have been cancelled, broken down by biennium as follows:

June-December 1993	3 unscheduled 20 cancellations
1994-95:	24 unscheduled 83 cancellations.

307. Details of these are provided in the following lists, based on the usual format of previous reports. The number of sessions cancelled in the present biennium mostly reflects the programme adjustments approved by the Council at its 106th session (May/June 1994).

PART I

UNSCHEDULED SESSIONS APPROVED

June-December 1993

Sub-programme	Session No.	Title, Location Dates and Remarks	Estimated Cost US\$	Art. of Const. and Category
2.1.4.5	AGL 816	Expert Consultation on Global Change and Agricultural Production: Direct Effects on Hydrological and Plant Physiological Processes Rome, Italy, 13-16 December 1993 - The aim of the Consultation was to make information accessible in a comprehensive form to decision-makers in developing countries and make the results available to all FAO member countries in an action- oriented format	3 500	VI-4(3)
2.1.5.7	RLAC 801	Seventh Government Consultation on Follow-up to the World Conference on Agrarian Reform and Rural Development (WCARRD) in Latin America and the Caribbean Managua, Nicaragua, 25-29 October 1993 -Follow-up to WCARRD	27 000	VI-5(2)
2.1.6.3	ESN 901	Workshop on Management of Food Control Programme Siebersdorf, Austria, 6-10 September 1993 - ICN follow-up activity of high value to participants from Central/Eastern European countries included in the progress report to the 1993 Conference	NIL	(Cat.4)

UNSCHEDULED SESSIONS APPROVED

1994-95 Biennium (up to 31 May 1995)

Sub-Programme	Session No.	Title, Location, Dates and Remarks	Estimated Cost US\$	Art. of Const. and Category
2.1.1.4	AGL 813	Expert Consultation on Methodology for Water Policy Review and Reform Rome, Italy, 25-27 January 1995 - Recommended by the 14th Session of the ACC Sub-Committee on Water Resources, October 1993	9 500	VI-4 (3)
2.1.1.7	RAFR 804	Consultation on Irrigation Extension in West Africa Accra, Ghana, 10-22 October 1994 - Priority activity in line with the recommendations of the 1992 Regional Conference for Africa to assist member countries in developing their water resources	24 500	VI-5 (2)
2.1.2.1	AGP 725-E	Commission on Plant Genetic Resources Rome, Italy, 7-11 November 1994 - Recommended by the 27th Session of the Conference, November 1993 (C 93/REP, Resolution 7/93, and para. 108)	112 200	VI-1 (1)
2.1.2.1	AGP 803-E	Working Group of the Commission on Plant Genetic Resources Rome, Italy, 3-4 November 1994 - Recommended by the 27th Session of the Conference, November 1993 (C 93/REP, Resolution 7/93, and para. 108)	23 100	VI-1 (1)
2.1.2.4	AGP 809	EMPRES Donor Meeting Rome, Italy, 7 December 1994 - To discuss with donors the implementation of EMPRES Programme (Locust Component)	2 700	VI-5 (2)
2.1.5.7	ESH 809	13th Consultation between International Trade Union Organizations and FAO Rome, Italy, 18-19 September 1995 - Regular type of official meetings between FAO and representative of food and agricultural workers' and other rural workers' federations. The timing is opportune in view of the FAO/ITU's collaboration in the preparations for the World Food Summit	11 000	VI-5 (2)

Sub-Programme	Session No.	Title, Location, Dates and Remarks	Estimated Cost US\$	Art. of Const. and Category
2.1.5.7	RNEA 801	Expert Consultation on Rural Women and Sustainable Development Cairo, Egypt, 26-29 June 1995 -High priority programme. The outcome of the Consultation is expected to provide a useful input to another related activity which aims at developing a Regional Plan of Action for Women in Agriculture in the Near East	1 000	VI-4 (3)
2.1.5.7	RNEA 807	Expert Consultation on the Impact of Changing International Trade on Agricultural Trade in the Near East Nicosia, Cyprus, 5-8 December 1994 - Work in this programme priority area was requested by CCP, Council, Conference and Regional Conference in view of developments in the rapidly changing agricultural trade environment in the Near East region	12 500	VI-4 (3)
2.1.5.7	RNEA 808	Regional Expert Consultation on Strengthening the Role of Agricultural Education and Extension Institutions in Addressing Environmental Issues for SARD in the Near East Cairo, Egypt, 12-15 December 1994 - Priority activity aiming at defining the role of agricultural education institutions in increasing awareness about environmental issues for SARD	500	VI-4 (3)
2.1.5.7	RNEA 809	Expert Consultation on the Regional Plan of Action for Women in Agriculture in the Near East (1996-2000) (RPAWANE) Ankara, Turkey, 10-12 October 1995 - High priority programme. The objective of the consultation is to discuss and approve RPAWANE 2000	2 000	VI-4 (3)
2.1.5.7	RNEA 901	FAO Regional Seminar on the Development of the Agricultural Marketing Extension Systems in the Near East Region Beirut, Lebanon, 17-21 October 1994 - Priority activity aiming at developing effective agricultural marketing extension systems in the region	3 500	(Cat.4)

Sub-Programme	Session No.	Title, Location, Dates and Remarks	Estimated Cost US\$	Art. of Const. and Category
2.1.5.7	RNEA 903	FAO Regional Workshop on Integrating Agricultural Extension Activities in Sustainable Agriculture and Rural Development Teheran, Iran, 30 September-5 October 1995 - The integration of agricultural extension activities in SARD is a priority	5 000	(Cat.4)
2.1.7.4	ESS 901	FAO/ECE/OECD/EUROSTAT 4th IWG.AGRI Workshop on Agricultural Statistics for Central and Eastern European Countries Brdo, Slovenia, 11-15 October 1995 - Three workshops have already been held hosted by the other sponsors. Following consultations with the IWG.AGRI members it was agreed that FAO should sponsor the fourth Workshop	3 500	(Cat.4)
2.2.2.2	FI 792	<u>Ad Hoc</u> EIFAC Working Party on Aquatic Resource Management in Aquaculture Rome, Italy, 8-9 May 1995 - The EIFAC Working Party on Aquatic Resource Management in Aquaculture was established in May 1994. The Chairman of EIFAC and the Convenor of the Working Party suggested holding an <u>ad hoc</u> meeting in order to agree on the subjects to be discussed at the First Session of the Working Party.	NIL	VI-1 (3)
2.2.2.4	FI 827	First Ordinary Session of the General Assembly of the INFOPESCA Montevideo, Uruguay, 5-7 December 1994 - The Constituent Assembly of INFOPESCA (Centre for Marketing Information and Advisory Services for Fishery Products in Latin America and the Caribbean) held in February 1994 recommended that FAO take the necessary steps for the effective establishment of INFOPESCA as an independent, regional intergovernmental organization, and provide its full support	NIL	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 705-66	Asia-Pacific Fishery Commission Executive Committee Bangkok, Thailand, 15-17 November 1995 - This session was originally included in the PWB 1994-95 but cancelled as part of the programme adjustments reported to the 106th Council session in June 1994. Its reinstatement is required for the preparation of the agenda and arrangements for the next session of the Commission scheduled for June 1996	500	XIV (1)
2.2.3.2	FI 716-21	General Fisheries Council for the Mediterranean Alicante, Spain, 22-26 May 1995 -Recommended by the 20th Session of GFCM, July 1993	71 780	XIV (1)
2.2.3.2	FI 720-9	GFCM Committee on Fisheries Management Rome, Italy, 17-21 October 1994 - Recommended by the 20th Session of the GFCM held in July 1993	36 000	XIV (1)
2.2.3.2	FI 753	GESAMP Task Force on Integrated Coastal Area Management Rome, Italy, 28 November-2 December 1994 -The 24th session of GESAMP held in March 1994 established the Task Force whose objective is to identify how science should best contribute to the process of managing human uses of coastal ecosystems	NIL	VI-4 (3)
2.2.3.2	FI 791	EIFAC Executive Committee Rome, Italy, 8-9 May 1995 -Recommended by the 18th session of EIFAC, held in May 1994	500	VI (1)
2.2.3.2	FI 817	Expert Consultation on Fisheries Research Rome, Italy, 12-15 April 1994 - Programme priority - The 27th Session of the Conference, November 1993, approved the change of the name and functions of the Advisory Committee on Marine Resources Research to Advisory Committee on Fisheries Research	500	VI-4 (3)

Sub-Programme	Session No.	Title, Location, Dates and Remarks	Estimated Cost US\$	Art. of Const. and Category
2.2.3.2	FI 824	<u>Ad Hoc</u> Government Technical Consultation on the Code of Conduct for Responsible Fishing Rome, Italy, 26 September-5 October 1994 - The 1993 session of the Conference endorsed the proposal to develop preparation of the general principles for the Code of Conduct for Responsible Fishing. Consultation organized in accordance with para 104 of document CL 106/2-Sup. 1	98 000	VI-5 (2)
2.3.1.5	FO 812	Expert Consultation on the Harmonization of Criteria and Indicators for Sustainable Forest Management Rome, Italy, 13-16 February 1995 - Recommended by the High-Level Panel of External Experts in Forestry, held in October 1994, and endorsed by the 107th Council Session, November 1994	500	VI-4 (3)
2.3.2.1	FO 734-36	FAO Advisory Committee on Pulp and Paper Rome, Italy, 6-7 March 1995 - The objective of the Committee was to get comments by representatives of the private forest industry sector on FAO's follow-up report to UNCED, to be presented to the April 1995 session of the UN Commission for Sustainable Development	3 000	VI-2 (3)

PART II

PLANNED SESSIONS CANCELLED

June-December 1993

Sub-programme	Session No.	Title and Scheduled Location	Est. Cost US\$	Reason for Cancellation
1.4.1.2	OER 801-4	Fourth FAO/NGO International Consultation Rome, Italy	55 000	Cancelled due to lack of resources
2.1.1.1	AGL 813	Expert Consultation on Land Use Types and Crop Requirements Rome, Italy	3 000	Postponed to the 1994-95 biennium to permit adequate completion of preparatory technical work
2.1.2.7	RAPA 820	Regional Expert Consultation of the Asian Network on Vegetable Crops Bangkok, Thailand	5 000	Postponed to the 1994-95 biennium at the request of the members of the Asian Network
2.1.3.2	AGA 706-7	Commission on African Animal Trypanosomiasis Location undetermined	22 000	Unavailability of high-level Government representatives
2.1.4.1	AGR 804	Expert Consultation on Technology Assessment and Transfer in the Near East Location undetermined	4 000	A Task Force meeting of AARINENA held in Cyprus in September 1993 recommended that the Consultation be organized jointly by AARINENA and FAO in the 1994-95 biennium
2.1.4.4	AGR 902	Workshop on Remote Sensing Applications to Forest Mapping and Monitoring Location undetermined	2 000	Activities dealt with by an expert consultation on follow-up to FAO's project "Forest Resources Assessment 1990"
2.1.4.4	AGR 904	FAO/ESA Regional Remote Sensing Training Course "Use of ERS-1 data for Agriculture and Forestry" Bangkok, Thailand	2 000	Cancelled by ESA for financial reasons during review of joint FAO/ESA activities
2.1.4.4	AGR 905	FAO/ESA Remote Sensing Training Course "Use of ERS-1 data for Environmental Applications" Frascati, Italy	2 000	Cancelled by ESA for financial reasons during review of joint FAO/ESA activities

Sub-programme	Session No.	Title and Scheduled Location	Est. Cost US\$	Reason for Cancellation
2.1.5.7	RAFR 804	Expert Consultation on Management of Small Income-generating Community Projects Abidjan, Côte d'Ivoire	22 000	Objectives met through a technical meeting of coordinators of national technical cooperation networks for grassroots organizations held in September 1993
2.1.5.7	RAPA 827	Expert Consultation on Generating Data for Small Farmer Credit Bangkok, Thailand	5 000	Activities to be dealt with by a similar session in the 1994-95 biennium
2.1.7.3	ESC 801	Consultation on the Operation of the FAO Global Information and Early Warning System for Food and Agriculture (GIEWS) Rome, Italy	22 000	Cancelled due to lack of resources
2.1.7.4	ESS 706-13	FAO Statistics Advisory Committee Rome, Italy	1 500	Cancelled due to lack of resources
2.1.8.3	ESC 722-11	Intergovernmental Group on Tea Rome, Italy	21 500	The meeting was to be held in Morocco in 1993, but the host government requested postponement to 1994. For budgetary reasons the meeting could not be held in Rome
2.1.8.5	ESP 801	Expert Consultation on Computerized System for Agricultural and Population Planning Assistance and Training Rome, Italy	NIL	Programme adjustments
2.1.8.7	REUR 811	Consultation on Agricultural Policy Rome, Italy	12 720	Replaced by a workshop organized by a member country in the region, in cooperation with the Regional Office for Europe
2.2.2.4	FI 804	Technical Consultation on Food Security in Fishing Communities Rome, Italy	1 000	Postponed to 1994 as more time required to collect background material
2.2.2.7	RAPA 825	Regional Expert Consultation on Cooperatives and other Organizations of Fisherfolk Bangkok, Thailand	6 000	Merged with the IPFC Symposium on Socio-economic Issues in Coastal Fisheries Management held in Bangkok in November 1993

Sub-programme	Session No.	Title and Scheduled Location	Est. Cost US\$	Reason for Cancellation
2.2.3.2	FI 750-13	Advisory Committee of Experts on Marine Resources Research Rome, Italy	500	Decided by the Committee on Fisheries at its 20th Session in 1993 - to be replaced by an Advisory Committee on Fisheries Research
2.2.3.2	FI 816-7	Technical Consultation on Stock Assessment in the Balearic and Gulf of Lions Statistical Division Montpellier, France	800	Delays in negotiations with host country
2.2.3.2	FI 828	Expert Consultation on Impacts of Water Storage and Delivery Ankara, Turkey	800	Cancelled at the request of the host government

PLANNED SESSIONS CANCELLED

1994-95 Biennium (up to 31 May 1995)

Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.1.1.1	AGL 807	Expert Consultation on Global Water Information System for Sustainable Agricultural Development Rome, Italy	2 500	Programme adjustments
2.1.1.1	AGL 812	Expert Consultation on Land Use Planning Concepts Harare, Zimbabwe	4 000	Programme adjustments
2.1.1.3	AGL 707-12	Commission on Fertilizers Rome, Italy	18 800	Programme adjustments
2.1.1.3	AGL 803	Expert Consultation on Integrated Plant Nutrition Systems Rome, Italy	11 600	Programme adjustments
2.1.1.3	AGL 808	Expert Consultation on Economic Evaluation of Plant Nutrition at Farm Level - Factors Affecting Supply and Demand - Forecasting Methods Rome, Italy	2 000	Programme adjustments
2.1.1.6	AGL 805	Expert Consultation on Pollution of Land and Water Resources: Assessment and Control Rome, Italy	5 000	Postponed to the next biennium due to lack of resources
2.1.1.7	RAPA 818	Expert Consultation on Appropriate and Sustainable Farming Systems (Agroforestry Technologies) for Upland Areas Cavite, Philippines	3 000	Activities dealt with by a workshop hosted by the International Institute for Rural Reconstruction (IIRR) in cooperation with RAPA
2.1.1.7	RAPA 823	Expert Consultation on Standardization of Production Costs Measurements for Selected Crops Bangkok, Thailand	3 000	Programme adjustments
2.1.1.7	RAPA 829	Expert Consultation on the Assessment of Current Agricultural Policies for Sustainable Farming Systems Development Bangkok, Thailand	3 000	Programme adjustments

Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.1.1.7	REUR 810	Consultation of the European Cooperative Research Network on Trace Elements Location undetermined	10 600	Programme adjustments
2.1.1.7	RNEA 701-12	Regional Commission on Land and Water Use in the Near East Cairo, Egypt	40 000	Programme adjustments
2.1.2.4	AGP 717A2	Panel of Experts on Pesticide Specifications Registration Requirements and Application Standards (Group on Specifications) Rome, Italy	2 600	Programme adjustments
2.1.2.4	AGP 807-1	Government Consultation on the International Plant Protection Convention Rome, Italy	32 750	Programme adjustments
2.1.2.5	AGS 706-13	Panel of Experts on Agricultural Engineering Location undetermined	2 000	Programme adjustments
2.1.2.5	AGS 803	Expert Consultation on Gender Issues in Agricultural Engineering Rome, Italy	2 000	Programme adjustments
2.1.2.6	AGS 802	Expert Consultation on Photosynthetic Bioreactors Shimane, Japan	300	Programme adjustments
2.1.2.7	RAPA 808	Regional Expert Consultation of the Pacific Network of Agricultural Tools and Implements (PACNATI) Apia, W. Samoa	3 000	Postponed to the 1996-97 biennium due to inadequate time to finalize the preparatory arrangements
2.1.2.7	RAPA 817	Expert Consultation on Biotechnology in Pest Management New Delhi, India	4 000	Programme adjustments
2.1.2.7	RAPA 821	Regional Expert Consultation of the Network on Oilseed Crops with Emphasis on Perennial Crops Bangkok, Thailand	3 000	Programme adjustments
2.1.2.7	RAPA 824	Regional Expert Consultation of the Asian Network on Sericulture Bangkok, Thailand	3 000	Programme adjustments

Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.1.2.7	RAPA 825	Regional Expert Consultation on Floriculture and Ornamental Plants Bangkok, Thailand	3 000	Programme adjustments
2.1.2.7	RAPA 827	Regional Expert Consultation on the Processing of Products and By-Products from Paddy Rice in Asia Bangkok, Thailand	3 000	Programme adjustments
2.1.2.7	REUR 803	Consultation of the Inter-Regional Cooperative Research Network on Rice Vercelli, Italy	10 600	Programme adjustments
2.1.2.7	REUR 811	Expert Consultation on Potential New Crops for European Agriculture Rome, Italy	6 500	Programme adjustments
2.1.3.2	AGA 802	Expert Consultation on Development of Biological Control Methods for Helminths and Alternative Formulations and Application of Anthelmintics Armidale, Australia	4 000	Programme adjustments
2.1.3.2*	AGA 810	Consultation of the Inter-Secretariat Coordinating Group of the Programme for the Control of African Animal Trypanosomiasis Rome, Italy	8 200	Programme adjustments
2.1.3.5	AGA 901	Seminar on Abattoir By-products and Impact on the Environment Location undetermined	8 000	Programme adjustment
2.1.3.7	RAPA 840	Regional Expert Consultation on Milk and Milk Product Exports and Imports Bangkok, Thailand	3 000	Programme adjustments
2.1.3.7	RAPA 844	Regional Expert Consultation on Integration of Fodder Production in Forests to Ensure Sustainability of Tropical Forest Management Systems Bangkok, Thailand	3 000	Programme adjustments

Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.1.3.7	REUR 806	Consultation of the European Cooperative Research Network on Pastures and Fodder Crops Production Rome, Italy	6 500	Programme adjustments
2.1.4.1	AGR 802	Expert Consultation on Technology Assessment and Transfer for Sustainable Agricultural Development in Sub-Saharan Africa Ghana	3 000	Postponed to the 1996-97 biennium owing to inadequate funding and time for the preparation of case studies
2.1.4.1	AGR 903	Regional Workshop on Agricultural Research Management for Countries in the Near East Morocco	2 000	Programme adjustments
2.1.5.7	RAPA 803-9	Government Consultation on Follow-up to WCARRD in Asia and the Pacific Bangkok, Thailand	3 000	Programme adjustments
2.1.5.7	RAPA 809	Regional Expert Consultation on the Role of Agricultural Extension in Sustainable Development Bangkok, Thailand	3 000	Programme adjustments
2.1.5.7	RAPA 815	Expert Consultation on Implementation of Strategies Enabling the Poor to Achieve Sustainable Livelihood Bangkok, Thailand	3 000	Programme adjustments
2.1.5.7	RAPA 828	Regional Expert Consultation on Database for Women in Agriculture Bangkok, Thailand	3 000	Programme adjustments
2.1.5.7	RAPA 833	Expert Consultation for the Formation of Regional Agricultural Extension Network in Asia and the Pacific Bangkok, Thailand	3 000	Programme adjustments
2.1.5.7	RAPA-835-2	Consultation of the Regional Network for the Development of Agricultural Cooperatives in Asia and the Pacific Bangkok, Thailand	3 000	Programme adjustments

Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.1.5.7	RAPA 902	Regional Workshop on Strengthening Management and Development of Agriculture/Rural Cooperatives Jakarta, Indonesia	3 000	Programme adjustments
2.1.5.7	REUR 815-4/5	Sessions of the Board of the Working Party on Women and the Agricultural Family in Rural Development Rome, Italy	13 000	Programme adjustments
2.1.5.7	RLAC 801-8	Government Consultation on Follow-up to WCARRD in Latin America and the Caribbean Location undetermined	26 800	Programme adjustments
2.1.6.1	ESN 802	Joint FAO/WHO Expert Consultation on Calcium and Vitamin D Geneva, Switzerland	1 000	Programme adjustments
2.1.6.7	RAFR 702-5	Joint FAO/WHO/OAU Regional Food and Nutrition Commission for Africa Location undetermined	35 000	Programme adjustments
2.1.7.1	ESS 707-28/29	FAO/FIAC <i>Ad Hoc</i> Working Party on Fertilizer Statistics Rome, Italy	NIL	Programme adjustments
2.1.7.1	ESS 708-17	FAO/FIAC Sub-Committee of <i>Ad Hoc</i> Working Party on Fertilizer Statistics Location undetermined	NIL	Programme adjustments
2.1.7.3	ESC 901	Workshop on Strengthening National Early Warning and Food Information Systems in North Africa and the Near East Location undetermined	49 600	Programme adjustments
2.1.7.4	ESS 705-5	Working Group on Agricultural Statistics of CEGA (FAO/IASI Joint Machinery on Agricultural Statistics for Latin America) Location undetermined	12 000	Programme adjustments
2.1.7.4	ESS 706-14	FAO Statistics Advisory Committee of Experts (SAC) Rome, Italy	1 500	Programme adjustments

Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.1.8.3	ESC 703-38	Intergovernmental Group on Rice Rome, Italy	25 420	Programme adjustments
2.1.8.3	ESC 712-31	Intergovernmental Group on Jute, Kenaf and Allied Fibres Rome, Italy	16 775	Programme adjustments
2.1.8.3	ESC 716-15	Intergovernmental Group on Bananas Rome, Italy	25 420	Programme adjustments
2.1.8.3	ESC 720-29	Intergovernmental Group on Hard Fibres Rome, Italy	26 600	Programme adjustments
2.1.8.3	ESC 722-12	Intergovernmental Group on Tea Rome, Italy	25 420	Programme adjustments
2.1.8.3	ESC 731-10	Intergovernmental Group on Hard Fibres, Sub-Group of Sisal and Henequen-producing Countries Rome, Italy	5 100	Programme adjustments
2.1.8.3	ESC 902	Workshop on Policy Change and Agricultural Trade in the Near East Nicosia, Cyprus	27 600	Activities dealt with by another meeting organized by RNEA
2.1.8.3	ESC 903	Workshop on Issues Related to Trade and Environment in the Far East Location undetermined	34 392	Meeting will be organized by RAPA
2.1.8.4	ESC 802-3	Expert Consultation on Lessons Learned in Implementing the Expanded Mandate of FSAS Rome, Italy	39 250	Programme adjustments
2.1.8.7	REUR 702-81	ECA Executive Committee Rome, Italy	9 700	Programme adjustments
2.2.1.2	FI 809	Expert Consultation on Fishery Statistics in the Asia/Pacific Region Bangkok, Thailand	500	Programme adjustments
2.2.2.7	RAPA 842	Expert Consultation on Coastal Aquaculture Engineering Bangkok, Thailand	3 000	Programme adjustments
2.2.3.2	FI 709-5	COFI Sub-Committee on Fish Trade Rome, Italy	78 000	Programme adjustments

Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.2.3.2	FI 708-5	CIFA Working Party on Pollution and Fisheries Location undetermined	500	Programme adjustments
2.2.3.2	FI 717-52	GFCM Executive Committee Rome, Italy	500	Programme adjustments
2.2.3.2	FI 718-2	GFCM Working Party on Fisheries Economics and Statistics Rome, Italy	17 800	Programme adjustments
2.2.3.2	FI 728-3	EIFAC Working Party on Effects of Physical Modifications of Aquatic Habitat on Fish Populations Location undetermined	500	Programme adjustments
2.2.3.2	FI 734-12	IOFC Committee for the Management of Indian Ocean Tuna Mahel, Seychelles	29 000	Programme adjustments
2.2.3.2	FI 748-3	CIFA Working Party on Floodplain Fisheries Location undetermined	500	Programme adjustments
2.2.3.2	FI 778-5	COPESCAL Working Party on Fisheries Technology Location undetermined	500	Programme adjustments
2.2.3.2	FI 787-6	CIFA Sub-Committee for the Protection of the Fisheries in the Sahelian Zone Location undetermined	32 000	Programme adjustments
2.2.3.2	FI 788-4	EIFAC Working Party on Stocking Location undetermined	500	Programme adjustments
2.2.3.2	FI 803-3	Technical Consultation on Stock Assessment in the Black Sea Bulgaria	19 500	Programme adjustments
2.2.3.2	FI 813	Expert Consultation on Stocks of Large Pelagic Fishes in the Mediterranean Sea Spain	19 000	Activities undertaken by ICCAT in the Mediterranean area funded directly by EEC
2.2.3.2	FI 815-4	Technical Consultation on Stock Assessment in the Eastern Mediterranean Cyprus	800	Programme adjustments

Sub-programme	Session No.	Title and Scheduled Location	Estimated Cost US\$	Reason for Cancellation
2.2.3.2	FI 901	Workshop on Shared Fishery Resources in the Western Caribbean Nicaragua	1 000	Programme adjustments
2.2.3.2	FI 714	ACFR Working Party on Small Pelagic Resources Rome, Italy	500	Programme adjustments
2.3.2.1	FO 809	Expert Consultation on Forest Harvesting and Utilization Impact Assessment Bangkok, Thailand	NIL	Programme adjustments
2.3.3.1	FO 808	Expert Consultation on Institutional Arrangements for Forest Utilization on Public Lands Rome, Italy	3 000	Programme adjustments
2.3.3.1	FO 735-18	FAO Advisory Committee on Forestry Education Bangkok, Thailand	30 000	Programme adjustments
2.3.3.1	FO 807	Expert Consultation on Forestry Research Rome, Italy	24 000	Merged with an International Symposium on Supporting Capacity Building in Forestry Research in Africa, organized by the International Foundation of Science and the African Academy of Sciences with the technical support and cooperation of FAO
2.3.3.4	FO 802	Expert Consultation on Common Property of Forest Resources Management Bangkok, Thailand	2 500	Programme adjustments
2.3.3.7	RAPA 843	Expert Consultation on Community Forestry - A Regional Review on Achievements since the 8th World Forest Conference in Jakarta in 1978 Bangkok, Thailand	3 000	Programme adjustments