

*FAO:*

*its origins, formation and evolution*

*1945-1981*



FOOD AND AGRICULTURE ORGANIZATION  
OF THE UNITED NATIONS



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*1945-1981*

by

RALPH W. PHILLIPS

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

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## foreword

*In July 1935 my wife and I set out from Amherst, Massachusetts, on our first trek to Europe. We sailed out of Montreal on the S.S. Duchess of York, and late in the afternoon of the first day we passed the city of Quebec, which offered us a striking view of the Chateau Frontenac perched on a bluff high above the St. Lawrence River.*

*We had no premonition that, within just over ten years, World War II would have been fought, or that in the aftermath of that war the representatives of many nations would have gathered in the Chateau Frontenac on 16 October 1945 to found the Food and Agriculture Organization of the United Nations (FAO). Neither did we have any way of knowing that this new Organization would have a pervasive influence on much of the remainder of our lives.*

*During most of 1943 and early 1944 I served for my Government as a consultant on animal breeding in China and India. As I was nearing the end of my assignment a colleague in the United States Embassy in Chungking showed me the one copy the Embassy had received of the Report of the Hot Springs Conference, by which I learned of the impending formation of FAO, and it sparked my interest.*

*Back in Washington, during the summer of 1944, the United Nations Interim Commission on Food and Agriculture was already busy preparing materials for consideration by the Quebec Conference. I was drafted into assisting the Technical Committee on Agriculture, and met with it on many occasions over the next eight or nine months.*

*My experience in China and India had also sparked my interest in the problems of breeding livestock under unfavourable environments, and during 1944-45 I was preparing a manuscript on this subject. The Interim Commission officer who later became FAO's first Director of Information learned of it, and asked if FAO might publish it. Thus it eventually appeared as FAO's Agricultural Study No. 1.*

*Soon thereafter, FAO Director-General Sir John Boyd Orr decided to convene in Copenhagen, in the late summer of 1946, just prior to the Second Session of the FAO Conference, the first session of a Standing Advisory Committee on Agriculture preparatory to the setting up of FAO's Agriculture Division. It was during that Committee session that I was invited to join the FAO staff. So, from*

*those earlier involvements that I have just recounted, did I become inexorably involved in FAO's web.*

*Now, as perhaps the only one remaining in FAO whose experience has covered almost the whole span of the Organization's creation and development, it has seemed appropriate — indeed, an obligation — to record the key events of those years, for the information of those who have and will come on the FAO scene at later stages. This volume is the result.*

*During all those years that led up to and involved participation in FAO, I was ably and loyally supported by my wife, Mary, up to the time of her death on 26 February 1981, so it is to her that this volume is dedicated.*

RALPH W. PHILLIPS

# *contents*

	Page
Foreword . . . . .	i
1. Introduction . . . . .	1
2. Origins of the Idea . . . . .	3
Immediate Origins of the FAO Idea . . . . .	3
A Longer-Term Perspective . . . . .	6
3. The Constitutional Expression of the FAO Idea . . . . .	9
Preamble. . . . .	9
Functions of the Organization. . . . .	9
4. The Founding of FAO . . . . .	11
The Hot Springs Conference . . . . .	11
The Interim Commission . . . . .	13
The Quebec Conference . . . . .	13
5. The Member Countries. . . . .	15
Present Membership . . . . .	15
Changes in Membership . . . . .	15
6. The Governing Bodies . . . . .	19
The Conference . . . . .	19
Functions, Sites and Frequency . . . . .	19
Changes in the Conference . . . . .	20
The Council . . . . .	22
Formation and Evolution. . . . .	23
Independent Chairman. . . . .	24
The Key Committees . . . . .	28
Programme Committee. . . . .	28
Finance Committee . . . . .	29
Committee on Constitutional and Legal Matters . . . . .	30
Committee on Commodity Problems . . . . .	30
Committee on Fisheries . . . . .	31
Committee on Forestry. . . . .	31

	Page
Committee on Agriculture . . . . .	32
Committee on World Food Security . . . . .	33
Committee on Food Aid Policies and Programmes . . . . .	33
Other Statutory Bodies. . . . .	34
7. The Leadership . . . . .	35
The Director-General . . . . .	35
Sir John Boyd Orr. . . . .	35
Norris E. Dodd . . . . .	36
Philip V. Cardon . . . . .	36
B. R. Sen . . . . .	38
A. H. Boerma . . . . .	38
Edouard Saouma . . . . .	39
The Deputy Director-General . . . . .	40
Wm. Noble Clark . . . . .	40
Sir Herbert Broadley. . . . .	41
F. T. Wahlen . . . . .	42
Sir Norman C. Wright . . . . .	43
Oris V. Wells . . . . .	43
Roy I. Jackson . . . . .	44
Dr. Ralph W. Phillips . . . . .	44
8. The Headquarters and Other Offices . . . . .	47
The Headquarters . . . . .	47
Regional and Liaison Offices . . . . .	50
Europe . . . . .	51
Near East . . . . .	52
Asia and the Pacific. . . . .	53
Latin America . . . . .	53
North America . . . . .	54
Africa . . . . .	55
United Nations . . . . .	55
Country Offices . . . . .	56
9. The Evolution of the Headquarters Organizational Structure . . . . .	59
1945 through 1950. . . . .	59
1951 through 1958. . . . .	61
1959 through 1969. . . . .	62
1970 through 1981. . . . .	63
The Present Structure . . . . .	66
10. The Evolution of the Programme of Work and Budget . . . . .	69
Evolution of the Programme of Work . . . . .	69
1945 through 1950. . . . .	69
1951 through 1958. . . . .	71
1959 through 1968. . . . .	72
1969 through 1974. . . . .	73
1975 through 1981. . . . .	75
Evolution of the Budget . . . . .	77
The Staff. . . . .	78



	Page
11. The Departments, Divisions and Other Major Units . . . . .	81
Office of the Director-General. . . . .	81
The Cabinet . . . . .	81
Office of Programme, Budget and Evaluation . . . . .	82
Office for Inter-Agency Affairs . . . . .	84
Legal Office . . . . .	87
Office of Internal Audit and Inspection. . . . .	88
Agriculture Department . . . . .	90
Land and Water Development Division. . . . .	93
Plant Production and Protection Division. . . . .	96
Animal Production and Health Division . . . . .	102
Agricultural Services Division . . . . .	107
Joint FAO/IAEA Division of Isotope and Radiation Applications of Atomic Energy for Food and Agricultural Development . . . . .	111
Research Development Centre. . . . .	113
Agricultural Operations Division . . . . .	114
Economic and Social Policy Department . . . . .	116
Policy Analysis Division . . . . .	119
Commodities and Trade Division . . . . .	120
Statistics Division . . . . .	122
Food Policy and Nutrition Division . . . . .	125
Human Resources, Institutions and Agrarian Reform Division. . . . .	128
Fisheries Department . . . . .	133
Fishery Policy and Planning Division. . . . .	135
Fishery Resources and Environment Division . . . . .	136
Fishery Industries Division . . . . .	138
Fishery Information, Data and Statistics Service . . . . .	139
Operations Service. . . . .	140
Forestry Department . . . . .	140
Forest Resources Division . . . . .	143
Forest Industries Division . . . . .	145
Policy and Planning Service. . . . .	146
Operations Service. . . . .	147
Development Department . . . . .	148
Field Programme Development Division . . . . .	151
Investment Centre. . . . .	152
Freedom from Hunger Campaign/Action for Development . . . . .	153
Department of General Affairs and Information . . . . .	154
Conference, Council and Protocol Affairs Division . . . . .	156
Information Division . . . . .	158
Publications Division . . . . .	159
Library and Documentation Systems Division . . . . .	160
Administration and Finance Department . . . . .	162
Financial Services Division . . . . .	163
Management Services Division . . . . .	164
Personnel Division. . . . .	165
Administrative Services Division. . . . .	167

	Page
12. The UN/FAO World Food Programme . . . . .	169
Committee on Food Aid Policies and Programmes . . . . .	173
Structure. . . . .	174
Office of the Executive Director . . . . .	174
Project Management Division . . . . .	175
Resources Management Division . . . . .	177
Division of External Relations and General Services . . . . .	177
13. Relations with Other Organizations . . . . .	181
United Nations System. . . . .	181
Other Intergovernmental Organizations. . . . .	184
Non-Governmental Organizations . . . . .	184
14. The FAO Emblem. . . . .	185
15. Conclusion . . . . .	187
References . . . . .	189
Abbreviations. . . . .	191
Index of Countries . . . . .	193
Index of Names. . . . .	197

## *tables*

1. Resources Available to FAO for Selected Biennia. . . . .	78
2. FAO Staff as of 30 April 1981. . . . .	79
3. Resources of the World Food Programme. . . . .	172

## *illustrations*

*Frontispiece.* FAO Headquarters, Rome, Italy, seen through the Arch of Constantine

1. Commemorative plaque at the Homestead Hotel, Hot Springs, Virginia
2. The Homestead Hotel, Hot Springs, Virginia, site of the 1943 United Nations Conference on Food and Agriculture
3. Commemorative plaque at the Chateau Frontenac, Quebec, Canada
4. The Chateau Frontenac, Quebec, Canada, where FAO was founded in 1945
5. 2841 McGill Terrace, N.W., Washington, D.C., seat of the Interim Commission and (for a short period after the Quebec Conference) FAO Headquarters
6. 2000 Massachusetts Avenue, N.W., Washington, D.C., main FAO Headquarters building, 1946/47
7. Sir John Boyd Orr, first Director-General of FAO, 1945-1948
8. Norris E. Dodd, second Director-General of FAO, 1948-1954
9. Philip V. Cardon, third Director-General of FAO, 1954-1956
10. B. R. Sen, fourth Director-General of FAO, 1956-1967
11. A. H. Boerma, fifth Director-General of FAO, 1968-1975
12. Edouard Saouma, sixth Director-General of FAO, 1976-
13. Wm. Noble Clark, first Deputy Director-General of FAO, 1948
14. Sir Herbert Broadley, second Deputy Director-General of FAO, 1948-1958
15. F. T. Wahlen, third Deputy Director-General of FAO, 1958-1959
16. Sir Norman C. Wright, fourth Deputy Director-General of FAO, 1959-1963
17. Oris V. Wells, fifth Deputy Director-General of FAO, 1963-1971
18. Roy I. Jackson, sixth Deputy Director-General of FAO, 1972-1977
19. Dr. Ralph W. Phillips, seventh Deputy Director-General of FAO, 1978-1981
20. The Longfellow Building, Connecticut and Rhode Island Avenues, N.W., Washington, D.C., main FAO Headquarters building, 1948-1951
21. FAO Headquarters, Via delle Terme di Caracalla, Rome, Italy, since 1951

# *1. introduction*

On 16 October 1945, 42 countries acted in Quebec, Canada, to create FAO — the Food and Agriculture Organization of the United Nations. In doing so they took another important step forward in man's perpetual struggle against hunger and malnutrition. For through the establishment of FAO they provided themselves, and the many other nations that were to enter the Organization, with a mechanism through which its Member Countries could deal with a set of problems that are of major concern to all countries and all people.

These problems are not new. Early man, as a hunter of food, was engaged in the continuing struggle to feed himself, even as he emerged as a being that could walk upright and had a level of intelligence a notch above that of his ancestors. A few million years later he took his first giant step forward when he learned to cultivate plants and began to develop the art of farming. Over a period of perhaps two to five thousand years after this, he took his second giant step forward when he learned to domesticate animals.

With cultivated plants and domesticated animals at his command, man was much better able to ensure a steady food supply for himself. But these developments brought with them an extension of the problem, for they opened the way for a vast increase in the number of people the earth could support, and eventually that increase erupted into the population explosion the world has witnessed during the last century.

Man has made many further steps forward in his efforts to ensure an adequate food supply. Improved varieties of plants and more productive animals were developed. Farm machinery was created. Fertilizers and pesticides were developed and brought into widespread use. Improved methods of processing, storage and distribution were evolved. In some countries, most people were well fed, and some food surpluses came into being. But in many parts of the world the population increase outpaced increases in production, and many people were under-nourished, or malnourished, or both. Often, although food could be had at a price, the poorer people could not afford enough of it, and of the right kinds, to fully meet their nutritional needs.

The problem was brought into sharp focus by World War II. Agricultural

production was disrupted in vast areas. Factories that produced fertilizers, pesticides and farm machinery were destroyed or diverted to other uses. Trade in and distribution of agricultural products was seriously disrupted. Thus, while the problem of food supplies had already been discussed in the League of Nations in 1935, and attention had been drawn a half-century earlier to the plight of farmers who were unable to maintain an adequate level of income, it was during this period of special stress that the formation of FAO was planned, and it was during the early part of the post-war reconstruction period that FAO was brought into being.

## 2. *origins of the idea*

It is worth while to explore a bit further the background against which FAO was created. This should be seen both in the short term and over the much longer term, in relation to how man and agriculture have evolved.

### **Immediate Origins of the FAO Idea**

Many people contributed to the thinking that led eventually to the creation of FAO, but the thoughts and actions of half-a-dozen were critical to the development of the idea and to the final outcome, either because they contributed importantly to the idea itself, or because they were in the right position, at the right time, to take action. A brief account of their contributions will therefore serve to indicate how the idea emerged and eventually took shape in the form of the present international intergovernmental organization.

DAVID LUBIN, a Polish-born American citizen who had achieved considerable success as a merchant in California, became concerned over the plight of farmers during the depression of the 1880s and 1890s, which had also created difficulties for him in his own farming enterprises. Setting out to develop some mechanism at the international level for bettering the farmers' lot, and through single-mindedness and persistence, he persuaded Ministers in several countries to heed his ideas, and despite many obstacles an organization along the lines he had in mind was created in 1905: the International Institute of Agriculture (IIA). This first international intergovernmental organization to deal with problems of agriculture generally functioned, within the limitations of its mandate, without serious interruption until World War II, after which its assets were absorbed by FAO. A major asset was the library, which is now housed in FAO as part of the David Lubin Memorial Library.

KING VICTOR EMMANUEL III OF ITALY proved to be the key person David Lubin contacted during his crusade. Impressed by Lubin's sincere conviction, the king

wrote on 24 January 1905 to his Prime Minister, Giovanni Giolitti, pointing out that “it might be extremely useful to set up an international institute which, without any political designs, would study the conditions of agriculture in the various countries of the world and periodically issue information on the quantity and quality of crops...” This led to the convening of a Conference in Rome, and, on 7 June 1905, the signing by 40 countries of a Convention establishing the IIA with Headquarters in the Villa Borghese, in Rome.

FRANK L. MCDUGALL, of Australia, in the summer of 1935, wrote his memorandum on *The Agricultural and the Health Problems*, in which he stated that “it would argue a bankruptcy of statesmanship if it should prove impossible to bring together a great unsatisfied need for highly nutritious food and the immense potential production of modern agriculture”. McDougall drew upon the findings of leading nutritionists in the United States and the United Kingdom, and upon the views of his colleagues at the League of Nations, and his memorandum served as a first step towards bringing before an international forum the findings of nutritionists that a large portion of the world’s population did not get enough of the right sort of food to eat, and the view that food production should be expanded to meet nutritional requirements, rather than restricted.

STANLEY BRUCE (later VISCOUNT BRUCE OF MELBOURNE, and also first Independent Chairman of the FAO Council), addressing the League of Nations Assembly on 11 September 1935 and basing his comments upon McDougall’s memorandum, made a strong case for what became known as “the marriage of health and agriculture”, in the hope that the League, then being thwarted by insoluble political problems, might be persuaded to turn constructively to economic and social issues. The favourable reaction to this speech led McDougall to cable to Sir John Boyd Orr, who ten years later became the first Director-General of FAO, “We have this day lighted such a candle, by God’s grace, in Geneva, as we trust shall never be put out.” During October 1942 discussions on an International Wheat Agreement in Washington, McDougall wrote a second memorandum, in consultation with a small group of individuals (mostly from the US Department of Agriculture). Prepared for private circulation only, under the title *Draft Memorandum on a United Nations Programme for Freedom from Want of Food*, it contained some ideas as to how governments might develop an organization to deal with food and agricultural problems. In its title the term “United Nations” referred to the countries that were then banded together in their effort to win World War II, and not to the present organizational sense of the expression.

MRS. ELEANOR ROOSEVELT (wife of the President of the United States), learning of this memorandum and becoming actively interested in its contents, met with McDougall, and decided that the ideas it contained were worth bringing to the President’s attention. As a result McDougall was invited to dine with a small group at the White House, where he made the point to President Roosevelt that, while the United Nations were thus far held together by the exigencies of war,



once the war was over they would need some common problems upon which to work if their cooperation was to continue. Food was certainly a problem common to all, even if the world seems to have “discovered” it as an issue only during the 1970s.

PRESIDENT FRANKLIN D. ROOSEVELT, the sixth in the series of individuals referred to at the outset of this section, was attentive, but gave no indication at the time as to what action, if any, he might take. McDougall heard nothing more until he read a newspaper announcement that the President was going to invite allied governments to participate in a United Nations Conference on Food and Agriculture, in Hot Springs, Virginia. The Conference, held from 18 May to 3 June 1943, set up an Interim Commission which led to the establishment of FAO, on 16 October 1945, at the First Session of the FAO Conference in Quebec. Thus the candle lit in Geneva in 1935, and nearly extinguished by World War II, burned ten years later with a brighter flame than ever.

The scenario from the 1880s to the 1940s was of course much more complex, and many more people played parts in it than the foregoing summary suggests. The object here is to provide only a broad outline of the situation and events which led to the founding of FAO in 1945. However, one further contribution to the early development of the FAO idea should be noted.

The League of Nations Secretariat had contained a small Health Section which originally developed from an international commission created to control typhus in Eastern Europe after World War I. About 1930, when there was growing recognition of the importance of nutrition for health, it was decided that the Section should include nutrition in its programme (Aykroyd, 1953). The first international nutrition officer appointed to it was Dr. W. R. Aykroyd, who some 15 years later became the first Director of FAO's Nutrition Division. One of the products of the Health Section was a paper on *Nutrition and Public Health* (Burnet and Aykroyd, 1935), in which an attempt was made to show the vital significance of good nutrition for human well-being, and to indicate practical measures for improving nutrition. Published just before the League of Nations Assembly debate on nutrition, in which Stanley Bruce called for “the marriage of health and agriculture”, it was written independently of the memorandum and speech prepared by the Australian team, but served to some extent as a background document for the debate.

The discussion on nutrition in the Assembly, despite expectations that it would generate little interest, lasted three days, and this was all the more surprising because the main political issue before the Assembly at the time was the impending Italian aggression against Ethiopia. As a result of the discussion the Assembly established two bodies, a Technical Commission on Nutrition to consider *inter alia* human physiological food requirements, and a Mixed Committee to report on nutrition in relation to health and agriculture and on the economic aspects of the subject. The Commission produced a report on *The Physiological Bases of Nutrition* (League of Nations, 1936), and the Mixed Committee a report on *The Relation of Nutrition to Health, Agricultural and Economic Policy* (League of Nations, 1937). The threat of World War II and,

soon thereafter, its outbreak, halted these promising activities, although their influence was felt in some countries during the war period, and they helped to set the stage for the Hot Springs Conference and the subsequent formation of FAO.

### **A Longer-Term Perspective**

Governments have formed many organizations during this century to deal with international problems, including those of agriculture. Some, like the League of Nations and the International Institute of Agriculture, have already passed from the scene and have been replaced by others. International inter-governmental organizations are, in fact, almost uniquely a product of the 20th century, even if their emergence, as mechanisms for the conduct of international affairs, is but a modern expression of a trend that is as old as man himself. Man, unlike other animals, can store up and use knowledge. Each generation adds to the store. Each new generation has had at its disposal all the knowledge that has been acquired and passed on by those that have gone before. The invention of writing of course facilitated greatly the passing of information from one generation to the next. A generation does not live out its life instinctively according to a pattern followed by these before it: it adds something new and develops a pattern of its own. Life therefore grows ever more complex, more highly organized.

When man first emerged long ago as a being with the intelligence to fashion and use tools, his pattern of life was simple. It changed little from generation to generation. Over the long period of prehistory, bits were added: tools, clothes, better shelters, fire, some knowledge of the stars, the lever and the wheel. Even so, progress was slow compared with the rate achieved after organized agriculture began, and slow indeed compared with the rate at which knowledge has been accumulating during this century. And to cope with the application of this increasing store of knowledge, man has had to develop increasingly complex organizational arrangements at the community, provincial, and national levels, and, in relatively recent times, internationally as well. Agriculture has shared fully in this trend and has been a major contributor to it. If all mankind's existence could be telescoped into a single year, the time during which cereal agriculture has been practised would occupy only about two days. Organized agriculture had its beginnings only about nine or perhaps ten thousand years ago, in the development of cereal agriculture on the flanks of the mountain ranges of the Near East. It provided the basis for the formation of the Near Eastern village farming communities, which in turn created the social and economic conditions for the domestication of the meat-producing animals.

Then organized agriculture began to spread throughout the world, farmers began to grow food for city-dwellers as well as for themselves, sailing ships and then steam vessels moved around the earth, and airplanes speeded the movement of peoples and products among nations. Accentuated during this century by the rapid growth of science and technology, and by the surplus

production created in some countries as a result of their application, the need for mechanisms to enable countries to consult among themselves on problems of agriculture and the many other affairs of their peoples arose and increased, and in response to it the international organizations emerged.

Agricultural scientists began to organize for the international exchange of information only a little over a century ago. For example, the first of a continuing series of International Veterinary Congresses was held in Hamburg, Germany, in 1863. At about the same time, the problems of sugar producers resulted in the signing in 1864 of what was perhaps the first intergovernmental commodity agreement.

Many non-governmental groups interested in various phases of agriculture had begun to meet on an international basis before 1900, particularly in Europe. The International Commission on Agriculture, probably the first formal international group established to deal with the general interests of agriculture, was formed in 1889, the result of efforts by private individuals and groups in Europe who, stimulated largely by the severe agricultural depression of the 1880s and 1890s, felt the need for organization to offset the inherent weaknesses of the industry and to deal with common problems of agriculture on a worldwide basis.

However, the first international intergovernmental body formed to deal with the general problems of agriculture did not emerge until after the turn of the century. It was the International Institute of Agriculture (IIA), the history of whose creation was outlined on pages 3-4. The IIA convened international meetings in many fields, assembled and published statistics on world agriculture, organized the first world census of agriculture in 1930, and issued many technical publications. Its work was brought nearly to a standstill by World War II. Then, following the establishment of FAO in 1945, the IIA was dissolved, and its assets were absorbed by FAO. Thus, within the first half of the 20th century, the first international intergovernmental agricultural organization had been set up, had lived out a useful existence, and had been replaced by an organization with substantially broader responsibilities.

In addition to FAO, the primary international intergovernmental organization dealing with food and agriculture, governments have created many other international and regional organizations concerned to some extent with food and agricultural matters. These are too numerous to list here, but they include a number of organizations which — like FAO — are independent organizations in the UN system; a number of subsidiary bodies of the United Nations; and many organizations outside the UN system such as those which deal with various agricultural commodities on a worldwide basis, or with some aspects of agriculture on a regional basis. These are mentioned here only to underline that governments have found it desirable to form many intergovernmental organizations in their search for ways of dealing with international problems, including those of agriculture.

### 3. *the constitutional expression of the FAO idea*

The idea behind FAO's creation, and the views of governments as to how that idea should be reflected in the Organization's activities, were set out quite clearly and simply in the Preamble and in Article I of its Constitution.

#### **Preamble**

The Preamble of the FAO Constitution, as adopted when the Organization was founded in 1945, and as amended in 1965 by the addition of the phrase "and ensuring humanity's freedom from hunger", reads:

The Nations accepting this Constitution, being determined to promote the common welfare by further separate and collective action on their part for the purpose of:

raising the levels of nutrition and standards of living of the peoples under their respective jurisdictions;

securing improvements in the efficiency of the production and distribution of all food and agricultural products;

bettering the condition of rural populations;

and thus contributing toward an expanding world economy and ensuring humanity's freedom from hunger;

hereby establish the Food and Agriculture Organization of the United Nations, hereinafter referred to as the "Organization", through which the Members will report to one another on the measures taken and the progress achieved in the field of action set forth above.

#### **Functions of the Organization**

The manner in which the broad objectives, as defined in the Preamble, were to be achieved is set out in Article I, which reads:

1. The Organization shall collect, analyse, interpret and disseminate information relating to nutrition, food and agriculture. In this Constitution, the term "agriculture" and its derivatives include fisheries, marine products, forestry and primary forestry products.

2. The Organization shall promote and, where appropriate, shall recommend national and international action with respect to:
  - (a) scientific, technological, social and economic research relating to nutrition, food and agriculture;
  - (b) the improvement of education and administration relating to nutrition, food and agriculture, and the spread of public knowledge of nutritional agricultural science and practice;
  - (c) the conservation of natural resources and the adoption of improved methods of agricultural production;
  - (d) the improvement of the processing, marketing and distribution of food and agricultural products;
  - (e) the adoption of policies for the provision of adequate agricultural credit, national and international;
  - (f) the adoption of international policies with respect to agricultural commodity arrangements.
3. It shall also be the function of the Organization:
  - (a) to furnish such technical assistance as governments may request;
  - (b) to organize, in cooperation with the governments concerned, such missions as may be needed to assist them to fulfil the obligation arising from their acceptance of the recommendations of the United Nations Conference on Food and Agriculture and of this Constitution; and
  - (c) generally to take all necessary and appropriate action to implement the purposes of the Organization as set forth in the Preamble.

## 4. *the founding of FAO*

There were three major steps in the founding of FAO: (i) the holding of the United Nations Conference on Food and Agriculture, at Hot Springs, Virginia; (ii) the setting up of a United Nations Interim Commission on Food and Agriculture to make the necessary preparations for FAO's formal establishment; and (iii) the holding in Quebec of the First Session of the FAO Conference, at which the process of formation of the Organization was completed.

### **The Hot Springs Conference**

As has already been indicated, a United Nations Conference on Food and Agriculture was called on the initiative of United States President Franklin D. Roosevelt at the Homestead Hotel, Hot Springs, Virginia, from 18 May to 3 June 1943. Representatives of 44 nations participated and signed the Final Act:

AUSTRALIA	ETHIOPIA	NEW ZEALAND
BELGIUM	FRANCE	NICARAGUA
BOLIVIA	GREAT BRITAIN	NORWAY
BRAZIL	GREECE	PANAMA
CANADA	GUATEMALA	PARAGUAY
CHILE	HAITI	PERU
CHINA	HONDURAS	PHILIPPINES
COLOMBIA	ICELAND	POLAND
COSTA RICA	INDIA	UNION OF SOUTH AFRICA
CUBA	IRAN	UNION OF SOVIET SOCIALIST
CZECHOSLOVAKIA	IRAQ	REPUBLICS
DOMINICAN REPUBLIC	LIBERIA	UNITED STATES OF AMERICA
ECUADOR	LUXEMBOURG	URUGUAY
EGYPT	MEXICO	VENEZUELA
EL SALVADOR	NETHERLANDS	YUGOSLAVIA

In addition, an official of DENMARK was present in a personal capacity.

The Conference was held while World War II had still not ended, and security was tight. The term "United Nations" in the title of the Conference referred to

the nations that were working together in the effort to win that war. These points are reflected in the opening sentence of the Declaration the Conference adopted:

This Conference, meeting in the midst of the greatest war ever waged, and in full confidence of victory, has considered world problems of food and agriculture and declares its belief that the goal of freedom from want of food, suitable and adequate for the health and strength of all peoples, can be achieved.

It was decided to establish an Interim Commission, entrusted with formulating “a specific plan for a permanent organization in the field of food and agriculture.” In addition to this basic decision, the Conference adopted recommendations on the improvement of national diets; diets of vulnerable groups; malnutrition and disease; deficiency diseases; national nutrition organizations; exchange of information and experience; dietary standards; cooperation of existing agencies; non-food products; changes in production in the short-term period; coordination in the short-term period; adjustment of production in the transition from the short-term to the long-term period; long-term production policy; agricultural credit; cooperative movements; land tenure and farm labour; education and research; conserving land and water resources; development and settlement of land for food production; occupational adjustments in rural populations; international security; achievement of an economy of abundance; international commodity arrangements; special national measures for wider food distribution; special international measures for wider food distribution; government and other national services in marketing; additions to and improvements in marketing facilities; increasing the efficiency and reducing the cost of marketing; and fish and marine products.

These recommendations foreshadowed much of the subject matter that was to be incorporated in the terms of reference of the new “permanent organization” that was to be FAO. No reference, however, was made to forestry, except for a general reference in one of the recommendations to non-food products. The specific proposal to include forestry, made later, in the Interim Commission, gained the support of President Roosevelt under the circumstances that are reported on page 141, in the account of the Forestry Department.

The Hot Springs Conference was a historic event, and one of great importance in the annals of world agriculture. It will no doubt gain in significance as it is viewed in the perspective of the struggle to feed a growing world population over the next 50 to 75 years. Sometimes we stand too close to an event to appreciate its importance. This was apparently true of Ingalls (1949), who observed the Conference from the immediate sidelines, and found nothing in it but minor elements to ridicule in his account of this chapter in the history of the Homestead.

A plaque commemorating the Conference now hangs on the wall just outside the main entrance of the Homestead, and a replica of it hangs in the main entrance hall of FAO, in Rome.

### **The Interim Commission**

The Hot Springs Conference decided that an Interim Commission on Food and Agriculture, to carry out its recommendations, should be set up in Washington not later than 15 July 1943, and that each of the governments and authorities represented at Hot Springs should be entitled to designate a representative on the Commission. The Conference also invited the United States to take whatever preliminary action was necessary for the Commission's establishment. The Interim Commission set up its offices at 2841 McGill Terrace, N.W., Washington, D.C., and functioned there under its Chairman, the Honourable Lester B. Pearson, of Canada, until its termination when FAO was formally established. It was in existence for two years and a few months, since it was not feasible to convene the First Session of the FAO Conference until an adequate number of countries had accepted the Constitution, and in particular until the host government of the Commission had taken this essential step.

The first task of the Interim Commission was to draft a Constitution for the new permanent organization that was to be FAO. Its second was to transmit that Constitution to the nations that were eligible for original membership, and to obtain from them their acceptances of it. The nations eligible for original membership, as set out in Annex I of the Constitution, were the 44 that had been represented at the Hot Springs Conference, and Denmark, which had been represented there only informally.

A third task was to begin to assemble ideas regarding the activities the new organization should undertake. This was done primarily through a series of committees and sub-committees consisting of persons made available by the member governments of the Commission. Five technical reports were prepared, on Nutrition and Food Management, Agricultural Production, Fisheries, Forestry and Primary Forest Products, and Statistics, intended for the use of delegations to the First Session of the FAO Conference, and of the Director-General and the staff, once the Organization was formed.

### **The Quebec Conference**

The First Session of the FAO Conference was held in the Chateau Frontenac at Quebec, Canada, from 16 October to 1 November 1945. Its first task was to bring FAO formally into existence, under the terms of the Constitution the Interim Commission had drafted. A plaque commemorating this event appears near the front entrance of the Chateau Frontenac, and a replica of it hangs in the main entrance hall of FAO Headquarters in Rome.

Among the 45 nations that were eligible for original membership, 34 became members by signing the Constitution, thus bringing it into force, and creating FAO on 16 October 1945. Three others of this group formally took up membership later during the session. Of the remaining eight, seven formally took up membership at dates between 30 November 1945 and 1 December 1953. One, the USSR, has never exercised the option.

During the session, two countries that were not eligible for original membership were also elected, bringing the membership formally to 39 at the end of the session. In addition, three others signed the Constitution *ad referendum*.



## 5. *the member countries*

### **Present Membership**

The basic components of FAO are, of course, its Member Countries, since it is an intergovernmental organization in which they are represented by their respective governments. The number of Member Countries has almost quadrupled since the close of the First Session of the FAO Conference, rising from 39 to 147.

The 147 countries that were Members at the close of the Twentieth Session of the FAO Conference in November 1979, together with the dates when their membership became effective, are —

AFGHANISTAN (1 December 1949)	CHAD (9 November 1961)
ALBANIA (12 November 1973)	CHILE (17 May 1946)
ALGERIA (19 November 1963)	CHINA, PEOPLE'S REPUBLIC OF (16 October 1945)
ANGOLA (14 November 1977)	COLOMBIA (17 October 1945)
ARGENTINA (27 November 1951)	COMOROS (14 November 1977)
AUSTRALIA (16 October 1945)	CONGO, DEMOCRATIC REPUBLIC OF (9 November 1961)
AUSTRIA (27 August 1947)	COSTA RICA (7 April 1948)
BAHAMAS (10 November 1975)	CUBA (19 October 1945)
BAHRAIN (8 November 1971)	CYPRUS (14 September 1960)
BANGLADESH (12 November 1973)	CZECHOSLOVAKIA (10 November 1969)
BARBADOS (6 November 1967)	DEMOCRATIC KAMPUCHEA (11 November 1950)
BELGIUM (16 October 1945)	DENMARK (16 October 1945)
BENIN (9 November 1961)	DJIBOUTI (14 November 1977)
BOLIVIA (16 October 1945)	DOMINICA (12 November 1979)
BOTSWANA (1 November 1966)	DOMINICAN REPUBLIC (16 October 1945)
BRAZIL (16 October 1945)	ECUADOR (16 October 1945)
BULGARIA (6 November 1967)	EGYPT (16 October 1945)
BURMA (11 September 1947)	EL SALVADOR (19 August 1947)
BURUNDI (19 November 1963)	ETHIOPIA (1 January 1948)
CAMEROON (22 March 1960)	FIJI (8 November 1971)
CANADA (16 October 1945)	FINLAND (27 August 1947)
CAPE VERDE (10 November 1975)	
CENTRAL AFRICAN REPUBLIC (9 November 1961)	

FRANCE (16 October 1945)  
 GABON (9 November 1961)  
 GAMBIA (22 November 1965)  
 GERMANY, FEDERAL REPUBLIC OF  
 (27 November 1950)  
 GHANA (9 November 1957)  
 GREECE (16 October 1945)  
 GRENADA (10 November 1975)  
 GUATEMALA (16 October 1945)  
 GUINEA (5 November 1959)  
 GUINEA-BISSAU (26 November 1973)  
 GUYANA (22 August 1966)  
 HAITI (16 October 1945)  
 HONDURAS (16 October 1945)  
 HUNGARY (6 November 1967)  
 ICELAND (16 October 1945)  
 INDIA (16 October 1945)  
 INDONESIA (28 November 1949)  
 IRAN (1 December 1953)  
 IRAQ (16 October 1945)  
 IRELAND (3 September 1946)  
 ISRAEL (23 November 1949)  
 ITALY (12 September 1946)  
 IVORY COAST (9 November 1961)  
 JAMAICA (13 March 1963)  
 JAPAN (21 November 1951)  
 JORDAN (23 January 1951)  
 KENYA (27 January 1964)  
 KOREA, DEMOCRATIC PEOPLE'S REPUBLIC  
 OF (14 November 1977)  
 KOREA, REPUBLIC OF (25 November 1949)  
 KUWAIT (9 November 1961)  
 LAO (21 November 1951)  
 LEBANON (27 October 1945)  
 LESOTHO (7 November 1966)  
 LIBERIA (16 October 1945)  
 LIBYA (24 November 1953)  
 LUXEMBOURG (16 October 1945)  
 MALAGASY REPUBLIC (9 November 1961)  
 MALAWI (22 November 1965)  
 MALAYSIA (9 November 1957)  
 MALDIVES (8 November 1971)  
 MALI (9 November 1961)  
 MALTA (5 October 1964)  
 MAURITANIA (9 November 1961)  
 MAURITIUS (12 March 1968)  
 MEXICO (16 October 1945)  
 MONGOLIA (12 November 1973)  
 MOROCCO (13 September 1956)  
 MOZAMBIQUE (14 November 1977)  
 NAMIBIA (14 November 1977)  
 NEPAL (27 November 1951)  
 NETHERLANDS (16 October 1945)  
 NEW ZEALAND (16 October 1945)  
 NICARAGUA (16 October 1945)  
 NIGER (9 November 1961)  
 NIGERIA (11 October 1960)  
 NORWAY (16 October 1945)  
 OMAN (8 November 1971)  
 PAKISTAN (7 September 1947)  
 PANAMA (16 October 1945)  
 PAPUA NEW GUINEA (10 November 1975)  
 PARAGUAY (30 October 1945)  
 PERU (17 June 1952)  
 PHILIPPINES (16 October 1945)  
 POLAND (9 November 1957)  
 PORTUGAL (11 September 1946)  
 QATAR (8 November 1971)  
 ROMANIA (9 November 1961)  
 RWANDA (19 November 1963)  
 SAINT LUCIA (26 November 1979)  
 SAMOA (12 November 1979)  
 SÃO TOMÉ AND PRÍNCIPE (14 November  
 1977)  
 SAUDI ARABIA (23 November 1948)  
 SENEGAL (9 November 1961)  
 SEYCHELLES (14 November 1977)  
 SIERRA LEONE (9 November 1961)  
 SOMALIA (17 November 1960)  
 SPAIN (5 April 1951)  
 SRI LANKA (21 May 1948)  
 SUDAN (13 September 1956)  
 SURINAME (26 November 1975)  
 SWAZILAND (8 November 1971)  
 SWEDEN (13 February 1950)  
 SWITZERLAND (11 September 1946)  
 SYRIA (27 October 1945)  
 TANZANIA (8 February 1962)  
 THAILAND (27 August 1947)  
 TOGO (23 May 1960)  
 TRINIDAD AND TOBAGO (19 November  
 1963)  
 TUNISIA (25 November 1955)  
 TURKEY (6 April 1948)  
 UGANDA (19 November 1963)  
 UNITED ARAB EMIRATES (12 November  
 1973)  
 UNITED KINGDOM (16 October 1945)  
 UNITED STATES OF AMERICA (16 October  
 1945)  
 UPPER VOLTA (9 November 1961)  
 URUGUAY (30 November 1945)  
 VENEZUELA (16 October 1945)  
 VIET-NAM, REPUBLIC OF (11 November  
 1950)  
 YEMEN ARAB REPUBLIC (9 December 1953)  
 YEMEN, PEOPLE'S DEMOCRATIC REPUBLIC  
 OF (10 November 1969)  
 YUGOSLAVIA (16 October 1945)  
 ZAIRE (9 November 1961)  
 ZAMBIA (22 November 1965)

The following additional countries had applied for membership by 7 August 1981. Their applications will be acted upon by the Twenty-First Session of the FAO-Conference:

BHUTAN  
EQUATORIAL GUINEA  
SAINT VINCENT AND THE GRENADINES  
TONGA  
ZIMBABWE

The Constitution provides for the admission of Associate Members, i.e. territories that do not have responsibility for their foreign affairs, but there are at present none in this category.

### Changes in Membership

The membership of FAO has undergone quite a few changes over the years. Two of the countries that were eligible for original membership withdrew and rejoined later; a third country also withdrew and rejoined. The dates shown above for their membership are those on which they re-entered.

CZECHOSLOVAKIA was a Member from 16 October 1945 to 27 December 1950, when its withdrawal became effective, and was readmitted on 10 November 1969.

POLAND was a Member from 16 October 1945 to 25 April 1951, when its withdrawal became effective, and was readmitted on 9 November 1957.

HUNGARY was a Member from 13 September 1946 to 26 January 1952, when its withdrawal became effective, and was readmitted on 6 November 1967.

CHINA, also eligible for original membership, was an active Member from 16 October 1945 to 21 July 1952 and resumed its place in FAO from 1 April 1973. The UNION OF SOUTH AFRICA, also eligible for original membership, was a Member from 16 October 1945 to 18 December 1964, when its withdrawal became effective.

SYRIA merged with the UNITED ARAB REPUBLIC (now EGYPT) for the period 21 February 1958 to 28 September 1961, during which it ceased to hold separate membership. Its separate membership was resumed on 4 November 1961. Since its membership was continuous, the original date of membership is given in the list above.

Prior to becoming Members, the following had been Associate Members from the dates shown in brackets:

BAHRAIN (6 November 1967)	MALAGASY REPUBLIC, as
BOTSWANA, as BECHUANALAND	MADAGASCAR (5 November 1959)
(22 November 1965)	MALI (5 November 1959)
CHAD (5 November 1959)	MALTA (19 November 1963)
CYPRUS (5 November 1959)	MAURITIUS (9 November 1961)
GABON (5 November 1959)	NIGERIA (5 November 1959)
GUYANA, as BRITISH GUIANA (9 November	QATAR (6 November 1967)
1961)	SENEGAL (5 November 1959)
JAMAICA (9 November 1961)	SOMALIA (5 November 1959)
KENYA (19 November 1963)	TANZANIA, as TANGANYIKA (9 November
LESOTHO, as BASUTOLAND (22 November	1961)
1965)	

ZANZIBAR was an Associate Member from 19 November 1963 until 26 April 1964, when it became a part of the UNITED REPUBLIC OF TANGANYIKA AND ZANZIBAR, whose name was later changed to TANZANIA. RHODESIA AND NYASALAND was an Associate Member from 5 November 1959 to 31 December 1963, when the Federation was dissolved. Portions then became Members as MALAWI (formerly NYASALAND) and ZAMBIA (formerly NORTHERN RHODESIA) on the dates reported above.

It is interesting to note at this point that over half of FAO's Member Countries achieved independence after the Organization was formed. The precise proportion is somewhat difficult to indicate, since 2 of the 81 Member Countries that achieved full independence after the Quebec Conference were in fact included among the 34 countries that founded FAO on 16 October 1945: India and the Philippines, whose formal dates of independence were 15 August 1947 and 4 July 1946, respectively. Apart from these, just under 54% of the present membership achieved independence after FAO was formed; if India and the Philippines are included, the figure is just over 55%. Looking ahead, and assuming that the 5 applicants mentioned above are admitted by the FAO Conference in November 1981, the figure will become 56.5% at that time. These figures reflect the mass trend of colonies and other dependent territories toward independence during the last 35 years. Among FAO's 147 Member Countries, 12 became independent during the 1940s, 6 during the 1950s, 43 during the 1960s and 20 during the 1970s.

## 6. *the governing bodies*

### **The Conference**

#### *Functions, Sites and Frequency*

The FAO Conference is the supreme governing and deliberative body of the Organization. Each Member Government may send one delegate to the Conference and has one vote. The delegates may be accompanied by alternates, associates, and advisers, as the respective governments may desire.

The Conference acts on applications for FAO membership, elects the Members of the Council, reviews and approves the Organization's programme of work, decides the level of its budget, sets the scale of contributions, reviews the state of food and agriculture, makes decisions on administrative and constitutional questions, discusses special topics included in its agenda, and (when the posts are to become vacant) appoints the Director-General and the Independent Chairman of the Council. It also acts on other matters of importance, as required, such as its determination of the permanent site of FAO Headquarters. In the early years of the Organization, the Conference met annually, but since, in 1949, the Constitution was amended to provide that regular sessions should be held every two years, that has been the pattern.

The Conference may also meet in special session to deal with emergencies and other immediate matters. Thus far, three such sessions have been held, in 1948, 1950 and 1956. In addition, a General Commemorative Session was held in 1970 to mark the 35th anniversary of the founding of the Organization.

The complete list of Conference sessions, with their places and dates, and the names and nationalities of their chairmen, appears below:

SESSION	PLACE	YEAR	CHAIRMAN	COUNTRY
First	Quebec	1945	Lester B. Pearson	Canada
Second	Copenhagen	1946	Henrik de Kauffmann	Denmark
Third	Geneva	1947	F. T. Wahlen	Switzerland
First Special	Washington	1948	Sir Carl Berendsen	New Zealand
Fourth	Washington	1948	Charles F. Brannan	United States

SESSION	PLACE	YEAR	CHAIRMAN	COUNTRY
Fifth	Washington	1949	Oscar Gans	Cuba
Second Special	Washington	1950	André Mayer	France
Sixth	Rome	1951	Amintore Fanfani	Italy
Seventh	Rome	1953	U Thet Su	Burma
Eighth	Rome	1955	K.J. Holyoake	New Zealand
Third Special	Rome	1956	Rafael Cavestany Anduaga	Spain
Ninth	Rome	1957	Alberto Mercier	Argentina
Tenth	Rome	1959	Richelieu Morris	Liberia
Eleventh	Rome	1961	Georges Haraoui	Lebanon
Twelfth	Rome	1963	E. Shiroshi Nasu	Japan
Thirteenth	Rome	1965	Maurice Sauvé	Canada
Fourteenth	Rome	1967	Josef Winiewicz	Poland
Fifteenth	Rome	1969	Hernán Santa Cruz	Chile
General				
Commemorative	Rome	1970	Hernán Santa Cruz	Chile
Sixteenth	Rome	1971	Ian M. Sinclair	Australia
Seventeenth	Rome	1973	R.C. Kamanga	Zambia
Eighteenth	Rome	1975	M. Rouhani	Iran
Nineteenth	Rome	1977	T. Hadiwijaya	Indonesia
Twentieth	Rome	1979	Jaime Lamo de Espinosa	Spain

### *Changes in the Conference*

Since its inception the Conference has undergone many changes, put into effect by the governments of FAO's Member Countries in their efforts to improve its efficiency and effectiveness. Because of the importance of FAO's major Governing Body, some indication of the nature of these changes should be given here. They include changes in the length of Conference sessions, in the length and complexity of its agenda, and in the structure and working methods of its Plenary, Commissions and Committees. Because of the complex manner in which the Conference had evolved, only a concise outline of major changes can be given.

The 20 regular sessions of the Conference held from 1945 through 1979 varied in overall length from 12 to 22 days, or to 36 days if the Technical Committees held in part or entirely before the main Conference sessions from 1961 through 1969 are taken into account. Leaving aside those extra periods, the duration of the Conference was stabilized from 1963 onward at 20 calendar days, consisting of 15 normal working days including the opening Saturday; the 1979 session was scheduled to last 20 days but completed its work in 19. Given the increase in the number of Member Countries and the growing desire of many delegations to participate in discussions, the fact that the overall length of the Conference has remained stable at 20 days from 1971 onward, a period during which 28 new Member Countries joined the Organization, represents a considerable achievement.

Under the Constitution, Conference action is required on many items, such as the admission of new Member Countries; the election of the Council Members, the Director-General, and the Independent Chairman of the Council; approval of the Director-General's Programme of Work and Budget; and amendments to the Constitution and the General Rules of the Organization.

The length of the agenda has varied considerably over the 20 sessions. In terms of major or basically-numbered items, it varied from 12 to 46; in terms of the total number of items and sub-items (counting only the sub-items when an item was subdivided), the range was from 19 to 77. The practice of fragmenting items was followed to the greatest extent between 1957 and 1967. Following the Fourteenth Session in 1967, there has been considerable tapering off, both in the number of major items and in the degree of fragmentation into sub-items. From 1955 onward the number of opening procedural items was stabilized at five; during the last half-dozen Conferences, the number of substantive items has ranged from 18 to 24, averaging 21.

The present structure of the Conference, with a Plenary and Commissions I, II and III, has been in existence — with some variations — since the Third Session, in 1947.

The Plenary has remained more stable over the years than the Commissions. It has consistently carried out its functions of organizing the Conference, assigning agenda items to the respective Commissions, holding the elections prescribed by the Constitution, and formally approving the Conference Report. In addition, it has for many years been used as a forum in which heads of delegations make general statements. As the Organization has evolved, the Plenary has also been used for other purposes, including the presentation of the McDougall Memorial Lecture and of the B. R. Sen and A. H. Boerma Awards, and appearances of Heads of State and other special guest speakers.

Commission I has normally had assigned to it those substantive agenda items which relate to the world food situation and to government policies relating to food, agriculture, fisheries and forestry. On occasion, it has been assigned one or more items relating to the activities of the Organization, but for the most part such matters have been left to Commission II. In the early years, between 1946 and 1951, Commission I established from two to seven committees. However, from 1953 onward, all matters assigned to Commission I have been dealt with in the full Commission.

Beginning in 1969, the Conference has appointed a Rapporteur from Plenary to Commission I, to inform the Commission of salient points made by heads of delegations in their general statements. This practice has not eliminated duplication, however, since many speakers in Commission I debates have also referred to what their heads of delegation had said in Plenary and since the general debate in Plenary has normally continued beyond the time when discussion of some agenda items was completed in Commission I. Consequently, the Council, when making preparations for the Twenty-First Session of the Conference, proposed that the office of Rapporteur be abolished. Among the Commissions, Commission II has had by far the most complex history, only the broad outlines of which can be noted here. As mentioned above, this Commission (together with its predecessor Commission A, during the First and Second Sessions of the Conference, and the Commission on Programme Trends and Policy Questions which replaced it for the Eighth Session in 1955) has been assigned agenda items relating to the activities of the Organization. It set up from five to eight committees, panels or technical committees during each of the Conference Sessions from 1945 through 1967;

in 1969, there were only two committees, one on field programmes and one on “areas of concentration”. Thereafter, the practice of establishing committees or panels was abandoned, their functions being for the most part absorbed by certain standing committees of the Council: the Committee on Fisheries, created in 1965, and the Committees on Forestry and Agriculture, created in 1971. Commission III (and its predecessor Commission B, during the First and Second Sessions of the Conference) has traditionally dealt with constitutional, administrative and financial matters. In the early Conference sessions, “financial” was interpreted broadly to include the budget for the ensuing year or biennium, but from the Seventh Session in 1953 onward, the Programme of Work and Budget has been dealt with as a single agenda item in Commission II.

Commission III also used from two to nine committees to carry out some of its work during the Conferences from 1945 through 1955, except for the 1953 session. From the Ninth Session in 1957 onward, no committees have been established, and all agenda items assigned to the Commission have been dealt with in full Commission. However, at that Session the Conference decided that the Council should set up a Committee on Constitutional and Legal Matters (CCLM), which has contributed substantially to the effective handling of constitutional matters that have required Conference action. Also, the reports of the Finance Committee, after having been duly passed through the Council, have contributed materially to the more efficient handling of administrative and financial matters in Commission III.

The agenda items assigned to Commission III tended, at one stage, to be highly fragmented. For example, during a number of sessions, the item on “Audited Accounts”, had under it as many as five sub-items; it was reduced to a single major item in recent sessions.

In addition to the three Commissions, several other subsidiary bodies of the Conference are provided for in the General Rules of the Organization: the General Committee which exercises oversight for Conference sessions, the Nominations Committee and the Credentials Committee. A Resolutions Committee, not provided for in the General Rules, was first established by the Fourteenth Session in 1967. Through its efforts, and through other efforts to contain and reduce the use of resolutions, considerable success has been achieved: against 97 resolutions adopted at the Tenth Session of the Conference in 1959, there were only 41 in 1975, 29 in 1977 and 21 in 1979.

It should also be noted here that the Programme and Finance Committees, established by the Conference in 1957 as standing committees of the Council, and which are discussed on pages 28-30, have contributed substantially to improving the working efficiency of the Conference, and particularly Commissions II and III, even if their impact has been felt most directly on the Council.

### **The Council**

The Council is FAO’s second-level governing body, serving as the governing body between Conference sessions and holding at least one full-scale session



each year in addition to brief sessions just prior to and following sessions of the Conference. It currently consists of 49 Member Countries, elected by the Conference. Its work is carried out under the chairmanship of an Independent Chairman, also elected by the Conference.

### *Formation and Evolution*

When FAO was founded in October 1945, an Executive Committee was established, composed of 15 members serving in their personal capacities. Its chairman was André Mayer (France). The Third Session of the Conference, in 1947, amended the Constitution to replace the Executive Committee by a Council and elected 18 countries to membership in the Council; it also elected Viscount Bruce of Melbourne as the Council's first Independent Chairman. The First Session of the newly-created Council was held in Washington from 4 to 11 November 1947.

Two factors were certainly among those that contributed to the decision to establish the Council, although the first of these is not reflected in the written record. Governments were growing a bit uneasy over the arrangement whereby, between sessions of the Conference, the general oversight of the affairs of FAO was in the hands of persons serving in their personal capacities, rather than as representatives of their governments. Also, at the Second Session of the Conference the Member Countries considered whether or not to create a World Food Board, as Director-General John Boyd Orr had proposed, with financial resources and wide powers to fix a general policy incumbent on the various Member States, or to allow the countries to retain their freedom of action.

The Conference side-tracked the Director-General's proposal, using the simple device of setting up a Preparatory Commission "to carry the proposals further". One conclusion of the Preparatory Commission was "that so far as policy with regard to agricultural commodities is concerned, the Council of FAO when established should take as a guide the principles indicated at previous Conferences as set out in the Report of the Preparatory Commission." In turn, when the Council was established by the Third Session of the Conference, the first function assigned to it was to "keep under review the state of food and agriculture in the world," thus leaving some remnant of the first Director-General's concept of a World Food Board with managerial authority. Indeed, Commission I of the Third Session, in its report to the Plenary, interpreted the Report of the Preparatory Commission as containing "the proviso that a Council should be created within the Organization to ensure with the means at its disposal the coordination of the policies of the various states with a view to the implementation of FAO's policy," although this wording is not to be found in the Report of the Preparatory Commission itself.

From its original 18 members, the Council grew in size, as the number of Member Countries of the Organization increased. Various sessions of the Conference amended the Constitution to enlarge the Council, which grew as follows:

CONFERENCE SESSION	COUNCIL MEMBERSHIP
Third (1947)	18
Seventh (1953)	24
Tenth (1959)	25
Eleventh (1961)	27
Thirteenth (1965)	31
Fourteenth (1967)	34
Seventeenth (1973)	42
Nineteenth (1977)	49

Members of the Council are elected for three-year terms, and the terms are staggered so that about one third of the seats are vacated each year.

By agreement in the Conference, the 49 seats of the Council are divided among the FAO regions, as follows:

REGION	NUMBER OF COUNCIL SEATS
Africa	11
Asia and the Pacific	10
Europe	10
Latin America	9
Near East	6
North America	2
Southwest Pacific	1

#### *Independent Chairman*

When establishing the Council, the Conference also decided that it should have an Independent Chairman, appointed by the Conference. The General Rules of the Organization provide that the Independent Chairman "shall be appointed for a term of office of two years which shall be renewable for the same period after which it shall not be renewable."

The Chairman is appointed during a regular session of the Conference and presides over the Council session immediately following it; his two-year term continues until he is re-elected or replaced by the next regular Conference Session. Thus, his term of office does not coincide precisely with the normal FAO biennium.

The Independent Chairmen of the Council, together with their nationalities and their periods of incumbency, are listed below:

INDEPENDENT CHAIRMAN OF THE COUNCIL	COUNTRY	PERIOD
Viscount Bruce of Melbourne	Australia	1947-1951
Josué de Castro	Brazil	1951-1955
S.A. Hasnie	Pakistan	1955-1959
Louis Maire	Switzerland	1959-1963
Georges Haraoui	Lebanon	1963-1964
Maurice Gemayel	Lebanon	1965-1969
Michel Cépède	France	1969-1973
Gonzalo Bula Hoyos	Colombia	1973-1977
Bukar Shaib	Nigeria	1977-1981

by one of its Vice-Chairmen during the remainder of 1964 and until the 1965 Conference Session. It was this circumstance which led the Conference to amend the General Rules of the Organization to provide that the Chairman of the Programme Committee should take over as Independent Chairman of the Council if that post should become vacant before the end of a term.

In view of the importance attached to the post of Independent Chairman of the Council, a tradition has become established whereby, on the completion of his term of office, the portrait of each Chairman is hung in the Red Room, at FAO Headquarters, in which sessions of the Council normally are held. This series of portraits includes one of André Mayer, who chaired the Council's predecessor Executive Committee.

Since the Independent Chairmen of the Council have exercised considerable influence in the affairs of FAO, it is appropriate to include here some biographical information regarding them. André Mayer, who chaired the precursor of the Council, is also included.

ANDRÉ MAYER was born in Paris on 9 November 1875. He received his doctorate in medicine in 1900, and later in life received honorary degrees from the University of Glasgow, the University of Liège, and Middlebury College. Before World War I he served at the Ecole pratique des hautes études. He joined the army in 1914, and during much of World War I served as Director of the Military Chemical Services' Laboratory of Physiology. In 1919, he became Professor of Physiology in the Faculty of Medicine at Strasbourg, and in 1922 he was elected Professor of Physiology at the Collège de France. From 1940 to 1945 he headed a mission in the United States to organize the shipment of food for children, and during this period he also lectured at Middlebury College. He was elected to the French Academy of Medicine in 1935 and to the Academy of Sciences in 1950. André Mayer first became involved in FAO affairs when he served as a member of the French delegation to the Hot Springs Conference. He also participated in the Quebec Conference, and in many other sessions during the early years of FAO. He chaired the Executive Committee from 1945 until it was replaced by the Council in 1947, and chaired the Second Special Session of the FAO Conference in 1950. He died in Paris in January 1956. FAO's André Mayer Research Fellowships were created in his honour.

STANLEY BRUCE, first VISCOUNT BRUCE OF MELBOURNE, was born on 15 April 1883, in Melbourne, Australia. He received a B. A. degree from Trinity Hall, Cambridge University, and was called to the bar in 1906. From 1914 to 1917 he was in military service. He was elected to the Australian Parliament from Flinders from 1918 to 1929 and again from 1931 to 1933. Among the many posts he held in the Australian Government were that of Commonwealth Treasurer, Minister for External Affairs, Minister for Health, Minister for Trade and Customs, Minister for Territories, and Prime Minister. From 1933 to 1945 he was High Commissioner for Australia, in London. He carried out many international assignments for his Government, including serving as Australian Representative at the League of Nations in 1921 and from 1932 to 1938. It was in Geneva in 1935 that he made his famous speech advocating "the marriage

of health and agriculture". He was President of the Council of the League in 1936. From 1947 to 1957, Viscount Bruce was Chairman of the Finance Corporation for Industry, and from 1951 to 1961 he held the post of first Chancellor of the Australian National University at Canberra. He died on 25 August 1967.

JOSUÉ DE CASTRO was born at Recife, Pernambuco, Brazil, on 5 September 1908. After receiving his M. D. degree from the National School of Medicine at the University of Brazil, he held various posts at the Colleges of Medicine and of Philosophy and Social Sciences of Recife from 1932 to 1935; from 1935 to 1938 he was Professor of Anthropology at the University of the Federal District. From 1939 to 1970 he held posts as Professor of Nutrition in the National Department of Public Health, as Professor of Human Geography in the National College of Philosophy at the University of Brazil, and as Professor of Food and Nutrition in the College of Medicine of the same University. From 1955 to 1963 he was a Member of the Brazilian Parliament. During the 1960s he served for a period as Brazil's Ambassador to the European Office of the United Nations in Geneva. His last years were spent in Paris, where he died on 24 September 1973.

S. A. HASNIE was born in 1905 at Sialkot in the Punjab, in what is now Pakistan. In 1927 he obtained a M. S. degree with honours from the Honours School of Biology in the Punjab University. Prior to the partition of India he served in the Government of India as Under Secretary and Deputy Secretary of the Ministry of Finance, and also as Joint Financial Adviser, War and Supply; at the time of partition he was Joint Secretary of Commerce. In Pakistan, he served first as Joint Secretary and then Secretary of the Ministry of Commerce, in which capacity he represented Pakistan at various GATT meetings, and in 1951 was Chairman of GATT. Moving to the post of Secretary, Ministry of Food and Agriculture, he was closely associated with FAO, beginning in 1952, as his country's delegate to Council and Conference sessions, and from 1955 to 1959 as Independent Chairman of the FAO Council. Mr. Hasnie died on 17 March 1968.

LOUIS MAIRE was born on 18 December 1902 in Geneva, Switzerland. He earned a bachelor's degree in 1925 and a doctorate in 1945, both in economics, at the University of Geneva. His professional career was for the most part associated with the dairy production and processing industry, and in particular the Federation of Milk Producers of Geneva. He frequently represented Switzerland at meetings of the International Federation of Agricultural Producers, the European Confederation of Agriculture, and the International Dairy Federation. In addition to serving on numerous committees and boards in Switzerland, and as Vice-Chairman of the Swiss National FAO Committee, Mr. Maire represented his country at many sessions of the FAO Council and Conference from 1947 through 1957. He was a member of the Committee on Financial Control in 1952-53 and its Chairman in 1954-56. In this last capacity he was also a member of the Coordinating Committee.

GEORGES HARAOUÏ, of Lebanon, was graduated from the School of Law and Economic Science at the University of St. Joseph, in Beirut, in 1932. He served as Minister of the Interior in 1954, and as Minister of Health and Welfare in 1955. In the Lebanese Parliament, he served as Chairman of the Parliamentary Committee for National Economy, Agriculture and Tourism, and as Rapporteur of the Parliamentary Finance and Budget Committee. He led the Lebanese delegations to the Third Special Session of the FAO Conference in 1956, and to the regular Sessions of the Conference in 1957 and 1961. In 1957 he served as Chairman of Commission I, and in 1961 as Chairman of the Eleventh Session of the Conference. Mr. Haraoui died in Beirut on 28 February 1964, only about three months after his election as Independent Chairman of the FAO Council in the autumn of 1963.

MAURICE GEMAYEL was born in Lebanon in 1910, and studied in Lebanon and France. He served in his Government's cabinet as Minister of Economic and Social Development, was a member of the Lebanese Parliament, and also served as Chairman of the Parliamentary Planning Commission. He died in October 1970.

MICHEL CÉPÈDE was born on 20 October 1908, in Wimereux, Pas-de-Calais, France. He studied geology in the Faculty of Science, and economic law, economics, and political science in the Faculty of Law in Paris from 1929 through 1934. He received a diploma in economic law in 1932, a diploma in agronomy from the National Institute of Agronomy in 1938, and a Doctorate of Rural Economy from the Faculty of Law, in Paris, in 1944. In 1967 he received an honorary doctorate of science from the Faculty of Agronomy in Gembloux, Belgium. During his professional career, Mr. Cépède held a number of posts in the French Ministry of Agriculture. These included Chief, Bureau of Economic Studies, 1944-45; Chief, Studies and Documentation Service, 1945-53; Chief, Education Service, 1953-55; Deputy Director, Agricultural Production, 1955-57; and Director, Studies and Planning, 1957-59. In 1959 he became Professor of Rural Economy and Sociology at the National Institute of Agronomy. Mr. Cépède was a member of the French delegation at the Quebec Conference in 1945, and at most FAO Conference and Council sessions from 1945 through 1973. He served as a member of the Programme Committee from 1959 to 1963 and as its Chairman from 1963 to 1969. He has also represented France in many other international gatherings.

GONZALO BULA HOYOS was born on 21 May 1929 in Sahagun, Colombia. He was Colombia's Permanent Representative to FAO from 1959 to 1965. He then became Consul General and later Minister Counselor for Colombia in Amsterdam, where he served until 1979. From 1959 to 1979 he participated in all FAO Conference and Council sessions, and in many other FAO meetings. He served as a member of the Programme Committee from 1965 to 1969, and as its Chairman from 1969 to 1973. In July 1979 he returned to Rome as Colombia's Ambassador to FAO.

BUKAR SHAIB was born in Nigeria in 1928. In 1954 he graduated from Liverpool University as a Member of the Royal College of Veterinary Surgeons. From 1954 to 1956 he served as a Government Field Veterinary Officer in Northern Nigeria. From 1957 to 1958 he attended Edinburgh University and received a diploma in tropical veterinary medicine. From 1958 through 1960 he was Provincial Veterinary Officer in Sokoto Province. From 1961 through 1967 he served as Permanent Secretary in charge of the former Northern Nigeria Ministry of Animal and Forest Resources, and from 1968 through 1975 he was Permanent Secretary of the Federal Ministry of Agriculture and Natural Resources. In 1976 he became Permanent Secretary of a new Federal Ministry of Water Resources. In June 1979, he briefly became Ambassador of Nigeria to Italy, returning to Nigeria to become the President's Residential Adviser on National Security. Apart from his official positions, Dr. Shaib served on a number of bodies in Nigeria, and between 1959 and 1980 he represented his country in many international gatherings, including a number of sessions of the FAO Conference and Council. He served as a member of the FAO Programme Committee from 1971 to 1977, and as the first Chairman of the FAO Committee on Agriculture during the period 1972-74.

### **The Key Committees**

Article V of FAO's Constitution, which deals with the Council of the Organization, provides for the Council to be assisted by eight committees:

- Programme Committee
- Finance Committee
- Committee on Constitutional and Legal Matters
- Committee on Commodity Problems
- Committee on Fisheries
- Committee on Forestry
- Committee on Agriculture
- Committee on World Food Security.

Most of the Council's substantive and detailed work is carried out in the first instance by these committees, whose efforts lead in turn, as appropriate, to formal Council action, and in some cases to Conference action.

One other committee of similar rank exists, although it was not established under Article V but was set up jointly by FAO and the UN, namely:

- Committee on Food Aid Policies and Programmes

Each of these committees has undergone changes as it evolved, and these are noted briefly below.

#### *Programme Committee*

When the Conference amended FAO's Constitution to establish the Council, it also provided that the Council should establish a Coordinating Committee to tender advice on the coordination of technical work and the continuity of

the activities of the Organization undertaken in accordance with the decisions of the Conference. This Coordinating Committee consisted of the Chairman of the Council, the Chairmen of the Standing Advisory Committees and the Chairman of the Committee on Financial Control.

In 1955 the Eighth Session of the Conference set up an *Ad Hoc* Committee on the Organizational Structure of FAO, with Sir Donald Vandeppeer (United Kingdom) as its Independent Chairman. It dealt with the structure of the governing bodies rather than with that of the Secretariat, and one of its recommendations was to transform the Coordinating Committee into a Programme Committee (FAO, 1957). In 1957 the Ninth Session of the Conference amended Article V of the Constitution accordingly. The Programme Committee as then established was elected by the Council and consisted of a Chairman and six members, serving in their personal capacities. It functioned in this form through 1977. In that year the Conference decided to enlarge it to consist of a Chairman and ten members, and to change the nature of the Committee so that countries rather than individuals would be elected; it provided however that countries nominated for election would designate in advance the individuals who would represent them.

The Chairmen of the Programme Committee, together with their nationalities and periods of incumbency, are listed below:

CHAIRMAN OF THE PROGRAMME COMMITTEE	COUNTRY	PERIOD
Norman C. Wright	United Kingdom	1958
Oris V. Wells	United States	1959
Ramon Cantos-Figuerola	Spain	1960-1963
Michel Cépède	France	1964-1969
Gonzalo Bula Hoyos	Colombia	1970-1973
Ralph W. Phillips	United States	1974-1977
Milan Trkulja	Yugoslavia	1978-

### *Finance Committee*

The Executive Committee also served as a Committee on Financial Control during the initial years of the Organization until 1947, when the Conference amended the Financial Regulations to provide that “the Council shall establish at its first meeting after each Conference session a Committee on Financial Control, consisting of not more than five members...”

In 1955, the *Ad Hoc* Committee on the Organizational Structure of FAO set up by the Eighth Session of the Conference recommended that the Committee on Financial Control be transformed into a Finance Committee. In 1957 the Conference amended Article V of the Constitution accordingly. The Finance Committee thus established consisted of a Chairman and four members, elected by the Council and serving in their personal capacities; it functioned in this form through 1977. In that year the Conference decided to enlarge it to consist of a Chairman and eight members, and to change the nature of the Committee in the same manner as that of the Programme Committee.

The Chairmen of the Finance Committee, together with their nationalities and their periods of incumbency, are listed below:

CHAIRMAN OF THE FINANCE COMMITTEE	COUNTRY	PERIOD
A. Vasconcellos	Brazil	1958-1961
J.C. Nagle	Ireland	1962-1971
Frank Shefrin	Canada	1972-1975
Salahuddin Ahmed	Bangladesh	1976-1977
M. Bel Hadj Amor	Tunisia	1978-

### *Committee on Constitutional and Legal Matters*

The *Ad Hoc* Committee on the Organizational Structure of FAO set up in 1955 also recommended that a "Constitutional Committee" should be set up. This recommendation was accepted by the Ninth Session of the Conference in 1957, which amended Article V of the Constitution to provide for a Committee on Constitutional and Legal Matters. This Committee is composed of not more than seven Member Nations, elected by the Council. In practice, nations which stand for membership normally have staff in their Rome missions who are qualified to serve on the Committee. The CCLM elects its own officers.

### *Committee on Commodity Problems*

The Fifth Session of the Conference, in 1949, established a Committee on Commodity Problems (CCP), to work under the supervision of and be responsible to the Council. This action arose from consideration of a proposal for an International Commodity Clearing House (ICCH), which had been prepared following the rejection of Sir John Boyd Orr's World Food Board proposal, and which was likewise not accepted; other discussions in the Preparatory Commission also contributed to the decision. The Council, at its Eighth Session in 1949 invited 14 governments to serve on the CCP during its first year. The Committee's membership was increased to 20 in 1953 and to 24 in 1955.

The *Ad Hoc* Committee on the Organizational Structure of FAO recommended that the CCP should be continued as a standing committee. Consequently, the Ninth Session of the Conference, in 1957, included it in its amendment of Article V of the Constitution, as a standing committee of the Council, together with the Programme Committee, Finance Committee and the CCLM. Its membership was maintained at 24, but was increased to 30 by the Conference in 1965, and to 34 in 1967. Then in 1971 the Sixteenth Session of the Conference decided that, for a trial period of four years, the CCP should be open to all interested Member Nations, after which its structure and composition and the method of appointment of its members would be reviewed. In 1975, the Eighteenth Session of the Conference decided that the CCP should be continued as an open committee.

Over the years, the CCP has carried out much of its work through subsidiary bodies. There are currently 12 of these, 11 of which are intergovernmental groups concerned, respectively, with rice; cocoa; grains; citrus fruit; jute, kenaf and allied fibres; oilseeds, oils and fats; bananas; hard fibres; wine and vine products; tea; and meat. The twelfth subsidiary body of CCP, which is based in Washington, is the Consultative Sub-Committee on Surplus Disposal. The



Intergovernmental Group on Cocoa has not met since 1963, although a subgroup on cocoa statistics met regularly until 1975, when an international cocoa agreement came into force and the International Cocoa Organization took over this aspect of FAO's statistical work.

As was implied above, the establishment of the CCP was a compromise solution, after proposals for a World Food Board and an ICCH had been rejected. It is not the intention here to pass judgement on the wisdom of those earlier decisions. However, the observation of Gerhardsen (1950) on this point is worth quoting, since it appears to reflect the attitude that generally prevailed among FAO's Member Governments at the time:

Those friends of FAO who think it has perhaps been fortunate that the World Food Board was not approved and that the ICCH did not go through are not entirely without foundation. It may be seen in the light of history that those fields were too venturesome for a young organization. Perhaps the most important thing — the world being as it is — was to have the basic idea behind FAO survive, facilitating a more natural growth.

Earlier, Cruickshank (1946), writing about the problems faced by FAO, in a sense had reflected the same concern, posing the question, "Will such an organization be able to manage expanding production without running the risk of creating dangerous surpluses?"

#### *Committee on Fisheries*

The Twelfth Session of the Conference, in 1963, requested Director-General Sen to consider measures which could be taken to ensure that FAO had in future years the status of being the leading intergovernmental body in encouraging the rational harvesting of food from the oceans and inland waters. In response to this request, the Director-General proposed, and the Conference, at its Thirteenth Session in 1965, agreed, to upgrade the Fisheries Division into a Fisheries Department, and to establish a Committee on Fisheries as a committee of the Council, under Article V of the Constitution. The Committee, which was to consist of not more than 30 countries, held its first session in 1966. In 1967, the Fourteenth Session of the Conference increased its membership to 34. Then, in 1971, the Sixteenth Session of Conference decided that this Committee, like the CCP, should be open to all interested Member Nations for a trial period of four years, after which its structure and composition and the method of appointment of its members should be reviewed. In 1975 the Eighteenth Session of the Conference decided that it should remain an open committee. In general, about 70 countries have indicated their desire to participate; 76 participated in 1981.

#### *Committee on Forestry*

As was the case with Fisheries, the establishment of a Committee on Forestry was associated with the upgrading of the Forestry Division into a Forestry Department. A meeting of an *Ad Hoc* Committee on Forestry had been held in 1969, and later that year the Fifteenth Session of the Conference approved

the establishment of a Forestry Department and requested the Council to advise the Director-General on how the need for a standing committee on forestry could be met. Pending the creation of permanent machinery, the Conference advised the Director-General to hold a further meeting of an *Ad Hoc* Committee on Forestry. After this meeting was held in 1971, the Sixteenth Session of the Conference established the Committee on Forestry, under Article V of the Constitution. The new Committee held its first session in 1972.

Unlike the CCP and the Committee on Fisheries, the Committee on Forestry was from the outset an open committee, all Member Nations which notified the Director-General of their interest in its work and of their desire to participate actively being entitled to attend its sessions. In recent years about 75 to 80 countries have participated in the Committee's work.

### *Committee on Agriculture*

Following the decisions of the Conference to establish a Committee on Fisheries and to take steps to set up a Committee on Forestry, the Programme Committee noted in June 1970 that a problem of balance was arising, since there would be no comparable body to deal with the work of the Agriculture and Economic and Social Policy Departments. In November 1970, the Programme Committee reaffirmed this concern, and recommended the establishment of a Committee on Agriculture. This recommendation having been endorsed by the Council late in 1970, the Committee on Agriculture was duly established by the Sixteenth Session of the Conference in 1971 under Article V of the Constitution. Its first session was held in 1972. Like the Committee on Forestry, the Committee on Agriculture was an open committee from its inception. The number of countries requesting membership has generally been about 70, but at the early 1981 session it stood at 94.

Not only did the proposal to establish the Committee on Agriculture encounter some opposition, but the Committee itself met with greater difficulties in developing a satisfactory method of work than did the Committees on Fisheries and Forestry. There were those who felt that the field of agriculture, as reflected in the subject matters dealt with by the Agriculture and Economic and Social Policy Departments, was much too broad and complex to be dealt with by a single standing committee. In fact, the initial proposal put before the Programme Committee by the Director-General in 1970 was to establish three committees to deal respectively with agricultural development planning, the institutional framework for agricultural and rural development, and agricultural science and technology. While it was finally decided that a single committee could better serve the interests of the Organization, it was agreed at the same time that, for each of its sessions, the Committee would have to be selective, dealing with only a few topics.

Also, perhaps because of the breadth and complexity of the subjects with which they deal, as well as their numbers, agriculturists as a group generally lack the cohesion and sense of fraternity that characterizes both the forestry and the fisheries professions. A still different kind of cohesion exists in the Committee on Commodity Problems, since its members have a common interest in the

supplies of, and the problems of trade in, the major agricultural products that move in international commerce.

### *Committee on World Food Security*

World food stocks were seriously depleted in 1972-73 as a result of crop failures in some important grain-producing areas and the entry of the USSR into the world grain market on a substantial scale. Consequently, the Seventeenth Session of the Conference, in 1973, expressed serious concern over the situation and the dangers it posed for consumption levels in the event of further large-scale crop failures. It also requested the Director-General to transmit to Member Nations of FAO, and to non-member nations of FAO with a substantial interest in world cereal production, consumption and trade, the text of a Draft International Undertaking on World Food Security, with a view to its acceptance.

Several other interrelated actions were taken by FAO following this critical period, including the development of a Global Information and Early Warning System, a Food Security Assistance Scheme and an International Fertilizer Supply Scheme. In addition, a Commission on Fertilizers was set up.

Then, in 1975, the Eighteenth Session of the Conference established the Committee on World Food Security under Article V of the Constitution, and requested it to examine and make necessary recommendations on the implementation of the principles, objectives and guidelines of the International Undertaking on World Food Security.

The Committee was from the outset open to all Member Nations of FAO which notified the Director-General of FAO of their desire to become members and of their intention to participate actively in the Committee's work. Because of the universality of the problem of food security, the Committee was also opened to the members of the United Nations, in order to permit nations that were members of that Organization, but not of FAO, to participate. The Committee held its first session in April 1976; about 80 countries have thus far indicated their desire to participate in it.

### *Committee on Food Aid Policies and Programmes*

This is a joint committee of FAO and the UN, half of its members being elected by the FAO Council and half by the Economic and Social Council of the UN (ECOSOC). Since it is one of the important committees reporting to the FAO Council, it is described briefly here, although it will be discussed in somewhat more detail in Chapter 12, dealing with the World Food Programme (see pages 173-174).

The Committee on Food Aid Policies and Programmes (CFA) was first established in 1961 as the UN/FAO World Food Programme Intergovernmental Committee (IGC), through concurrent resolutions of the FAO Conference and the UN General Assembly. As its name implied, its function was to exercise supervision over the World Food Programme, which was also established, on an experimental basis, jointly by the FAO Conference and the UN General

Assembly. The original Committee had held its first session in 1962. The two parent bodies decided in 1965 to continue the World Food Programme and the Committee, on essentially an open-ended or permanent basis.

The World Food Conference of 1974 focused considerable attention on the problems of food aid, and one of its recommendations was to broaden the terms of reference of the IGC to include the more general problems of food aid and policies related thereto. As a result, in 1975, the FAO Conference and the UN General Assembly reconstituted the IGC as a Committee on Food Aid Policies and Programmes (CFA). The new Committee held its first session in April-May 1976.

The CFA consists of 30 members, half (as noted above) elected by the FAO Council and half by ECOSOC. Terms of membership are staggered so that one third expire each year. When first established in 1961, the IGC had had 20 members, and the number was increased to 24 in 1963. The present number of 30 members took effect when the IGC was reconstituted as CFA in 1975.

### **Other Statutory Bodies**

Only the Conference, the Council, the standing committees for which provision is made in Article V of the Constitution, and a body created jointly by FAO and the UN, have been discussed above. Apart from these, there are many other statutory bodies and panels of experts, 121 in all according to the most recent official listing (FAO, 1980), which deal with specialized aspects of the Organization's activities.

## 7. *the leadership*

The FAO Constitution (Article VII) provides that “There shall be a Director-General of the Organization who shall be appointed by the Conference...” and further that “Subject to the general supervision of the Conference and the Council, the Director-General shall have full power and authority to direct the work of the Organization.” At the outset, the Constitution contained no provision regarding the Director-General’s term of office. Over the years, such provisions were inserted and amended; the present position is that he is appointed for a term of six years and is eligible for reappointment.

The General Rules (Rule XXXIX.1) provide that “Appointment to the post of Deputy Director-General shall be made by the Director-General, subject to confirmation by the Council” and (Rule XXXVI.2) that “The Deputy Director-General shall act as Director-General in any case where the Director-General is unable to act or in case of a vacancy in the office of the Director-General.”

### **The Director-General**

This post has been occupied in turn by Sir John Boyd Orr (1945-1948), Norris E. Dodd (1948-1953), Philip V. Cardon (1954-1956), B. R. Sen (1956-1967), A.H. Boerma (1968-1975), and the present Director-General, Edouard Saouma, who was elected in 1975 for the period 1976-1981. The respective backgrounds against which these men undertook this important assignment are indicated in the series of biographical sketches below.

#### *Sir John Boyd Orr* (United Kingdom)

SIR JOHN BOYD ORR was elected the first Director-General of FAO by the First Session of the FAO Conference, in Quebec, late in 1945. He was born at Kilmaurs, Ayrshire, Scotland, on 23 September 1880. He married Elizabeth Pearson Callum and they had one son (who was killed in action in World War II) and two daughters.

He was educated at the University of Glasgow, where he obtained an M.A. degree in 1903, a B.Sc. in 1910, an M.B. in 1912, an M.D. in 1914, and a D.Sc. in 1920. He was knighted in 1935 for his service to agriculture and was awarded honorary degrees by at least a dozen universities in many countries. Among many other honours, he received the Nobel Peace Prize in 1949. He authored about 150 scientific articles and a number of books.

John Boyd Orr taught at Kylehill School from 1902 to 1907. Although his initial intent was to train for the Ministry in the Free Church of Scotland, he became interested in nutrition very early in his career, and after he obtained his M.D. degree he was selected to be Director of a new institute of research in animal nutrition (later to be called the Rowett Research Institute). This project was however interrupted by World War I, during which he served in the British Royal Army Medical Corps. In 1919 he returned to the task of founding the new Institute, and served as its Director until 1945. In 1929, during his service at the Rowett Research Institute, he also founded the Duthie Experimental Farm, which functioned in association with the Institute; in 1931, the Commonwealth Bureau of Nutrition was created and located at the Institute. In 1942, Sir John was also appointed Professor of Agriculture at the University of Aberdeen. He resigned from these posts in 1945 to stand for Parliament, to which he was elected.

In October 1945, Sir John attended the Quebec Conference as a technical adviser to the British delegation and was elected Director-General of FAO for a two-year term. At the Third Session of the Conference in 1947, he accepted an extension of his term until a successor could be selected. After a Special Session of the Conference elected that successor on 14 April 1948, Sir John left FAO on 26 April 1948. Although he had accomplished a great deal in developing the Organization's basic structures and programme, he left with a feeling of grave disappointment over the rejection of his idea for a World Food Board.

From 1948 onward, Sir John, who in January 1949 became Lord Boyd Orr, operated his farm in Angus, served as Chancellor of Glasgow University, and devoted much time and energy to travel throughout many parts of the world in the interest of better understanding among nations and of world peace.

He died on 25 June 1971, in his 91st year. Lady Boyd Orr died on 5 June 1980, in her 99th year.

*Norris E. Dodd* (United States)

NORRIS EDWARD DODD was born on 20 July 1879 at Nashua, Iowa, USA, and was educated in schools in that state. At the age of 20 he moved west, first to North and South Dakota, and then to Oregon, where he settled in 1900. He was trained as a pharmacist, was registered as a pharmacist in 1903, and during his first decade in Oregon he established pharmacies in Pendleton, Pilot Rock, Baker, Haines and Wallowa. At 30 he bought, near Haines, his first 160 acres of farmland, which eventually grew to 2000 acres, and on which he raised wheat and Hereford cattle. But he also had a variety of other interests, including participation in companies to build telephone lines, install electricity and build theatres and community recreation centres. There were other businesses as well:

a feed mill, a sawmill, a planing mill and box factory, and hay and grain warehouses. A cornet player, he also organized orchestras.

In 1933 Mr. Dodd became involved in US Department of Agriculture farm programmes, first as Chairman of his County Agricultural Adjustment Administration (AAA) Wheat Committee and then as Chairman of the Oregon Corn-Hog Board of Review. In 1936 he was named Chairman of the Oregon State Agricultural Conservation Committee. In 1938 he was selected to serve as AAA's field representative in the Western States; in the autumn of that year he was made AAA's Assistant Director for the Western States, and became Director in 1939. Then he served as Chief of AAA from 1943 to 1945. From 1945 to 1946 he was Director, Field Service Branch, in the Production and Marketing Administration of the US Department of Agriculture (USDA). In 1946 he was appointed Under-Secretary of Agriculture, and held this post until he became Director-General of FAO in 1948.

Mr. Dodd served as US Delegate to the Second and Third Sessions of the FAO Conference, and to several Council sessions. On 14 April 1948 a Special Session of the FAO Conference elected him Director-General, but he took up his duties only on 7 June of that year. Re-elected in December 1951 for two years, he actually served until 21 February 1954, when his successor took office.

It was during Mr. Dodd's term of office that the Headquarters of the Organization was transferred from Washington to Rome.

Mr. Dodd was married on 28 August 1905 to Pauline Ensminger, and they had one daughter. His first wife died in March 1948, and he married Ara Pruitt in 1954. Upon his departure from FAO, he retired to Phoenix, Arizona, where he died on 23 June 1968, in his 89th year. His widow, Ara, continues to reside in Phoenix.

*Philip V. Cardon (United States)*

PHILIP V. CARDON was born in Logan, Utah, USA, on 25 April 1889. He received a B.Sc. degree from Utah State University in 1909 and later an M.Sc. degree in agricultural economics from the University of California. He was awarded honorary doctorates by Utah State University and Montana State College.

Mr. Cardon devoted much of his career to agricultural research. He took up his first post at a small USDA field station in Nephi, Utah, in 1909. From 1922 to 1925 he left research to serve as editor of the *Utah Farmer*, in Salt Lake City. He then served in various research and teaching posts until becoming Director of the Utah State Experiment Station in Logan, a post he held until 1935, when he joined the Bureau of Plant Industry in Washington as Principal Agronomist, to direct research work on forage crops. In 1942 he became Assistant Administrator of the Agricultural Research Administration (ARA), in which seven research bureaux had been combined, and from 1945 to 1952 he served as ARA's Administrator. He retired from that post in 1952, and until 1954 served as Director of the USDA Graduate School.

Mr. Cardon first became involved in FAO affairs in 1943, when he participated in the Hot Springs Conference as a member of the Technical Secretariat. Subsequently he served as Chairman of the Standing Advisory Committee on

Agriculture, in which capacity he was also a member of the Coordinating Committee.

Mr. Cardon was elected Director-General of FAO on 9 December 1953 and took office on 22 February 1954. Owing to ill health, he resigned on 12 April 1956.

Mr. Cardon died on 13 October 1965, in Salt Lake City, Utah, in his 77th year. His wife Leah died on 28 November 1970.

#### *B. R. Sen (India)*

BINAY RANJAN SEN was born in Dibrugahr, Assam, India, on 1 January 1898. He was educated at Calcutta University and Oxford, and received honorary LL.D. degrees from St. Francis Xavier University in Nova Scotia and the University of Dublin, as well as an honorary fellowship from St. Catherine's College, Oxford, and decorations from the Governments of Chad, Gabon, Ivory Coast, the Republic of Korea, Lebanon, Morocco, and the Vatican.

During his long career with the Government of India, Mr. Sen served as District Magistrate in Midnapore (1937-1940), Revenue Secretary, Government of Bengal (1940-1942), Director of Civil Evacuation and Relief Commissioner, Bengal (1942-1943), Director General of Food, Government of India (1943-1946), Secretary, Department of Food (1946-1947), Minister at Embassy of India in Washington (1947-1950), Secretary, Ministry of Agriculture (1948), Ambassador to Italy and Yugoslavia (1950-1951 and 1953-1954), Ambassador to the United States and Mexico (1951-1952), and Ambassador to Japan (1954-1956).

Mr. Sen represented his Government at a number of FAO Conference and Council sessions, and also at some UN meetings, including those of ECOSOC and the Security Council. He was elected Director-General of FAO at the Third Special Session of the FAO Conference on 18 September 1956, and served in this post from 26 November 1956 until the end of 1967.

Among the innovations that took place during Mr. Sen's term of office were the development of the Freedom from Hunger Campaign, and the holding of the first World Food Congress in 1963.

Mr. Sen married Chiroprava Chatterjee in 1931; they have four daughters.

#### *A. H. Boerma (Netherlands)*

ADDEKE HENDRIK BOERMA was born on 3 April 1912 at Anloo, Netherlands. He was graduated from the Agricultural University in Wageningen in 1934, where he specialized in horticulture and agricultural economics. He received honorary degrees from Michigan State University (1968); Central College, Pella, Iowa (1969); the Agricultural University, Wageningen (1970); Gembloux University (1971); the University of Agricultural Science, Keszthely, Hungary (1972); the University of Bologna (1973); and the University of Athens (1973). He was also decorated by the Governments of Belgium, France, Italy and the Netherlands, and in 1976 received the Waterler Peace Prize from the Carnegie Foundation in The Hague.

Upon his graduation from the University of Wageningen, Mr. Boerma worked with a Dutch farmers' organization from 1935 to 1938. In 1938 he entered the



Netherlands Government Service as officer in charge of preparation of food distribution and management in case of war. He served in this capacity until 1940, when he joined the Food Supply Office of the Netherlands Ministry of Agriculture. From 1942 to 1944 he was Director, Crop Marketing Board, and Director, Purchasing Office for Agricultural Produce in the Ministry. In 1944 he was appointed Government Commissioner for Food and Agriculture in the liberated portion of the Netherlands, and in 1945 Acting Director General of Food. From 1946 to 1948 he was the Netherlands' Government Commissioner for Foreign Agricultural Relations.

Mr. Boerma first became involved in FAO affairs in 1946, when he participated in the Preparatory Commission set up following the Copenhagen Conference. Following the establishment of the FAO Council, he represented his Government in it. In 1948 he took up the post of FAO Regional Representative for Europe, which he held until 1951, when FAO's Headquarters was transferred to Rome. At that time, Mr. Boerma became Director, Economics Division, a post he held until 1958, when he was designated Director, Programme and Budgetary Service. In 1960 this post was elevated to the level of Assistant Director-General, and he served in this capacity until 1962. When the World Food Programme was established in 1962, he became its first Executive Director.

In November 1967, Mr. Boerma was elected to the post of Director-General of FAO for a four-year term, from 1 January 1968 to 31 December 1971. In November 1971 he was re-elected for a further four years, until the end of 1975. Mr. Boerma married Maretta G. H. Posthuma and they had three daughters. After his first marriage was dissolved, Mr. Boerma married Dinah Johnson; they have two daughters and now live in Vienna, Austria.

#### *Edouard Saouma (Lebanon)*

EDOUARD SAOUMA was born on 6 November 1926 in Beirut. He received a degree in agricultural chemistry from the School of Engineering of St. Joseph's University in Beirut in 1949, and a diploma in agronomy from the National School of Agronomy in Montpellier, France, in 1952.

In Lebanon, Mr. Saouma served as Director of the Tel Amara Agricultural School in 1952 and 1953; as Director of the National Centre for Farm Mechanization in 1954 and 1955; as Director-General of the National Institute for Agricultural Research from 1955 to 1962; and as Minister of Agriculture, Forestry and Fisheries in 1970. From 1960 to 1962 he was a member of the Governing Board of the National Grains Office.

Mr. Saouma participated in FAO Conference and Council sessions from 1955 through 1961 on behalf of the Government of Lebanon, and from 1957 through 1961 he was a member of the Programme Committee.

From 1962 to 1965 Mr. Saouma served as FAO's Deputy Regional Representative for Asia and the Pacific, in New Delhi. In 1965 he was appointed Director of the Land and Water Development Division, a post he occupied until the end of 1975. From 1969 through 1975 he also served as Chairman of the Interdepartmental Working Group on Natural Resources and the Human Environment. In November 1975 he was elected by the FAO Conference to the

post of Director-General for the six-year period 1976-1981. He has been nominated for a second six-year term (1982-1987) and is the only candidate whose name will be before the FAO Conference for this post in November 1981. Mr. Saouma has received honorary doctorates from the Universities of Indonesia, Korea, Peru, Uruguay, Warsaw (Poland), and the Agricultural Universities of Faisalabad (Pakistan), the Philippines and the Punjab (India). Among the decorations he has received are: Grand-croix de l'Ordre national du Cèdre (Lebanon), Saïd Akl Prize (Lebanon), Mérite agricole (France), Grand-croix de l'Ordre national du Tchad, Grand-croix de l'Ordre national du Ghana, Grand-croix de l'Ordre national de la Haute-Volta, Gran Cruz al Mérito Agrícola de España, Knight Commander of the Order of Merit of Greece, Orden del Mérito Agrícola de Colombia, and the Gran Oficial Orden de Vasco Nuñez de Balboa (Panama).

Among the innovations introduced by Mr. Saouma during his first term as Director-General two are of particular note. He was responsible for setting up a corps of FAO Representatives, as a main instrument for the decentralization of FAO's activities to the country level. As of June 1981 there were 55 country offices covering 66 countries; it is planned to set up 7 more by the end of 1981, and for the 1982-83 biennium it is proposed to expand the number to 74. Mr. Saouma is also responsible for the establishment within the Regular Programme of a Technical Cooperation Programme (TCP) for the provision of small-scale, short-term assistance of an urgent nature. The amount set aside for these activities in 1980-81 was approximately 11.7% of FAO's budget, and a similar proportion is proposed for 1982-83.

Mr. Saouma is married to Inez Forero; they have one son and two daughters.

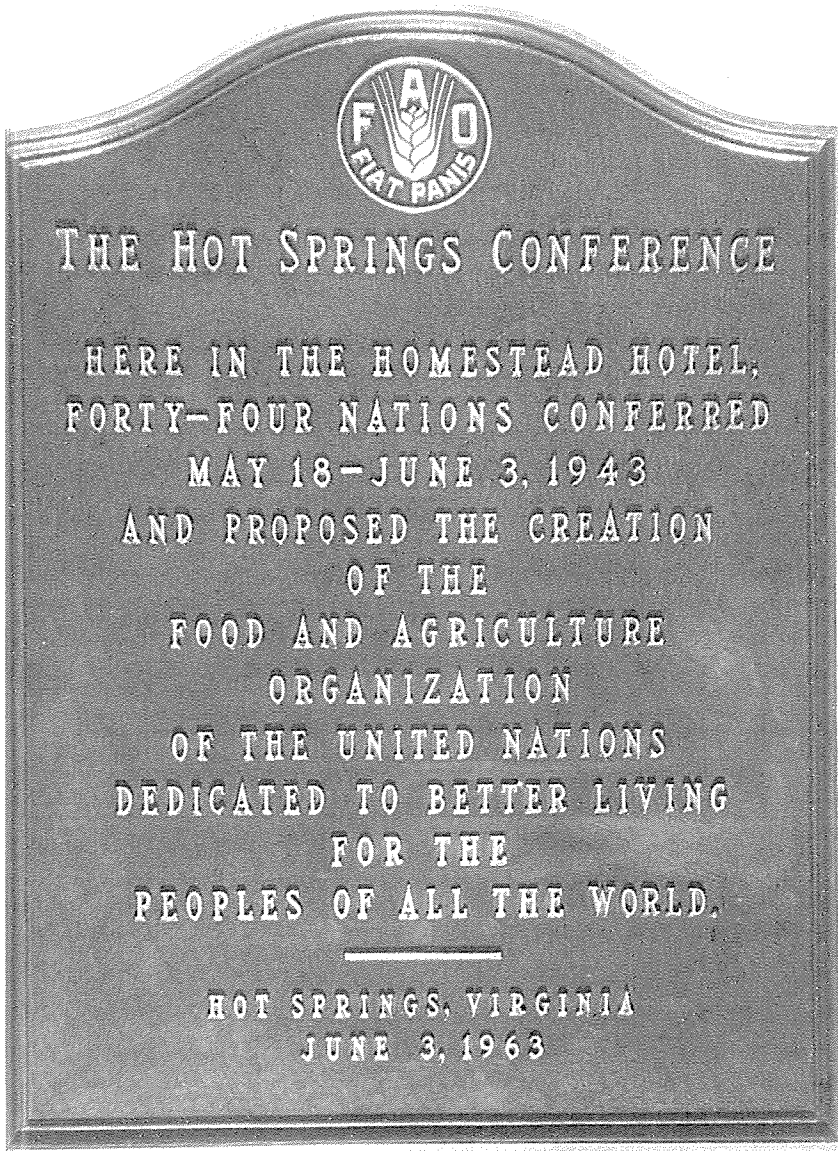
### **The Deputy Director-General**

This post has been occupied in turn by William Noble Clark (January-June 1948), Sir Herbert Broadley (1948-1958), Dr. F. T. Wahlen (1958-1959), Sir Norman C. Wright (1959-1963), Oris V. Wells (1963-1971), Roy I. Jackson (1972-1977), and Dr. Ralph W. Phillips (1978-1981). A brief account of the background and achievements of each of these men who has served as alter ego to one or more of the Directors-General is set out below.

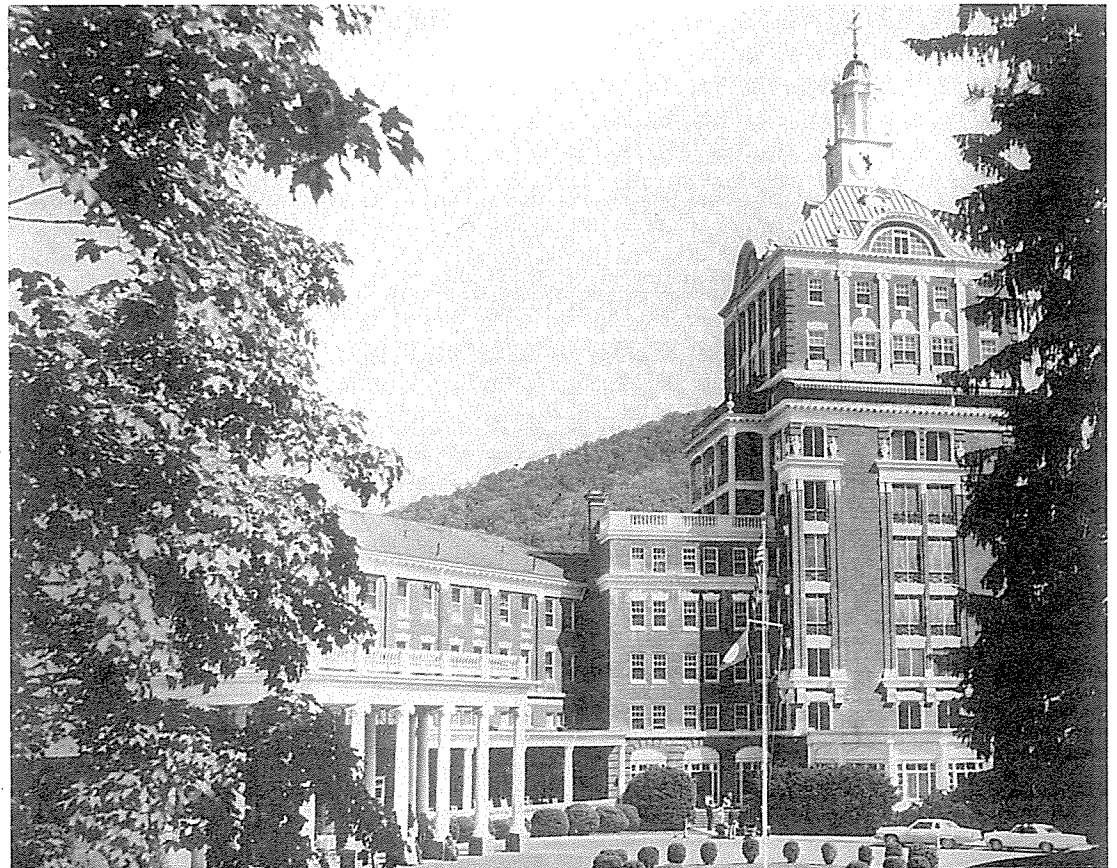
#### *William Noble Clark (United States)*

WILLIAM NOBLE CLARK was born on 18 September 1891 at Lake Preston, South Dakota, USA. He received a B.S. degree from the University of Wisconsin in 1915, and after further study at the University of Minnesota in 1926 and Northwestern University in 1927 he obtained an M.S. degree from the University of Wisconsin in 1930.

Meanwhile he had begun his professional career in 1915 as a teacher at what is now Michigan State University. In 1917 he became a farm manager in Cook County, Illinois, and from 1918 to 1922 he worked as agricultural adviser to the Wisconsin Colonization Company. Between 1922 and 1927 he was County



1. *Left:* Commemorative plaque at the Homestead Hotel, Hot Springs, Virginia (Photo FAO)

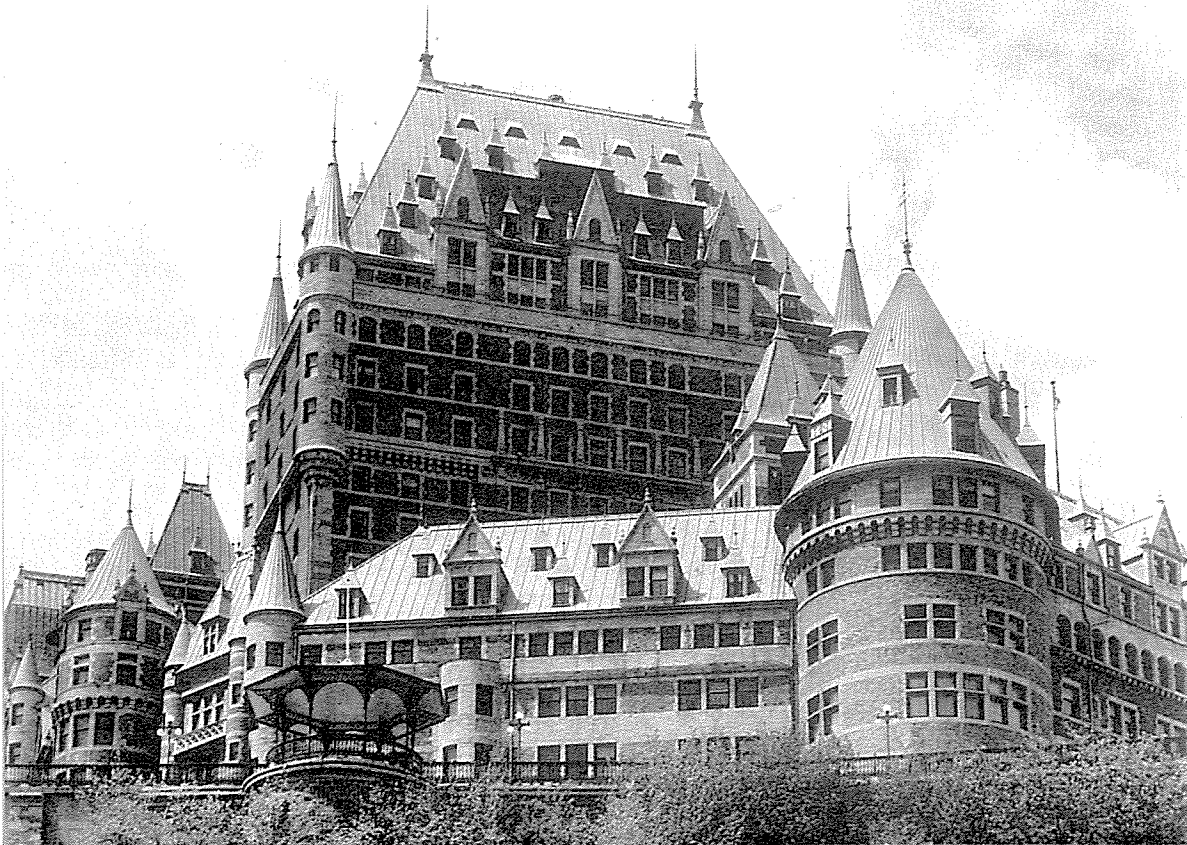


2. *Below:* The Homestead Hotel, Hot Springs, Virginia, site of the 1943 United Nations Conference on Food and Agriculture (Photo Homestead)

3. *Right:* Commemorative plaque at the Chateau Frontenac, Quebec, Canada (Photo FAO)



4. *Below:* The Chateau Frontenac, Quebec, Canada, where FAO was founded in 1945 (Photo Chateau Frontenac)





5. *Above:* 2841 McGill Terrace, N.W., Washington, D.C., seat of the Interim Commission and (for a short period after the Quebec Conference) FAO Headquarters (*Photo FAO*)

6. *Below:* 2000 Massachusetts Avenue, N.W., Washington, D.C., main FAO Headquarters building, 1946/47 (*Photo FAO*)

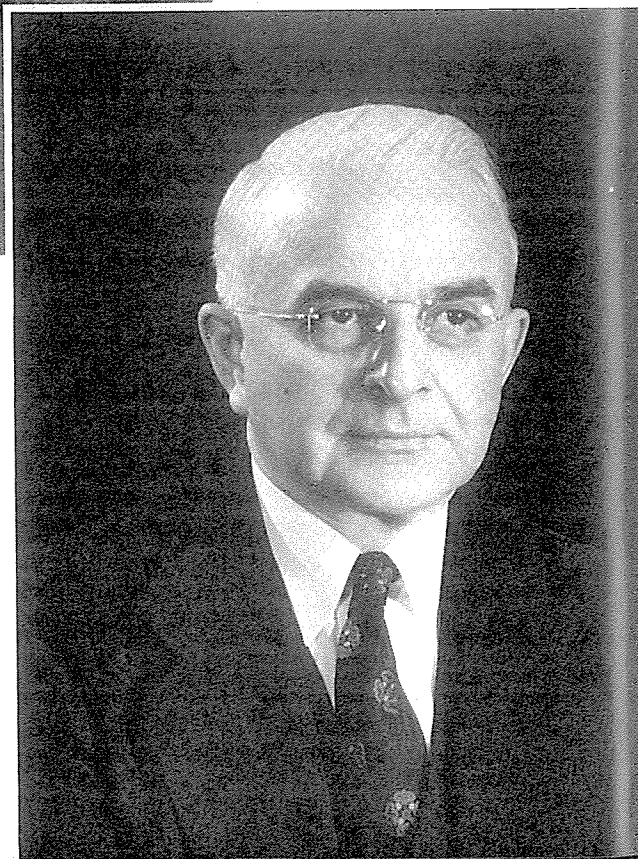




7. *Left:* SIR JOHN BOYD ORR, first Director-General of FAO, 1945-1948 (*Photo FAO*)



8. *Below:* NORRIS E. DODD, second Director-General of FAO, 1948-1954 (*Photo FAO*)



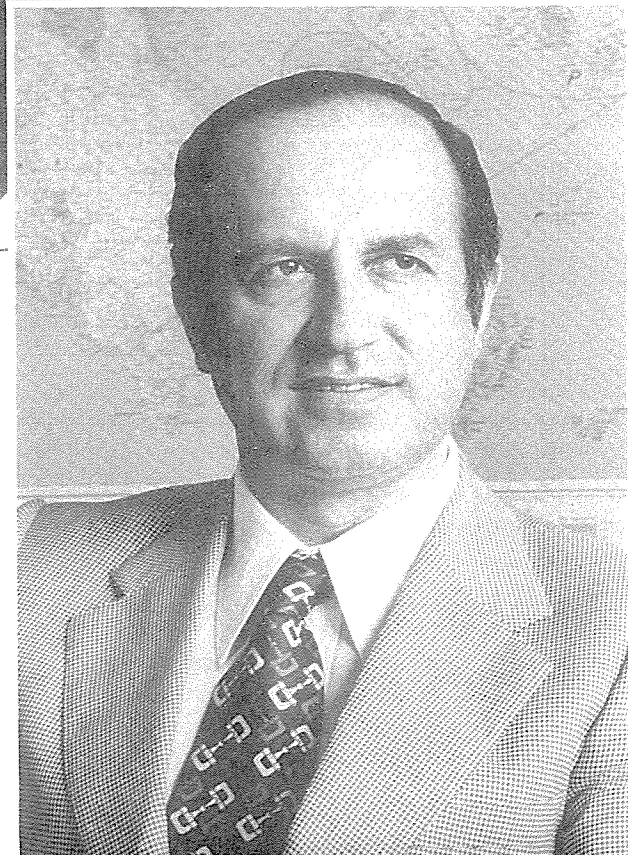
9. *Right:* PHILIP V. CARDON, third Director-General of FAO, 1954-1956 (*Photo FAO*)



10. *Left:* B. R. SEN, fourth Director-General of FAO, 1956-1967 (*Photo FAO*)



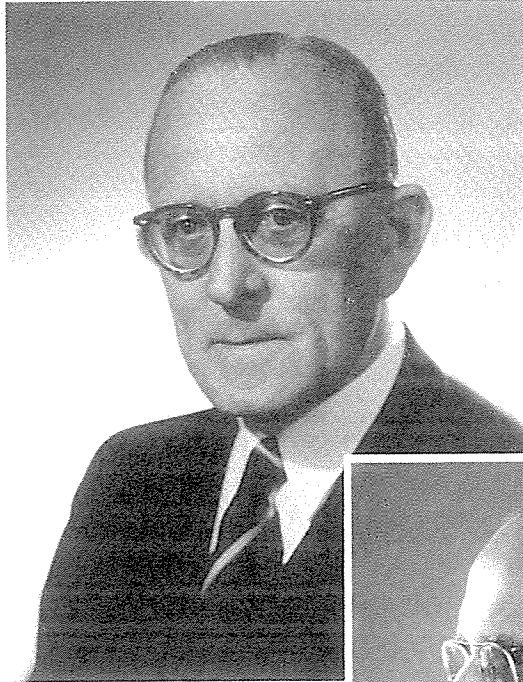
11. *Below:* A. H. BOERMA, fifth Director-General of FAO, 1968-1975 (*Photo FAO*)



12. *Right:* EDOUARD SAOUMA, sixth Director-General of FAO, 1976- (*Photo FAO*)



13. *Left:* Wm. NOBLE CLARK, first Deputy Director-General of FAO, 1948 (*Photo FAO*)



14. *Below:* SIR HERBERT BROADLEY, second Deputy Director-General of FAO, 1948-1958 (*Photo FAO*)



15. *Above:* F.T. WAHLEN, third Deputy Director-General of FAO, 1958-1959 (*Photo FAO*)



16. *Right:* SIR NORMAN C. WRIGHT, fourth Deputy Director-General of FAO, 1959-1963 (*Photo FAO*)





17. *Left:* ORIS V. WELLS, fifth Deputy Director-General of FAO, 1963-1971 (*Photo FAO*)



18. *Below:* ROY I. JACKSON, sixth Deputy Director-General of FAO, 1972-1977 (*Photo FAO*)

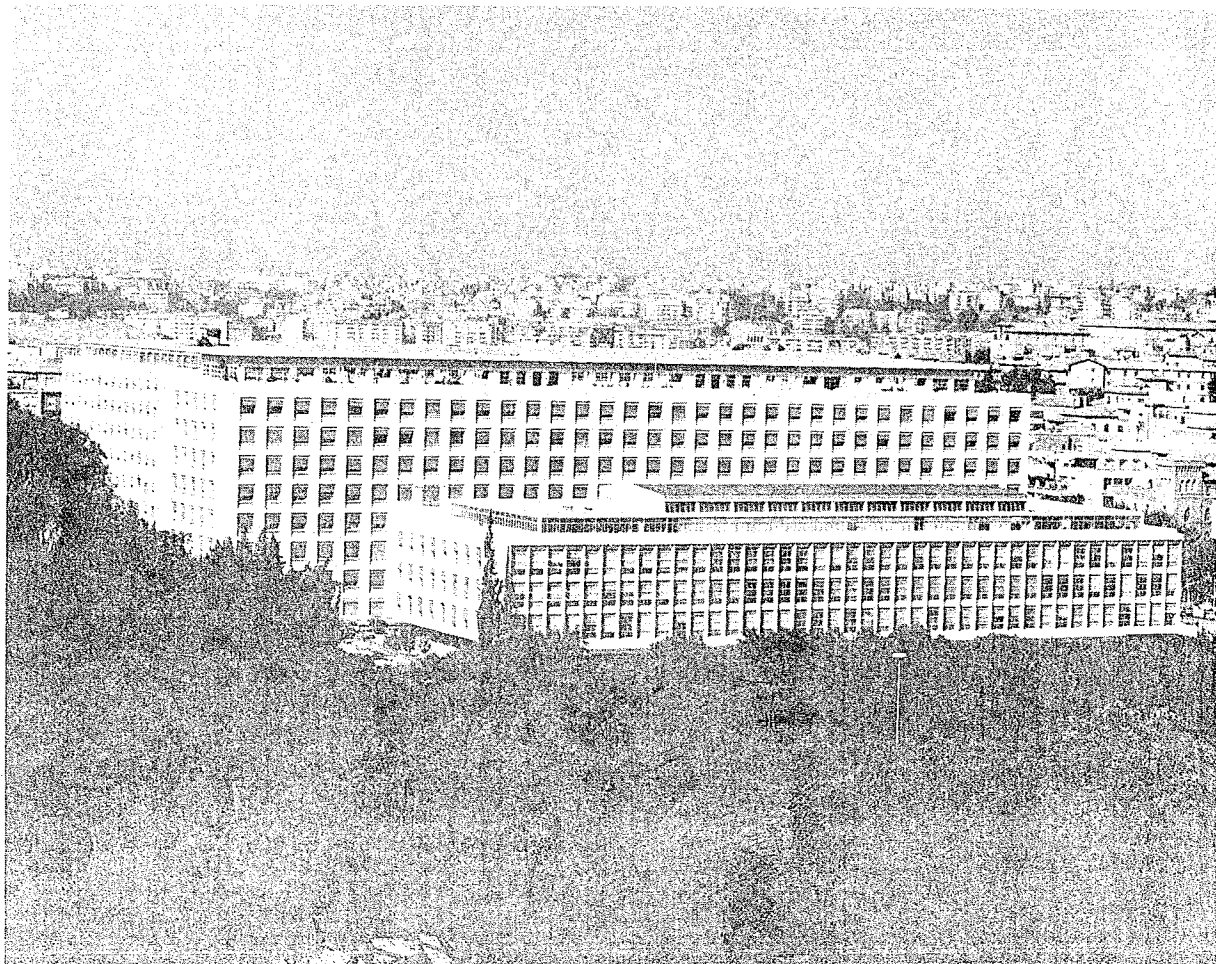


19. *Right:* DR. RALPH W. PHILLIPS, seventh Deputy Director-General of FAO, 1978-1981 (*Photo USDA*)



20. *Above:* The Longfellow Building, Connecticut and Rhode Island Avenues, N.W., Washington, D.C., main FAO Headquarters building, 1948-1951  
*(Photo FAO)*

21. *Below:* FAO Headquarters, Via delle Terme di Caracalla, Rome, Italy, since 1951 *(Photo FAO)*



Dr. Phillips served as research assistant in animal husbandry at the University of Missouri from 1930 to 1933; as instructor and assistant animal husbandman at the University of Massachusetts from 1933 to 1936; as associate animal husbandman and physiologist in the USDA from 1936 to 1939; as Professor and Head, Department of Animal Husbandry, at Utah State University from 1939 to 1941; as senior animal husbandman in charge of animal genetics investigations in the USDA from 1941 to December 1946; as Chief of the Animal Production Branch of FAO from December 1946 to May 1949; and as Deputy Director of its Agriculture Division from May 1949 to July 1957. He then returned to the USDA, where he was Executive Director for International Organization Affairs until early January 1978.

Dr. Phillips first became involved in FAO affairs in 1944-45, when he participated in the work of the Interim Commission in preparation for the First Session of the FAO Conference. In 1946 he was a member of the Standing Advisory Committee on Agriculture which met in Copenhagen in advance of the Second Session of the Conference. Between 1957 and 1977, he was a member of his country's delegations to practically all FAO Council and Conference sessions, and to many Regional Conferences, the Committee on Agriculture, and other FAO meetings. During this period he also chaired four FAO consultations on animal genetic resources. He was a member of the FAO Programme Committee from 1962 through 1977, serving as its Vice-Chairman from 1964 through 1973, and as its Chairman from 1974 through 1977.

Special assignments carried out during Dr. Phillips' career have included serving as founding editor of the *Journal of Animal Science*, 1941-1949; as consultant on animal breeding in China and India for the US Department of State, February 1943-March 1944; as Scientific Secretary for Agriculture, UN Conference on Science and Technology for the Benefit of Less Developed Areas, January 1962-March 1963; and as President of the American Genetic Association, 1967. He presented the L.S. Linck lecture series for the Agricultural Institute of Canada in 1969 and 1970.

Dr. Phillips became Deputy Director-General of FAO in January 1978; his term of office expires on 31 December 1981.

Special honours he has received have included the USDA's Superior Service Award in 1960 and its Distinguished Service Award in 1970; the title of Fellow of the American Society of Animal Science in 1965; Berea College's Distinguished Alumnus Award in 1968; the American Society of Animal Science's International Animal Agriculture Award in 1975; the title of Officer in the Government of Italy's Order of Merit in 1966; and Honorary Membership in the American Home Economics Association in 1976. He is author of about 240 scientific papers, chapters in books, and other publications on the physiology of reproduction, climatology, animal genetics, animal production and international agriculture.

Dr. Phillips married Mary Pozzi on 1 June 1934; they had one daughter. Mrs. Phillips died on 26 February 1981.

## 8. *the headquarters and other offices*

### **The Headquarters**

At the outset, the General Rules of the Organization provided that

The seat of the Organization shall be situated at the same place as the headquarters of the United Nations Organization. Pending a decision regarding the headquarters of the UN, the headquarters of the Organization shall be in Washington.

The selection of Washington as the temporary Headquarters seat was a natural consequence of the fact that the Interim Commission had established its base there, following a decision of the Hot Springs Conference.

The United Nations was founded eight days after FAO, and much time passed between its founding and the selection of a site for its headquarters. When New York was selected, following a Rockefeller offer of the land, it immediately became evident to most of those concerned with FAO that this large metropolitan centre would not be a suitable site for an organization dealing with food, agriculture, fisheries and forestry. A different site therefore had to be found, and the Rule changed. Neither proved to be easy, and it was not until the Fifth Session of the FAO Conference in November-December 1949 that final decisions were taken.

The actual voting process was much more complicated than the following summary suggests, and in the effort to break an impasse, actions on the two phases (i.e. the changing of the Rule and the selection of a site) were intermingled, as may be seen from the account in the Report of the Fifth Session of the FAO Conference. But, for the sake of brevity, the main elements are set out here in simplified form.

A two-thirds majority was required to change the Rule, and since it appeared that a majority of at least one half plus one would prefer the Organization to have its headquarters in Europe, the proponents of North America worked against changing the Rule in order to prevent a vote favourable to a European site. (In fact, a proposal to abrogate the Rule had been defeated by a vote of 22 against, 20 for, in the Third Session of the FAO Conference in 1947.)

However, in the end, the Fifth Session, by a vote of 40 in favour to 18 opposed, slightly over the two-thirds majority required, amended the Rule to read:

The seat of the Organization shall be at a place selected by the Conference.

This opened the way for a final decision on the permanent seat. Sites had been offered by Denmark, Italy, Switzerland and the United States; a small minority still holding to the view that FAO and the UN should be in the same place, New York was also included in the sites considered. On this question, only a simple majority of those voting was needed. Even so, five ballots were required to settle the issue, their results being tabulated below:

PROPOSED SITE	BALLOT NO.				
	1	2	3	4	5
Votes cast	58	58	58	58	58
Not voting	3	3	3	3	3
Majority required	30	30	30	30	30
Denmark	2	—	—	—	—
Italy	24	28	29	29	30
Switzerland	3	2	—	—	—
United Nations	13	6	3	—	—
United States	15	21	25	27	28
Abstentions	1	1	1	2	—

Thus, the matter was decided by a very small margin, and in the small hours of the morning, since this plenary meeting of the Conference lasted until nearly 1.30 a.m. In the light of the final vote, the Conference formally accepted Italy's offer of a site in or near Rome, subject to the conclusion of a suitable headquarters agreement with the central and local governments concerned, and it authorized Director-General Dodd to negotiate such agreements and to refer them to the Council for ratification.

The complex of buildings selected for FAO's headquarters in Rome had been designed by an earlier Italian Government for use as a Ministry for Italian Territories in Africa. At the time of the transfer from Washington, in February 1951, only Building B of the complex was ready for occupancy by FAO. The foundations of Building A had been laid, and it was sufficiently completed during 1951 to allow the Sixth Session of the FAO Conference to be held there from 19 November to 6 December of that year. Work on Building C had been started in earlier years, but only a stairway and elevator tower had been erected, and this building was completed and made available to FAO only in October 1964. Building E, a small prefabricated "temporary" building in the courtyard between Buildings C and D, was completed in October 1965. Building D was occupied by the Italian Ministry of Posts and Telegraphs until August 1977, and after refurbishing it was turned over to FAO in two stages during 1980, the four upper floors in February, and the remaining four floors in September.

Over the years, as the Organization's programme and staff grew, it was necessary to rent increasing amounts of space outside the Headquarters complex. When Building D became available to the Organization, the amount

of rented space was reduced to that in Building F, at 426 Via Cristoforo Colombo, where the World Food Programme, the Fisheries Department, the Forestry Department, and a few smaller units are currently housed.

At the time the transfer to Rome began, the FAO staff in Washington included approximately 580 persons. Of these, 390 were separated from the service, 20 were transferred to the newly created North American Regional Office, and 167 were transferred to Rome. A further 15 employees, newly recruited in Washington, were also included in the transfer. The staff so transferred was made up of about two thirds professional and one third general service personnel. In addition, 50 staff members were transferred from regional offices, mostly from the European Regional Office (which was closed as a consequence of the establishment of Headquarters in Rome), to the Headquarters staff.

The transfer to Rome was effected during the early months of 1951. A contract was made with the Italian Lines for the transport of the staff and their families, utilizing regular sailings of the S.S. *Saturnia* and the S.S. *Vulcania*. 76 staff and family members sailed out of New York on the *Saturnia* on 17 February; 78 on the *Vulcania* on 1 March; 82 on the *Saturnia* on 22 March; and 5 on the *Saturnia* on 28 April. A scheduled sailing of the *Vulcania* on 4 April having been cancelled, the travellers booked on that sailing were transferred to such other sailings as were available at the time. A few staff members and families made the crossing later in the year.

The 4 April sailing of the *Vulcania* was cancelled because on its previous passage it had encountered a very bad storm and had to go into drydock for repairs. A few incidents will indicate the severity of that storm. The grand piano in the main lounge broke loose and, cruising about the lounge, reduced most of the furnishings to kindling. During the height of the storm it was impossible to operate the dining room, and waiters crept along the corridors with sandwiches and whatever else could be served in the cabins. One staff member was thrown from her berth and suffered some cracked ribs. Sir Herbert Broadley, then Deputy Director-General, recounted — with his usual wry humour — being seasick and having to crawl from his berth to the bathroom, where he had the misfortune of having the seat of the toilet fall down around his neck! It was an epic voyage, and one that the 78 FAO staff and family members who experienced it did not soon forget.

The intensity of the storm that struck the *Vulcania* can perhaps be more fully appreciated from Street's (1951) account, written shortly after the event:

The second ship was caught in one of the worst storms in recent years. For a day and a half it drifted helplessly, battered by mountainous seas. Passengers could not leave their rooms, not even for meals. They were thrown out of their bunks, were cut and bruised. Two sailors were lost overboard. The main hatch broke open and water poured into the hold, where automobiles and household furnishings were crashing about in destructive abandon. The captain himself had doubts that the ship would survive.

Since only a little over a fourth of the Washington staff was transferred to Rome, the Organization was faced with the very substantial task of rebuilding a staff. In addition, the Expanded Programme of Technical Assistance (EPTA) was at that time getting under way, so that apart from dealing with the ongoing

programme of work, it was necessary to cope with a considerable increase in the workload, and to find the necessary additional staff both for field assignments as well as for the backstopping tasks at Headquarters.

### **Regional and Liaison Offices**

The present sites of FAO's Regional and Liaison Offices are Rome (for Europe), Rome (for the Near East, following its transfer from Cairo as discussed on page 52), Accra (for Africa), Bangkok (for Asia and the Pacific), Santiago (for Latin America) and Washington (for North America). One region, formerly known as Oceania and more recently (for Council election purposes) as the Southwest Pacific, has never had a Regional or Liaison Office. There is also a Liaison Office with the United Nations in New York and one with the organizations and bodies of the United Nations family that are located in Geneva. The functions of the Regional Offices in the developing regions are of course different from those of the Regional Office for Europe, and the functions of all these offices are different from those of the Liaison Offices in North America, at the UN, and in Geneva.

FAO also maintains Joint Divisions with the UN Economic Commission for Europe (ECE) in Geneva, for Africa (ECA) in Addis Ababa, for Western Asia (ECWA) in Beirut, and for Latin America (ECLA) in Santiago. A similar unit maintained with the UN Economic and Social Commission for Asia and the Pacific (ESCAP) in Bangkok was subsequently replaced by an alternative arrangement. These Joint Divisions deal primarily with agricultural economic matters, although the one in Geneva also handles certain forestry questions, and the one in Addis Ababa certain aspects of both forestry and fisheries. They are thus essentially extensions of the Economic and Social Policy Department and of the Forestry and Fisheries Departments respectively, and for this reason they are not discussed in detail here as part of the Regional Office structure. However, it should be noted that the FAO sector of the Joint Division in Santiago has been progressively integrated into the Regional Office there.

The first official step leading to the establishment of regional offices was taken when the Third Session of the Conference, in 1947, instructed the Director-General to prepare plans, for Council approval, for the establishment of offices in some regions, and especially in Latin America, Europe, the Near East and Asia. The Council, at its Second Session in 1948, authorized the Director-General to proceed with the plans he had submitted, but expressed the belief

...that regional offices should be outposts of a strong FAO Headquarters and not in any way autonomous units, and that the technical programme of FAO in each region should continue to be the full responsibility of the Director-General.

Before turning to the development and evolution of these offices, a few additional general points should be made. In the early days of FAO, when there was no field programme as such, there was a feeling among Member Countries, and particularly among those far removed from the temporary headquarters in Washington, that if they were to obtain many benefits from the Organization

they would have to have offices nearby. This feeling led to the establishment of Regional Offices and, in some regions, of sub-offices as well. With the advent of EPTA, and even more so with the establishment of the UN Special Fund (UNSF) and the subsequent merging of these programmes into the UN Development Programme (UNDP), the need for direct communications between FAO and its Member Governments in developing countries began to make itself strongly felt. This tended to bring into question the role of the Regional Offices, and over the years there have been sustained efforts to prevent them from becoming "little FAOs" and from assuming functions that would duplicate those which could best be assumed by Headquarters or within the respective countries. In fact, a Review Team which carried out its work during the first eight months of 1967 went so far as to recommend that the Regional Offices be abolished, but since they perform a number of important functions, and most of them have enjoyed a rather high level of political support, the recommendation was rejected. However, sub-offices have been eliminated, and in the many developing countries where FAO Representatives have been placed, the channel of communications between Headquarters and the respective capitals has increasingly become a direct one.

The Eighteenth Session of the Conference, in 1975, following the election of Edouard Saouma as Director-General, authorized him to review the Organization's Programme of Work for 1976-77 and to submit proposals to the Council for changes to it. This review necessarily included the options available regarding the Regional Offices, for which very large expansions had been proposed. He decided not to proceed with these, but to have the Regional Offices focus on activities which could best be carried out at the regional level. At the same time, he decided to place emphasis on decentralization at the country level, as discussed on pages 56-57. The Council fully supported this approach when it reviewed the Director-General's proposals in July 1976.

The present arrangements have been arrived at as a result of a long series of developments and adjustments, more complex in some regions than in others. These changes are summarized briefly below.

### *Europe*

The first Director-General, in his second annual report, announced that he had set up a temporary Regional Office for Europe in December 1946, utilizing the buildings which had become available when the assets of the IAA had been absorbed into FAO (see page 7). The office was under the direction of S.L. Louwes (Netherlands), with the title of Special Adviser. The Council, at its Second Session in 1948, approved the Director-General's decision to maintain the office in Rome, pending a decision on the Headquarters site. The Second Special Session of the Conference, in 1950, decided that the Regional Office for Europe should be closed as of 1 May 1951, but that its technical and coordinating activities should be maintained within the Organization, in a manner to be determined by the Director-General. The budget for 1951 indicated that, although the office in Rome was closed at the end of April 1951, a small liaison office was maintained in Geneva.



In the same year, a proposal was made to the Sixth Session of the Conference to establish a European Regional Liaison Office within FAO Headquarters, but the Conference deferred action and asked the Director-General to consult with European Governments on the matter and report to the Council. It was not until 1961 that the Eleventh Session of the Conference decided to re-establish a Regional Office for Europe. It was set up in Geneva, but was transferred to Rome in 1970.

The successive heads of the Regional Office for Europe have been as follows:

SPECIAL ADVISER	COUNTRY	PERIOD
S. L. Louwes	Netherlands	Late 1946–June 1948
REGIONAL REPRESENTATIVE FOR EUROPE		
A. H. Boerma	Netherlands	Mid-1948–Apr. 1951
Paul Lamartine Yates	United Kingdom	Jan. 1961–June 1970
G. E. Bildesheim	Austria	July 1970–Dec. 1980

#### *Near East*

In April 1947, a temporary Special Adviser for the Near East, Mr. Mahmoud Tewfik Hefnawy (Egypt), was appointed. He served in this capacity until 29 November 1947, when a Regional Office was set up in Cairo and he assumed the title of Regional Representative for the Near East. A formal agreement with the host government for the establishment of the Office was not, however, signed until 17 August 1952; it was approved by the FAO Council at its Sixteenth Session in November 1952.

The Regional Office continued to operate in Cairo until, in the light of the political situation prevailing in the region, the Twentieth Session of the Conference, in 1979, decided that henceforth and until decided otherwise by the Conference, the Cairo headquarters of the Regional Office for the Near East should be closed, and authorized the Director-General to implement measures to this effect, as set out in Conference Resolution 20/79. The Cairo Office was accordingly closed in early 1980, and the staff transferred to Rome, assigned to field projects or released. Regional activities are currently carried out from Headquarters under the supervision of the Regional Representative for the Near East.

The following officers have served as Regional Representative for the Near East:

SPECIAL ADVISER and REGIONAL REPRESENTATIVE FOR THE NEAR EAST	COUNTRY	PERIOD
Mahmoud Tewfik Hefnawy	Egypt	Apr. 1947–Sep. 1957
REGIONAL REPRESENTATIVE FOR THE NEAR EAST		
Dr. A. R. Sidky	Egypt	Nov. 1957–Sep. 1970
Dr. M. A. Nour	Sudan	Oct. 1970–July 1978
Salah Jum'a	Jordan	Aug. 1978–

The level of the post of Regional Representative was raised from D-2 to Assistant Director-General on 1 August 1963.

### *Asia and the Pacific*

In November 1948, the Director-General informed the Fourth Session of the Council that, without prejudice to a decision on a permanent site, he had selected Bangkok as a provisional centre for FAO activities in Asia and the Far East. The Fourth Session of the Conference, also in 1948, noted this action and endorsed the establishment of a Regional Office for Asia and the Far East. In November 1949 the Seventh Session of the Council, while accepting the principle that the Regional Office should rotate from country to country, approved the Director-General's recommendation that the Office should continue in Bangkok until the end of 1951. The Conference, at its Fifth Session in 1949, concurred with this latter recommendation, but called for a review of the position early in 1951. The Sixth Session of the Conference in 1951 agreed in its turn that the Office should remain in Bangkok at least until the end of 1953. When the matter arose again in the Seventh Session of the Conference in 1953, it was decided that Bangkok should be the permanent site. An agreement between FAO and the Government of Thailand regarding the site was approved by the Council at its Twenty-Second Session in October-November 1955.

The Conference, at its Second Special Session in 1950, noted a question regarding the establishment of an Information Centre in New Delhi, but took no action. At its Eighth Session in 1956, the Conference endorsed the appointment of a Deputy Regional Representative for Asia and the Far East, and the Director-General's budget for 1957-58, which was approved, included provision for an office in New Delhi, which was designated as a Sub-regional Office. It functioned as such until the end of December 1969.

Occupants of the post of Regional Representative for Asia and the Far East, which was raised from the grade of D-2 to that of Assistant Director-General on 1 December 1970, have been as follows:

REGIONAL REPRESENTATIVE FOR ASIA AND THE FAR EAST	COUNTRY	PERIOD
W.H. Cummings	United States	Late 1948-Jan. 1961
Ahsan-ud-Din	Pakistan	May 1962-Oct. 1971
Dr. Dioscoro L. Umali	Philippines	Nov. 1971-

In 1979 the Twentieth Session of the Conference endorsed a proposal to change the name of the office to that of Regional Office for Asia and the Pacific.

### *Latin America*

In 1948, the Fourth Session of the Conference noted the Director-General's decision to proceed without further delay to establish a Regional Office for Latin America. In 1949, the Fifth Session authorized him to select a site for the Office, but this proved to be quite a long and complex process. In 1950, the Second Special Session of the Conference observed that staff were already located at Santiago and Rio de Janeiro, and left the location of other sub-regional offices to the discretion of the Director-General. The budget for 1951 included funds for four offices: in Mexico, Central America and the Caribbean;

the Gran Colombian area; Eastern South America; and Western South America, but it was stipulated that if the budget had to be reduced, the proposal regarding the Gran Colombian area would not be implemented. The Conference, at its Sixth Session in 1951, approved arrangements for the continuation of the regional structure as it then existed; this included a Regional Office for Mexico, Central America and the Caribbean, in Mexico City; a Regional Office for Eastern South America, in Rio de Janeiro; a Regional Office for Western South America, in Santiago; and a Regional Statistics Office for Latin America, in San José, Costa Rica. The latter office was closed during the biennium 1954-55, but a decision on the status of the other offices was deferred for some years.

In 1955 the Council, at its Twenty-Fifth Session, noted a proposal by the Director-General to establish the Regional Office for Latin America at Santiago, with Sub-regional Offices in Rio de Janeiro and Mexico City, but felt that the matter should be considered by the Conference. The Eighth Session of the Conference, in the same year, while endorsing the proposals for centralization of the regional services but maintaining the three offices, asked the Director-General to consult with the governments of the region and to try to obtain agreement within two months on the location of the central office. At the same time, it endorsed his proposal to appoint two Deputy Regional Representatives in Latin America.

The available records indicate that by May 1956, agreement had been reached on Santiago, Chile, as the site of the Regional Office, and the first Regional Representative for Latin America took up his duties there in September 1956. The offices in Rio de Janeiro and Mexico City continued to exist as Sub-regional Offices until the end of 1969.

Officers who served as Regional Representative for Latin America, the level of which was raised from D-2 to Assistant Director-General in the autumn of 1961, have been the following:

REGIONAL REPRESENTATIVE FOR LATIN AMERICA	COUNTRY	PERIOD
W. G. Casseres	Costa Rica	Sep. 1956–Dec. 1958
Hernán Santa Cruz	Chile	Jan. 1959–May 1967
Juan Felipe Yriart	Uruguay	Sep. 1968–July 1972
Dr. Armando Samper Gneco	Colombia	Sep. 1972–Dec. 1974
Pedro Moral López	Spain	Jan. 1977–

#### *North America*

A Regional Office for North America was set up about 1 May 1951, immediately following completion of the transfer of FAO Headquarters from Washington to Rome, its establishment having been approved by the Second Special Session of the FAO Conference in 1950. In addition to servicing the United States and Canada, it had the task of maintaining liaison with the United Nations in New York, and for that purpose a small outposted office was set up at the United Nations. This dual role was maintained through 1955, after which a separate Liaison Office with the United Nations was established. The Office's

responsibility for maintaining contacts with Canada and the United States has continued without interruption since 1951, but to reflect its somewhat different functions as compared with offices in other regions, it was redesignated Liaison Office for North America as of 1 January 1970.

The following officers have served as Regional Representative for North America:

REGIONAL REPRESENTATIVE FOR NORTH AMERICA	COUNTRY	PERIOD
Gove Hambidge	United States	May 1951–Mar. 1956
Harold A. Vogel	United States	July 1956–May 1969
Dr. Howard R. Cottam	United States	Aug. 1969–July 1974
Dr. Donald C. Kimmel	United States	Aug. 1974–

### *Africa*

It was not until October–November 1958 that the Director-General submitted proposals to the Twenty-Ninth Session of the Council for the setting up of a Regional Office and two Sub-regional Offices in Africa, but since only enough funds were included in the budget for one office, the Council authorized only the installation of the main office during 1959. It also agreed that it should be located at Accra, Ghana. The Tenth Session of the Conference, in October–November 1959, approved an agreement between FAO and the Government of Ghana regarding this Office, and requested the Director-General to take all necessary steps to ensure its early implementation. The budget for 1960–61 included provisions for offices in Accra, Rabat and one undetermined location. The Conference, at its Eleventh Session in 1961, approved the Director-General's efforts to set up Sub-regional Offices in Rabat and at a site to be determined in Eastern Africa, and urged that these be set up as soon as possible. Owing to a number of problems, the proposed Rabat office was never established. A Deputy Regional Representative for the "East/South Zone", appointed in April 1962, was stationed in Rome until August 1966, and in Nairobi, Kenya, from that time until the elimination of this post in February 1969. Eventually the idea of having subsidiary offices in this region, as well as in other regions, was abandoned.

Officers who served as Regional Representatives for Africa are shown below:

REGIONAL REPRESENTATIVE FOR AFRICA	COUNTRY	PERIOD
Pierre Terver	France	Jan. 1959–Jan. 1962
Chief G. Akinola Deko	Nigeria	Jan. 1962–July 1968
Moise C. Mensah	Benin	Jan. 1969–Jan. 1976
Dr. S.C. Sar	Senegal	Jan. 1977–

The level of this Regional Representative post was upgraded from D-2 to Assistant Director-General on 1 December 1970.

### *United Nations*

As noted earlier, liaison with the United Nations in New York was maintained from 1951 to 1955 through a small unit outposted from the Regional Office for North America and headed by Miss Alicia Baños (Mexico).

In June 1955, the Twenty-First Session of the FAO Council endorsed a proposal for the appointment of a Senior Liaison Officer, to be located at the United Nations in New York. From 1956 onward, separate provisions were made in the FAO budget for the Regional Office in Washington and for the Liaison Office in New York, and since 1956 a Director of the Liaison Office with the United Nations has been stationed in New York.

Those who have occupied this post have been the following:

DIRECTOR OF THE LIAISON OFFICE WITH THE UNITED NATIONS	COUNTRY	PERIOD
Joseph L. Orr	United States	Jan. 1956–Dec. 1966
D.W. Woodward	New Zealand	Jan. 1967–Oct. 1971
Charles H. Weitz	United States	Oct. 1971–Dec. 1979
R.N. Saraf	India	Jan. 1980–

In addition to the Liaison Office in New York, an Office of the FAO Representative to the United Nations Organizations in Geneva was set up on 1 January 1980, to maintain contact with the United Nations European Office, with subsidiary UN bodies located in Geneva, and with other organizations in the UN family that have their headquarters in Geneva. This office has been headed since its establishment by Mr. S. Akbil (Turkey).

### Country Offices

Country offices of one kind or another have been in existence since the early years of the Organization. When field activities were initiated in the late 1940s under the UNRRA Transfer Fund, the teams in two countries, China and Ethiopia, were sufficiently large to justify having team leaders and small offices to service the teams. With the advent of EPTA, sizeable teams were placed in many developing countries, and it soon became necessary to designate one member of each such team to serve as the main point of contact between the Government and Headquarters.

As early as 1955, the FAO Conference had recognized the need for chiefs of mission and for using them to deal not only with assistance to the respective developing countries but also with matters relating to the Regular Programme. In 1961, the Eleventh Session of the FAO Conference adopted a detailed Resolution (No. 17/61) on "Country Representatives", which, recognizing the growing volume and complexity of FAO's operational programmes and the need, where countries so requested, for full-time FAO country representatives, set out the functions of such representatives in detail. The Conference also recognized that it would be appropriate to make group-country appointments in some cases.

In 1966 the Director-General of FAO and the Administrator of UNDP entered into an agreement for the appointment of officers entitled Senior Agricultural Advisers/FAO Country Representatives, whose posts were financed two thirds by UNDP and one third by FAO. They served as advisers on the staffs of the UNDP Resident Representatives, but performed some functions on behalf of FAO.

When the Eighteenth Session of the FAO Conference, late in 1975, gave its general approval to the Programme of Work proposed for 1976-77, it also authorized newly-elected Director-General Edouard Saouma to review that Programme and to propose amendments to it for the consideration of the FAO Council. Among the proposals Mr. Saouma submitted to the Council in July 1976 was one for the initiation of a corps of FAO Representatives in the developing countries, which would gradually replace the Senior Agricultural Advisers/FAO Country Representatives. The Council authorized the initiation of this corps during the remainder of 1976-77, with perhaps 15 FAO Representatives' Offices to be established by the end of the biennium. In 1977, the Nineteenth Session of the Conference authorized an increase in the number of these offices to 47 during 1978-79. By the end of 1979, with the full cooperation of UNDP, all the Senior Agricultural Adviser/FAO Country Representative posts had been terminated. In that year, the Twentieth Session of the Conference authorized a further increase in the number of FAO Representatives' Offices to 62 during 1980-81.

In view of the importance of the offices of the FAO Representatives as links between FAO Headquarters and the governments of the countries they serve, their major functions are summarized briefly below:

- To keep governments informed of the Director-General's position with respect to global problems in finding solutions for which they may be called upon to participate;
- to provide governments with supplementary information about the decisions of FAO's Governing Bodies and progress reports on their implementation;
- to maintain contact with governments' agricultural, fishery and forestry administrations, and with national institutions and associations concerned with these sectors of the economy, and to provide them with advice regarding services available from FAO;
- to provide FAO Headquarters regularly with updated information on the agricultural and food supply situations, for inclusion in the reports of the Organization's global monitoring systems;
- to serve as the channel of transmission of governments' requests for assistance and to coordinate any relief measures undertaken by FAO;
- to contribute to the identification of potential areas for technical assistance or investment projects;
- to inform governments of areas in which FAO may be in a position to offer practical assistance through projects financed from extra-budgetary sources or through its own Technical Cooperation Programme;
- to provide technical expertise in the formulation of projects and to advise on appropriate sources for their financing;
- to assume operational responsibilities for projects in exceptional cases;
- to maintain liaison with the UNDP Resident Representatives and with representatives of other international and bilateral organizations on matters of mutual concern;
- to obtain governments' agreement for visits to the respective countries by senior officers and missions, and to arrange for their introduction to the appropriate authorities.

## 9. *the evolution of the headquarters organizational structure*

The structure of FAO naturally reflects the subject matter falling within the Organization's terms of reference, and the tasks it carries out within them. It was quite simple at the outset, when the Organization's programme of work, its budget and staff were all quite limited, and the number of its Member Countries relatively small. But as all of these grew in size and the programme of work increased in scope, since FAO deals with all major aspects of agriculture, fisheries and forestry, through both its Regular Programme and its Field Programme, its structure naturally became more complex.

The changes that have taken place over the years have been far too many and too detailed to set out fully here, so only their broad outlines are given below. This summary inevitably contains some material which overlaps with information contained in subsequent sections regarding the evolution of various organizational units, but the two sets of information are presented from different perspectives, both of which are essential to understanding the Organization's historical evolution.

### **1945 through 1950**

During the year following the Quebec Conference, four substantive divisions were established: the Economics and Statistics Division, the Fisheries Division, the Forestry and Forest Products Division, and the Nutrition Division. A Director of Information was also appointed. In the period between October 1945 and September 1946, Director-General John Boyd Orr had been so preoccupied with the plans for a World Food Board that he had taken no steps to set up an Agriculture Division. However, as a means of indicating to Member Governments that this was being considered, he convened a meeting of a Standing Advisory Committee on Agriculture just prior to the Second Session of the Conference. Then, on 2 December 1946, the nucleus of the Agriculture Division was established.

In March 1947 a Rural Welfare Division was also established, and by July 1947 the organizational structure included:

- an Agriculture Division, with three Branches;
- an Economics, Marketing and Statistics Division, with five Branches;
- a Fisheries Division, with three Branches;
- a Forestry and Forest Products Division, with two Branches;
- a Nutrition Division, with two Branches;
- a Rural Welfare Division;
- a Common Programme, Technical and Administrative Services Division; and
- an Information Service, with three Branches, one of which was responsible for liaison with the UN.

FAO came into existence at a time of food shortages following World War II. One of the early actions of the Director-General, following the Quebec Conference, was to convene a Special Meeting on Urgent Food Problems, in May 1946. This resulted in the establishment of an International Emergency Food Council, which functioned under the aegis of FAO but as a separate entity. In November 1947, that Council was dissolved, and the FAO Council established an International Emergency Food Committee in its place. This new Committee continued to function as an arm of FAO until it was no longer needed and was dissolved by the FAO Council in June 1949. This historical note is included here because it has a bearing on some of the structural changes described below.

The organizational chart, as it had evolved by 7 March 1949, included the following “technical divisions”:

- Agriculture Division, with Animal Industry, Plant Industry and Land Use Branches;
- Distribution Division, with Cereals, Fats and Oils, Rice, Fibres, Livestock, Fertilizer, and Miscellaneous Commodity Sections. The Director of this Division also acted as Secretary General of the International Emergency Food Committee;
- Fisheries Division, with Economics, Biological and Technological Branches ;
- Forestry and Forest Products Division, with Forestry and Forest Products Branches;
- Nutrition Division, with an Area and Field Branch and a Nutrition Programmes Branch;
- Rural Welfare Division.

In addition, one substantive division was at that time classified as a “Service Division”:

- Economics and Statistics Division, with Statistics, Economics of Production and Development, Food Production and Utilization, and Economic Analysis Branches.

There were also two other “Service Divisions”:

- Administrative Division, with Personnel and Management, Budget and Finance, Records and Documents, and Plant and Operations Branches;
- Information Division, with Regional Information, Public Information and Publications Branches, the latter including an Editorial Section, Translation Services, and the Library.

In addition, by March 1949, a Constitutional Functions, Legal and External Affairs Unit, headed by a Special Assistant, had been created in the Office of the Director-General. It also dealt with Conference and Council affairs.



## 1951 through 1958

When the permanent headquarters of the Organization was transferred from Washington to Rome during the early months of 1951, the Distribution Division was abolished and its staff and functions combined with those of the Economics and Statistics Division. The Rural Welfare Division was also abolished, its functions being assigned in part to the Nutrition Division, but mostly to the Agriculture Division. Some changes were also made in branch structures, e.g. an Agricultural Institutions and Services Branch was added to the Agriculture Division. Some divisional names were simplified. Also, since the Field Programme was being developed, a Chief of the Expanded Technical Assistance Programme (ETAP) was designated in October 1950. Later, as the Field Programme expanded, the Deputy Director-General was designated as Chief Coordinator, and a unit was established in the Director-General's office to deal with ETAP.

Once the changes associated with the transfer to Rome had been consolidated and a new organizational chart was approved on 3 June 1952, the structure included five "technical divisions", as follows:

- Agriculture Division, with Animal Production, Plant Production, Land and Water Use, Rural Welfare, and Agricultural Institutions and Services Branches;
- Economics Division, with Economic Analysis, Commodities and Statistics Branches;
- Fisheries Division, with Fisheries Biology, Fisheries Economics and Statistics, and Fisheries Technology Branches;
- Forestry Division, with Forest Policy and Conservation, Research and Technology, and Forest Economics Branches;
- Nutrition Division.

In addition, there were two major services, and three units that reported directly to the Director-General:

- Administrative and Financial Services, with Personnel, Finance, Budget and Administrative Planning, and Internal Services Branches;
- Information and Educational Services, with Information, Documents, Library, and Legislative Services;
- General Secretariat;
- Expanded Technical Assistance Programme;
- Special Assistants to the Director-General.

This structure remained relatively stable through 1958, but a number of changes still took place. A Regional Analysis Unit was established in the Agriculture Division in 1952. By 1955, the name of this unit had evolved to Programme and Analysis Unit. In 1956, it was renamed the Programme Analysis Service, and a Programme Planning Service and a Programme Operations Service were also established in the Agriculture Division. A unit for Internal Audit was formally included in the structure in 1953; in 1957 its title was expanded to Audit and Inspection. In January 1956, the ETAP Unit was discontinued, and a Programme and Budgetary Service was set up in the Office of the Director-General to deal with both the Regular Programme and ETAP. In May 1956,

this Service was divided into a Programme and Budgetary Service and a Field Liaison Service, and an International Agency Liaison Service was established. In 1957, an Atomic Energy Branch was added to the Agriculture Division, and the Information and Educational Services were transformed into an Information Division, with Editorial, Audio-Visual and Documents Branches, and Legislative and Library Services.

However, none of these changes affected the overall structure materially.

### **1959 through 1969**

In October-November 1958, the Director-General placed a detailed reorganization plan before the Twenty-Ninth Session of the Council. The Council authorized the implementation of an interim plan during the remainder of 1958 and 1959, and of the ultimate version of the plan during 1960, subject to the necessary budgetary provisions being voted by the Tenth Session of the FAO Conference. Since the interim plan represented steps toward the ultimate plan, only the latter is described below.

The new arrangement, which was fully in effect from the beginning of 1960, constituted a major step toward the present departmental structure. It provided for the following:

Technical Department, with Divisions for Animal Production and Health; Fisheries; Forestry; Land and Water Development; Nutrition; Plant Production and Protection; and Rural Institutions and Services; and an Atomic Energy Branch;

Economics Department, with Commodities, Economic Analysis, and Statistics Divisions; Department of Public Relations and Legal Affairs, containing an Information and Public Relations Service, Publications Service, Office of Legal Counsel, Office of Liaison and Protocol, Rural Legislation Branch, Conference and Operations Branch, and Library;

Division of Administration and Finance, with Finance, Administrative Planning, Personnel, and Internal Services Branches;

Internal Audit and Inspection;

Programme and Budgetary Service, in the Office of the Director-General, with Programme Services, Programme Research and Evaluation, Programme Liaison, Field Operations Liaison, Budget, International Agency Liaison, and Training and Fellowships Branches.

This basic structure was maintained to a substantial degree from 1960 through 1969, but a number of important changes were made during this period:

As of July 1960, the Division of Administration and Finance was transformed into a Department of Administration and Finance.

As of September 1960, a unit was set up in the Office of the Director-General to deal with the Freedom from Hunger Campaign.

As of June 1962, there was some restructuring of major units in the Office of the Director-General, and a Programme Formulation and Budget Division, a Programme Liaison Division and a Division of Technical Assistance Coordination were established within the Programme and Budgetary Service. In April 1964, the FAO/IBRD Cooperative Programme was added to this Service. As of July 1960 the post of Director, Programme and Budgetary Service, had been elevated to the rank of Assistant Director-General.

Late in 1962, following approval by the Thirty-Ninth Session of the Council, the Rural Institutions and Services Division was transferred from the Technical Department to the

Economics Department, the name of which was changed to Economic and Social Policy Department. In May 1968 a further change was made, to Department of Economic and Social Affairs.

As of 1 October 1964, a Joint FAO/IAEA Division on Atomic Energy in Agriculture replaced the Atomic Energy Branch. It was located in Vienna, Austria, but from the FAO side it continued to function as a part of the Technical Department.

As of 1 January 1966, following a decision by the Conference late in 1965, the Fisheries Division was upgraded to a Department, containing a Fisheries Resources Exploitation Division and a Fishery Economics and Products Division. At the same time, the Information and Public Relations Service and the Publications Service of the Department of Public Relations and Legal Affairs were transformed into a Division of Public Information and a Publications Division, respectively. At the beginning of 1968, a unit was added to this Department to deal with the Industry Cooperative Programme, which had been developed during the previous biennium. On 1 July 1969, the Department became the Office of Information and General Affairs.

In June 1968, the Technical Department was transformed into an Agriculture Department, and the Nutrition Division was transferred to the Economic and Social Department.

As of June 1968, there was a further restructuring of some of the units in the Office of the Director-General. The Programme and Budgetary Service was modified to include an Area Service Division, a Programme Formulation and Budget Division, the FAO/IBRD Cooperative Programme, the FAO/Industry Cooperative Programme (transferred from the Department of Public Relations and Legal Affairs), and the International Agency Liaison Division. Also in 1968, a unit was placed in the Office of the Director-General to deal with the Indicative World Plan, a Plan which had been suggested during the World Food Congress in 1963 and which had been evolved during the two subsequent biennia.

A further major development during the 1960s was the establishment, in the autumn of 1961, of the World Food Programme (WFP), under the joint sponsorship of FAO and the UN, as a result of resolutions of the FAO Conference and the UN General Assembly. Its Secretariat is located at FAO Headquarters in Rome. It is headed by an Executive Director, who reports to the Director-General of FAO and the Secretary-General of the UN. In the 1968-69 biennium, the WFP structure included the following:

- Programme Operations Division
- Programme Development and Appraisal Division
- Division of External Relations and General Affairs

## **1970 through 1981**

The question of FAO's structure received special attention at the Fourteenth Session of the FAO Conference, in 1967. A resolution was adopted establishing an *Ad Hoc* Committee on Organization and requesting the Director-General to develop, in consultation with the *Ad Hoc* Committee, a reorganization plan sufficiently detailed to be used as the basis of presentation of the 1970-71 Programme of Work and Budget. It further requested him to submit the plan to the 1968 session of the Council for consideration.

The resolution was based on preparatory work by a Review Team appointed by the Director-General and on discussions of the Team's report in the Programme and Finance Committees, and in the Forty-Ninth Session of the

Council in October-November 1967. It also requested the Director-General to take appropriate interim steps during 1968-69, within the available budgetary resources and in consultation with the *Ad Hoc* Committee, to bring about improvements in communications between Headquarters and the field, to ensure more efficient conduct of field operations, and to improve administrative support and personnel administration. A main step which the Conference had in mind in this context was to move forward with the appointment of full-time Country Representatives, chiefly financed by UNDP.

The Fifty-First Session of the Council in October 1968 had before it the Director-General's and *Ad Hoc* Committee's Joint Report. While recognizing that some of the views it contained would require further study, the Council authorized the Director-General to proceed with the reorganization as proposed in the Joint Report, i.e. to present his Programme of Work and Budget for 1970-71 on the basis of the plan.

The Fifteenth Session of the Conference, in November 1969, then approved a modified structure, to take full effect from January 1970. Since it differed in many respects from that in effect during 1968-69, and since its main elements remained in effect during the following decade, the structure is outlined rather fully below. The main elements were —

Office of the Director-General, to which were attached the Legal Counsel, Internal Audit, and Freedom from Hunger Campaign, transferred from other areas, and a new Policy Advisory Bureau. The Freedom from Hunger Campaign was renamed Freedom from Hunger/Action for Development in June 1970;

Agriculture Department, with Animal Production and Health, Plant Production and Protection, and Land and Water Development Divisions, and the joint FAO/IAEA Division of Atomic Energy in Food and Agriculture, formerly elements of the Technical Department, as well as a new Agricultural Services Division which had been established in July 1968;

Economic and Social Department, formerly called Department of Economic and Social Affairs, with an Economic Analysis Division, Statistics Division, Commodities and Trade Division (formerly the Commodities Division), Rural Institutions Division (formerly the Rural Institutions and Services Division), and the Nutrition Division which had been placed in the Department in June 1968;

Fisheries Department, with Fishery Resources, Fishery Economics and Institutions, and Fishery Industry Divisions, and an Operations Service;

Forestry Department, with Forestry Resources, and Forest Industries and Trade Divisions, and an Operations Service. The Forestry Department was formerly the Forest and Forest Industries Division in the Technical Department; following the transformation of that Department, it had existed as a separate Division until it was upgraded into a Department in January 1970;

Development Department. This new department, composed largely of elements of the Programme and Budgetary Service formerly in the Office of the Director-General, included a unit for Programme Formulation, the Area Service Division, an Investment Centre (an expansion of the former FAO/IBRD Cooperative Programme), the FAO/Industry Cooperative Programme and the International Agency Liaison Division;

Office of General Affairs and Information, composed of the following from the former Department of Public Relations and Legal Affairs: Information Division (formerly Division of Public Information); Publications Division; Documentation, Legislation and Library Division (including elements drawn from the Publications Division), and Conference, Council and Protocol Affairs Division;

Administration and Finance Department, formerly the Department of Administration and Finance, composed of Personnel Division, Management Services Division (formerly Division of Administrative Management), and Administrative Services Division (formerly Office of General Services) and an Office of Controller composed of the Budget Branch, formerly in the Office of the Director-General, and of elements of the former Division of Finance.

There was also one general change which affected eight substantive Divisions in the Agriculture and the Economic and Social Departments: their "branches" and "sections" in Rome became "services", except for two small "units". "Services" had already been established in the Agricultural Services Division when it was created in June 1968.

In January 1971 the Legal Counsel's unit was renamed Legal Office, its functions having been expanded by the transfer to it of the Legislation Branch from the Office of General Affairs and Information.

The structure in effect for the 1970-71 biennium was modified in a number of respects at the beginning of, or during, the 1972-73 biennium, as follows:

- the name of the Documentation, Legislation and Library Division was changed to Library and Documentation Division and subsequently Library and Documentation Systems Division;
- the Programme Formulation Unit was transferred from the Development Department to the Office of the Director-General;
- the Economic and Social Department was renamed Economic and Social Policy Department on 1 July 1972;
- the Policy Advisory Bureau in the Office of the Director-General was abolished and its staff and functions transferred to the Economic Analysis Division, which was renamed Policy Analysis Division on 1 July 1972;
- the Nutrition Division was renamed Food Policy and Nutrition Division in August 1972, and at that time the Food Standards Branch of the former International Agency Liaison Division, renamed Food Standards and Food Control Service, was transferred to it;
- the Rural Institutions Division was renamed Human Resources, Institutions and Agrarian Reform Division in August 1972;
- the Home Economics Service was renamed Home Economics and Social Programmes Service and was transferred from the Food Policy and Nutrition Division to the Human Resources, Institutions and Agrarian Reform Division in August 1972;
- the former International Agency Liaison Division was transferred from the Development Department to the Office of the Director-General, as an Office for Inter-Agency Affairs, in August 1972;
- a Research Centre was set up in the Development Department in August 1972; and
- an Evaluation Branch was transferred from the Economic Analysis Division to the Development Department and renamed Evaluation Service in January 1973.

Although the basic structure remained essentially the same, some further modifications were made for the 1974-75 biennium, as follows:

- an Office of Programme and Budget was set up in the Office of the Director-General, combining the former Programme Formulation Unit with the Budget Branch, which was transferred from the Office of the Controller;
- a Financial Services Division was set up in the Administration and Finance Department, consisting of the remaining elements of the Office of the Controller;

- on 4 March 1974, the Agricultural Operations Division was created, located administratively in the Agriculture Department, but to service the Economic and Social Policy Department as well. At the same time, the Operations Services in the Animal Production and Health, Plant Production and Protection, Land and Water Development and Agriculture Services Divisions were discontinued; and
- on 1 October 1975, an Office for Special Relief Operations was set up in the Office of the Director-General, replacing an Office for Sahelian Relief Operations that had been in existence since May 1973.

The gradual evolution of the Organization's structure continued in the 1976-77 biennium, during which the following changes came into effect:

- the Field Liaison Division was renamed Field Programme Development Division, as of January 1976;
- Freedom from Hunger/Action for Development was transferred from the Office of the Director-General to the Development Department;
- units were set up in the Office of the Assistant Director-General, Agriculture Department, to deal with Policy Coordination and Planning, Remote Sensing, Environment Programme Coordination, and the International Fertilizer Supply Scheme;
- the Council, at its Sixty-Ninth Session in July 1976, agreed to a proposal to raise the Office of General Affairs and Information to the status of a Department, thus reinstating its status prior to 1970;
- on 1 November 1976, a Technical Cooperation Programme Unit was established in the Field Programme Development Division, to give special attention to this new Programme.

Further changes in structure made for the 1978-79 biennium included —

- expanding the Office of Programme and Budget in the Office of the Director-General into an Office of Programme, Budget and Evaluation, incorporating the Evaluation Service transferred from the Development Department;
- transferring the Research Development Centre from the Development Department to the Agriculture Department, as of January 1978;
- establishing a Global Perspective Studies Unit in the Economic and Social Policy Department; and
- terminating the Industry Cooperative Programme on 30 June 1978.

Two minor changes were made in the organizational structure in 1980-81:

- establishment of a Policy and Planning Division in the Fisheries Department; and
- setting up a Liaison Office in Geneva to maintain contacts with UN-family organizations there.

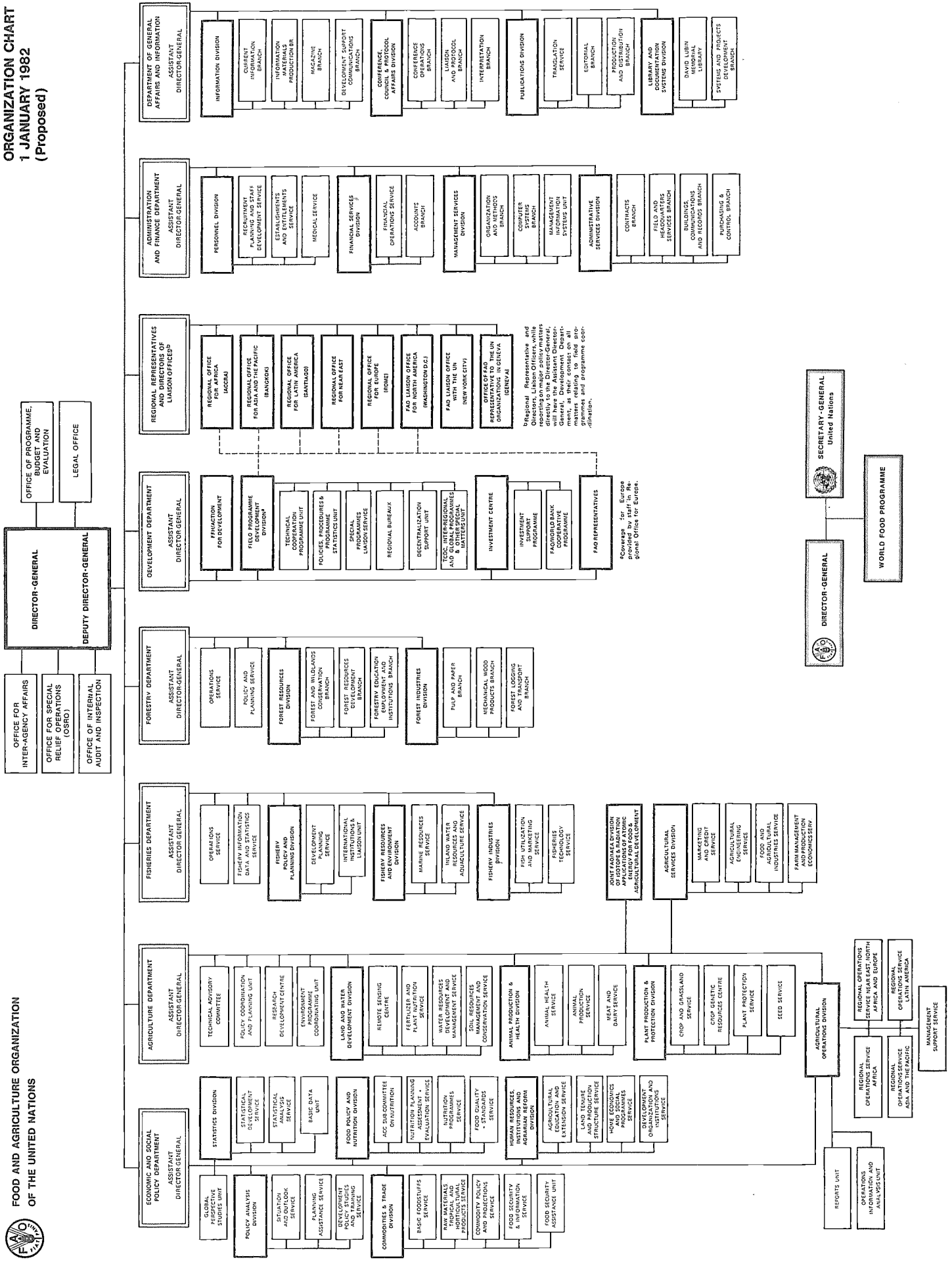
### **The Present Structure**

The organizational structure that emerged as a result of these and many other evolutionary changes which took place over the first 35 years of FAO's existence, as it grew and adapted its activities to the needs of its Member Countries, is shown in the chart on the opposite page, which was prepared for the Programme of Work and Budget 1982-83, and reflects one further change that is planned to take effect in 1982. More detailed descriptions of the evolution of the major units are set out in Chapter XI.



**FOOD AND AGRICULTURE ORGANIZATION  
OF THE UNITED NATIONS**

**ORGANIZATION CHART  
1 JANUARY 1982  
(Proposed)**



## *10. the evolution of the programme of work and budget*

When FAO was founded late in 1945, it had no formal written programme of work. The broad objectives and functions of the Organization were, of course, set out in the Constitution, and there was a substantial series of ideas on paper, as a result of discussions in the Interim Commission and during the First Session of the Conference, as to what work the Organization might undertake. But its methods of work were still to be developed and tested. FAO had only a limited inheritance in these respects from the former IIA, for example in the collection and publication of agricultural statistics. During its first few years, therefore, it had a modest work programme, and an equally modest budget, as the Organization and the Member Governments felt their way in this new approach to coping with man's continuing efforts to meet his needs for food and other agricultural products.

Both the programme of work and the budget expanded substantially over the years, as the Organization developed its capacity to serve its Member Countries, as their number increased, and as more resources were made available for the Regular Programme and, through various channels, for the Field Programme. The programme of work evolved in rather distinct stages, which are described briefly in broad outline in the following pages.

### **Evolution of the Programme of Work**

#### *1945 through 1950*

The Organization's activities during the period 1945-1950 were financed largely under the Regular Budget. During this period, the substantive work of FAO took form, and some of the methods of work which were used to a large extent in subsequent years were developed. Of necessity, these two aspects evolved together.

One of FAO's important functions is to serve as a forum in which the Member Countries may consult together on matters of common concern. The



Conference and the Council, in addition to their governing functions, provided some opportunities for discussion of substantive questions during these formative years. In addition, beginnings were made in the consideration of many technical and economic problems, through *ad hoc* meetings of representatives of governments and of individuals serving in their personal capacities. For example, a group of experts on animal and plant genetic resources was convened in Washington in 1947 to consider what work FAO might undertake in this field. Representatives of 27 countries participated in an FAO meeting on the preservation of stored grains, in London in 1947, which was followed by regional meetings in Florence, Italy, in 1948, in Cali, Colombia, in 1949, and in San José, Costa Rica, in 1950. An intergovernmental meeting on the control of rinderpest was held in Nairobi, Kenya, in 1948, and another, on livestock breeding under tropical and subtropical conditions, in Lucknow, India, in 1950.

Fora are also provided through standing statutory bodies, at least four of which were established during the 1945-50 period. As was noted in the previous chapter, an International Emergency Food Council was established in 1946, and it and its successor, the International Emergency Food Committee, functioned until June 1949 as bodies in which their members could consider and agree upon voluntary allocations of supplies of food and certain agricultural inputs during this period of post-war shortages. An International Rice Commission, set up in 1949, still functions as a forum for discussing problems of rice production, processing, conservation and utilization. Another body, the European Commission on Agriculture, was also established in 1949, to facilitate joint action and cooperation on agricultural problems. The Committee on Commodity Problems, through which governments continue to consult with each other on a broad range of questions concerning agricultural trade, was established in 1949 as well.

Technical assistance review missions to Greece, Thailand, Poland and Nicaragua, financed by the Regular Budget, were carried out during those early years, to review the overall situation in the respective countries and to make recommendations for further agricultural development. Another such mission, organized jointly by FAO and IBRD, was sent to Uruguay.

Direct technical assistance to individual countries was also initiated during this period. Financed for the most part by a fund transferred from the United Nations Relief and Rehabilitation Administration (UNRRA), technical assistance was provided to nine countries: Austria, China, Czechoslovakia, Ethiopia, Greece, Hungary, Italy, Poland and Yugoslavia.

Group technical assistance activities also began, taking the form of technical seminars and training centres for the benefit of participants from groups of countries. Between 1947 and 1950, 12 such activities were carried out, financed wholly or in part from the UNRRA Transfer Fund.

Another form of technical assistance, the granting of scholarships and fellowships for study outside the recipients' countries, also saw its first limited beginnings, as nine such awards were made under the UNRRA Transfer Fund. Still another form of technical assistance was also initiated, largely through the use of the UNRRA Transfer Fund, for the benefit of the countries eligible for

assistance under that Fund. This was the provision of limited amounts of scientific and technical equipment and supplies, and of scientific and technical literature, primarily to support the work of experts who were providing technical assistance, and for use in the seminars and training centres mentioned above. In addition, limited amounts of seeds were supplied for experimental purposes.

Through these various field activities, although they were modest in scope and geographic coverage, the basis was laid for what was to become FAO's very large Field Programme.

The basis was also laid, during these first five years, for FAO's information gathering, compilation and distribution activities. The end products of these many and varied activities included technical monographs, development-oriented technical papers, production and trade statistical yearbooks, reports of technical and economic meetings, and a broad range of other technical, economic and statistical publications, annuals and periodicals. Many of these that were of an annual or periodic nature are still being issued in their original or suitably modified forms, and these activities grew to the point where FAO soon became the leading international publisher of agricultural, nutrition, fisheries and forestry materials.

Apart from the collection and publication of statistics and some basic economic studies, much of FAO's effort during its first few years was directed toward ways of managing world food supplies. First, as noted earlier, Director-General John Boyd Orr prepared his ill-fated proposal for a World Food Board. A further food-supply management proposal, in the form of an International Commodities Clearing House (ICCH), was put before the Fifth Session of the Conference in November-December 1949. It, too, was rejected, but instead the Conference decided to establish the Committee on Commodity Problems (CCP), which held its First Session in January 1950.

### *1951 through 1958*

Two events early in 1951 had major impacts upon the evolution of FAO's programme of work: the transfer of Headquarters from Washington to Rome and the advent of the Expanded Programme of Technical Assistance (EPTA). It has already been noted that since only a little over a fourth of the original Washington-based staff made the move to Rome, the Organization was faced with the major task of rebuilding a staff. At the same time, changes in the nature of the staff required were necessary in view of the impending expansion in field activities and the need to provide effective professional backstopping for them. EPTA, in which FAO as well as most other organizations in the UN family participated, was initiated early in 1951 as the Expanded Technical Assistance Programme (ETAP); it grew rapidly, particularly between 1951 and 1955, and the new resources thus made available to FAO were roughly equal to those available under the Regular Programme. Under EPTA, experts were assigned to assist many developing countries, seminars and training centres were organized, fellowships arranged, and limited amounts of equipment, literature and experimental seeds provided, applying more widely the field techniques that

had been developed during 1945-50. Regional and country-group projects, such as a desert locust control project and a wheat and barley breeding project, both in the Near East, were also used more extensively during this period.

Joint field activities between FAO and the United Nations Children's Fund (UNICEF) were also developed and expanded substantially. In addition, a few trust-fund arrangements were entered into, under which technical assistance was provided through funds supplied by the recipient governments. The first of the Associate Expert Schemes, financed by the Netherlands, was also initiated at this time.

While the Organization's field programme was thus developing rapidly, the Regular Programme also continued to grow. The CCP extended its scope and influence, and since agricultural surpluses were creating problems in some sectors, a Consultative Sub-Committee on Surplus Disposal was established; an International Plant Protection Convention was prepared; regional commissions, permanent committees, working parties, *ad hoc* conferences and technical meetings were used increasingly as intergovernmental fora; and the André Mayer Fellowships were created. The recipients of these fellowships, named in honour of the French physiologist who had chaired the Executive Committee which was the precursor of the FAO Council, are expected to carry out research on problems related to aspects of FAO's programme of work.

#### *1959 through 1968*

The rate of expansion of FAO's Field Programme tended to level off during 1956-58, but following the initiation of the United Nations Special Fund (UNSF) in October 1958, a further period of rapid growth occurred since, like most other organizations in the UN system, FAO was able to utilize a share of the Fund for its technical assistance activities.

Projects under UNSF financing were, in general, quite large compared with those financed under EPTA, and went substantially further than EPTA projects in providing assistance other than through experts. They were designed to support the surveys, pilot projects and training facilities that were considered basic to programmes of agricultural development and to sound development investment. Funds allocated for each project over a period of years were supplemented by recipient governments' contributions and by backstopping costs under the Regular Programme.

The resources made available to FAO under EPTA also continued to increase during this period, as did activities which UNICEF supported in cooperation with FAO.

Three new lines of activity emerged: the Freedom from Hunger Campaign (FFHC), the World Food Programme (WFP), and the FAO/IBRD and similar investment-related programmes.

The FFHC was initiated in 1960 as a part of the Regular Programme, but some field programme activities were financed under it through funds-in-trust arrangements.

Under the joint sponsorship of FAO and the UN, the World Food Programme was set up in 1961 on a three-year experimental basis, to test the feasibility of

using surplus food in support of economic development. Its secretariat was placed at FAO Headquarters. Costs of staff, and resources in cash and kind for its programme, were provided from voluntary contributions. At the end of the experimental period, it was constituted on an essentially continuing basis.

In 1964, FAO and the International Bank for Reconstruction and Development (IBRD) undertook a joint activity aimed at better coordinating the use of FAO's technical and economic knowledge and IBRD's financial resources in support of agricultural development. Steps were also taken to develop close working relationships between FAO and various regional development banks. FAO's share of the costs of these activities was included in the Regular Budget.

On 22 November 1965, the UNSF and EPTA were consolidated into the United Nations Development Programme (UNDP), but the distinctive nature of the projects financed under the two original funds was maintained for several years. There was a considerable growth in most aspects of FAO's Regular Programme during the period 1959-1968, apart from those already mentioned, but as a result of the development of the Field Programme, a much greater increase occurred in resources for that Programme than in the Regular Programme. Consequently, a substantially larger proportion of the total funds available was channeled into activities for the benefit of the developing countries, and a smaller proportion than in earlier years into activities of overall benefit to all Member Countries. This change reflected both the emergence of many newly independent nations which had become Member Countries of FAO, and an increasing recognition of the need to deal more effectively with the problems of the rapidly growing populations in the developing countries.

#### *1969 through 1974*

In a large on-going organization, the demarcation between development phases is not always precise and clear. However, 1968 appears to have marked a watershed in the evolution of FAO's programme of work, not so much because anything came to an end as because some significant developments marked 1969 as the beginning of a new phase.

As a result of Conference and Council decisions in 1967 and late 1968, a number of changes in structure were put into effect during 1969 and at the beginning of 1970. These changes, including among others the establishment of a Development Department, were designed to increase FAO's capability to handle its now quite large Field Programme. But there were also substantial changes in the Regular Programme.

The Forestry Division was upgraded to a Forestry Department as of January 1970. A new Agricultural Services Division was established, its responsibilities including coordination of the multidisciplinary projects that were becoming increasingly prevalent in the Field Programme. The Nutrition Division was relocated in the Economic and Social Department and was given broader responsibility for nutrition planning. Work on agricultural development planning was placed on a firmer basis, and for the immediate future was assigned to a Policy Advisory Bureau in the Office of the Director-General.

The presentation of the Programme of Work was modified for 1970-71 and the immediately following biennia, to emphasize five "areas of concentration": high-yielding varieties, closing the protein gap, war on waste, development of rural populations and earning and saving foreign exchange. With some expansion of coverage and modifications in terminology, these had by 1974-75 and 1976-77 evolved into "areas of emphasis": mobilization of human resources; production and productivity; nutrition and protein (livestock and fish); conservation of resources and control of pests and diseases; agricultural policy and planning; and basic economic and statistical services.

Presentation of the Programme of Work according to these broad areas had the advantage of allowing the many programme activities to be presented in a few large and relatively integrated packages. However, it also presented difficulties, both for delegations to the Council and Conference and for the staff, since the areas did not correspond to the organizational structure, so that it was very difficult for anyone interested in a particular sector to ascertain what was being done or planned in it. Consequently, a new format was adopted shortly after this period ended, i.e. for 1978-79.

Several events external to the Organization during 1969-74 had substantial effects on the evolution of FAO's programme of work: critical crop shortages, particularly in 1972 and 1973, major changes in UNDP programming procedures from 1972 onward, and the UN World Food Conference of 1974. Concern over the critical food shortages that occurred in the early 1970s in some parts of the world led to FAO putting forward a proposal for an International Undertaking on World Food Security, and setting up a Global Information and Early Warning System. At the same time, in order to cope with a short-term fertilizer supply problem in the poorer countries, an International Fertilizer Supply Scheme was initiated. In relation to these developments, two new FAO Statutory Bodies were established, a Committee on World Food Security and a Commission on Fertilizers.

In June 1966, the UNDP Governing Council had asked the Programme's Administrator to provide a realistic assessment of the technical assistance needs of the developing countries and an indication of the capability of the UN system to satisfy them. In July 1968 the Administrator requested Sir Robert Jackson (Australia) to prepare an independent, objective report which, completed during the remainder of 1968 and 1969, led to the establishment of country programming as the main means of planning UNDP-financed activities. The first five-year cycle of country programming was initiated in 1972 and extended through 1976. Under the new procedures, the planning responsibilities of FAO and other executing organizations were substantially reduced, although they continued to carry major responsibility for implementing UNDP-financed projects.

Although budgetary resources are dealt with more completely on pages 77-78, it is worth noting here that the funds available to FAO from UNDP continued to increase during this period, from \$58.1 million in 1969 to about \$90 million in 1975. At the same time, there were such substantial increases in Trust Funds and in funds from other extra-budgetary sources that by 1975 the latter funds approximately equalled those available to FAO from UNDP.

The World Food Conference, convened by the UN in 1974, was held at a time when there was intense concern over world food shortages. Although the Conference was held in Rome, the UN elected to hold it apart from FAO and, while FAO provided organizational assistance, it had no direct responsibility for the Conference. Even so, most of the substantive inputs were provided by FAO, and the Conference gave endorsement and political support to many FAO activities that were under way or proposed, including the proposal for an International Undertaking on World Food Security; the establishment of a Committee on World Food Security; further development of the Global Information and Early Warning System; the establishment of the FAO Commission on Fertilizers; strengthening of FAO's work on pesticides and seeds; development of a programme on tsetse fly and trypanosomiasis control in Africa; strengthening of FAO's nutrition work; strengthening of FAO's work aimed at improving research, extension and training; and stress on the need for consistency in national and regional agricultural policies. The World Food Conference also recommended that the Intergovernmental Committee for the World Food Programme (IGC) should be converted into a Committee on Food Aid Policies and Programmes (CFA).

#### *1975 through 1981*

Some of the foregoing observations on events during 1969-1974 apply to 1975, and even later years. However, several events late in 1975 and early in 1976 marked the beginning of a new phase, and although 1975 was in many ways a transitional period, it is included in this new phase as a matter of convenience. Following the food crisis of the early 1970s, and strong support for many of FAO's activities by the World Food Conference of 1974, Member Governments of FAO generally supported a substantial increase in the Organization's programme of work and budget for the 1976-77 biennium. However, many were growing restive over the size of the staff at Headquarters and wished to see more work done at the country level. Consequently, while generally approving the proposed programme of work and budget for the next biennium, the FAO Conference in November 1975, as already noted, authorized newly-elected Director-General Edouard Saouma to undertake a complete review of the Programme of Work and to submit proposed changes to the FAO Council for approval. This led to reductions in a number of areas of activity, the initiation of two important new ones and the strengthening of a third.

Many of the new posts provided for in the Programme of Work were eliminated. Reductions were made in the numbers of proposed meetings, documents and publications. Certain activities in the field of economics, particularly those relating to the Perspective Study on World Agricultural Development (PSWAD), international agricultural adjustment, and country perspective studies, were scaled down.

One of the new activities initiated was a Technical Cooperation Programme (TCP), designed to provide developing countries with emergency and short-term assistance on a small and quick-response basis — the type of assistance that

cannot normally be funded from extra-budgetary resources. Sanction for the conduct of such activities already existed in Article 1, para. 3(a) of the Constitution, which reads,

It shall also be the function of the Organization... to furnish such technical assistance as Governments may request...

The other new measure proposed by the Director-General, and approved by the Council, was the gradual phasing out of Senior Agricultural Adviser/FAO Country Representative posts, financed in part by FAO and in part by UNDP, and their replacement by FAO Representatives. The phasing-out process was completed by the end of 1979.

The Council also endorsed the Director-General's proposal to strengthen FAO's work in support of investment in agriculture, in cooperation with the various international and regional financing institutions. One of these was the new International Fund for Agricultural Development (IFAD), whose establishment had been recommended by the World Food Conference and which came into being in December 1977.

During 1975-81, a number of other areas of work were singled out for special attention, over and above the level of activity originally foreseen for them in the Programme of Work and Budget: seed improvement and development; prevention of food losses; nutrition; the Food Security Assistance Scheme; trypanosomiasis control in Africa; continuation of the International Fertilizer Supply Scheme; and assistance to governments in the management and development of fishery resources in the Exclusive Economic Zones (EEZs). Locusts again threatened, particularly in the Horn of Africa and in West Africa, and earlier programmes to combat them were re-activated. Further, FAO organized during 1979 a World Conference on Agrarian Reform and Rural Development (WCARRD), which focused particular attention on the problems of the smaller and poorer farmers and provided the basis for strengthening FAO and national efforts aimed at more effective rural development.

Two other events during this period had adverse rather than positive effects upon the development of FAO's programmes.

Near the end of 1975, UNDP faced a financial crisis and a consequential reduction in the projects it could finance. This resulted in a substantial cutback in FAO's UNDP-financed field programme staff during 1976, and some further reduction during 1977. Although the financial crisis in UNDP has since been alleviated, and the Field Programme rebuilt, there are uncertainties for the future, and this crisis underlined not only the fragility of the present methods of financing development assistance, but also the importance of maintaining a varied base for such financing, including the trust funds, from many sources, that are administered by FAO.

Despite the favourable impact of the recommendations of the 1974 World Food Conference on FAO, there was one negative effect that should be noted. Since the Conference was organized by the United Nations, many of the political approaches that had characterized discussions and negotiations in New York in recent years were adopted. The Conference having been held in Rome (although not at FAO Headquarters), with many national participants who

were also regular participants at the FAO Conference, Council and other FAO sessions, these political approaches were picked up and adopted in subsequent FAO meetings as well. Thus FAO, which by comparison with other international organizations had hitherto been relatively free of political influences, became more politicized, probably more rapidly than would otherwise have been the case. Other factors at work during the 1970s also contributed to this process. Such an injection of political considerations into sessions through which governmental support for the activities of a technical organization is ensured can only lead to deterioration in their effectiveness.

### **Evolution of the Budget**

The resources available to FAO under its Regular Budget for the conduct of its Regular Programme of Work are voted by the FAO Conference, which also fixes the scale of contributions of the individual Member Countries. In order to ensure reasonable consistency within the UN system, the Conference has elected to use a scale derived from the United Nations' scale of contributions, adapted to take account of the differences in membership between the two organizations.

Extra-budgetary resources are provided through many channels. Some of these resources are used in support of activities closely associated with the Regular Programme, but most are devoted to the conduct of the Field Programme. The sources of these funds include, among others, UNDP for the conduct of the UNDP-financed aspects of FAO's Field Programme, and for so-called "overhead costs"; donor governments, for the conduct of many types of field projects and schemes, and some Regular Programme-related activities; donor governments in support of the Associate Expert Scheme; other international organizations, e.g. IBRD for its share in the cost of the Investment Centre, and the UN, from its Fund for Population Activities (UNFPA), for FAO's work relating to population and improved family life; governments and non-governmental organizations for the conduct of the Freedom from Hunger Campaign; WFP and IFAD for services rendered to their programmes; governments who wish international technical assistance that they themselves finance; and grants from various funds, foundations and other bodies for a broad range of activities.

Up until the early 1970s, extra-budgetary resources came largely from UNDP or its predecessor organizations. For the 1956-57 biennium, for example, \$16,643,000, about 95% of the Organization's total extra-budgetary resources, came from EPTA, and in 1966-67, \$97,213,000, over 86%, came from UNDP. By 1974-75, however, the situation had changed materially. For this biennium, when \$382.4 million in extra-budgetary resources were available from a variety of sources, only \$198.3 million, or about 52% were for the conduct of UNDP-financed projects, while \$184.1 million, or about 48%, were derived from trust-fund sources. As UNDP recovered from its financial crisis of the mid-1970s, its share in FAO's extra-budgetary resources increased somewhat, but without reaching the earlier high proportion. In 1976-77, the total extra-budgetary funds



amounted to \$389,783,000, of which \$236,104,000, about 60.6%, came from UNDP, while in 1978-79, the total was \$437,168,000, with \$280,790,000, or 64.2%, being derived from UNDP and 35.8% from trust-fund sources.

The overall trend in the financing of FAO's programme is indicated in Table 1, which shows summary data for four biennia, at ten-year intervals, together with figures for the most recent completed biennium and estimates for the current (1980-81) biennium. The amounts voted by the Conference for 1946 and 1947

TABLE 1: RESOURCES AVAILABLE TO FAO FOR SELECTED BIENNIA  
(in US dollars)

Biennium	Regular Budget	Extra-budgetary resources	Total
1946-47	8,361,000	— <sup>1</sup>	8,361,000
1956-57	13,400,000	17,589,000	30,989,000
1966-67	49,974,000	112,039,000	162,013,000
1976-77	167,000,000	389,783,000	556,783,000
1978-79	210,150,000	437,168,000	647,318,000
1980-81	278,740,000	581,120,000 <sup>2</sup>	859,860,000

<sup>1</sup> During 1947, \$1,135,000 were transferred from UNRRA to FAO for technical assistance to nine countries. Some initial expenditures were made that year, but the bulk of this fund was expended in subsequent years.

<sup>2</sup> Estimated.

were quite modest since, during these early years, the staff was small and the nucleus of a programme of work was still being evolved. The expansion of the budget during the next ten years was also modest, perhaps for three main reasons. Member Governments were still feeling their way as to just what they expected in the form of services from this new Organization, so they were cautious in the allocation of funds. Further, the United States Congress had placed a dollar ceiling on the amount it would appropriate, and since the United States was the largest contributor, furnishing in those years about one third of the Regular Budget, this in effect placed a ceiling on its overall size. Finally, as mentioned above, EPTA was the main source of Field Programme financing during these years, and its resources were themselves still modest.

The level of support for the Field Programme from UNDP resources began to increase rather rapidly in 1959, and in 1961 the US Congress eliminated its dollar ceiling (although it retained a percentage ceiling) on United States contributions to the Regular Budget, opening the way for the FAO Conference to agree upon more substantial increases for subsequent biennia. From this expanded base the Regular Budget has grown at a more adequate rate in recent decades, although a substantial proportion of these more recent increases was, of course, needed to cover cost increases resulting from inflation, so that real increases continued to be modest.

### The Staff

When FAO first set up shop in its temporary Washington Headquarters following the Quebec Conference, the staff was very limited indeed. In addition

to the newly-appointed Director-General, it consisted of some holdovers from the Interim Commission's staff and a few persons recruited during and immediately following the First Session of the FAO Conference. Even a year later, at the end of 1946, it was possible for the Director-General — who liked to follow the British practice — to have most of the staff for afternoon tea in one quite modest-sized meeting room.

From 1947 through 1950, the staff expanded as the programme of work and budget grew, and by the end of this period all or parts of a half-dozen buildings in the Dupont Circle area of Washington were being used by the Organization. With the transfer to permanent Headquarters in Rome at the beginning of 1951, there was a sharp reduction in numbers, since many staff members did not make the move to Italy, but thereafter the dual process of rebuilding and of further growth began.

It is hardly feasible to recall here the various stages and trends in that process over the following years. It will suffice to point out that the growth in staff numbers mirrored the growth in the programme of work and budget up to 1975, after which the relative increase in staff numbers was substantially smaller, as a determined effort was made to maintain greater flexibility by committing a smaller portion of the budget to continuing posts, and to contain the overall size of the Headquarters and Regional Office staffs.

TABLE 2: FAO STAFF AS OF 30 APRIL 1981

Location	Type of post								
	Professional and Higher Categories			General Service			Total		
	Posts filled	Vacancies	Total	Posts filled	Vacancies	Total	Posts filled	Vacancies	Total
Headquarters	1383	142	1525	2444	49	2493	3827	191	4018
Regional Offices and Joint Divisions*	119	10	129	213	3	216	332	13	345
Country Offices	87	—	87	283	11	294	370	11	381
Field Projects	2287	808	3095	610	69	679	2897	877	3774
Total	3876	960	4836	3550	132	3682	7426	1092	8518

\* Divisions maintained jointly by FAO and Regional Economic Commissions.

The present size of the staff, as indicated by the numbers in terms of established posts, is shown in Table 2. Of the professional posts filled or vacant, 31.5% were at Headquarters and the remaining 68.5% were in the field or in the regional offices, joint divisions, country offices and field projects, the latter alone accounting for about two thirds of the total.

## *11. the departments, divisions and other major units*

In the two previous chapters, general accounts were given of the evolution of the Headquarters as a whole, both in regard to its organizational structure and to its programme of work. Some similar information is given in the present chapter, but here the focus is upon each of the respective units rather than upon the Organization as a whole.

### **Office of the Director-General**

In addition to the Director-General and the Deputy Director-General, the Office of the Director-General encompasses his Cabinet, the Office of Programme, Budget and Evaluation, the Office of Inter-Agency Affairs (which includes the Office for Special Relief Operations), the Legal Office, and the Office of Internal Audit and Inspection.

The Director-General has full power and authority, under the Constitution, General Rules of the Organization and the Financial Regulations, and subject to the general supervision of the Conference and Council, to direct the work of the Organization (Article VII and Rule XXXVII). He appoints the Deputy Director-General (subject to confirmation by the Council, Rule XXXIX.1), who assists him as required, and acts as Director-General when the latter is unable to act or when a vacancy in that office occurs (Rule XXXVI.2).

In view of the breadth of the Director-General's overall responsibilities for the work of the Organization no attempt is made here to discuss the activities of his immediate Office, beyond the general indications given above. Brief descriptions of the various sectors encompassed within his Office will however be given.

#### *The Cabinet*

The Cabinet consists of a Director and a small staff. It contributes actively to the handling of the day-to-day work of the immediate Office of the Director-General, and undertakes a wide variety of special assignments, as required.

During the terms of office of the earlier Directors-General, officers were, of course, assigned to assist them as special assistants, personal assistants, etc., but the formal arrangement of a Cabinet was not instituted until the fifth Director-General, A. H. Boerma, took office in January 1968. Among those who served the earlier Directors-General as Special Assistants were Frank L. McDougall (Australia), from October 1945 to February 1958, David M. Lubbock (United Kingdom), from October 1945 to April 1948, and Joseph L. Orr (United States), from April 1951 to December 1955.

The title of Chef de Cabinet was used by the head of this office from 1968 through June 1976, after which it was changed to Directeur de Cabinet. Those who have held the post are the following:

CHEF and DIRECTEUR DE CABINET	COUNTRY	PERIOD
Declan J. Walton	Ireland	Jan. 1968–June 1975
J. V. A. Nehemiah	India	June 1975–Dec. 1975
J. de Mèredieu	France	Jan. 1976–Apr. 1980
Vikram J. Shah	United Kingdom	May 1980–

#### *Office of Programme, Budget and Evaluation*

This Office, consisting of a Programme and Budget Service and an Evaluation Service, was established in its present form as of 1 January 1978. Its three functional elements have had a quite chequered history in FAO.

From 1946 to early 1951, budgetary matters were the responsibility of a Budget and Finance Branch. Following the transfer to Rome, a Budget and Administrative Planning Branch dealt with budgetary matters until the end of 1956, when the budgeting function was removed from it.

During 1957 and 1958, programming and budgetary activities were coordinated by a Central Programme and Liaison Service in the Office of the Director-General, which included a Programme and Budgetary Service, a Field Liaison Service, and an International Agency Liaison Service. Following a Council decision in the autumn of 1958, it was continued in the Office of the Director-General and consisted of a small programming unit and a budget office. By the 1960-61 biennium these had evolved into a Programme Research and Evaluation Branch and a Budget Branch. Then, in 1962, a Programme Formulation and Budget Division, consisting of a Programme Formulation Branch and a Budget Branch, was organized within the Programme and Budgetary Service. This Service was maintained until 1968, and the programme formulation and budget aspects, together with other activities it undertook, were carried out under the general direction of the officers listed below:

PROGRAMME FORMULATION AND BUDGET SERVICE	COUNTRY	PERIOD	TITLE
Pierre Terver	France	May 1956–Dec. 1958	Director
A. H. Boerma	Netherlands	Jan. 1959–July 1960	Director
A. H. Boerma	Netherlands	July 1960–June 1962	Assistant Director-General
Oris V. Wells	United States	June 1962–July 1963	Assistant Director-General
Pierre Terver	France	July 1963–June 1968	Assistant Director-General

As a result of the major reorganization planned in 1968 and 1969, and fully implemented in January 1970, the Programme and Budgetary Service was transformed into a Development Department as of 8 July 1968. In January 1970, the Budget Branch was transferred to a new Office of Controller, in the Administration and Finance Department, where it remained until the end of 1973. A Programme Formulation Unit which had remained in the Development Department was transferred back to the Office of the Director-General at the beginning of 1972.

In 1974, an Office of Programme and Budget was set up in the Office of the Director-General, incorporating the Programme Formulation Unit and the Budget Branch, which was transferred from the Administration and Finance Department.

An Evaluation Branch, established on 1 June 1968 in the former Economic Analysis Division, was transferred to the Development Department on 1 January 1973 and redesignated Evaluation Service. On 1 January 1978 the Service was transferred to the Office of Programme and Budget, which was renamed Office of Programme, Budget and Evaluation.

The functions of the Office of Programme, Budget and Evaluation are, for the most part, evident from its name. However, a few general points should be made regarding its development.

The volume and complexity of the programme and budget functions of the Office and its many precursors increased rapidly over the years as the Regular Programme increased in size and scope, as the Field Programme, financed from extra-budgetary sources, emerged and grew, and with the establishment and development of WFP, certain aspects of which require the Office's attention. The formal evaluation activity did not emerge until January 1967, and for the next ten years the Evaluation Service and its predecessors devoted their entire attention to the Field Programme. Its terms of reference were broadened in 1978 to include evaluation of Regular Programme activities, and two of its major outputs are the *Review of Field Programmes* and *Review of the Regular Programme* which provide the basis for Conference consideration of FAO's activities during the two previous years.

Many officers have provided leadership in the work covered by the three major sectors of this Office. Those in the programme sector have included —

CHIEF, PROGRAMME RESEARCH AND EVALUATION BRANCH	COUNTRY	PERIOD
V. Marrama	Italy	Jan. 1959–June 1962
CHIEF, PROGRAMME FORMULATION BRANCH		
Dr. P.K. Ray	India	Jan. 1964–June 1971
DIRECTOR, PROGRAMME FORMULATION UNIT		
Edward M. West	United Kingdom	Mar. 1970–Mar. 1974
CHIEF, PROGRAMME AND BUDGET SERVICE		
V.M. Mills	United States	Apr. 1979–Oct. 1981

On the budget side, the key officers who provided leadership at various stages have included —

CHIEF, BUDGET AND FINANCE BRANCH	COUNTRY	PERIOD
P. G. Watterson	United Kingdom	Oct. 1946–Dec. 1950
W. K. Mudie	Australia	Jan. 1951–Dec. 1951
CHIEF, BUDGET AND ADMINISTRATIVE PLANNING BRANCH		
I. L. Posner	United States	Mar. 1951–Dec. 1955
CHIEF, BUDGET BRANCH		
Miss Jean Fairley	United Kingdom	Jan. 1959–June 1964
Harry B. Wirin	United States	Mar. 1966–Dec. 1966
E. Lewin	Israel	June 1967–Oct. 1974
CHIEF, PROGRAMME AND BUDGET SERVICE		
V. M. Mills	United States	Apr. 1979–

The leadership in the evaluation sector, which was initiated considerably later than the other two sectors, has included —

CHIEF, EVALUATION SERVICE	COUNTRY	PERIOD
B. S. Mahajan	India	Jan. 1972–Dec. 1977
A. R. Ayazi	Afghanistan	Jan. 1979–

The overall leadership of this Office, and of its predecessors, has included the following officers:

DIRECTOR, PROGRAMME FORMULATION AND BUDGET DIVISION	COUNTRY	PERIOD
W. H. Pawley	Australia	July 1962–Mar. 1966
Harry B. Wirin	United States	Jan. 1967–Dec. 1969
ASSISTANT DIRECTOR-GENERAL, ADMINISTRATION AND FINANCE DEPARTMENT and DIRECTOR, OFFICE OF PROGRAMME AND BUDGET		
Edward M. West	United Kingdom	Mar. 1974–Mar. 1977
DIRECTOR, OFFICE OF PROGRAMME AND BUDGET		
Edward M. West	United Kingdom	Apr. 1977–Mar. 1979
DIRECTOR, OFFICE OF PROGRAMME, BUDGET AND EVALUATION		
Edward M. West	United Kingdom	Apr. 1979–

During the two latter periods, Mr. West retained the rank of Assistant Director-General.

### *Office for Inter-Agency Affairs*

This section deals with both the Office for Inter-Agency Affairs and the Office for Special Relief Operations, which carries out its functions under the general supervision of the former.

The history of the Office for Inter-Agency Affairs begins in August 1953, when an Executive Officer for Inter-Agency Liaison was appointed in the Office of Special Assistants, Office of the Director-General.

In January 1956, an International Agency Liaison Service was established in the Office of the Director-General, and continued until December 1958. In January 1959, when a Programme and Budgetary Service was set up in the Office of the

Director-General with broader terms of reference than an earlier service with the same name, it included an International Agency Liaison Branch, which replaced the International Agency Liaison Service. This arrangement continued until June 1962, when the Branch was transferred to a new Programme Liaison Division formed within the Programme and Budgetary Service.

As part of a major overall reorganization, the Branch became, on 1 June 1968, the International Agency Liaison Division, with an International Organizations Branch and a Food Standards Branch (owing to the fact that the Food Standards Programme is conducted jointly with WHO). On 8 July 1968, the Programme and Budgetary Service was transformed into a Development Department, and the International Agency Liaison Division became part of it. In August 1972, the Food Standards Branch, redesignated Food Standards and Control Service, was transferred to the Food Policy and Nutrition Division, and the International Organizations Branch, renamed Office for Inter-Agency Affairs, was assigned to the Office of the Director-General, where it has since remained.

The Office for Inter-Agency Affairs advises the Director-General and acts on his behalf in matters pertaining to the United Nations and other members of the UN family, organizes FAO representation at outside meetings, serves as the focal point for FAO participation in the Administrative Committee on Coordination, handles requests from intergovernmental and non-governmental organizations for status with FAO, provides backstopping for FAO's liaison offices in New York and Geneva, coordinates FAO contributions to reports requested by other organizations, and handles policy questions and — in cooperation with the Office for Special Relief Operations — evaluates emergency food aid requests arising from the World Food Programme.

Those who have provided leadership for the Office for Inter-Agency Affairs and its predecessors include the following:

EXECUTIVE OFFICER, INTER-AGENCY LIAISON and CHIEF, INTERNATIONAL AGENCY LIAISON SERVICE	COUNTRY	PERIOD
Antonio G. Orbaneja	Spain	Aug. 1953–Jan. 1959
CHIEF, INTERNATIONAL AGENCY LIAISON BRANCH		
Antonio G. Orbaneja	Spain	Jan. 1959–Mar. 1967
Peter Crane	United States	July 1967–May 1968
DIRECTOR, INTERNATIONAL AGENCY LIAISON DIVISION		
J. V. A. Nehemiah	India	June 1968–Aug. 1972
DIRECTOR, OFFICE OF INTER-AGENCY AFFAIRS		
J. V. A. Nehemiah	India	Aug. 1972–June 1975
Declan J. Walton	Ireland	July 1975–Dec. 1980
André Regnier	Belgium	Jan. 1981–

The Office of Special Relief Operations (OSRO) had its origin when the Office for Sahelian Relief Operations was established on 14 May 1973. In the early 1970s, the countries of the Sahelian Zone suffered a series of droughts,

culminating in a very serious situation in 1972. This led to a major relief programme being launched by the United Nations system in 1973, and on 20 May 1973 an agreement was reached between the Secretary-General of the UN and the Director-General of FAO under which FAO served as the focal point for that system-wide relief operation. Thus, during the period of the Sahelian crisis, OSRO served as the main instrument for mobilizing and coordinating the aid provided by the international community. In 1973, when the Sahelian emergency needs were most acute, food supplies were air-lifted to remote areas which could not be reached by road during the rainy season. In total, some 20 to 25,000 tonnes of cereals and protective foods were air-lifted over a period of four months in a round-the-clock operation. At the same time, seeds were provided for 400,000 hectares, and feed was distributed to save a nucleus of the herds on which the livelihood of the nomad populations depends. Operations continued on a somewhat reduced scale in 1974 and 1975. Over the entire period 1973-75, it is estimated that about 1.5 million tonnes of food grains and 70,000 tonnes of protective food were supplied by the international community, much of it through OSRO. While the Sahelian countries have experienced recurring problems since 1975, operations have never had to reach the same pitch of intensity.

On 1 October 1975, the terms of reference of OSRO were changed and, while retaining its original acronym, it was redesignated Office for Special Relief Operations, with a world-wide mandate covering all forms of emergency agricultural assistance. It works in close cooperation with WFP, which provides emergency food aid on the approval of the Director-General of FAO, and also has close links with the UN Office of the Disaster Relief Coordinator (UNDRO).

While it is not possible in the limited space available to summarize all the operations in which OSRO has been involved, special mention may be made of the relief programme in Kampuchea. Between late 1979 and late 1980 the Office handled the supply of almost 30,000 tonnes of seeds and 13,000 tonnes of fertilizers, as well as irrigation pumps, pesticides and other inputs. At the same time, a project for the rehabilitation of Kampuchea's fresh-water fishery resources was initiated. The programme was carried out in close association with UNICEF (which served as the UN family's "lead agency" for this emergency activity) as well as with WFP, UNDP, the International Committee of the Red Cross, and a number of other non-governmental organizations. Those who have provided leadership in OSRO, under its earlier and its present names, have been:

DIRECTOR, OFFICE OF INTER-AGENCY AFFAIRS and OFFICER-IN-CHARGE, OSRO	COUNTRY	PERIOD
J. V. A. Nehemiah	India	May 1973–Aug. 1973
CHIEF, OSRO		
K. A. P. Stevenson	India	Aug. 1973–Dec. 1974
J. P. Dabell	United Kingdom	Jan. 1975–July 1976
K. P. Wagner	Fed. Rep. of Germany	Apr. 1977–



## *Legal Office*

This Office, which is headed by the Legal Counsel, consists of two units: the Office of the Legal Counsel and the Legislation Branch.

Historically, provision was first made for a Legal Adviser in 1948, the post appearing in an organizational chart issued on 6 July of that year. However, it was not filled until 27 December 1948, and then on a part-time consultative basis, and this arrangement continued until 30 March 1951. A Legal Officer was not again appointed until July 1952, over a year after the transfer of Headquarters from Washington to Rome. On 1 January 1953, the title of his post was changed to Chief, Liaison and Legal Affairs Section. Subsequently, the name was shortened to Legal Affairs Section, and then, in 1956, to Legal Section, at which time the Head of the Section was accorded the title of Legal Counsel. It was not until 1958, however that the term Legal Counsel was first brought fully into use.

As of 1 January 1959, the Office, which up to that time had been located in the Office of the Director-General, was transferred to the newly-created Department of Public Relations and Legal Affairs, where it was named Office of the Legal Counsel. In 1968 it was transferred back to the Office of the Director-General.

By its very nature, the principal functions of the Office of the Legal Counsel and its precursor offices have remained fairly constant over the years although, as the Organization grew, its work inevitably grew in complexity and in volume. Its responsibilities include advising the Director-General and the Organization's governing and statutory bodies on legal and constitutional questions; representing the Organization in judicial proceedings; carrying out depository functions with respect to treaties; drafting and interpreting the *Basic Texts* of FAO and WFP; drafting conventions and agreements, including those concluded under Articles XIV and XV of the Constitution; and dealing with legal questions arising out of the Organization's relations with governments and with other organizations. Since the CCLM was created in 1957, the Office of the Legal Counsel has serviced that Committee. As already intimated, the specific nature and volume of the legal questions which the Office handles reflect to a certain extent the programmes and activities of the Organization as a whole, whether financed from the Regular Budget or from extra-budgetary sources. In addition to the overall increases in the Office's activities, there have been some shifts in emphasis. Thus, the increase in field operations which has characterized the Organization's general evolution over the years has been reflected in an increase in legal questions related to field activities, arrangements relating to activities funded by extra-budgetary sources, and decentralization. The establishment in 1974 of a post of legal officer responsible for dealing with questions of environmental law also reflected the Organization's increased involvement in that area. Moreover, increasing attention is being placed on human rights questions, especially with respect to the right to adequate food and freedom from hunger.

A unit in the IIA had carried on activities similar to those of the present Legislation Branch as early as 1912. When the assets of IIA were absorbed into

FAO, this unit was attached to the newly-created FAO Regional Office for Europe. Following the transfer of FAO Headquarters to Rome in 1951, the unit, then designated Legislative Service, was one of several organizational units placed under a Director of Information and Educational Services. In 1956, as part of the Information Division and after having been called Legislative Reference Branch for a short time, it became the Rural Legislation Branch. In 1959, it became a separate unit in the newly-created Department of Public Relations and Legal Affairs; in 1967 its name was changed to Legislation Branch. In January 1971, the Branch was transferred to the Office of the Legal Counsel, and was thus located in the Office of the Director-General.

The Legislation Branch performs the following main functions: collection and classification of legislation and treaties in the technical fields of interest to FAO and dissemination of this information, in particular through a semi-annual periodical, *Food and Agricultural Legislation*; preparation of other special publications and studies in comparative law concerning specialized subjects such as agrarian, water, food, fisheries, forestry, and seed legislation; and providing assistance directly to governments on legislative and institutional matters, including the study of existing national legal-institutional frameworks and the drafting of the required legislation to facilitate the achievement of particular government or regional objectives, projects and programmes.

In the Legislation Branch, too, there have been changes in emphasis. From a unit primarily concerned with collecting and classifying legislation and preparing studies based on research, it has become primarily oriented towards assistance to the field. Among the technical fields of law covered by the Branch, increasing emphasis has been placed in recent years on fisheries law on account of developments in the law of the sea and the EEZ programme, as well as on national and international water resources, land reform and agrarian law.

Those who have headed the Office of the Legal Counsel, either under its present title or one of its predecessor titles, have been the following:

LEGAL ADVISER	COUNTRY	PERIOD
J. W. Cutler	United States	July 1948–Mar. 1951
LEGAL OFFICER; CHIEF, LIAISON AND LEGAL AFFAIRS SECTION; CHIEF, LEGAL AFFAIRS SECTION; CHIEF, LEGAL SECTION; LEGAL COUNSEL		
G. Saint-Pol	France	July 1952–Dec. 1969
LEGAL COUNSEL		
Paolo Contini	United States	Jan. 1970–Aug. 1975
Jean-Pierre Dobbert	Switzerland	Jan. 1977–

#### *Office of Internal Audit and Inspection*

An internal audit function was initiated in FAO in July 1947, in accordance with the Financial Regulations of the Organization, and an Internal Auditor and Control Officer was then appointed. Since that time the function has undergone a series of changes in respect of its place in the organizational structure and its name, terms of reference, reporting lines, and staffing.

From July 1947 to June 1949, the office was located in the Budget and Finance

Branch, Administrative Division, reporting to the Budget and Finance Officer, and to the Director-General through the Director, Administrative Division. In January 1948 the name of the office was changed from Internal Audit and Control to Internal Audit. In July 1949, it was placed in the office of the Director, Administrative Division, reporting through the Director to the Director-General. In January 1950, Internal Audit was placed directly in the Office of the Director-General, and in July 1951 its name was changed to Internal Audit Unit. In January 1956, the name of the unit was again changed to that which it still holds, Office of Internal Audit and Inspection, and while it remained in the Office of the Director-General, until December 1975 it reported to the Director-General through the Director, Administrative Division, and thereafter, when that division was upgraded in 1960, through the Assistant Director-General, Administration and Finance Department. Since January 1976 the Chief of the Office has reported directly to the Director-General.

The title of the head of the office has also undergone changes. At the outset he was designated Internal Auditor and Control Officer. From January 1948 to December 1955, the title of Internal Auditor was used. Since January 1956, the title has been Chief, Office of Internal Audit and Inspection.

From July 1947 through December 1951, the Internal Audit staff consisted of only one professional officer and one secretary. Over the years staffing increased, to reach the figure of 21 in 1977, generally reflecting the growing size and complexity of the Programme of Work and Budget, the addition of new activities, and the consequential increases in demands upon the office.

In the early years the office's terms of reference encompassed the traditional auditing responsibilities, and covered cash, valuables, equipment, accounts and contracts. Emphasis was placed on post-payment audit of the Organization's financial and fiscal affairs. The gradual increase in the resources handled by FAO and WFP, coupled with new developments in the auditing profession, led to a broadening of the scope, responsibilities and functions of Internal Audit, which were brought into line with modern practices and standards to provide not only for financial and compliance auditing, but also auditing for economy, efficiency and the achievement of desired results. The objective of Internal Audit is, therefore, seen as assisting management by furnishing it with periodic independent, objective appraisals and audits of financial, accounting, administrative and other activities, and by identifying possible means of improving the efficiency and economy of operations and the use of resources. In carrying out its mandate, the Office of Internal Audit and Inspection coordinates its work with that of the External Auditor, with the objective of achieving complete coverage while avoiding duplication. Here it should be noted that, in common with general practice in governments and in private business, the primary responsibility of the External Auditor is to express an opinion to the Governing Bodies on the financial statements of the Organization, while Internal Audit, being an executive function, is responsible to the Director-General and is primarily concerned with day-to-day operations. In substance, however, the functions and objectives of External and Internal Auditors do not differ significantly. Although they are independent of each

other, the techniques they use are frequently identical. External Auditors list and evaluate Internal Audit controls and standards to determine the degree of reliance to be placed on them. The thoroughness of the Internal Audit determines the degree of reliance and the scope of work undertaken by the External Auditor.

Those who have headed the internal auditing unit, in its various forms, have been —

INTERNAL AUDITOR AND CONTROL OFFICER	COUNTRY	PERIOD
Ho Lien-Yu	China	July 1947–Aug. 1948
INTERNAL AUDITOR G. V. Ganeshan	India	Sep. 1948–Mar. 1951
INTERNAL AUDITOR and CHIEF, OFFICE OF INTERNAL AUDIT AND INSPECTION G. Hoornweg	Netherlands	July 1951–Dec. 1960
CHIEF, OFFICE OF INTERNAL AUDIT AND INSPECTION J. Greig	United Kingdom	Jan. 1961–Dec. 1976
K. Mehboob	Pakistan	Jan. 1977–

### Agriculture Department

The bases for three of the major substantive departments of FAO were laid shortly after the Quebec Conference, with the establishment of three divisions (which eventually became departments) to deal with economics and statistics, fisheries, and forestry and forest products, and a fourth to handle questions of nutrition. But it was over a year after FAO was established before steps were taken to initiate work on the technical aspects of agriculture. In view of this considerable delay, a few of the circumstances accompanying the beginnings of this work are worthy of note.

The basic reason for the delay was that the first Director-General, concentrating on his proposal for a World Food Board, was devoting most of his energies to this objective and to building an Economics and Statistics Division that would assist in servicing the Board if it were established. By the summer of 1946, however, Member Governments were beginning to express concern over the delay in initiating work on agriculture. In order to show that steps were being taken to develop this side of FAO's activity, the Director-General convened a Standing Advisory Committee on Agricultural Science and a Standing Advisory Committee on Agricultural Production in Copenhagen from 23 to 28 August 1946, just before the Second Session of the FAO Conference, to lay the basis for the programme of work of the Agriculture Division.

The Committees, immediately upon convening, agreed that it was not feasible to try to work separately, and they decided to meet jointly under a single Chairman. Thereafter, over the several years that standing advisory committees were maintained, this one was treated as a single Standing Advisory Committee on Agriculture. As the Agriculture Division was being developed, the idea of a dual approach to agriculture re-emerged in the form of a proposal to have two

divisions dealing respectively with extension and research, but the idea was not pursued.

Following his participation in the Standing Advisory Committees' joint meeting, Dr. Ralph W. Phillips (United States) was recruited by FAO to carry the double responsibility of serving as Chief of an Animal Production Branch and of beginning the work of establishing an Agriculture Division. He reported for duty on 2 December 1946, and was joined by Dr. Vladimir Ignatieff (Canada), who had been serving in another capacity in FAO for several months, and by two secretaries. This, then, was the nucleus of what is now the Agriculture Department. During the next few months the Chiefs of the Land and Water Use Branch and the Plant Production Branch, as well as a few other staff members, were recruited.

Partly because of its late start, the resources available to the Agriculture Division were quite limited at the outset. The bulk of the budget had been allocated to the divisions already existing, with a substantial share going to the Economics and Statistics Division in view of the emphasis placed on the World Food Board proposal.

The first Director of the Agriculture Division, Dr. G. Scott Robertson (United Kingdom), took up his assignment on 11 May 1947, but served only through December of that year. The second and only other Director of the Division, Dr. F. T. Wahlen (Switzerland), assumed the post on 18 August 1949, serving until 1 July 1958, when he became Deputy Director-General. During the gaps between 2 December 1946 and 11 May 1947, and between 31 December 1947 and 18 August 1949, Dr. Ralph W. Phillips served as Acting Director of the Division.

When FAO Headquarters was transferred to Rome early in 1951, the framework of the Agriculture Division was expanded to include five Branches: Land and Water Use, Plant Production, Animal Production, Agricultural Institutions and Services, and Rural Welfare. There were also a Technical Assistance Unit and a Programme Analysis Unit in the Office of the Director. Except for the addition of an Atomic Energy Branch in September 1957, and some adjustments within the Director's office, this basic structure remained unchanged until 1 January 1959, when, as part of an overall reorganization of FAO, the Division as such was abolished and its branches were incorporated as divisions in a new Technical Department. This new Department included Land and Water Development, Plant Production and Protection, Animal Production and Health, Rural Institutions and Services, Fisheries, Forestry, and Nutrition Divisions, and an Atomic Energy Branch.

In December 1962, the Rural Institutions and Services Division was transferred to the Economics Department, which at that time was renamed the Department of Economic and Social Affairs. In October 1964, the Atomic Energy Branch was replaced by a Joint FAO/IAEA Division of Atomic Energy, located in Vienna but from the FAO side continuing to form part of the Technical Department. The Fisheries Division became a separate Fisheries Department as of 1 January 1966.

As of 1 June 1968, the Nutrition Division was transferred to what was then the Economic and Social Department, and the Technical Department became the

present Agriculture Department, which thus contained Land and Water Development, Plant Production and Protection, Animal Production and Health, Forestry and Forest Industries Divisions and the Joint FAO/IAEA Division of Atomic Energy in Food and Agriculture. As of the same date, a new Agricultural Services Division was also established within the Department.

As of 1 January 1970, the Forestry and Forest Industries Division was removed from the Agriculture Department and transformed into a Forestry Department. An Agricultural Operations Division was established on 4 March 1974, located administratively in the Agriculture Department but to service both that Department and the Economic and Social Policy Department.

The Research Development Centre was transferred, on 1 January 1978, from the Development Department to the Office of the Assistant Director-General, Agriculture Department.

The present structure of the Department has since that time remained essentially unchanged, except that the Office of the Assistant Director-General now also includes an Environment Programme Coordinating Unit, the Secretariat of the Technical Advisory Committee (TAC) of the Consultative Group on International Agricultural Research (CGIAR), and a Policy Coordination and Planning Unit.

Those who have served officially as head of the Agriculture Department and its predecessors have included the following:

DIRECTOR, AGRICULTURE DIVISION	COUNTRY	PERIOD
Dr. G. Scott Robertson	United Kingdom	May 1947–Dec. 1947
Dr. F.T. Wahlen	Switzerland	Aug. 1949–July 1958
ASSISTANT DIRECTOR-GENERAL, TECHNICAL DEPARTMENT		
Dr. Frank W. Parker	United States	Mar. 1959–June 1962
Dr. O.E. Fischnich	Fed. Rep. of Germany	Sep. 1962–May 1968
ASSISTANT DIRECTOR-GENERAL AGRICULTURE DEPARTMENT		
Dr. O.E. Fischnich	Fed. Rep. of Germany	June 1968–July 1974
Dr. D.F.R. Bommer	Fed. Rep. of Germany	Oct. 1974–

Since the formation of the Technical and Agriculture Departments, their Assistant Directors-General have been assisted by the following officers:

ASSISTANT TO ASSISTANT DIRECTOR- GENERAL, TECHNICAL DEPARTMENT and AGRICULTURE DEPARTMENT	COUNTRY	PERIOD
Thomas E. Ritchie	United States	Jan. 1959–Sep. 1970
ASSISTANT TO ASSISTANT DIRECTOR- GENERAL, AGRICULTURE DEPARTMENT		
Dr. I.R. Loerbroks	Fed. Rep. of Germany	Oct. 1970–

### *Land and Water Development Division*

The Division had its beginning on 3 February 1947, when Dr. J. Lossing Buck (United States) took up the post of Chief, Land Use Branch, in the former Agriculture Division, and was joined on the same day by Dr. Vladimir Ignatieff (Canada), who had been serving FAO in other capacities since early 1946. From that two-man beginning the Branch, whose name was expanded to Land and Water Use Branch in 1951, grew to its present strength as a Division.

The transformation from Branch to Division took place as of 1 January 1959, when the Division consisted of four Branches, dealing respectively with Soil Survey and Fertility, Land Use and Farm Management, Water Resources and Irrigation, and Agricultural Engineering. During 1959, the Division had 180 experts working in the field programme, under EPTA. When UNSF was set up in October 1958, and its first 13 projects were approved in 1959, five of these were assigned to FAO, all in the land and water field.

During the next two decades a number of changes took place in the structure of the Division:

An FFHC Fertilizer Programme, based on cooperation between FAO and the fertilizer industry, was initiated in 1960. A World Soil Resources Office was set up in 1961, to undertake work on a World Soils Map. In June 1968, the Soil Survey and Fertility Branch was divided into a Soil Resources and Survey Branch and a Soil Management, Conservation and Fertilizer Use Branch, the World Soil Resources Office being integrated into the latter. In January 1970 these two Branches were reconsolidated into a Soil Resources, Development and Conservation Service. In 1974, an *International Fertilizer Supply Scheme* was created, in an effort to help alleviate the fertilizer shortage in some of the poorer countries. In January 1978, the above-mentioned activities were organized into a Soil Resources, Management and Conservation Service and a Fertilizer and Plant Nutrition Service, which, in addition to the other work on fertilizers and soil fertility, incorporated the FFHC Fertilizer Programme and the International Fertilizer Supply Scheme. At the same time, responsibility for work on fertilizer economics was transferred to this Service from the Agricultural Services Division.

In June 1968, the Land Use and Farm Management Branch and the Agricultural Engineering Branch were transferred to the Agricultural Services Division then being formed. At the same time the Water Resources and Irrigation Branch was divided into a Water Resources Branch and a Water Development Branch, but in January 1970 these two Branches were reconsolidated into a Water Resources and Development Service, whose name was changed in January 1974 to Water Resources, Development and Management Service.

In January 1974, a post of Remote Sensing Officer had been set up in the Office of the Assistant Director-General, Agriculture Department; in 1976-77 the activity was expanded into a Remote Sensing Unit, which was transferred in January 1978 to the Land and Water Development Division. In January 1980 it was renamed Remote Sensing Centre.

An Operations Office was set up in the Land and Water Development Division in June 1968 and was redesignated Operations Service in January 1970. Then in March 1974, when the Agricultural Operations Division was established, this Service was abolished.

Thus, during the 1980-81 biennium, the Division consisted of a Fertilizer and Plant Nutrition Service, a Water Resources, Development and Management Service, a Soil Resources, Management and Conservation Service, and a Remote Sensing Centre.

Although some of the Division's earlier responsibilities were transferred to other sectors of the Organization, the budget for its Regular Programme in 1980-81

was \$7.2 million, compared with \$434,000 for the 1958-59 biennium. During 1980-81 the Division was backstopping 140 field projects and was directly responsible for operating 32 projects financed under UNDP, UNEP, TCP, Trust Fund and government cooperative programmes.

The activities of the Division are aimed at assisting Member Countries to improve the standard of living in rural communities through the *optimization of land use* and the *conservation of land and water resources* for the future. These activities relate to the assessment and planning of land and water resources, soil management and efficient use of fertilizers, water development and management, conservation and reclamation, and to the support of the field programme in all these areas of activity.

Some of its major achievements in the various subject-matter areas have been the following:

- strong involvement in the development of land and water resources in developing countries over the last 25 years. The Mahaweli Development project in Sri Lanka, the Naktong River Basin Development project in the Republic of Korea, the Merrim Lagoon and São Francisco Development projects in Latin America, the Chad River Basin Development, Volta and Rifiiji-Pangani Wami projects in Africa are examples;
- intensive groundwater resource surveys and development in Cyprus, Egypt, Greece, Jamaica, Jordan and the Philippines. The Division has also assisted a number of governments to assess the land resources of their countries, e.g. Argentina, Bangladesh, Brazil, Chile, Egypt, Indonesia, Iran, Jordan, Lebanon, Pakistan, Sierra Leone, Syria and Venezuela;
- promoting effective fertilizer use. The Division has been strongly engaged from its early days in this type of activity, culminating in the creation in 1960 of the Fertilizer Programme, which has covered 38 countries since its inception, and the procurement of fertilizer under the International Fertilizer Supply Scheme (IFS) to the order of 50,000 tonnes over the last six years;
- soil conservation and reclamation activities, e.g. in the Kalasin project in Thailand, the Preknot pilot project in what was then Cambodia, the Ahero demonstration project in Kenya, and land reclamation projects in Egypt, Iran and Iraq;
- training in water development and management, effective fertilizer use, soil conservation, organic recycling, soil survey and remote sensing, in order to meet the ever-increasing need for qualified national staff to deal with land and water resources;
- recognizing, in recent years, the potential contribution of remote sensing techniques to land and water development, relief operations, early warnings and the monitoring of droughts and floods. The Remote Sensing Centre also provides backstopping for a number of field projects and programmes conducted by other divisions;
- acting as a forum for international coordination and correlation. The Division was instrumental in reaching international agreement on a common legend for the preparation of the *Soil Map of the World*. Its publication *A Framework for Land Evaluation* has promoted an international approach to assessing the productivity of land resources;
- initiating, in 1965, a popular series of *Soils Bulletins* and *Irrigation and Drainage Papers* which cover major issues of interest to field staff and their counterparts, and have had a major impact on the dissemination of up-to-date knowledge in land and water resources development.

At the beginning, the Division's activities were essentially advisory, and a major part of its resources was devoted to the collection and exchange of information. Starting in 1950, increased emphasis was put on field programme activities,



which became one of the Division's major preoccupations. Its involvement peaked in 1968, when it was responsible for the operation of one third of FAO's field programme. A major shift took place in 1974, when operational responsibility for field programme activities was removed from the technical divisions, which were then charged primarily with backstopping.

In the early years, major attention was given to programmes sponsored by European countries (working parties of the European Commission on Agriculture) and by the International Rice Commission. Later, the scope for international cooperation broadened considerably, as reflected by the initiation of regional land and water use activities, correlation work for the *Soil Map of the World*, and cooperative arrangements with the International Commission on Irrigation and Drainage and the International Society of Soil Science.

During the 1960s, soil and water activities under both field and regular programmes focused on engineering aspects of water development, prefeasibility studies for large development projects and the preparation of methodological guidelines. The Fertilizer Programme and, to a certain extent, activities through the International Rice Commission were the only operations directly concerned with agricultural issues at the farmer's immediate level.

By the early 1970s, greater recognition was being given to problems of soil and water management and to the application of resources survey work to specific field problems. As a result, a number of new activities were undertaken to meet new priorities as well as the overall objectives of rural development:

- creation of a broader base for the Fertilizer Programme, with due attention to such other related inputs as seeds, pesticides, and credit;
- rehabilitation of irrigation systems;
- improvement of farm water management;
- recycling of organic wastes;
- promotion of biological nitrogen fixation through leguminous crops;
- evaluation of the supporting and productive capacity of the world's lands (agro-ecological zones study);
- new emphasis on soil and water conservation, including combatting desertification;
- emphasis on training the effect of which is felt at the grass-roots level;
- increased emphasis on the health aspects of water resources development, in cooperation with WHO;
- closer cooperation with other organizations (e.g. FAO/UNIDO/World Bank group on fertilizer demand);
- orientation of both Regular Programme and field activities to improving the living conditions and the agricultural productivity of the small farmer;
- concentration on energy-saving technologies, with simultaneous emphasis on the need to assign priority to agriculture in the allocation of available energy resources.

The following officers have provided leadership in the Land and Water Development Division and its predecessor Branch:

CHIEF, LAND AND WATER USE BRANCH	COUNTRY	PERIOD
Dr. J. Lossing Buck	United States	Feb. 1947–July 1954
Dr. Rainer Schickele	United States	July 1954–Dec. 1958

DIRECTOR, LAND AND WATER DEVELOPMENT DIVISION	COUNTRY	PERIOD
Dr. Rainer Schickele	United States	Jan. 1959--Mar. 1965
Edouard Saouma	Lebanon	Apr. 1965--Dec. 1975
Dr. Raoul J. A. Dudal	Belgium	Dec. 1976--

### *Plant Production and Protection Division*

On 22 June 1947 a Plant Industry Branch had its formal beginning, when Dr. L. E. Kirk (Canada) took up the post of Chief of that Branch, in what was then the Agriculture Division. He and three other staff members who had been recruited for the Branch earlier in the year formed the nucleus of what was to become the Plant Production and Protection Division. The name of the Branch was changed to Plant Production Branch in 1951.

The transition to Division status was made on 1 January 1959, at which time provision was made for a Crop Production and Improvement Branch and a Crop Protection Branch. By 1962 the number of branches had been increased to four, dealing with Food Crops and Horticulture, Industrial Crops, Pasture and Fodder Crops, and Crop Protection. Two years later a more complex divisional structure had evolved, with branches dealing with Field Food Crops, Pasture and Fodder Crops, Fruit and Vegetable Crops, Industrial Crops, and Crop Protection. This structure was maintained until June 1968, when an Operations Office was added, although for a number of years a small unit had already existed in the Division to deal with operational matters. In June 1968 the Division, which had been a part of the Technical Department, became a part of the newly-formed Agriculture Department. Then, as of 8 July 1968, a regrouping of the activities of the Division (which for a few weeks had been designated Plant Industry Division) took place as follows:

- Crop Ecology and Genetic Resources Branch
- Crop Protection Branch
- Pasture and Fodder Crops Branch
- Fruit and Vegetable Crops Branch
- Field Crops Branch
- Operations Office

When the major reorganization of FAO was put fully into effect in January 1970, three of the branches were consolidated into a single service, and one branch became a Unit; the Division thus contained the following:

- Crop and Grasslands Production Service
- Plant Protection Service
- Crop Ecology and Genetic Resources Unit
- Operations Service

In March 1974, when the Agricultural Operations Division was established, the Operations Service was abolished, but otherwise the structure indicated above has remained unchanged; the Crop Ecology and Genetic Resources Unit is to be redesignated Crop Genetic Resources Centre as of January 1982.

The Division is responsible for activities covering a broad range of subject-matter areas, each of which is discussed very briefly below, together with a few of the more significant accomplishments achieved in it.

In *field food crops*, a cooperative programme for testing hybrid maize in European and Mediterranean countries, initiated in 1947, had a substantial impact, and was taken over fully by the governments concerned in 1958. One of the activities sponsored by the International Rice Commission (IRC), established in March 1949, was an International Rice Hybridization project. A *World Catalogue of Genetic Stocks of Rice* was published in 1950, to be followed in 1952 by the first issue of an *IRC Newsletter*. The first edition of a *World Catalogue of Genetic Stocks of Wheat* was issued in 1950. A Near East Wheat and Barley Breeding project, with major emphasis on training, was established in 1952, and in the same year, *Agricultural Development Paper No. 28 on Cereal Breeding Procedures* was published. Among the Division's other major accomplishments in field food crops have been —

- establishment of regional projects on field food crops, the improvement of the nutritional quality of wheat and barley, and the supply of large quantities of food-crop seeds in the Near East and North Africa;
- establishment of a regional project on root-crop development in the Pacific region;
- training over 450 persons in various aspects of field food-crop work;
- issuing numerous publications, technical reports and manuals;
- providing intensive technical backstopping for many field projects.

Activities in *horticulture* were initiated in 1954, when a horticulturist and viticulturist was appointed. Work in this area has included —

- encouraging the cooperative exchange of plant materials;
- organizing a regional network on olive research in the Mediterranean region;
- developing a regional centre for dates, in Iraq;
- emphasizing protected cultivation of vegetables through field projects currently operational in the Gulf States and Mediterranean countries;
- projects to encourage the production of flowers and mushrooms.

In earlier years, the *industrial crops* that received the most emphasis were the traditional ones, such as rubber, coffee, cocoa and tea. More recent emphasis has been placed on food crops for domestic consumption and upon sugarcane, cotton (for oilseed and fibre), and oil crops, particularly coconut, sunflower, groundnut, sesame and safflower. In addition to assistance to countries with traditional plantation systems, attention has recently focused on the problems of new producing countries: diversification through the promotion of plantation crops, updating of planting materials and practices, and dealing with *problems of smallholders in countries desiring to encourage them to begin production of plantation-type crops*.

Much attention has been given to improving *grassland and pasture crops*. Activities in this area have included —

- carrying out in-depth ecological surveys, particularly in North Africa and the Near East during the early 1950s, to provide the basis for introducing improved range management programmes;
- carrying out ecological surveys in a number of countries, leading to two major FAO publications on *The Grass Cover of Africa* and *The Grass Cover of India*;
- executing, particularly since the 1960s, field projects designed to improve both the range feed supply and tropical pastures. By the end of the 1960s, 23 countries were receiving or had requested assistance on range management or native pastures, and 93 field posts had been established for this work;
- training activities, particularly in the early 1970s, including courses on tropical pastures in the Asia and Pacific Region, and training programmes on tropical pastures and range management for countries in Africa south of the Sahara, with assistance from the Swedish International Development Authority (SIDA). A recent (1980) publication on *Tropical Forage Legumes* is already being widely used as a text and reference volume;
- during the 1970s, placing considerable emphasis on increasing the use of nitrogen-fixing legumes in improving pasture production;
- promoting the integration of a number of national research stations into a network to facilitate research, training and extension work on tropical pastures;
- focusing attention on the development of new forage plant resources in East Africa, including the collection and evaluation of both indigenous and introduced plants in living nurseries, preserving promising materials, and undertaking seed multiplication and pre-extension work;
- conducting, jointly with the UN Environment Programme (UNEP) a programme for the ecological management of arid and semi-arid rangelands, initially in North Africa and the Near East, and more recently including Latin America and Asia and the Pacific.

From the beginnings of the Organization, much emphasis has been placed on *seed production and distribution*. Already in the late 1940s, experimental seeds were supplied to a number of countries under the UNRRA Transfer Fund, and activities relating to plant genetic resources were initiated. Special activities in more recent decades have included —

- organizing, from 1958 to 1962, a World Seed Campaign, in which 79 Member Countries of FAO participated. Special emphasis was placed on this activity during 1961, which was designated World Seed Year;
- establishing a Seed Improvement and Development Programme in 1973, to continue and reinforce the earlier work. By July 1980, 118 countries and 119 technical institutions and organizations were participating. Between 1974 and 1980, about 400,000 seed samples were dispatched to 140 countries for experimental purposes. In 1979-80, emergency assistance included the shipment of over 44,000 tons of seeds to 39 countries. Also under this Programme, seed production and training centres have been established in 20 Asian, African and Latin American countries, more than 1,100 persons have been trained in various aspects of seed technology, and a number of training publications and other information materials on seed technology have been published.

Work on *plant genetic resources* was initiated to a limited extent in the late 1940s, following a recommendation by the First Session of the Standing Advisory Committee on Agriculture in 1946. Particular attention was given to cataloguing genetic stocks of wheat and rice, encouraging plant exploration, and the testing and conservation of genetic materials. A regional centre for plant genetic resources was established in Turkey, and support was given to the establishment of a post-graduate training course at the University of Birmingham. The UN Conference on the Human Environment (Stockholm,

1972) having recommended increased activity in this area, an International Board for Plant Genetic Resources (IBPGR) was established in 1974 with financing through the Consultative Group on International Agricultural Research (CGIAR), and a Secretariat located in the Crop Ecology and Genetic Resources Unit of the Division. A global programme rapidly emerged, focused initially on wheat, rice, maize, sorghum, millet and *Phaseolus*, and more recently also on coconuts, bananas, plantains, tropical vegetables, forage plants, cotton and coffee. Efforts are being made through technical assistance to strengthen national plant genetic resource programmes.

The effective use of plant genetic resources is, of course, closely related to the agro-climatological conditions under which crops are grown. In view of the importance of *agrometeorology and crop ecology* to agriculture, after a joint FAO/Unesco/WMO meeting held in Rome in 1960, a cooperative project was launched, leading to the publication in 1963, 1969, 1975 and 1976 of agro-climatological surveys related respectively to semi-arid situations in the Near East, Eastern Africa, the Andean Zone, and the Sahelian Zone; a further survey of the humid tropics of Southeast Asia is currently being conducted. In 1971 a beginning was made on the creation of a climatic data bank which, as it grew, provided the agroclimatic data base for the agro-ecological zones project of the Land and Water Development Division (see page 95). Crop monitoring activities were initiated for the Sahel, and the availability of modern mini-computer systems has made it possible to expand the data bank and retrieve and interpret information much more readily. Agrometeorological crop monitoring is being expanded in the developing countries, since it can make an important contribution to national and international food security.

Work in *plant protection* was also included among the early activities of the former Agriculture Division and its Plant Industry Branch, beginning with an international meeting, convened in London in 1947, to study the control of losses in stored grains. The papers presented there provided the basis for an *Agricultural Study on Preservation of Grains in Storage*, issued later in the same year. Following these initial efforts, plant protection work expanded substantially.

The safe and efficient use of *pesticides* has long been kept under review by FAO in collaboration with WHO, and an FAO Committee of Experts on Pesticides in Agriculture was established in 1962. A model certification and approval scheme on international specifications for agricultural pesticides was formulated by the FAO Panel of Experts on Pesticide Specifications, Registration Requirements and Application Standards, and *Guidelines for Legislation concerning the Registration for Sale and Marketing of Pesticides* (1969) and a *Model Scheme for the Establishment of National Organizations for the Official Control of Pesticides* (1970) have been published, the former jointly with WHO. The Panel also prepared a *Manual on the Use of FAO Specifications for Plant Protection Products* (1971), covering more than 100 technical-grade pesticides and over 400 formulations. Since then a total of 350 specifications on individual pesticides have been published. In conjunction with the Collaborative International Pesticides Analytical Council (CIPAC), the Panel also prepared a *Handbook of Analysis of Technical and Formulated Pesticides* (1970).

Acceptable daily intakes and maximum acceptable levels for residues in food are established, in collaboration with WHO, through a Panel of Experts on Pesticide Residues and the Environment, which has studied about 120 compounds. From this work, since 1965, *Evaluations of the Toxicity of Pesticide Residues in Food* have been published annually and circulated to Member Governments, thus providing the basic material for the Joint FAO/WHO Codex Alimentarius Commission's Sub-Committee for Residues of Pesticides in Food.

Other work related to the safe and efficient use of pesticides has included —

- conducting two world-wide surveys, in 1965 and 1968, which, together with more recent work, indicate that over 300 animal and plant species appear to have developed resistance to one or more pesticides. This total is mainly made up of insects and mites, but also includes rodents and plant pathogens as well as some weeds suspected to be resistant to herbicides. The matter is of particular importance as regards stored-grain pests, upon which a publication has been prepared. FAO has also published a *Model Extension Leaflet on Pest Resistance to Pesticides* and a similar publication on *Resistance of Plant Pathogens to Pesticides*;
- holding a Government Consultation on the International Standardization of Pesticide Registration Requirements (Rome, 1977), which was the starting point for more intensive efforts to deal with this problem.

*Weed control* is also an important aspect of FAO's plant protection work. Information is provided to Member Countries on progress in weed science, international collaboration on weed control is promoted, and technical assistance is given to Member Countries upon request. In 1970 an FAO International Weed Control Conference was held in the United States, its proceedings being published by the Weed Society of America. FAO also published a handbook on *The Utilization of Aquatic Plants* in 1968, and updated it in 1979.

In *plant pathology*, a number of expert advisory groups during the 1960s provided information on a series of potentially serious disease problems of wheat, maize, coconut, coffee and some other important crops, and recommended ways in which FAO could provide assistance to affected countries. In 1967 FAO held a Symposium on Crop Losses, from which grew an international collaborative programme with the basic objective of comparing methods of measuring and monitoring such losses. One of the results of this work was the publication in 1970 of an FAO *Manual on Crop Loss Assessment Methods*, followed in 1971 by a new edition published by the Commonwealth Agricultural Bureaux; supplements to this edition were subsequently issued, the last being currently in press. Other international activities supported by FAO over the years have included technical assistance related to the control of lethal yellowing of coconuts, *Septoria* of cereals, *Fusarium* of maize and leaf rust of coffee. Another important development in connection with disease control work in the field has been an attempt to develop disease-resistant varieties of coffee and wheat through plant breeding, with special emphasis on horizontal resistance.

*Rodents and birds* are among the pests against which crops must be protected, and Member Countries have been provided with advice, training and assistance

in dealing with these vertebrate pests since 1947. In recent years particular attention has been given to the grain-eating birds of sub-Saharan Africa and to the control of vertebrate pests in Pakistan. Bibliographies on rodent pest biology covering the periods 1950-1969 and 1970-1974 have been prepared in collaboration with WHO, and this series of bibliographies is being kept up to date.

About 60 countries across Africa and Asia are threatened periodically by devastating plagues of locusts. FAO has been concerned with *locust control* since 1951, when a number of these countries sought assistance in the solution of the problem and an FAO Desert Locust Programme was developed to foster international cooperation and action to control the pest. Under a US \$5 million UNDP-financed project executed by FAO in 1960-1970, regular surveys and reporting services were established on an international scale. To promote collective action, FAO helped to create two regional organizations and three commissions in the desert locust area. By 1971 the Desert Locust Control Organization for Eastern Africa (DLCO-EA) and the *Organisation commune de lutte antiacridienne et de lutte antiaviaire* (OCLALAV) were established. Financed by participating governments, these regional bodies contribute to continuity of action even during non-plague periods. The programmes of work of the three commissions, which function under the aegis of FAO, each with its own secretariat, are coordinated through the FAO Desert Locust Control Committee (DLCC), whose work is supported by an International Desert Locust Trust Fund and which meets annually with the three commissions. Technical assistance is also provided to the *Organisation internationale du criquet migrateur africain* (OICMA) and to the International Red Locust Control Organization for Central and Southern Africa (IRLCO-CSA). In order to assist in strengthening the plant protection capabilities of the countries in the locust region, to enable them to deal effectively with plant protection problems generally and cope with locust plagues when they occur, a Special Action Programme for Strengthening of Plant Protection was initiated in 1979.

*Integrated approaches* to pest control have received increasing attention in the agricultural community in recent years. Through an FAO Panel of Experts on Integrated Pest Control, formed in 1966, up-to-date information is obtained as a basis for advising Member Governments, providing technical supervision of field projects, arranging training programmes, and issuing publications. After a Panel proposal for a world-wide project on research and training in integrated pest control had been approved by UNEP, an FAO/UNEP Cooperative Global Programme for the Development and Application of Integrated Pest Control in Agriculture was implemented in 1975. A first publication of *Guidelines for Integrated Control of Cotton Insect Pests*, issued in 1973, has been followed by similar guidelines for rice, maize and sorghum.

The 1947 international meeting and publication of *Preservation of Grains in Storage* referred to above were followed by a *Manual of Fumigation for Insect Control*, whose second edition has been reprinted three times. Over the years, training courses have been arranged and technical assistance projects executed. In 1977, the FAO Conference established a Special Account for the Prevention of Food Losses and endorsed a special effort which has as one of its major

components the reduction of losses in storage. Leadership in this special programme being assigned to the Agricultural Services Division, the work is described below (see pages 109-110).

Prevention of the spread of insects and plant diseases across national borders has long been a concern of FAO. In order to introduce uniform *plant quarantine* regulations based on sound biological grounds, an International Plant Protection Convention was approved by the Sixth Session of the FAO Conference in 1951; it was amended by the Twentieth Session in 1979 to adapt it to new developments in international trade. FAO assistance in establishing post-entry quarantine stations for the safe introduction of new plant materials has been provided to several Member Governments, as well as support in developing national plant quarantine regulations. Training has been a major element of these activities.

Another major task of FAO related to plant quarantine is to collate reports on the distribution of major plant pests, and to disseminate this information to Member Countries together with details of the phytosanitary regulations of individual countries, in order to facilitate international trade in plants and plant products. The *FAO Plant Protection Bulletin*, which began publication in 1952, is used as a medium for the dissemination of such information, received by the FAO World Reporting Service on Plant Diseases and Pests established under the International Plant Protection Convention of 1951. FAO Regional Plant Protection Commissions in Asia and the Pacific, the Caribbean and the Near East are a further means of achieving the objectives of the Convention.

Those who have provided leadership of the Plant Production and Protection Division and its predecessor Branch have been the following:

CHIEF, PLANT INDUSTRY BRANCH and PLANT PRODUCTION BRANCH	COUNTRY	PERIOD
Dr. L. E. Kirk	Canada	June 1947–July 1954
CHIEF, PLANT PRODUCTION BRANCH Dr. J. G. Knoll	Fed. Rep. of Germany	July 1954–Dec. 1958
DIRECTOR, PLANT PRODUCTION AND PROTECTION DIVISION Dr. J. G. Knoll	Fed. Rep. of Germany	Jan. 1959–Aug. 1960
Dr. J. Vallega	Argentina	July 1960–July 1969
Dr. F. Albani	Argentina	Jan. 1970–July 1977
Dr. Oscar Brauer	Mexico	Aug. 1977–

### *Animal Production and Health Division*

This Division had its beginning on 2 December 1946, when Dr. Ralph W. Phillips (United States) took up the post of Chief of what was then the Animal Industry Branch and began the task of building up the Branch and the Agriculture Division of which it was a part. The name of the Branch was changed to Animal Production Branch in 1951.



The transition to division status was made on 1 January 1959, at which time the Division received its present name; it then consisted of an Animal Production Branch, a Dairy Branch, and an Animal Health Branch. In June 1968 an Operations Office was added. In January 1970, as part of an overall reorganization, the branches were upgraded to services and the Animal Production and Dairy Branches were consolidated, so that the Division was constituted as follows:

- Animal Health Service
- Animal Production and Dairy Service
- Operations Service

In March 1974, when the Agricultural Operations Division was established, the Operations Service was abolished. This resulted in changes in functions, scope and methods of work, and some consequential restructuring, at the completion of which, in April 1974, the Division's structure was as follows:

- Livestock Research and Education Service
- Meat and Milk Development Service
- Animal Health Service
- Livestock Policy and Planning Unit

The last of these was abolished in 1975.

A further re-alignment of the Division took place in June 1978, and it then assumed its present structure which, in addition to the Office of Director, comprises the following services:

- Animal Production Service
- Meat and Dairy Service
- Animal Health Service

The programme of work that was developed following the establishment of the Animal Industry Branch late in 1946 was designed to assist Member Countries to bring about improvements in livestock and poultry productivity through application of modern knowledge to all aspects of the industry, including improvements through breeding, nutrition, range and pasture management, reducing losses by controlling diseases and parasites, and better methods of processing and marketing animal products. Special emphasis was placed on the fostering of inter-country cooperation among workers. These aims were approached by meetings convened by FAO, by participation in international congresses and other gatherings, by encouraging the formation of regional organizations of governments and of scientific workers in animal husbandry, by issuing technical publications, and by initiating, stimulating and furthering the development of action programmes, including the rendering of very substantial amounts of technical assistance as funds became available for field activities. The summaries given below indicate, in broad outline and with some examples, the scope and nature of the work that has been carried out.

Much attention has been given to *animal health* problems, from the beginning of FAO's agricultural work. An *Ad Hoc* Advisory Committee on Animal Health was convened in Washington in 1947 to advise on the nature and content of

work to be undertaken in the veterinary field. Also in that year, activities were begun to assist affected countries in the control of rinderpest.

FAO and the European Commission for the Control of Foot-and-Mouth Disease, one of FAO's statutory bodies, have played a leading role in coordinating vaccination campaigns in Southeastern Europe to combat *foot-and-mouth disease* (FMD) epizootics in Turkey caused by virus type SAT-1 (1962), sub-type A-22 (1964), and type Asia-1 (1973). To consolidate the results achieved in recent years in Europe, the Commission, in collaboration with FAO and the *Office international des épizooties* (OIE), is promoting intensified coordinated action to remove the remaining sources of infection on the continent.

FAO has actively assisted countries in the control of major infectious diseases. Following an emergency consultation organized by FAO in Lebanon in August 1960, *African horse sickness*, which invaded almost the entire Near East Region between 1959 and 1963, was eradicated through the efforts of the countries concerned, with FAO technical assistance. *Rinderpest* campaigns in Africa and in Asia and the Pacific have also been supported. A recent major activity has been the emergency assistance provided to countries in Latin America and the Caribbean faced with the problem of *African swine fever*, when the disease spread to the Western Hemisphere in 1978.

Following the Seventeenth Session of the FAO Conference in 1973, a long-term programme for the control of *African animal trypanosomiasis* was launched. After a preparatory phase had been initiated in 1975 and completed in 1979, the Twentieth Session, in November 1979, endorsed a proposal for the implementation of a full-scale programme and decided to establish a Commission on African Animal Trypanosomiasis, which held its First Session at FAO Headquarters in April 1980. The Programme, which is executed through an Inter-Secretariat Coordinating Group, an Ecological/Technical Advisory Panel and a Development Advisory Panel, aims at the formulation of a long-term strategy for the control of African animal trypanosomiasis and its vectors, with due recognition of environmental considerations and the concomitant planning and implementation of sound programmes for rural development.

*Tick-borne diseases* and their vectors were identified as a priority area by an Expert Consultation on Animal Production and Health Research held in Copenhagen in 1974. Subsequently, projects have been executed in about 20 countries in all regions of the world. Among the most important achievements have been contributions to the understanding of East Coast Fever and the ecology of East African ticks. In addition to the extensive field programme, current work in this respect includes the collation and dissemination of information; training courses and workshops; preparation of a practical field manual on tick control; promotion of a World Acaricide Resistance Reference Centre; production of an FAO acaricide resistance test kit; and regular consultations with expert groups.

Animal health matters relating to the *meat trade* have been intensively studied. In 1973 a report on *Non-tariff Barriers to the Meat Trade Arising from Health Requirements*, published as a first supplementary report to the FAO/WHO/OIE

*Animal Health Yearbook*, was followed by an FAO Expert Consultation on Non-tariff Trade Barriers against Meat and on Disease-free Zones, held at Pendik, Turkey, in October 1973.

Activities relating to *disease intelligence* have for many years featured the collection and analysis of information on the occurrence and control of animal diseases throughout the world, which is disseminated by publication in the *Animal Health Yearbook*.

*Animal health education and training* have been well covered over the years through individual fellowships. Five permanent post-graduate training centres on veterinary specializations have been established and several hundred veterinary teachers have been trained in one-year courses.

In the *animal production* sector, attention has been given to three major areas: animal genetic resources, feed resources, and livestock production systems.

In the early work on *animal genetic resources*, emphasis was placed on the collection and publication of information on breeds in different parts of the world, e.g. the cattle breeds of India and Pakistan, Africa and Europe and the sheep breeds of the Mediterranean. This work still continues, and in recent years publications have been issued on the water buffalo. However, the emphasis has been shifted to advising Member Governments on how best to utilize their valuable animal genetic resources in the development process. This work has been supported by contributions to trust funds, particularly from SIDA, and the transfer of some valuable genetic material has been made possible through exchanges of bull semen. Work has also been carried out on evaluating breeds and strains in international strain comparison tests and national evaluation programmes, financed with funds from UNDP and other sources. In the mid-1970s, FAO and UNEP began to collaborate in surveying the world's animal genetic resources, with special emphasis on breeds which might be endangered or close to extinction. Special mention in this regard should be made of a survey of trypanotolerant livestock in Africa, carried out in collaboration with the International Livestock Centre for Africa, and of studies of prolific sheep breeds. This phase of FAO/UNEP collaboration culminated in a Technical Consultation on Animal Genetic Resources Conservation and Management, held in Rome in June 1980.

Although an early *Agricultural Study* had dealt with *Nutritional Deficiencies in Livestock*, much of FAO's original activity concerning *feeding* was concentrated on extensive production systems on rangelands and pastures. Increased emphasis has more recently been placed on the use of agro-industrial by-products for animal feeding. Studies also have been published on the use of waste products, including animal wastes, in modern feeding systems. In the early 1970s, FAO helped to establish, in collaboration with institutions in France, the Federal Republic of Germany and the United States, an international network for feeds information which has developed an agreed international nomenclature for feeds and a system for presenting feed data. The network has now grown to the point that it has been possible to decrease FAO's involvement in it.

During the 1970s, increasing attention was given to *livestock production*, with a view to providing advice to Member Governments on the development of

viable systems adapted to their local economic and climatic situations and to the problems of the small farmer. Under the priorities established by governments, cattle production has been in the forefront, but during the last few years efforts have been made to encourage the raising of smaller species, such as sheep, poultry and even such minor species as rabbits, since all of these play a very large role in the systems adopted by farmers throughout the world.

*Dairy cattle* were of course not overlooked as FAO's work on animal breeding, feeding and management began. The main task at the outset was to provide technical assistance in milk production and plant management in connection with the Milk Conservation Programme established by UNICEF in the late 1940s. FAO cooperation led to the setting up of some 70 milk plants in different countries. The total investment by UNICEF amounted to US \$30 million, and the cost of FAO's technical assistance was some US \$3.5 million, obtained from UNICEF and EPTA/UNDP. The training of personnel was another major dairy industry activity in which FAO took the lead from 1956 onward. A third was the creation, in cooperation with the International Dairy Federation, of a government expert committee to draw up a *Code of Principles concerning Milk and Milk Products*, designed to protect consumers by defining standards for milk products in international trade. In the late 1960s the work of this committee, which met annually, was integrated with that of the Codex Alimentarius Commission (see page 127), but its technical secretariat remained with the Dairy Branch.

By the end of the 1960s, the Dairy Branch was providing technical backstopping to a great number of field experts and supervising a programme for dairy training at all levels which, with support from the Danish International Development Agency (DANIDA), had grown into a global project providing assistance to practically all developing countries.

An International Scheme for the Coordination of Dairy Development was launched after its approval in principle by the Fifteenth Session of the FAO Conference in 1969. *Ad hoc* consultations in 1970 and 1972 approved the working methods of the Scheme, and extra-budgetary resources were obtained from Finland. By the end of 1980, 49 countries had received assistance of different types. Follow-up activities, project implementation, consultancies, and particularly investment, amounting to some US \$250 million, were largely financed on a bilateral basis by supporting governments.

Dairy activities have been strengthened and now lay particular emphasis on assisting institutions in individual countries and technical cooperation among developing countries (TCDC). Over the years, several publications were prepared to support this training work.

Side by side with the increasing assistance in the dairy field, and in order to meet the requests of Member Governments, an International Meat Development Scheme, similar in principle to the scheme for dairy development, was set up in 1974 with SIDA support. By the end of 1980, assistance under the Scheme had been provided to 30 countries, in 25 of them in association with activities supported under the dairy development scheme.

Those who have served as Director of the Animal Production and Health Division, or as Chief of its precursor Branch, have been the following:

CHIEF, ANIMAL INDUSTRY BRANCH and ANIMAL PRODUCTION BRANCH, and DEPUTY DIRECTOR, AGRICULTURE DIVISION	COUNTRY	PERIOD
Dr. Ralph W. Phillips	United States	Dec. 1946–May 1949
CHIEF, ANIMAL PRODUCTION BRANCH, and DIRECTOR, ANIMAL PRODUCTION AND HEALTH DIVISION		
Dr. K.V.L. Kesteven	Australia	Jan. 1950–Dec. 1968
DIRECTOR, ANIMAL PRODUCTION AND HEALTH DIVISION		
Dr. H.A. Jasiorowski	Poland	Apr. 1969–Nov. 1975
Dr. H.C. Mussman	United States	Sep. 1977–July 1980
Dr. R.B. Griffiths	United Kingdom	Oct. 1980–

During the period May-December 1949, Dr. Ralph W. Phillips (United States) continued to supervise the work of the Branch from his post as Deputy Director of the Agriculture Division. Dr. E. A. Eichhorn (United States) served as Acting Director, Animal Production and Health Division, from December 1968 to March 1969, and Dr. R. B. Griffiths (United Kingdom) served in this capacity from December 1975 to August 1977 and from July to September 1980.

### *Agricultural Services Division*

On 1 June 1968, when the first stages of a substantial reorganization of FAO were put into effect, they included the creation of an Agricultural Services Division, which was composed as follows:

- Production Economics and Farm Management Service (formerly the Land Use and Farm Management Branch of the Land and Water Development Division);
- Agricultural Engineering Service (consisting of most of the former Agricultural Engineering Branch of the Land and Water Development Division);
- Food and Agricultural Processing Service (redesignated Food and Agricultural Industries Service on 8 July 1968. This Service was composed of food industry and technology elements transferred from the Nutrition Division and a few elements of the former Agricultural Engineering Branch of the Land and Water Development Division);
- Operations Office (abolished when the Agricultural Operations Division was formed on 4 March 1974).

Two further units were added to the new Division in April 1973:

- Marketing and Credit Service (composed of elements transferred from the Land Reform, Cooperatives, Credit, Marketing and Rural Sociology Service of what was then the Rural Institutions Division);
- Agricultural Requisites Unit (transferred from the the Economic Analysis Division and placed in the Office of the Director. This unit was transferred in January 1978 to the Land and Water Development Division, where it became part of the Fertilizer and Plant Nutrition Service).

In June-August 1973, most of the staff of the Production Economics and Farm Management Service were outposted to other technical divisions to provide micro-economic inputs into the Indicative World Plan, the remaining officers constituting a Farm Management Unit. In July 1978, the Unit was strengthened and re-established as the Farm Management and Production Economics Service.

Thus the Division arrived at its present structure, which includes the following four major Services:

Farm Management and Production Economics Service  
Agricultural Engineering Service  
Food and Agricultural Industries Service  
Marketing and Credit Service

The titles of these Services indicate in broad outline the nature of most of the work undertaken by the Division. For activities concerned with the prevention of food losses, a Coordinator is located in the Office of the Director. The summaries set out below provide more detailed indications of work and accomplishments in all these major subject-matter areas.

Work in *farm management and production economics* has been concentrated on planning, organization and evaluation of the total farm unit and the economic analysis of crop and livestock production enterprises. Member Countries have been assisted in the collection, processing and analysis of micro-economic and technical production data for agricultural planning and policy formulation, with emphasis on the adoption of new agricultural technologies; diversification of activities; selection of new farming systems; questions of farm size, structure and organizational forms and their effects on production levels; employment and income of agricultural producers and workers; and land use planning. Current programme emphasis is on the establishment of a data bank for micro-economic and technical production statistics, strengthening farm management education in Member Countries, finding ways of raising the incomes of small farmers, and developing methods of improving the productivity of less favourable environments. A special FAO farm management data collection and analysis system has been developed to support the FAO field programme. To meet the growing demand for input/output coefficients and production cost data for agricultural farming systems and individual enterprises, a computer-based data-bank system has recently been established, making possible the selective retrieval of information required for preparing feasibility studies and investment proposals, assessing costs and values of inputs and outputs, and determining comparative economic advantages, thus providing valuable backstopping for field projects.

Work in *agricultural engineering* has been concentrated over the years on a broad range of problems, including the improvement of small tools and implements, the introduction of appropriate types of mechanization, the servicing of farm machinery, the improvement of food storage structures and farm buildings generally, the use of animal power and commercial energy in agriculture, and the use of aircraft in seeding, fertilizer application and pest control. Work on these problems is based on the principle that the technology chosen by individual countries must reflect the broad social, economic and political features of their rural sectors. Since these technologies are location-specific, the most appropriate farm level and pace for introduction can only be determined after an assessment of the situation prevailing in each different location within a country.

Under the field programme, developing countries are assisted in formulating policies and preparing projects to implement specific programmes for the achievement of national objectives and goals for development. Projects around the world are aimed at improving the design, testing, selection, operation and maintenance of farm machinery for land development and farm production; organizing and conducting training programmes for farmers, operators, mechanics and government personnel concerned with the effective and efficient utilization of farm machinery to improve production and the well-being of all rural people; and developing efficient support services for mechanization. Guidance has also been provided on the design of and investment in storage structures, storage methods, and training in crop handling and storage methods. Attention is also given to improved animal production structures and handling methods for feed processing, forage handling and storage, and manure handling and disposal. Achievements in these respects have included the development of low-cost maize drying and storage cribs for the humid tropics, and providing assistance in the construction of some \$60 million worth of warehouses, silos and storage bins. A regional network for agricultural engineering has been developed in Asia.

The consumption of commercial energy for agricultural production accounts for less than 3.5% of total world energy consumption. Nonetheless, the energy needs of farmers are critical, since most technologies for increasing agricultural production rely heavily on energy-intensive inputs such as chemical fertilizers, farm machinery, pump irrigation and pesticides. The increasing cost of commercial energy being therefore of major concern to all countries, energy use in agriculture is being monitored, and ways of improving it, including drawing on alternative energy sources, are being promoted.

*Food and agricultural industries* activities include work in the processing of cereals, starchy roots and tubers, fruits and vegetables, pulses, oil crops, sugar crops, nuts, beverages, spices and essential oils, with a view to increasing food supplies and to providing a ready outlet for agricultural products. Among non-food products, concentration on vegetable and animal fibres, cotton, sisal, kenaf, silk, hides and skins, and rubber is mainly geared to expanding employment opportunities and increasing foreign exchange earnings. In recent years, greater emphasis has been placed on the development of composite flours and the processing of fruits and vegetables, in the food sector, and the processing of wool and in particular silk, in the non-food sector. Increasing attention has also been given to the utilization of agricultural by-products, with a view to developing and encouraging the use of suitable technologies, since the efficient use of such by-products is becoming increasingly important in both developed and developing countries.

The Nineteenth Session of the FAO Conference in 1977 approved the establishment of a field-oriented Action Programme for the Prevention of Post-Harvest Food Losses. Although it is still in the early stages of development, by July 1980 a total of US \$13.2 million had been received for financing the Programme, against an initial target of US \$20 million, and a further US \$5.9 million had been pledged under Trust Fund arrangements. 118 project requests, totalling US \$32 million, had been received from all regions, and 58

of these, costing US \$12.3 million, had been approved. A further 13 projects had been approved for submission to Trust Fund donors; four of these had already been adopted by donors, at a total cost of US \$1.4 million. In the initial phase, emphasis has been placed on reducing losses in the staple foods, i.e. the food grains and roots and tubers.

*Marketing and farm supply* work has been concentrated on the marketing needs of small farmers, and on ensuring the adequate availability of production inputs to farmers, particularly in the developing countries. Advice and assistance have been provided to Member Countries on the improvement of marketing organizations and facilities; the strengthening of governmental support services; the development of efficient export marketing methods; assessing the viability of investments in assembly and wholesale markets and in transport, storage and related processing facilities to serve marketing needs and to avoid food losses between producer and consumer; the establishment and management of marketing boards, price stabilization mechanisms and national food reserve stocks; and the organization of training courses on marketing management. In recent years, increased attention has been given to marketing problems related to post-harvest systems of staple food crops and to government policies related to the establishment and replenishment of reserve food stocks in connection with national food security programmes. Many countries have requested FAO assistance in organizing the export of out-of-season fruits and vegetables. Assistance has been provided to governments in establishing and maintaining the efficiency of practical supply channels for agricultural inputs, including guidance on the planning and financing of the essential infrastructure, and training in marketing management and methods, not only for staff of public and cooperative organizations but also for independent wholesalers and retailers. Important elements of *agricultural credit* work have included the undertaking of case studies in rural credit to compensate for the lack of reliable data on the nature of farmers' demand for credit and the performance of credit agencies in meeting it; improving the efficiency of agricultural credit institutions, organizing institutional credit as part of an integrated rural development programme, setting up specialized training institutions and in-service training programmes for national staff of agricultural credit services, advising on the establishment and operation of credit and savings mechanisms, bringing central banks into closer involvement with agricultural credit development, and encouraging the setting up of effective cooperative credit systems. While this was formerly considered mainly in terms of its association with cooperatives, successful regional and world conferences have focused attention more sharply on the need to ensure the involvement of entire financial systems, including central banks and development banks, in providing credit for small farmers, fishermen, etc., and in mobilizing rural savings. Training in credit and banking procedures has been carried out for a number of individual countries and sub-regional groups. The efforts of the regions are coordinated through four Regional Agricultural Credit Associations, for whose creation FAO took the initiative. Similarly, FAO has launched a Scheme for Agricultural Credit Development (SACRED) which channels financial and technical assistance between donors and recipient



members of the Scheme. Assistance is also provided to developing countries in setting up crop and livestock insurance systems.

From the establishment of the Agriculture Services Division in June 1968 until December of that year, A. D. Faunce (Australia) served as its Acting Director. The following have since provided leadership of the Division:

DIRECTOR, AGRICULTURE SERVICES DIVISION	COUNTRY	PERIOD
Dr. E. H. Hartmans	United States	Jan. 1969–Dec. 1970
T. S. B. Aribisala	Nigeria	Oct. 1970–Dec. 1979
M. S. O. Nicholas	Ghana	Apr. 1980–

*Joint FAO/IAEA Division of Isotope and Radiation Applications  
of Atomic Energy for Food and Agricultural Development*

In November 1955, the Eighth Session of the FAO Conference approved the initiation of work on the application of atomic energy in agriculture, and in February 1956 a specialist took up a post in the Agricultural Institutions and Services Branch of what was then the Agriculture Division to serve as the Organization's focal point for this work. A separate Atomic Energy Branch was established in the Agriculture Division in September 1957. When the Technical Department was formed in January 1959, this Branch was assigned to the Office of the Assistant Director-General. Dr. R. A. Silow (United Kingdom) served as the first specialist in this field, and subsequently as the Chief of the Atomic Energy Branch.

In October 1964 a Joint FAO/IAEA Division of Atomic Energy in Food and Agriculture was formed in Vienna, merging the staff and programmes of the FAO Atomic Energy Branch and those of the IAEA Unit of Agriculture. From the FAO side, the Joint Division has constituted part of the Technical Department, and later of the Agriculture Department, while on the IAEA side it forms part of the Department of Research and Isotopes.

The Joint Division has six subject-matter sections, dealing respectively with *soil fertility, irrigation and crop production; plant breeding and genetics; animal production and health; insect and pest control; chemical residues and pollution; and food preservation*. Work on the applications of atomic energy in these areas involves coordination and support of research, technical assistance, training, and dissemination of information.

Over 250 research institutions and experiment stations in Member Countries are currently cooperating in some 25 coordinated research programmes, in each of which atomic energy techniques are used in attempts to solve problems of economic significance. Some 100 technical assistance projects are being conducted in over 40 developing countries, providing training, expertise and equipment. In addition to fellowship training, three or four international training courses are arranged annually. Two symposia and two seminars are held annually as a means of exchanging information, and publications are prepared and issued.

Some indication of the benefits being derived from the activities carried out or sponsored by the Joint Division may be obtained from the following examples:

- in one Member Country it has been estimated that the adoption by farmers of more efficient fertilizer placement, made possible by research on the efficient nitrogen fertilization of maize, has led to economic benefits of \$36 million annually;
- in Hungary, *Nucleoryza*, a new rice variety obtained by mutation breeding, was grown on 33.2% of the country's rice area in 1978, increasing average yields by 30.6%;
- in India, an improved pearl millet male sterile line hybrid, created by mutation, showed a high degree of resistance to downy mildew. It is estimated that the increased yield from new resistant hybrids may eventually reach more than three million tonnes annually;
- a study of parasitic infections of lambs in Kashmir, India, revealed that up to 70% became infected from lungworm *Dictyocaulus filaria*, and that this parasite and the pneumonia it precipitated were the major constraints on sheep production. Large-scale field trials, based on earlier work in the United Kingdom and Yugoslavia, having shown that radiation-attenuated vaccine is highly effective, about 50,000 lambs are currently being vaccinated every year in Kashmir, mortality has decreased dramatically, lambing percentages and weight gains have increased, and the incidence of *D. filaria* has fallen below 5%;
- over 15 years of research have been devoted to the sterile-insect technique with fruit flies, *lepidoptera* that attack fruit crops, and tsetse flies. Mass rearing of the Mediterranean fruit fly has now reached the stage of practical production of several hundred million flies per week for use in field campaigns. Dependence on animal hosts for rearing tsetse flies has been eliminated by using feeding techniques through membranes, thus making control campaigns practicable. Two such campaigns are currently testing the practical applicability of the sterile-insect technique, one on the tsetse fly in Nigeria, and one on the Mediterranean fruit fly to counter the threat of its establishment in Mexico;
- in a study in one Member Country of the efficiency and fate of Dieldrin applications for tsetse fly control, it was discovered that only some 40% was deposited on trees as intended, the remainder being lost and becoming an environmental threat. As a result, the spraying routine was changed, and more efficient applications were achieved;
- work on food irradiation has contributed to the development of this technique, which is now being applied on a commercial scale to potatoes in Japan and to certain fishery products and species in the Netherlands. More countries are expected to adopt it, several food and multipurpose plants being under construction. The process is also applied for producing pathogen-free laboratory animal feeds and for the sterilization of several foods to provide a safe diet for immunologically incompetent patients. The 1980 meeting of the Joint FAO/IAEA/WHO Expert Committee on the Wholesomeness of Irradiated Food concluded that no toxicological hazard is caused by irradiation up to a dose of 10 kilogray (1 megarad) for the preservation and prevention of post-harvest losses of any food product, and hence food treated in this way no longer needs to be tested for toxicity. The FAO/WHO Codex Alimentarius Commission will consider these conclusions for incorporation in its Recommended International General Standard for Irradiated Foods.

While work along all these lines is continuing, increased emphasis is being given to projects in which atomic energy techniques can be used as tools to help maximize biological nitrogen fixation in field crops, to promote the more efficient use of fertilizers in multiple cropping, and to find better ways of utilizing cereal straws and other agro-industrial by-products treated and supplemented with non-protein nitrogen compounds.

The agreement between FAO and IAEA concerning the Joint Division provides that FAO will designate its Director. Since it was formed in October 1964, the Director has been Dr. M. Fried (United States).

### *Research Development Centre*

The Research Development Centre has been located in the Office of the Assistant Director-General, Agriculture Department, since January 1978. Prior to that time, activities relating to research were dispersed throughout the Organization.

Although research was dealt with by the early FAO missions, and arose in connection with various subject matters included in the Agriculture Division's programme of work, the first specific attention to agricultural research as a separate issue came after the transfer of Headquarters to Rome in 1951. Following a recommendation of the European Committee on Agriculture in 1950, a meeting on the organization of agricultural research in Europe was held in London in October 1951, and the information assembled in that meeting was published in *Agricultural Development Paper No. 29, The Organization of Agricultural Research in Europe*. After a follow-up meeting held in Rome in September 1952 to explore the possibility of establishing a uniform system of recording information regarding current research projects, and of facilitating the exchange of information, the European Committee on Agriculture established a Sub-Committee on Agricultural Research.

A start was made along similar lines in Latin America when a meeting on the organization of agricultural research in Mexico and Central America was held jointly with the Inter-American Institute of Agricultural Sciences in Turrialba, Costa Rica, in December 1955. Leadership in the organization of this and the European meetings was provided by the Deputy Director of what was then the Agriculture Division.

A further meeting, on the organization and administration of agricultural research in the Near East, was held in Tel Amara, Lebanon, in 1961.

An officer of the Agricultural Institutions and Services Branch of the Agriculture Division devoted part of his time to agricultural research matters from 1951 to 1958, and this arrangement continued in 1959 and 1960, after the Branch was transferred to the Rural Institutions and Services Division. In June 1962 a full-time officer to deal with the organization and administration of agricultural research was appointed to the Division; in January 1973 this post was transferred to the Research Centre in the Development Department, created in August 1972. The new Centre, which included the Secretariat of the Technical Advisory Committee (TAC) of the Consultative Group on International Agricultural Research (CGIAR), was divided in March 1976 into two units, a Research Development Centre and a unit containing the TAC Secretariat. In January 1978, both of these were transferred to the Office of the Assistant Director-General, Agriculture Department.

In the early years, very little attention was given in the field programme to the organization and administration of agricultural research as such. Up to 1959 only four experts had carried out assignments. However, between 1962 and 1965 activities in this area expanded considerably; several regional projects and more than 20 national projects being established, and an equally large expansion in projects took place during the period 1966-70. Panels of experts on the organization and administration of agricultural research were convened in

Rome in 1965 and 1969, the Current Agricultural Research Information System (CARIS) was launched on an experimental basis, and a new approach to inter-country cooperation, based on agro-eco-climatic analogues, was launched in the Sudanian and Guinean zones of Africa.

Between 1971 and 1975, a substantial array of activities was initiated, supported partly by CGIAR, but also including a number of national and regional projects for the strengthening of agricultural research systems financed from other sources. During 1976 and 1977, the Research Development Centre concentrated mainly on backstopping national research programmes and projects, and on preparations for FAO's participation in the UN Conference on Science and Technology for Development (UNCSTD).

Following its transfer to the Agriculture Department in January 1978, the Research Development Centre's work was oriented primarily toward the strengthening of national research capabilities, encouraging liaison between research and extension, backstopping UNDP- and TCP-financed FAO projects relating to research, and completing the final preparations for FAO's participation in UNCSTD, which was held in Vienna in August 1979.

The following officers have had responsibility for directing the work of the Centre:

CHIEF, RESEARCH CENTRE and RESEARCH DEVELOPMENT CENTRE	COUNTRY	PERIOD
Peter Oram	United Kingdom	Aug. 1972–Sep. 1976
J.H. Monyo	Tanzania	Oct. 1977–

### *Agricultural Operations Division*

Although located administratively in the Agriculture Department, this Division also services the Economic and Social Policy Department, the Division Director reporting to the Assistant Directors-General of both Departments. When it was established in March 1974, the Operations Services then existing in the various divisions of the two Departments were abolished, most of their staffs being transferred to the new Division. In preparation for the establishment of the Division, a Director had been appointed in January 1974.

The Agricultural Operations Division is responsible for the management and administration of field programme projects financed from extra-budgetary sources such as UNDP, and from Trust Funds supplied by bilateral donors, recipient countries and others. It is also responsible for the operation of all projects under the Post-Harvest Food Losses Programme, and for certain projects under the Technical Cooperation Programme (TCP) financed from the Regular Budget.

The specialized areas covered by the projects operated by the Division include animal production and health; plant production and protection; land and water resources, development and conservation; agricultural engineering; food technology and processing and other agro-industries; farm management and production economics; credit, marketing and farm supply organization;

environmental problems; extension, education, training and research; co-operative and other rural people's organizations; home economics and related social programmes; population; employment; agrarian reform; organization, administration and policy for agricultural and rural development; agricultural planning; agricultural statistics; food and nutrition; and agricultural commodities. Specifically excluded from its responsibilities are forestry and fishery projects and a number of other selected programmes such as some short-term training courses and seminars, the Fertilizer Programme, the work of the Locust Control and Emergency Operations Group, and the Regional Dairy Training Centres.

The Agricultural Operations Division has four regional Services, respectively covering Africa; Asia and the Pacific; Europe, North Africa and the Near East; and Latin America. They provide continuous support for field staff and coordinate Headquarters inputs for field projects, from recruitment, purchasing, etc., to technical support and follow-up action. Each Service contains country project officers responsible for servicing projects in one or more countries in its region.

The Division also contains a Management Support Service which, with delegated authority from central services, provides it with administrative support and servicing for its field projects, including personnel, budget and finance, contracts and equipment functions. A Fellowship Group, located administratively in this Division, provides fellowship services for the whole of FAO. In addition, an Operations Information and Analysis Unit in the Office of the Director is responsible for analyzing data on the Division's workload and performance and for providing information to help it to maintain the correct emphasis with regard to overall management of the field programme; it undertakes special investigations of the Division's performance and assists in the discharge of reporting responsibilities to Governing Bodies and donors. Since January 1980, a Reports Unit, transferred from the Development Department, has also been attached to the Office of the Director. Like the Fellowships Group, it services the whole of FAO, assisting the technical services in incorporating reporting requirements and plans into project documents, in briefing field staff, in following up agreed reporting schedules and in reviewing and clearing formal reports. The Reports Unit is responsible for the editing, processing and despatch to governments of terminal and technical reports and acts as focal point on all policy and procedural matters concerning FAO's field project reporting system.

The scope of the Division's project-operating responsibilities is reflected in the fact that it deals with about 60% of FAO's total field programme, to an amount in terms of dollar value (estimated on the basis of 1980 project expenditures) of \$112 million for UNDP-financed projects, \$42 million for Trust-Fund-financed projects (including associate experts) and \$12 million for projects under the Technical Cooperation Programme and the Post-Harvest Food Losses Programme. 700 large-scale projects (over \$150,000 each) and 340 small-scale projects are currently being implemented in about 130 countries, served in any one year by approximately 1,500 field project officers, 620 consultants and 230 associate experts.

The following officers have served as Director of the Agricultural Operations Division:

DIRECTOR, AGRICULTURAL OPERATIONS DIVISION	COUNTRY	PERIOD
Dr. E. H. Hartmans	United States	Jan. 1974–Aug. 1980
Dr. C. H. Bonte-Friedheim	Fed. Rep. of Germany	Aug. 1980–

### **Economic and Social Policy Department**

An Economics and Statistics Division was established in May 1946, some seven months after the founding of FAO. The first Director-General gave special attention to its development, since he looked to it to assist him in finalizing his proposal for a World Food Board, and to help in servicing the Board if established. When the proposal was rejected by the Second Session of the FAO Conference later in 1946, the emphasis changed somewhat, but this Division continued to be the focal point of the work of the Preparatory Commission which led to the establishment first of the FAO Council and subsequently of the Committee on Commodity Problems.

By July 1947 the Division had been redesignated Economics, Marketing and Statistics Division; it had four branches, dealing respectively with Economics and Statistics Intelligence, Commodities and Commercial Policy, Agricultural-Industrial Relations, and Statistical Standards. By February 1948 the first of these had been renamed Statistical Intelligence Branch, and a Production Economics Branch had been created, being renamed Economics of Production and Development Branch by January 1949.

During the period of post-war shortages, FAO action led to the establishment of an International Emergency Food Council (IEFC) in May 1946. This Council functioned as a separate entity under the aegis of FAO until November 1947, when it was converted into an FAO International Emergency Food Committee (IEFC); the IEFC was dissolved in June 1949.

In September 1948 the Economics, Marketing and Statistics Division was separated into two divisions:

Distribution Division, with Cereals, Fats and Oils, Rice, Fibres, Livestock, Fertilizer, and Miscellaneous Commodity Sections; its Director also served as Secretary-General of the IEFC;

Economics and Statistics Division, classified as a “service division” and containing Statistics, Economics of Production and Development, Food Consumption and Utilization, and Economic Analysis Branches.

This structure prevailed until early 1951, when the Headquarters of FAO was transferred to Rome. At that time the Distribution Division was abolished and its staff and functions recombined with those of the Economics and Statistics Division, under the condensed name of Economics Division. As of June 1952 this reconstituted Division was made up of Economic Analysis, Commodities, and Statistics Branches.

The transition from a Division to an Economics Department took place on 1 January 1959, at which time the three Branches mentioned above became —

Economic Analysis Division  
Commodities Division  
Statistics Division

In December 1962, the Rural Institutions and Services Division was transferred from what was then the Technical Department to the Economics Department, whose name was changed to Economic and Social Policy Department (redesignated again from January 1964 to May 1968 as Department of Economic and Social Affairs). In June 1968, the Nutrition Division was transferred from the Technical Department to this Department, whose title was shortened to Economic and Social Department. At this stage the Department was composed of the following Divisions, two of which had been renamed:

Economic Analysis Division  
Commodities and Trade Division  
Statistics Division  
Nutrition Division  
Rural Institutions Division

In 1974 the Department's name was again changed to Economic and Social Policy Department, and three of its Divisions were renamed, as follows:

Policy Analysis Division  
Food Policy and Nutrition Division  
Human Resources, Institutions and Agrarian Reform Division

In March 1974, the Agricultural Operations Division was formed; although placed administratively in the Agriculture Department, it also services the field programme of the Economic and Social Policy Department, the Division Director reporting to the Assistant Directors-General of both Departments. This basic structure has since been maintained. In addition, a Population Programme Unit was set up in April 1972 and a Global Prospective Studies Unit was created in 1978; both are located in the Office of the Assistant Director-General.

The main functions of the Economic and Social Policy Department can be summarized as follows:

- to establish a policy framework for agricultural and rural development, including related population policy aspects, and within this framework to promote the creation and assist in the strengthening of appropriate institutions and services, including training in necessary skills; to assist in monitoring and evaluating progress toward rural development, with special attention to improving the living conditions of the less privileged rural population groups;
- to collect information on, assess and monitor the world nutrition situation and requirements; to formulate food and nutrition policies within the overall framework of rural and agrarian development policies, with a view to alleviating rural poverty and under-nutrition; to assist Member Countries in building up their capacity to formulate and implement food and nutrition policies and to incorporate them into rural development programmes and projects;

- to collect, analyse and disseminate information on the state of food and agriculture, their short and medium-term outlook and their long-term perspectives, as a basis for policy formulation and action;
- to analyse national and international food, agricultural and commodity policies; to carry out activities in support of world food security; to participate in, and contribute to, international negotiations and deliberations relating to food and agriculture; and
- to provide assistance to national governments and regional and international organizations in planning, programming and policy-making for the social, economic and population aspects of food and agriculture, and in ensuring national food security.

The following officers have provided leadership of the Department and of its precursor Divisions:

DIRECTOR, ECONOMICS AND STATISTICS DIVISION and ECONOMICS, MARKETING AND STATISTICS DIVISION	COUNTRY	PERIOD
Dr. Howard R. Tolley	United States	May 1946–Mar. 1951
DIRECTOR, DISTRIBUTION DIVISION Frederick B. Northrop	United States	Sept. 1948–Feb. 1951
DIRECTOR, ECONOMICS DIVISION A.H. Boerma	Netherlands	May 1951–Dec. 1958
ASSISTANT DIRECTOR-GENERAL, ECONOMICS DEPARTMENT Dr. Mordecai Ezekiel	United States	Jan. 1959–Feb. 1961
ASSISTANT DIRECTOR-GENERAL, ECONOMIC AND SOCIAL POLICY DEPARTMENT Oris V. Wells	United States	June 1962–July 1963
ASSISTANT DIRECTOR-GENERAL, ECONOMIC AND SOCIAL POLICY DEPARTMENT, DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS, and ECONOMIC AND SOCIAL DEPARTMENT Mekki Abbas	Sudan	Sep. 1963–Sep. 1968
ASSISTANT DIRECTOR-GENERAL, ECONOMIC AND SOCIAL DEPARTMENT Albert Adomakoh	Ghana	Apr. 1969–July 1970
ASSISTANT DIRECTOR-GENERAL, ECONOMIC AND SOCIAL DEPARTMENT and ECONOMIC AND SOCIAL POLICY DEPARTMENT Dr. Eric M. Ojala	New Zealand	Aug. 1970–Sep. 1976
ASSISTANT DIRECTOR-GENERAL, ECONOMIC AND SOCIAL POLICY DEPARTMENT Dr. Nurul Islam	Bangladesh	July 1977–

Since 1964, the Assistant Director-General of the Department has been assisted by the following officers:

ASSISTANT TO THE ASSISTANT DIRECTOR-GENERAL	COUNTRY	PERIOD
Ebo Glazenburg	Netherlands	Jan. 1964–May 1973
Teuvo Lehti	Finland	July 1973–Oct. 1976
Dr. M.H. Abbas	Jordan	Nov. 1976–



### *Policy Analysis Division*

Although the first clearly identifiable precursor of the Policy Analysis Division was the Economic Analysis Branch, which appeared in the structure of the Economics, Marketing and Statistics Division in September 1948, the earlier Economics and Statistics Intelligence Branch had some responsibilities similar to those presently assigned to the Division. The former became the Economic Analysis Division in January 1959. In July 1972, the Policy Advisory Bureau, which had existed since January 1969 in the Office of the Director-General, was integrated into the Division, which was then redesignated Policy Analysis Division.

The Production Economics Branch, set up in the Economics, Marketing and Statistics Division in about February 1948, renamed Economics of Production and Development Branch by January 1949, and abolished with the move to Rome early in 1951, is also a precursor of the Division.

The Division is currently organized into three Services:

Planning Assistance Service  
Development Policy Studies and Training Service  
Situation and Outlook Service

The Policy Analysis Division is responsible for:

- analyzing and reporting on the world and regional food and agricultural situation and outlook;
- analyzing national and international agricultural development problems and policies;
- assisting countries and groups of countries to improve their capabilities for agricultural planning and project analysis through the development and application of planning techniques, the organization and support of training programmes, and direct assistance by means of field projects and missions.

When the Division's precursor Economic Analysis Branch was set up in 1948, it was assigned primary responsibility for preparing the Director-General's annual report, *The State of Food and Agriculture*, which is submitted in accordance with Rule XXXVII.2(c) of the General Rules of the Organization. From the outset, this work was organized mainly on a regional basis, but with a focus on country economic analysis. The former Branch, and the Division, have maintained close links with the Joint Divisions established by FAO and the UN in the UN Regional Economic Commissions. Pioneering work was carried out in agricultural planning and project analysis, sector analysis, price policies, marketing, project evaluation, etc., although responsibility for work in the two latter fields was subsequently transferred to other units in the Organization. The Division maintains a substantial reference collection of country economic information files. National development plans are reviewed, and countries' agricultural development problems and needs are analyzed within the context of their overall economic and social policies and needs. This work contributes to and supports situation and outlook reporting, planning assistance and project appraisal activities, the backstopping of field and regional activities (including the work of the Joint Divisions), the briefing of field experts, and the

provision of up-to-date country economic information and analyses to other FAO units.

The world and regional food and agricultural situation and outlook are analyzed, and the results published, in the Director-General's report, *The State of Food and Agriculture* (SOFA). Other periodic reports are also prepared for the FAO Conference, Council and Regional Conferences. Contributions are made to the United Nations system's biennial review and appraisal of progress in the development decades. In recent years, increasing emphasis has been placed on the analysis of the flow of external and domestic resources into agriculture, and on the problems of the most seriously affected (MSA) and least developed countries (LDC).

The Division's direct assistance both to individual governments and to regional and sub-regional groupings, in improving national planning capacities, includes agricultural sector analysis, the analysis of policy options, the formulation of food and agricultural development plans, programmes and projects, and the provision of training in agricultural planning and analysis. It is provided both through Regular Programme missions and through the technical backstopping of planning assistance projects in the field.

Leadership of the Division and of its precursor Branches has been provided by the following officers:

CHIEF, ECONOMICS AND STATISTICS INTELLIGENCE BRANCH	COUNTRY	PERIOD
J. B. Rutherford	Canada	July 1947–Sep. 1948
CHIEF, PRODUCTION ECONOMICS BRANCH and ECONOMICS OF PRODUCTION AND DEVELOPMENT BRANCH		
Harold A. Vogel	United States	July 1947–Mar. 1951
CHIEF, ECONOMIC ANALYSIS BRANCH and DEPUTY DIRECTOR, ECONOMICS DIVISION		
Dr. Mordecai Ezekiel	United States	Apr. 1951–Dec. 1958
CHIEF, ECONOMIC ANALYSIS BRANCH and DIRECTOR, ECONOMIC ANALYSIS DIVISION		
Philip G.H. Barter	United Kingdom	Jan. 1958–Mar. 1966
DIRECTOR, ECONOMIC ANALYSIS DIVISION		
Clifford F. Pennison	United Kingdom	July 1966–June 1967
Dr. Kenneth L. Bachman	United States	Sep. 1967–June 1972
DIRECTOR, POLICY ANALYSIS DIVISION		
W.H. Pawley	Australia	July 1972–Jan. 1974
Dr. J.P. Bhattacharjee	India	Feb. 1974–

### *Commodities and Trade Division*

The first precursor of the present Commodities and Trade Division was a Commodities and Commercial Policy Branch, included in the Economics, Marketing and Statistics Division as of July 1947. In September 1948 this Branch was incorporated into the Distribution Division, with sections dealing with various major commodities. By May 1951, following the transfer of FAO

Headquarters to Rome, a Commodities Branch had been re-established as part of the reconstituted Economics Division, into which the Distribution Division had been absorbed.

In January 1959, the Commodities Branch was transformed into the Commodities Division, whose name was changed in June 1968 to Commodities and Trade Division.

The present structure of the Division includes —

- Basic Foodstuffs Service
- Raw Materials, Tropical and Horticultural Products Service
- Commodity Policy and Projections Service
- Food Security and Information Service
- Food Security Assistance Unit

From the outset, the Division (which should be taken here to include its precursors) carried out pioneer work on problems arising from *international trade in agricultural commodities*, exclusive of fishery and forestry products. It serviced post-World War II debates on world *emergency reserves* and on the *disposal of food surpluses*. It has also pioneered *research on commodities*, and has done much to facilitate international cooperation. It has been in the forefront in making commodity projections, preparing commodity reports and bulletins necessary for the development of intergovernmental cooperation, and preparing guidelines for international action, particularly in trade policy. Close links have been maintained with the United Nations Conference on Trade and Development (UNCTAD) since the latter's establishment as an arm of the UN in 1964.

The Division keeps under constant review the situation and outlook for all the main agricultural commodities. Data on commodities are assembled and analyzed, and the results published in the annual *FAO Commodity Review and Outlook*. It identifies specific commodity problems and proposes international action to deal with them on a commodity-by-commodity basis, rather than by geographical areas.

In order to assist in a broad range of problem areas relating to international trade in agricultural commodities, the Division services intergovernmental meetings of producers and consumers through the Committee on Commodity Problems (CCP) and its intergovernmental groups. It also deals with surplus disposal problems, through the CCP's Consultative Sub-Committee on Surplus Disposal. At the national level, assistance is given in the form of advice on individual commodities, and by participation in missions related, for example, to the International Scheme for the Coordination of Dairy Development and the International Meat Development Scheme.

The Division also provides leadership and carries out key functions in relation to world food security. It services the FAO Committee on World Food Security and the related International Undertaking on World Food Security. It operates the Global Information and Early Warning System, and the Food Security Assistance Scheme initiated in 1974, which by early 1981 had assisted 44 countries. More recently an FAO Plan of Action on World Food Security has been developed and is being followed up.

The Division also cooperates with the World Food Programme (WFP) in preparing material for the Committee on Food Aid Policies and Programmes (CFA). Technical support has been supplied to UNCTAD in commodity negotiations on tea, jute and jute products, hard fibres, bananas, meat and oilseeds, under the Integrated Commodity Programme.

Officers who have provided leadership in the Commodities and Trade Division and its predecessors have been the following:

DIRECTOR, DISTRIBUTION DIVISION	COUNTRY	PERIOD
Frederick B. Northrop	United States	Sep. 1948–Feb. 1951
CHIEF, COMMODITIES AND COMMERCIAL POLICY BRANCH		
P. Lamartine Yates	United Kingdom	July 1947–Sep. 1948
CHIEF, COMMODITIES BRANCH and DIRECTOR, COMMODITIES DIVISION		
Miss Gerda Blau	United Kingdom	Sep. 1951–Dec. 1962
DIRECTOR, COMMODITIES DIVISION and COMMODITIES AND TRADE DIVISION		
Dr. Eric M. Ojala	New Zealand	July 1964–June 1970
DIRECTOR, COMMODITIES AND TRADE DIVISION		
Dr. Sartaj Aziz	Pakistan	Aug. 1971–Jan. 1976
A. G. Leeks	United Kingdom	Dec. 1976–

### *Statistics Division*

As of July 1947, two branches had been established in the Economics, Marketing and Statistics Division to deal with different aspects of this subject: an Economics and Statistics Intelligence Branch and a Statistical Standards Branch.

In September 1948, the statistics work was consolidated in a Statistics Branch, in what was then the Economics and Statistics Division. The Branch was upgraded to division status, as the Statistics Division, in January 1959. The Division is currently organized as follows:

Statistical Development Service  
Statistical Analysis Service  
Basic Data Unit

The statistical work of FAO in its initial stages was very largely a continuation and strengthening of the pioneering work done by FAO's precursor organization, the International Institute of Agriculture (IIA). IIA's first *Yearbook of Agricultural Statistics*, for 1910 (released in 1912), included area, yield and production of selected crops and livestock numbers; coverage was subsequently expanded to include trade and price data for major crops and fertilizers. The Institute also published several monographs and methodological notes on statistics, and a series of volumes on farm accounting statistics was published almost annually from 1927-28 to 1936-37. The results of the first agricultural census (1930) were published in the IIA's *Bulletin de statistique agricole*. World War II interrupted the work of the Institute, however, and its assets and some of its functions were subsequently taken over by FAO. To mark

this transition in the statistical field, the last of the Institute's statistical yearbooks, covering the period 1941-42 to 1945-46, was a joint publication which FAO issued in three volumes in 1947.

Although IIA's work provided the initial framework for FAO's statistics programme, an important difference in emphasis and orientation had to be taken into account in shaping the new structure of the Branch and in turn the Division. When FAO was established there was a general awareness that a large proportion of the world's population was inadequately nourished, but facts and figures, and the statistical analysis needed to assess the dimensions of the problem, were far from adequate. This necessitated considerable expansion in the coverage of the available basic statistics and intensification of statistical analysis, particularly in the realm of food supplies in relation to the expanding world population and to the problems of hunger and malnutrition, especially those arising from uneven distribution of the available food among population groups within countries.

The expansion of the national data compiled by the Statistics Division and other units of FAO culminated in setting up a computerized data bank on food and agricultural statistics, the largest of its kind in the world. One of its distinctive features is the linkage of various individual data series, formerly compiled separately, into a single system that brings out their interrelationships and thus facilitates analytical work.

At the same time as it was compiling and disseminating food and agricultural statistics, the precursor Statistics Branch initiated a programme of technical assistance to countries in the field of food and agricultural statistics, including censuses and surveys. It played a major role in the introduction of probability sampling techniques (combined with objective measurement) in many developing countries, for compiling crop areas and yields as well as livestock statistics, and in improving food consumption surveys. The agricultural census programme of the IIA was pursued and appreciably expanded by promoting decennial national agricultural censuses, beginning with the Programme for the 1950 World Census of Agriculture. A major programme was also undertaken for the standardization of concepts, definitions and classifications relating to food and agricultural statistics; the dissemination of related technical and methodological information; and the further development of data collection methods, published in a series of manuals and guidelines.

An important step toward expanding the coverage and improvement of basic country statistics was to involve the countries themselves in reviewing national data and in shaping the technical aspects of the work programme of the Division. For this purpose commissions on agricultural statistics were established in Asia and the Far East (now Asia and the Pacific), in Africa and in the Near East. For the Western Hemisphere, a joint sub-committee was set up in cooperation with the Inter-American Statistical Institute, for Europe a corresponding study group on food and agricultural statistics in cooperation with the Conference of European Statisticians and the ECE. At the same time, the UN Statistical Office was establishing regional conferences of statisticians, with which the FAO Statistics Division and its Regional Commissions have worked in close cooperation. The work programme of the Statistics Division

at Headquarters takes into account the deliberations of these regional bodies. Furthermore, in accordance with Resolution No. 46/59 of the Tenth Session of the FAO Conference, a Statistics Advisory Committee of Experts reviews FAO statistical publications and makes recommendations on the technical aspects of the Organization's statistical programme.

A major accomplishment of the Division, soon after its establishment in 1959, was the preparation of the *Third FAO World Food Survey*, which was published in 1963. While the *First* (1946) and *Second* (1952) *World Food Surveys* essentially analyzed total food supplies as between countries, the novel feature of the *Third Survey* was an attempt to analyze the available information on patterns of distribution of food between households within countries, with a view to estimating the total numbers of undernourished or malnourished. This Survey was the basic document for the First World Food Congress, held in Washington in 1963, and provided much of the technical material for the Freedom from Hunger Campaign. The *Fourth FAO World Food Survey*, published in 1977, while updating the Third, further expanded the analytical work on the distribution aspects of food supplies and provided, for the first time, estimates of numbers of the undernourished for many individual countries, in addition to broad estimates for the major regional groupings and the world as a whole. Continuous concern with the *distributional aspect of food supplies* within countries has further led to increased emphasis being placed on collecting and tabulating disaggregated data by small sub-national areas and agro-ecological zones, as well as socio-economic groups. A beginning in this direction has been made in cooperation with the Land and Water Development Division, by tabulating population, area and crop production data by agro-ecological zones for countries in Africa. The WCARRD Programme of Action gave further impetus to this work by recommending that countries collect appropriate data and develop indicators for monitoring and evaluating agrarian reform and rural development. This major challenge for the immediate future will call for very intensive efforts, both nationally and internationally.

Those who have provided leadership in FAO's statistical work over the years include the following officers:

CHIEF, STATISTICAL STANDARDS BRANCH and STATISTICS BRANCH	COUNTRY	PERIOD
Dr. Conrad Taeuber	United States	Dec. 1946–Feb. 1951
CHIEF, ECONOMICS AND STATISTICS INTELLIGENCE BRANCH		
J.B. Rutherford	Canada	July 1947–Sep. 1948
CHIEF, STATISTICS BRANCH and DIRECTOR, STATISTICS DIVISION		
Dr. P. V. Sukhatme	India	July 1951–Jan. 1972
DIRECTOR, STATISTICS DIVISION		
Dr. K.L. Bachman	United States	July 1972–July 1975
Dr. R.D. Narain	India	Oct. 1977–Feb. 1980
Dr. C.L. Quance	United States	Jan. 1981–

Dr. R.D. Narain (India) also served as Acting Director during the periods February–June 1972 and August 1975–September 1977.

### *Food Policy and Nutrition Division*

FAO's work in nutrition formally began in July 1946, when Dr. W. R. Aykroyd was named Director of the Nutrition Division. Small at the outset, the Division was organized into an Area and Field Branch and a Nutrition Programmes Branch in 1947. When FAO Headquarters moved to Rome early in 1951 and the Rural Welfare Division was abolished, the latter's responsibility for home economics work was transferred to the Nutrition Division, in which a Home Economics Section was formed. Otherwise, the Division remained relatively unstructured until June 1958.

Another early precursor of the Food Policy and Nutrition Division, the Food Consumption and Utilization Branch, was set up in the Economics, Marketing and Statistics Division in about January 1949, but was abolished when the transfer to Rome was made. The main output of this Branch was a series of Food Balance Sheets for FAO Member Countries.

In January 1960, when an overall reorganization plan was brought fully into effect, the Nutrition Division was placed in the Technical Department. When the latter became the Agriculture Department in June 1968, as part of a further general reorganization, the Nutrition Division was transferred to the Economic and Social Department. At that time, it consisted of four branches, as follows:

- Food Consumption and Planning Branch
- Food Science Branch
- Applied Nutrition Branch
- Home Economics Branch

In January 1970, these were transformed into the following three services:

- Food Policy and Food Sciences Service
- Nutrition and Protein-Rich Food Development Service
- Home Economics Service

During this period the Division also contained a Programme Coordination Office (later redesignated Programme Coordination and Administrative Office) and a small secretariat to service the Protein Advisory Group of the United Nations system (PAG), an interdisciplinary body sponsored jointly by FAO, WHO, UNICEF, the World Bank, and the UN.

In August 1972, the Home Economics Service was transferred to the Human Resources, Institutions and Agrarian Reform Division, and the Food Standards Branch, renamed Food Standards and Control Service, was transferred from the International Agency Liaison Division to what then became the Food Policy and Nutrition Division.

In 1973 the Division consisted of the following units:

- Food Policy and Food Science Service
- Food Standards and Control Service
- Nutrition Programmes and Research Service
- PAG Secretariat
- Programme Coordination and Administrative Office

A further reorganization in 1974 resulted in renaming the three Services:

Nutrition Policy and Programmes Service  
Food Standards and Food Science Service  
Food and Nutrition Development Strategy Service

Late in 1976 further changes were made, and the Division assumed its present basic structure, with the following Services:

Food and Nutrition Assessment Service  
Nutrition Programmes Service  
Food Standards and Food Science Service

The PAG was abolished in 1977 and its secretariat disbanded. As of January 1978, the Programme Coordination and Administrative Office was replaced by a small administrative unit in the Office of the Director.

Among the mandates of FAO as set out in the Preamble of the Constitution, two are particularly pertinent to the work of the Food Policy and Nutrition Division:

raising levels of nutrition and standards of living...  
and ensuring humanity's freedom from hunger.

The Division seeks to assist Member Countries in formulating and executing sound *nutrition programmes*, in introducing nutritional considerations into the design and assessment of investment and rural development projects, in formulating and implementing special programmes aimed at helping *vulnerable groups*, in improving the *quality and safety of food supplies* for the protection of consumers, and in developing and accepting internationally agreed *standards* to facilitate international trade in food.

The Food and Nutrition Assessment Service assists governments in strengthening their capacity to assess nutrition situations, to formulate policies and programmes for alleviating hunger and malnutrition, and to monitor progress. It provides assistance in the building up of national nutrition planning institutions and in developing national or area nutrition planning methodologies, and nutrition surveillance. It is also responsible for collecting and interpreting data on food consumption, food composition, and human nutritional requirements, and publishes FAO or joint FAO/WHO reports on these matters.

The Nutrition Programmes Service assists countries in planning and implementing nutrition programmes in rural areas; these include applied nutrition programmes, under which families are taught to grow and utilize nutritious foods, and nutrition education programmes designed to inculcate improved food habits, particularly improved child-feeding practices. Another avenue of assistance has been technical support and advice on food aid and supplementary feeding programmes. Beginning as early as 1965, meetings have been organized on the evaluation of applied nutrition activities, including supplementary feeding programmes, and a manual on *Planning and Evaluation of Applied Nutrition Programmes* has been published. A simple field guide on



the methodology of evaluation, to supplement this manual, is currently in preparation.

The Food Standards and Food Science Service is concerned primarily with maintaining food safety and quality. Its work is divided into three broad categories:

- the development and application of international food standards and the harmonization of national food regulations, under the aegis of the joint FAO/WHO Codex Alimentarius Commission, established in 1963;
- promoting food control and consumer protection, with a view to ensuring a safe and wholesome food supply and to protecting the consumer against health hazards and commercial fraud;
- food safety in relation to the use of food additives and the prevention of contamination. The purity and safety in use of substances such as preservatives, colours, flavours, thickeners and processing aids are reviewed regularly through the Joint FAO/WHO Expert Committee on Food Additives. A Joint FAO/WHO Food and Animal Feed Contamination Monitoring Programme has been set up in cooperation with UNEP. Advice is also given on various aspects of the nutritional quality and safety of foods.

An important aspect of the activities of all these Services is building up national institutions and strengthening the capacity of local personnel in each of the above fields, through in-service training, regional and national workshops and seminars, and support to regional and international courses, particularly in developing countries. Manuals, guidelines and other training materials are issued to support the training programmes.

Present institutional arrangements in regard to nutrition, under the Administrative Committee on Coordination (ACC), include an ACC Sub-Committee on Nutrition to assist in harmonizing the nutrition policies and activities of the organizations in the United Nations system, particularly in achieving the objectives of Resolution V of the World Food Conference. This Sub-Committee receives expert advice from an Advisory Group on Nutrition (AGN), meetings of which have replaced those of the PAG. The Secretariat of the ACC Sub-Committee, which began to function early in 1978, also services the AGN, and is located in the Food Policy and Nutrition Division of FAO. Thus, the Division is the centre of efforts to mobilize the institutional, human and financial resources of the UN system and other organizations concerned with improving the world's nutrition.

The Lord Boyd Orr Food and Nutrition Memorial Library, a branch of the David Lubin Memorial Library, is an autonomous unit providing full indexing and retrieval services. Containing about 5,000 volumes, 200 current periodicals and complete FAO documentation on food and nutrition, it serves, as its name indicates, to honour the first Director-General of FAO.

The following officers have served as Director of the Nutrition Division or the Food Policy and Nutrition Division:

DIRECTOR, NUTRITION DIVISION	COUNTRY	PERIOD
Dr. W. R. Aykroyd	United Kingdom	July 1946–May 1960
Dr. M. Autret	France	Aug. 1960–Oct. 1971

DIRECTOR, NUTRITION DIVISION and FOOD POLICY AND NUTRITION DIVISION	COUNTRY	PERIOD
M. Ganzin	France	Nov. 1971–June 1977
DIRECTOR, FOOD POLICY AND NUTRITION DIVISION		
Dr. Z.I. Sabry	Canada	Feb. 1979–

During the period July 1977 to January 1979, Mr. G.O. Kermode (United Kingdom) served as Acting Director. Mr. David M. Lubbock (United Kingdom) served as Chief of the Food Consumption and Utilization Branch from about January 1949 to March 1951.

### *Human Resources, Institutions and Agrarian Reform Division*

This Division's roots can be traced back to the Agricultural Institutions and Services Branch and the Rural Welfare Branch of the former Agriculture Division and, beyond the latter, to its predecessor Rural Welfare Division; the agrarian reform aspects of its work were earlier the responsibility of the Land and Water Use Branch of the Agriculture Division. When it was established under its original title of Rural Institutions and Services Division, it drew programme elements and staff from all three of these sources. Subsequently, it drew an additional element, home economics, from the Nutrition Division which, initially, had itself been part of the Rural Welfare Division. Its history is thus quite complicated.

The Rural Welfare Division was set up in July 1947, with Dr. Horace Belshaw (New Zealand) as Director. A small division, it was designed, in a sense, to be the conscience of FAO in rural welfare matters, to give particular attention to rural sociology, cooperatives and credit, and to initiate FAO's work in home economics. When the Headquarters of FAO was moved to Rome early in 1951, the Division was abolished, and its functions and staff transferred to other Divisions: home economics to the Nutrition Division, and the other subject-matter areas to the Agriculture Division.

When the Agriculture Division arrived in Rome in April 1951, two new Branches were established: a Rural Welfare Branch, to carry out work in the fields of rural sociology, agricultural cooperatives, agricultural credit and rural industries; and an Agricultural Institutions and Services Branch, to deal with agricultural extension, education, research and the overall problems of administering agricultural institutions. In January 1959, as part of a comprehensive reorganization, a new Rural Institutions and Services Division was created within the Technical Department, and to it were transferred these two Branches, now restructured into three:

Agricultural Education and Administration Branch  
Rural Welfare Branch  
Land Tenure and Settlement Branch

The elements of the last of these were transferred to the new Division from the Agriculture Division's Land and Water Use Branch which, with its predecessor Land Use Branch, had been active in land tenure and settlement matters since mid-1947, and particularly so since 20 October 1947, when Sir Bernard Binns

took up a post in the Branch as Land Tenure Specialist. Emphasis on work on these problems increased during the period 1951-1958, i.e. from the move to Rome until the establishment of Rural Institutions and Services Division, to which this activity was transferred.

In December 1962 the Division was transferred from the Technical Department to the Department of Economic and Social Affairs. As of June 1968, it was redesignated Rural Institutions Division and reorganized as follows:

- Agricultural Education Branch
- Agricultural Extension Branch
- Development Institutions and Services Branch
- Land Reform, Cooperatives, Credit, Marketing and Rural Sociology Service
  - Cooperatives, Credit and Rural Sociology Branch
  - Land Tenure and Agrarian Reform Branch
  - Marketing Branch
- Operations Office

In January 1970, this structure was consolidated as follows:

- Agricultural Education, Extension and Rural Youth Service
- Agrarian Reform, Rural Sociology and Institutional Service
- Marketing, Credit and Cooperatives Service
- Operations Service

As of 1 January 1972, the second of these was divided into two parts:

- Agrarian Reform and Rural Sociology Service
- Development Institutions and Services Unit

Home economics activities had been initiated in FAO in the Rural Welfare Division in September 1949, when Miss Margaret Hockin, later Mrs. Margaret H. Harrington (Canada), took up the first home economics post. When FAO moved to Rome in 1951, responsibility for this work was assigned to the Nutrition Division. A Home Economics Branch, set up within the Nutrition Division in June 1968, was upgraded to Service status in January 1970. In August 1972, redesignated Home Economics and Social Programmes Service, it was transferred to the Rural Institutions and Services Division, which simultaneously received the new title of Human Resources, Institutions and Agrarian Reform Division.

The Division's activities relating to research were transferred in January 1973 to the Research Centre in the Development Department, and in April of the same year responsibility for marketing and credit work was transferred to the Agricultural Services Division.

In January 1974 the Division assumed a structure with five services:

- Agricultural Education and Extension Service
- Development Organization and Institutions Service
- Land Tenure and Production Structure Service
- Home Economics and Social Programmes Service
- Operations Service (abolished in March 1974, its functions being transferred to the Agricultural Operations Division)

The work of the Division is aimed at *improving the well-being of rural people* generally, and in particular at promoting *progress in rural development* in the poorer sectors. These objectives are pursued through assistance to governments in the preparation and implementation of national strategies and policies and in the establishment of an institutional framework for the realization of the relevant goals. Particular emphasis is laid on bringing into the mainstream of development the underprivileged rural strata hitherto excluded from it, enabling them to participate in decisions and operations concerning them, raising their productivity and income, and thereby improving their living conditions. Stress is placed on the concept of integrated approaches to rural development, and action is sought and supported in many sectors, including the institutional, social and structural sectors of development, i.e., land tenure and settlement, production structures and agrarian reform; home economics, population programmes and the integration of women in development; agricultural education and extension; training and rural youth; cooperative development; rural people's organizations; manpower planning and employment, particularly of landless farmers; and administration of rural development.

The Division services numerous field projects and provides advice on the institutional and social aspects of projects of other divisions. In addition to its activities at the national level, it also supports inter-country and regional work, promoting the establishment of regional centres for rural development and their networks of national institutions; thus, a Centre for Integrated Rural Development in Asia and the Pacific (CIRDAP) was established in 1979, a similar centre for Africa is currently being set up, and negotiations are under way for establishing others in Latin America and the Near East. The Division also services the ACC Task Force on Rural Development (composed of 24 organizations and bodies of the UN system) which, under FAO's leadership, coordinates inter-agency action in rural development. The Director, who serves as Secretary of the ACC Task Force, is also responsible for servicing an Inter-Departmental Committee on Rural Development, which formulates programmes and monitors progress in rural development as one means of achieving effective follow-up of the World Conference on Agrarian Reform and Rural Development (WCARRD).

The Agricultural Education and Extension Service deals with Member Countries' systems and programmes in *agricultural education and extension*, with emphasis on programmes that lead to grass-roots training of the farming population and others servicing the agricultural sector. It has an active interest in the educational aspects of environmental programmes, encourages innovative methodologies in formal education, extension and training, promotes national and sub-regional workshops and seminars and assists national and regional centres in improving the skills of local staff. It also provides the secretariat for the FAO Inter-Departmental Working Group on Training, supports other divisions' projects containing education, extension and training components, and represents FAO on the FAO/Unesco/ILO Inter-Secretariat Working Group on Agricultural Education, Science and Training.

The Development Organization and Institutions Service deals with *cooperatives and other rural organizations*, with the *organization of services for*

*development*, and with problems of *rural employment and manpower planning*. These activities include —

- facilitating the organization of small farmers, sharecroppers and rural workers into self-sustaining groups in order to stimulate their active participation in, and improve their benefits from, development by enabling them to achieve economies of scale in production and to increase their bargaining power;
- advising Member Countries on means of improving the operational efficiency of cooperatives and other producers' organizations through the introduction of better business management and production techniques;
- assisting Member Governments to strengthen their organizational structure and administrative/managerial capacity for effective planning and implementation of agricultural development programmes and projects. This includes direct advice on decentralization and effective field service delivery systems with participation of the local population;
- collaborating with Member Governments in the establishment of national training programmes catering to the needs of both senior administrators and operational managers of agricultural development programmes;
- collaborating with other national and international organizations concerned with the organization of development. The Service also acts as focal point for inter-agency collaboration, particularly with ILO, on rural employment, the planning of rural development, studies of rural poverty, and income distribution problems;
- helping Member Countries to assess, through their national institutions, their agricultural manpower requirements and to promote gainful employment opportunities in rural areas, particularly for the landless.

The Land Tenure and Production Structure Service deals with problems relating to *land tenure, settlement and agrarian reform*, particularly the inseparably-linked reforms in production structure and supporting services. It assists governments to analyze, plan and implement programmes and projects for improving their agrarian structures and thus helps them to attain their objectives as regards access to, and distribution of, land and other inputs, increased production and more equitable distribution of income. The Service provides technical support and assistance in research and training, and in the planning, implementation and evaluation of agrarian reform and land settlement programmes. In collaboration with ILO it prepares a quadrennial report to ECOSOC on progress in land reform. It also acts as a centre for the collection and dissemination of information on land tenure, land settlement and agrarian reform for Member Governments and other interested bodies, and to this end it maintains a documentation service of over 30,000 references.

The Home Economics and Social Programmes Service assists Member Countries to develop programmes designed to *integrate families and women into rural development* through programmes of home economics, rural extension and training, and family life/population education. Governments are assisted in formulating goals, policies and plans to raise the standard of living of rural families by promoting economic productivity and social development, with special emphasis on easing the tasks of women by improving home and village facilities and organizations and by enabling them to realize their potential contribution to development activities and structures. Assistance is also provided to Member Countries in the planning and development of family-

oriented and home economics training with a view to staffing national programmes and services for families and women in rural areas. The Service also provides leadership within FAO for the promotion of women in rural development programmes.

The Home Economics and Social Programmes Service also engages in *population activities* in the context of rural development. Advice is provided to countries on the formulation of national population programmes, and help is given in training, education and research, with emphasis on building up national research capacities. A documentation service on population and rural development is helping to develop an information network and to train national documentalists.

In view of the complicated history of the Division it is difficult to situate accurately the individuals who provided the key leadership in its development, in the various organizational sectors of which the work has been a part. However, all the following are worthy of note. They are listed chronologically in the order in which they took up key posts dealing with subject matters now the responsibility of the Human Resources, Institutions and Agrarian Reform Division:

NAME	COUNTRY	TITLE	PERIOD
Dr. J. Lossing Buck	United States	CHIEF, LAND USE BRANCH and LAND AND WATER USE BRANCH	Feb. 1947–July 1954
Dr. Horace Belshaw	New Zealand	DIRECTOR, RURAL WELFARE DIVISION	July 1947–Feb. 1951
Dr. Fred F. Lininger	United States	CHIEF, AGRICULTURAL INSTITUTIONS AND SERVICES BRANCH	June 1951–June 1952
R.N. Henry	United Kingdom	CHIEF, RURAL WELFARE BRANCH and DIRECTOR, RURAL INSTITUTIONS AND SERVICES DIVISION	Apr. 1952–Dec. 1958
Dr. R.J. Garber	United States	CHIEF, AGRICULTURAL INSTITUTIONS AND SERVICES BRANCH	Sep. 1952–Aug. 1953
A.H. Maunder	United States	CHIEF, AGRICULTURAL INSTITUTIONS AND SERVICES BRANCH	Oct. 1953–Nov. 1957
Dr. Rainer Schickele	United States	CHIEF, LAND AND WATER USE BRANCH	July 1954–Dec. 1958
Dr. D.C. Kimmel	United States	CHIEF, AGRICULTURAL INSTITUTIONS AND SERVICES BRANCH	Dec. 1957–Dec. 1958
Mrs. Margaret H. Harrington	Canada	CHIEF, HOME ECONOMICS BRANCH	Jan. 1959–Apr. 1962
Dr. Sushil K. Dey	India	DIRECTOR, RURAL INSTITUTIONS AND SERVICES DIVISION	Jan. 1960–Aug. 1962
Viggo Andersen	Denmark	DIRECTOR, RURAL INSTITUTIONS AND SERVICES DIVISION	Aug. 1962–Dec. 1972

NAME	COUNTRY	TITLE	PERIOD
Dr. H.R. Kötter	Fed. Rep. of Germany	DIRECTOR, HUMAN RESOURCES, INSTITUTIONS AND AGRARIAN REFORM DIVISION	Jan. 1973–Mar. 1976
Rafael R. Moreno	Chile	DIRECTOR, HUMAN RESOURCES, INSTITUTIONS AND AGRARIAN REFORM DIVISION	Oct. 1978–

During the period March 1976–October 1978, Mr. K.A.P. Stevenson (India) served as Acting Director of the Division.

### **Fisheries Department**

A Fisheries Division was established in June 1946, when a Director and an Executive Assistant took up their posts in FAO. By early 1948, the Division included three branches:

- Fisheries Biology Branch
- Fisheries Technology Branch
- Fisheries Economics Branch

This basic structure was maintained through 1965. As of January 1960 the Division was placed in the Technical Department, and it remained there through 1965. With the approval of the Thirteenth Session of the FAO Conference in 1965, as of 1 January 1966 the Fisheries Division was removed from the Technical Department and upgraded to department status. At the same time the three Branches were consolidated into two Divisions:

- Fisheries Resources and Exploitation Division
- Fisheries Economics and Products Division

This structure was maintained through 1969, except that as of June 1968 an Operations Office was added.

In January 1970, as part of the general reorganization of FAO, the structure of the Department was rearranged to include the following units:

- Fishery Resources Division
- Fishery Economics and Institutions Division
- Fishery Industries Division
- Operations Service

In 1972 the Fishery Resources Division was redesignated Fishery Resources and Environment Division.

At the end of 1973 the Fishery Economics and Institutions Division was dissolved, and a Policy and Planning Service was established in January 1974. At the end of 1977 the latter was abolished, and a Fishery Information, Data and Statistics Service was set up as of January 1978. Thus, at that time the Fisheries Department was composed as follows:

- Fishery Resources and Environment Division
- Fishery Industries Division
- Fishery Information, Data and Statistics Service
- Operations Service

In addition, the Office of the Assistant Director-General contained a Fishery Liaison Unit, a Perspective Studies Unit, and a Management Support Unit, the latter of which had, in fact, functioned as part of the Operations Service since 1974. In 1980, the Fishery Liaison Unit and the Perspective Studies Unit were merged into a new Fisheries Policy and Planning Division.

The report of the Interim Commission to the First Session of the FAO Conference in 1945 observed that there was need to increase the total output of world fisheries by better exploitation of fishing grounds, and to make better use of the supply obtained. Scientific and statistical information were deficient. Improvements were needed in techniques for processing fish and conserving nutrients. Long-term objectives should be to obtain larger supplies for the world's consumers, and to advance the welfare of those who depend on fishing for a livelihood.

Against this background, FAO's role is to serve its Member Countries by —

- collecting, analyzing and disseminating information on the occurrence, production and utilization of living aquatic resources;
- promoting national and international action in research, education and administration, and in regard to services in fisheries matters;
- promoting the wise use and conservation of living aquatic resources.

By establishing Exclusive Economic Zones (EEZs), as a consequence of discussions in the United Nations Conference on the Law of the Sea, an increasing number of countries have extended their claims to jurisdiction over the waters off their shores, typically to 200 miles. By early 1981, 100 countries had so acted, and the resulting EEZs cover areas equal to about two thirds of the world's land surface. If all coastal nations take such action, the water areas falling under national control will approach that of the entire land surface. The fish stocks that provide some 90% of the world's marine fishing harvest are found in these areas, and the new legal regime has brought under the control of coastal nations many fish stocks that previously were exploited by foreign fleets.

This extension of national jurisdiction is transforming fisheries management and development, since the coastal states are now in a position to conserve this renewable resource and use it for the benefit of their peoples and economies. At the same time, if the management efforts of individual countries are to be effective, a great deal of inter-country cooperation will be necessary, since fish do not recognize international boundaries, and many stocks move seasonally from the waters of one country to those of another.

In order to help its Member Countries, and in particular to aid those developing countries which lack the trained manpower and facilities to take advantage of the new situation, FAO established in 1979 a comprehensive programme of EEZ assistance to promote the rational management and full use of fishery resources in the economic zones of the developing countries, and to enable them to secure a greater share of their living marine resources.

With the above objectives in mind, the Fisheries Department is providing immediate help through —



- interdisciplinary missions to assist in preparing fisheries policies and plans;
- advice on specific problems ranging from resource management and fish technology to national legislation and fishing control and surveillance;
- training for fisheries administrators and others responsible for the management and development of economic zones;
- mobilizing bilateral and multilateral funding for fisheries; and
- promoting collaboration in fisheries development and management through FAO's regional fishery bodies and programmes.

These actions to meet priority requests for assistance are being complemented by longer-term studies of basic principles and methods for the management and development of fisheries in the EEZs.

The following officers have provided the leadership of the Fisheries Division and the Fisheries Department:

DIRECTOR, FISHERIES DIVISION	COUNTRY	PERIOD
Dr. D. B. Finn	Canada	June 1946–Jan. 1964
Roy I. Jackson	United States	May 1964–Dec. 1965
ASSISTANT DIRECTOR-GENERAL, FISHERIES DEPARTMENT		
Roy I. Jackson	United States	Jan. 1966–Dec. 1971
Fred E. Popper	Canada	Jan. 1972–Sep. 1976
Herman C. Watzinger	Norway	Jan. 1977–Aug. 1978
Kenneth C. Lucas	Canada	Nov. 1978–Oct. 1981

### *Fishery Policy and Planning Division*

While this Division was established only as of 1 January 1980, a number of its functions can be traced back to earlier units, including —

the Fisheries Economics Branch, which existed in the Fisheries Division from 1948 through 1965;

the Economics and Development Branch, which existed in the Fishery Economics and Products Division and, later, the Fisheries Economics and Institutions Division from January 1966 through December 1973;

a Perspective Studies and Fishery Policy Unit, later renamed Fisheries Perspective Studies Unit, which was part of the Office of the Assistant Director-General from 1974 through 1979;

a Fishery Liaison Unit, which was located in the Office of the Assistant Director-General from January 1966 through 1979.

The Fishery Policy and Planning Division is organized into two units, a Fishery Development Planning Service and a Fishery International Institutions and Liaison Unit. Its major functions are to advise and assist Member Governments on policies, plans and programmes for *fishery management and development*. It is also responsible for preparing policy proposals for FAO regional fishery bodies, for maintaining liaison with international intergovernmental and non-governmental organizations and institutions concerned with fisheries, and for providing support in the planning, coordination and monitoring of the EEZ Programme.

The creation of EEZs has reinforced the necessity for clearly identifying national objectives governing the use of fishery resources, and determining the strategies to be followed, and the specific measures to be taken; it has also lent greater urgency to the need for inter-country collaboration. During the first 18 months of the 1980-81 biennium, the Division mounted 16 multidisciplinary missions to provide advice on EEZ policies and planning. It has also been instrumental in adjusting and strengthening the sub-regional structures of FAO regional fishery bodies, to enable them to respond more effectively to the specific needs of countries with such common problems as shared fishery stocks.

Leadership in the Fishery Policy and Planning Division and its precursors has been provided by the following officers:

CHIEF, FISHERIES ECONOMICS BRANCH	COUNTRY	PERIOD
Dr. G. M. Gerhardsen	Norway	Jan. 1947–Dec. 1953
Fred E. Popper	Canada	June 1954–Oct. 1962
DIRECTOR, FISHERIES ECONOMICS AND PRODUCTS DIVISION		
R. Harrison	United States	May 1966–June 1969
DIRECTOR, FISHERY ECONOMICS AND PRODUCTS DIVISION and FISHERY ECONOMICS AND INSTITUTIONS DIVISION		
Dr. J. A. Storer	United States	June 1969–Sep. 1973
DIRECTOR, FISHERY POLICY AND PLANNING DIVISION		
Jean-Emile Carroz	Switzerland	Jan. 1980–

During the period August 1963–May 1965, Mr. C. Beever (United Kingdom) served as Acting Chief, Fisheries Economics Branch.

### *Fishery Resources and Environment Division*

This Division had its beginnings in the Fisheries Biology Branch, one of the three established when the Fisheries Division received its first formal structure in early 1948. By 1965 the Branch had grown to the point where three sections were established to deal with Marine Biology, Inland Biology and a Research Programme. When the branch became the Fishery Resources and Exploitation Division in January 1966, it consisted of five branches:

- Fish Stock Evaluation Branch
- Inland Fishery Branch
- Marine Biology and Environment Branch
- Fishing Vessels and Engineering Branch
- Fishing Operations Branch

In January 1970, the Division's fishing vessel and exploitation functions were transferred to other units, its name was shortened to Fishery Resources Division, and the number of its branches was reduced to three:

- Fish Stock Evaluation Branch
- Inland Fishery Resources Branch
- Marine Biology and Environment Branch

Late in 1972, the Division was redesignated Fishery Resources and Environment Division. In January 1974, its three branches were consolidated into two services, as follows:

Aquatic Resources Survey and Evaluation Service  
Aquatic Resources Improvement and Environment Service

In January 1978, the titles of the services were again adjusted, thus:

Marine Resources Service  
Inland Water Resources and Aquaculture Service

This structure has since been maintained.

The work of the Marine Resources Service is designed to increase knowledge of the magnitude, distribution and potential harvest of *marine fish resources* and to ensure that this knowledge is used in the most effective way to optimize exploitation of the world's fishery resources, either by developing the use of those that are under-utilized or by better management of those that are heavily fished. To these ends, a broad range of activities is aimed at evaluating the state of different fish resources, improving methods of resource evaluation, providing direct assistance to Member Countries through resource evaluation studies and training to increase national capabilities, and disseminating information. The EEZ Programme also includes substantial elements of assistance in resource evaluation.

The Inland Water Resources and Aquaculture Service provides a broad range of services in three distinct but related disciplines: *inland-water capture fisheries*, *aquaculture*, and *environmental problems* of coastal and inland fisheries. The Service provides assistance to Member Countries in the assessment, development and management of fish resources of lakes, reservoirs, rivers and lagoons; in developing the production of fish and other aquatic products through culture; and, on the environmental side, in the maintenance and enhancement of the quality of natural water in order to improve fish production.

The earliest efforts of what was then the Fisheries Biology Branch were focused on assembling and disseminating information on *fishery biology* and the *population dynamics* and *stock assessment* techniques that were being evolved in Europe and North America during the 1950s. This emphasis gave way to more practical concerns in the 1960s, with increased concentration on aquaculture, responsibility for dealing with which was eventually incorporated into the programme of the Inland Fishery Branch. At the same time, work in more general aspects of management began to gain urgency: in the marine sector, for example, problems of multi-species tropical stocks, inaccessible to the more traditional methods of stock assessment, and problems of shared stocks, which need to be managed jointly by one or more countries, became more and more important. These considerations have taken on new significance with the introduction of the EEZs, which allow countries complete jurisdiction over the fisheries off their coasts. In inland waters the trend has increasingly been to consider fisheries and aquaculture as one use among many of river basins and to integrate fisheries interests with those of other users.

The following officers have provided leadership to the Division and its primary precursor Branch:

CHIEF, FISHERIES BIOLOGY BRANCH	COUNTRY	PERIOD
Dr. J.L. Kask	United States	Jan. 1948–Jan. 1951
W.H. Schuster	Netherlands	Jan. 1952–Nov. 1953
Dr. G.L.K. Kesteven	Australia	Apr. 1954–Apr. 1960
Dr. S.J. Holt	United Kingdom	Apr. 1960–Dec. 1965
DIRECTOR, FISHERIES RESOURCES AND EXPLOITATION DIVISION		
Dr. S.J. Holt	United Kingdom	May 1966–Aug. 1968
DIRECTOR, FISHERY RESOURCES DIVISION and FISHERY RESOURCES AND ENVIRONMENT DIVISION		
Dr. M. Ruivo	Portugal	Dec. 1969–Dec. 1973
DIRECTOR, FISHERY RESOURCES AND ENVIRONMENT DIVISION		
Dr. H. Kasahara	Japan	Jan. 1974–Dec. 1980
Dr. A. Lindquist	Sweden	Aug. 1981–

### *Fishery Industries Division*

The Fishery Industries Division was established in January 1970 to deal with fishing harbours and plant design; vessel design, construction and operation; fishing methods and gear; training of fishermen; fish preservation, processing and products development; and the marketing of fish and fishery products. Responsibility for some of these activities had earlier been carried out by other units. An early precursor in the original Fisheries Division was the Fisheries Technology Branch, of which Mogens Jul (Denmark) served as Chief from January 1952 to November 1953. Following the establishment of the Fisheries Department in January 1966, the Fishery Resources and Exploitation Division had included the Fishery Vessels and Engineering Branch and the Fishing Operations Branch, while the Fishery Products and Marketing Branch was located in the Fishery Economics and Products Division. In January 1970 these elements were brought together in the Fishery Industries Division, organized as follows:

Fishing Vessels and Engineering Branch  
 Fishing Gear and Methods Branch  
 Fishery Products and Marketing Branch  
 Fleet Management Unit

In 1974 the last of these was transferred to the Operations Service and the three branches were consolidated into two services:

Fishing Industries Development Service  
 Fishery Industries Technology and Marketing Service (redesignated  
 Fish Production and Marketing Service in 1976).

In January 1978 the services were again partially restructured and renamed, as follows:

Fishery Industries Development Service  
Fish Utilization and Marketing Service  
Fisheries Technology Service

In January 1980 the first of these was abolished, some of its functions being transferred to the newly-created Fishery Policy and Planning Division.

As its name indicates, the Fishery Industries Division fosters the development of fishery industries and undertakes activities leading to commercial fishery development. The Fisheries Technology Service is responsible for all work on *fishing vessels, fishing gear and small-scale fisheries* development; the Fish Utilization and Marketing Service is responsible for all work on *fish handling, preservation, processing and marketing*.

The following officers have served as Director of the Division:

DIRECTOR, FISHERY INDUSTRIES DIVISION	COUNTRY	PERIOD
Herman C. Watzinger	Norway	Feb. 1970–Dec. 1976
A. Labon	Poland	Feb. 1977–

#### *Fishery Information, Data and Statistics Service*

During the period prior to 1966, when the Fisheries Division became a Department, its information, data and statistics functions were distributed as parts of the current programmes of its various units. In January 1966 a Fishery Intelligence and Reports Unit was set up in the Office of the Assistant Director-General, primarily to collect information on the fisheries of Member Countries and to edit field project reports. At the same time, statistics and economic data services were consolidated in the Fishery Economics and Products Division, and scientific information and data services within a Biological Data Section in the Fishery Resources and Exploitation Division. Information on processing technology, naval architecture and fishing vessels was provided by the Fisheries Technology Branch through a quarterly journal, *World Fisheries Abstracts*, while the information needs of the scientific fishery community were met by the Fishery Biology Branch, mainly through an annotated journal, *Current Bibliography for Aquatic Sciences and Fisheries*.

These statistical data and scientific information functions were maintained for the most part, with changes in the names of the responsible units, through 1977. In January 1978, all the pertinent functions were consolidated in the Fishery Information, Data and Statistics Service, with Mr. E. F. Akyüz (Turkey) as its Chief. This Service endeavours to place at the disposal of all sectors of the Fisheries Department, Member Governments, other organizations in the UN system, and the world fishery community, a store of reliable and up-to-date information on all aspects of world fisheries. It thus provides the *information base for the planning and management of fisheries*, thereby increasing the efficiency of governmental and industrial decision-making, and at the same time helping to improve national methods of collection, compilation and dissemination of such information, the demand for which has increased substantially with the advent of the EEZs.

### *Operations Service*

Although the technical assistance activities of the Fisheries Division had begun almost as soon as the Division itself was created, by 1965 they had grown to the point where it was deemed desirable to centralize the operation of field projects in a Field Projects Coordination Office. In June 1968, an Operations Office was set up in what had become the Fisheries Department to take over the task of coordinating field activities, and in January 1970 it became the Operations Service. In January 1974, a Management Support Unit and the Fleet Management Unit were placed in the Service.

The field programme of the Fisheries Department expanded steadily during the 1960s, and by 1970 the Operations Service was managing 42 UNDP/Special Fund-financed projects valued at \$43.3 million. There was a further steady increase between 1970 and 1980, with an increasing number of Trust-Fund-financed projects, and projects under the Technical Cooperation Programme. By 1980, the Operations Service was managing 241 operational projects, with a staff of 260 field experts and funds from various sources totalling \$145 million. During the period January 1951-June 1960, the technical assistance activities of the Fisheries Division were carried out under the supervision of Mr. Reginald H. Fiedler (United States). From 1966 onwards, this work has been under the supervision of the following officers:

CHIEF, FIELD PROJECTS COORDINATION OFFICE	COUNTRY	PERIOD
M. J. Girard	France	May 1966-June 1968
DIRECTOR, OPERATIONS SERVICE		
H. C. Winsor	Canada	Jan. 1970-Feb. 1974
N. Kojima	Japan	Mar. 1974-

### **Forestry Department**

A Forestry and Forest Products Division was among the four substantive Divisions established within the first year following the founding of FAO. However, the inclusion of forestry in the Organization's terms of reference was, in a sense, an afterthought.

When preparations for the establishment of FAO were initiated at the Hot Springs Conference and the scope of the new Organization was considered, it was decided not to include forestry among the disciplines that FAO should take up. There was in fact only one reference to forestry in the Final Act of the Hot Springs Conference, and this was in connection with a recommendation to nations on conserving land and water resources. In this context, nations were urged to implement economic and other measures aimed at protection of forests, and afforestation of unprotected watersheds where necessary, including measures for the protection of food-producing wildlife; to prevent flood damage; and to conserve water needed for direct consumption and for irrigation.

Shortly after the conclusion of the Hot Springs Conference, a small group of foresters met in Washington and decided to pursue the matter further. An informal working group was set up, chaired by Mr. Lester B. Pearson, who was not a forester but was interested in the subject, and who was Chairman of the Interim Commission established after the Hot Springs Conference. When the group presented its case in support of the inclusion of forestry to the Under-Secretary of Agriculture of the United States, Paul H. Appleby, he was hesitant, but agreed to take the matter up with Dean Acheson, then Assistant Secretary of State. Acheson replied that by all means forestry should be included. Even so, Appleby was still reluctant, since President Franklin D. Roosevelt, in convening the Hot Springs Conference, had outlined its scope in broad terms, but had not included forestry in it. On 2 November 1943, however, he wrote to the President seeking his views. Roosevelt's hand-scrawled reply read, "Yes, I think forestry should be included." With this support, the matter was followed up in the Interim Commission (Winters, 1974).

The Interim Commission ultimately set up a Technical Committee on Forestry and Primary Forest Products, whose findings were included in the Interim Commission's report of 25 April 1945. They stressed that FAO must go beyond "freedom from want of food" and that forests were one of the resources with which FAO should be concerned, because there were close interrelationships between forestry and agriculture, and because forestry could make an important contribution to an expanding world economy. They were published as one of a series of *Five Technical Reports on Food and Agriculture* (Interim Commission on Food and Agriculture, 1945), which provided the basis for consideration of FAO's future programme by the Quebec Conference. At Quebec, finally, the decision was taken to include forestry in FAO's terms of reference.

These efforts had been preceded by earlier efforts to assemble information on the world's forests and to promote studies on forestry matters. An international conference held in Vienna in the early summer of 1932 had decided that a *Comité international du bois* (CIB) should be created, with headquarters in Vienna, to assemble and publish information on production, trade, stocks and prices of forest products, and to promote trade in timber. Some 15 European countries, in addition to Canada and the United States, became members. During the second World Forestry Congress in Budapest in 1936, a resolution was introduced aimed at setting up a competing *Centre international de sylviculture* (CIS) as an autonomous unit of the International Institute of Agriculture (IIA). The CIS was eventually established in Berlin, in May 1939, and continued to function, with limited membership, during the World War II years. Certain of the CIB's functions were assumed by a CIS subsidiary, the *Commission internationale d'utilisation du bois* (CIUB), in 1942. Following the war, no trace could be found of the files and library materials assembled either by CIB or by CIS and CIUB (Winters, 1974), but among the actions of the Quebec Conference relating to forestry was a recommendation that FAO should pursue the activities of CIB as well as those initiated by the IIA through the CIS.

The FAO Forestry and Forest Products Division had its beginning in June 1946, when Mr. Marcel Leloup (France) took up the post of Director. From that time

until it was transformed into a Forestry Department in 1970, the Division underwent several changes in name, as follows:

Forestry and Forest Products Division, June 1946-August 1951  
Forestry Division, September 1951-December 1958  
Forestry and Forest Products Division, January 1959-December 1967  
Forestry and Forest Industries Division, January 1968-December 1969  
Forestry Department, January 1970-

By April 1947 the Division had developed a formal structure, with a Forestry Branch and a Forest Products Branch. Following this, there were five major evolutionary changes in structure, of which only the main movements are noted below, although this approach no doubt oversimplifies some of the changes. In 1949, the Forestry Branch was divided into Policy, Silviculture, and Economics Sections, and the Forest Products Branch into Technical Development, Equipment, and Trade and Industries Sections. In 1952, following the transfer to Rome early in 1951, these six units were consolidated into three branches, the Policy and Silviculture Sections becoming the Forest Policy and Conservation Branch, the Technology Development Section becoming the Research and Technology Branch, and the last three, dealing with Equipment, Trade and Industries, and Economics becoming the Forest Economics Branch.

Further changes took place in 1957, when the Forest Policy and Conservation Branch was renamed Forest Policy Branch and the equipment and forest industries aspects of the work of the Forest Economics Branch were transferred to the Research and Technology Branch, which was redesignated Forest Technology Branch.

This pattern was maintained until 1964, when a Forest Production Branch was added and the Forest Technology Branch was renamed Forest Industries and Utilization Branch. In 1966, the Forest Production Branch was redesignated Forest Management Branch, and the Forest Industry and Utilization Branch was divided into two, one retaining the same name and one named Forest Logging and Transportation Branch. Thus, between 1966 and 1969, the Division had five branches. In addition, an Operations Office was set up in June 1968.

The Forestry and Forest Industries Division was transformed into a Department on 1 January 1970, with two Divisions: a Forest Resources Division with four branches, dealing respectively with Wildlife and Forest Conservation, Forest Management, Forest Logging and Transport, and Forestry Institutions and Education; and a Forest Industries and Trade Division, with three branches responsible for Pulp and Paper, Mechanical Wood Products, and Economics and Statistics. The Forest Industries and Trade Division was renamed Forest Industries Division in 1978, and at the same time responsibility for forest logging and transport work was transferred to it from the Forest Resources Division.

In 1976 a Policy and Planning Service was established, drawing upon some elements of both divisions, and upon other elements of the Department, as is reported below.



Thus, the Forestry Department currently consists of four major units:

Forestry Resources Division  
 Forest Industries Division  
 Policy and Planning Service  
 Operations Service

Those who have provided leadership of the Forestry Department and of its precursor Divisions are the following:

DIRECTOR, FORESTRY AND FOREST PRODUCTS DIVISION and FORESTRY DIVISION	COUNTRY	PERIOD
M. Leloup	France	June 1946–Jan. 1959
DIRECTOR, FORESTRY AND FOREST PRODUCTS DIVISION		
Dr. Egon Glesinger	Australia	Jan. 1959–July 1963
DIRECTOR, FORESTRY AND FOREST PRODUCTS DIVISION and FORESTRY AND FOREST INDUSTRIES DIVISION		
N.A. Osara	Finland	Aug. 1963–Sep. 1968
DIRECTOR, FORESTRY AND FOREST INDUSTRIES DIVISION, and ASSISTANT DIRECTOR-GENERAL, FORESTRY DEPARTMENT		
B.K. Steenberg	Sweden	Dec. 1968–Aug. 1974
ASSISTANT DIRECTOR-GENERAL, FORESTRY DEPARTMENT		
Kenneth King	Guyana	Aug. 1974–July 1978
Dr. M.A. Flores Rodas	Honduras	Sep. 1978–

### *Forest Resources Division*

The Forest Resources Division, established in January 1970 when the Forestry and Forest Industries Division was transformed into a Department, is composed of a Forest Resources Development Branch, a Forest Conservation and Wildlife Branch, and a Forestry Education, Employment and Institutions Branch. As noted above, its lineage can be traced back to the original Forestry Branch established in November 1946.

The Division seeks to promote the multiple-use management of existing forests and the creation of new forests in support of sustained national and rural development. In its work it takes into consideration three functions of forestry:

- the *production* function, to provide industrial raw materials, fuelwood, fodder, food, water conservation and habitat for wildlife;
- the *protection* function, all-important in combatting erosion and desertification and in preserving the quality of the environment;
- the *social* function, to support directly the well-being and socio-economic development of populations living in or near forests.

The activities of the Division are directed for the most part toward assisting forest services and related national institutions and services in successfully carrying out their roles in integrating forestry and agriculture, managing

tropical forests, rationalizing shifting cultivation, managing watersheds, establishing and managing forest plantations, arresting and reversing the desertification process, expanding the production of energy from the forest biomass, and ensuring a continuing supply of forest raw materials for industry. Promoting the development of forest resources involves assistance in expanding and improving global, regional and national forest resource surveys; improving silvicultural treatment and harvesting techniques to optimize yield and natural regeneration; introducing improved techniques in nursery, reforestation, plantation management and agro-silviculture; and carrying out global programmes on improved seed procurement and distribution as well as on the conservation of genetic resources.

In its efforts to promote the conservation of forests and wildlife, the Division assists in implementing proper techniques of rehabilitation and management of mountain watersheds for maintaining soil fertility and regulating stream flow; improving living standards of shifting cultivators and upstream populations; reducing flood damage and maintaining permanent cover to provide wood, fodder and food; maintaining, managing and rehabilitating wildlife and national parks; stabilizing sand dunes and establishing and managing shelterbelts and windbreaks, especially in arid zones, to furnish protection against further degradation and desert encroachment, provide fuelwood and improve the environment.

In regard to forestry education, employment and institutions, the Division assists FAO's Member Countries by assessing manpower training needs in forestry and improving the content and methods of forestry education and training; establishing new, or strengthening existing, facilities for forestry education, training and extension; promoting continuing education and in-service training of forestry staff; formulating and updating forest policies, legislation and administrative structures and strengthening the institutional framework for forestry research; and promoting cooperatives and other local organizations as they relate to forestry.

In common with most other subject-matter sectors of the Organization, the Division has become increasingly involved in the backstopping of the field programme, so that, while its overall programme of work has grown, increasing concentration is placed on activities to provide assistance to developing countries.

Those who have provided leadership of the Forest Resources Division and of its predecessors are the following:

CHIEF, FORESTRY BRANCH	COUNTRY	PERIOD
S. B. Show	United States	Nov. 1946–Sep. 1949
CHIEF, SILVICULTURE SECTION		
D. T. Griffith	Australia	Jan. 1950–Dec. 1950
CHIEF, FOREST POLICY AND CONSERVATION BRANCH and FOREST POLICY BRANCH		
T. François	France	June 1971–Sep. 1962
CHIEF, FOREST POLICY BRANCH and FOREST MANAGEMENT (PRODUCTION) BRANCH and DIRECTOR, FOREST RESOURCES DIVISION		
R. Fontaine	France	Sep. 1962–Oct. 1973

DIRECTOR, FOREST RESOURCES DIVISION	COUNTRY	PERIOD
Dr. H. Steinlin	Switzerland	Nov. 1973–Oct. 1976
L. Huguet	France	Mar. 1977–Apr. 1980
Dr. J. Prats-Llauradó	Spain	May 1980–

### *Forest Industries Division*

As has been seen from the account of the evolution of the Forestry Department, this Division, which began as a Forest Products Branch in 1947, has had a quite chequered history, not only as regards its structure but also with regard to its subject-matter coverage and emphasis. To some extent, this emphasis was influenced by the philosophy and theory of economic development adhered to by the leadership at a particular time. When foreign exchange was regarded as the main limiting factor in economic development, the focus tended to be on industrialization aimed at tapping export markets. Industrialization aimed at better utilization of secondary species was given major attention when the focus was on making full use of the resource endowment. When education was deemed to be the critical factor, emphasis was placed on educating and training technicians, operators and managers, to lay the foundation for industrialization. But increasingly it has been recognized that single-factor solutions seldom provide the basis for solving problems of economic underdevelopment, and the Division's efforts have been directed more and more to integrated approaches to forestry and rural development.

The matters currently dealt with by the Division begin with the *harvesting* of trees in the forest and the *transport* of wood to processing plants; then the passage of the wood through the various *industrial processes* such as sawmilling and the manufacture of plywood, fibreboard, particle board, wood pulp and paper; followed by the *utilization of forest and mill residues* in other processes, and to an increasing extent for energy; and finishing with the *handling and transport of the processed products* to the ultimate markets.

As a basis for effective application of these processes, forest resources must not be treated as a mine, but managed for continuous and increased production. Forest industries, by transforming the standing resource into needed, usable products, are an essential part of the overall process of forest management, conservation, and effective utilization. Hence, many of the Division's activities are directed toward the establishment and management of forest industries in developing countries, and to doing this in such a way that the industries will be effective tools in forestry and social development. To achieve these aims, industries must be properly planned, prudently but adequately capitalized, and competently staffed and managed. Each of these aspects has a place in the Division's programme of work.

Those who have provided leadership in the Forest Industries Division and its principal precursors include the following:

CHIEF, FOREST PRODUCTS BRANCH	COUNTRY	PERIOD
Dr. Egon Glesinger	Austria	July 1947–Oct. 1949
CHIEF, TECHNICAL DEVELOPMENT SECTION		
L.J. Vernell	United Kingdom	Nov. 1949–Mar. 1951

	COUNTRY	PERIOD
CHIEF, EQUIPMENT SECTION Jean Vinzant	France	Nov. 1949–Mar. 1951
CHIEF, RESEARCH AND TECHNOLOGY BRANCH and FOREST TECHNOLOGY BRANCH Dr. I. T. Haig	United States	Mar. 1951–Mar. 1958
CHIEF, FOREST TECHNOLOGY BRANCH André Métro	France	June 1958–Nov. 1965
CHIEF, FOREST LOGGING AND TRANSPORT BRANCH Gsaak Kissin	Brazil	Jan. 1966–Jan. 1969
CHIEF, FOREST INDUSTRIES AND UTILIZATION BRANCH J. Swiderski	United States	Mar. 1966–Aug. 1969
DIRECTOR, FOREST INDUSTRIES AND TRADE DIVISION Pekka J. Vakomies	Canada	Jan. 1970–Mar. 1977
DIRECTOR, FOREST INDUSTRIES AND TRADE DIVISION and FOREST INDUSTRIES DIVISION A. J. Leslie	Australia	Nov. 1977–

### *Policy and Planning Service*

The Policy and Planning Service, which was set up in January 1976, had two main ancestral lines. One the one hand it traces back to a Policy Section that existed from 1949 through 1951, became a Forest Policy and Conservation Branch in 1952, and finally a Forest Policy Branch in 1957. In 1966 this Branch was divided into two, dealing respectively with Forest Policy and Forest Management. They were again merged into the Forest Resources Division in 1970, but at that time a Plans Unit, set up in the Office of the Assistant Director-General, took over certain responsibilities of the former Forest Policy Branch, as well as certain functions of a Programme Coordination Unit which had been located in the Office of the Director, Forestry and Forest Industries Division. These policy and planning activities were assigned to the Policy and Planning Service in 1976.

On the other hand, the Service can be traced back to an Economics Section (1947-1951) and subsequently a Forest Economics Branch (1952-1970), which was merged into the Forest Industries and Trade Division. In 1976, the relevant responsibilities were transferred from this Division to the Policy and Planning Service.

The Service carries out, for the Department as a whole, substantive functions relating to planning, perspective studies, statistics, trade and economic analysis. In addition, it is responsible for the organization of sessions of the Committee on Forestry and of the Regional Forestry Commissions, for some liaison and programming functions, and also for some editorial and documentation activities. Among the periodical publications for which the Service is primarily responsible are *Unasylva*, the *FAO Yearbook of Forest Products*, and a *Monthly Bulletin on the Tropical Timber Trade*. A *World Forest Inventory 1963*, the fifth such inventory, was issued in 1966.

Those who have provided leadership in the Policy and Planning Service and its precursors include the following officers:

	COUNTRY	PERIOD
CHIEF, ECONOMICS SECTION J.D. Harrison	Canada	Nov. 1949–Mar. 1951
CHIEF, TRADE AND INDUSTRIES SECTION T.V. Tarkiainen	Finland	Jan. 1949–Sep. 1952
CHIEF, POLICY SECTION, FOREST POLICY AND CONSERVATION BRANCH and FOREST POLICY BRANCH T. François	France	Nov. 1949–Sep. 1962
CHIEF, FOREST ECONOMICS BRANCH T. Streyffert	Sweden	Nov. 1952–Oct. 1953
H. Tromp	Switzerland	Dec. 1955–Sep. 1957
J.C. Westoby	United Kingdom	Jan. 1958–Aug. 1963
CHIEF, PROGRAMME AND OPERATIONS OFFICE L.J. Vernell	United Kingdom	June 1960–Mar. 1961
CHIEF, FOREST POLICY BRANCH R. Fontaine	France	Sep. 1962–Nov. 1965
L. Gimenez-Quintana	Spain	July 1966–Dec. 1969
CHIEF, FOREST ECONOMICS BRANCH and POLICY AND PLANNING SERVICE Dr. S.L. Pringle	Canada	Dec. 1963–

### *Operations Service*

The work of the Operations Service, which was first established under the name of Operations Office in June 1968, can be traced back to the beginnings of the field programme in 1951, when a Technical Assistance Officer was appointed. Between 1951 and 1968 the responsibility for coordinating field programme activities was assigned to various units attached to the Office of the Division Director. Those who have provided leadership or general supervision over this sector have included —

	COUNTRY	PERIOD
TECHNICAL ASSISTANCE OFFICER and CHIEF TECHNICAL ASSISTANCE OFFICER D. Roy Cameron	Canada	Apr. 1951–Jan. 1953
CHIEF TECHNICAL ASSISTANCE OFFICER Pierre Terver	France	Jan. 1953–Jan. 1956
CHIEF, PROGRAMME AND OPERATIONS OFFICE L.J. Vernell	United Kingdom	June 1960–Mar. 1961
FIELD OPERATIONS OFFICER and CHIEF, OPERATIONS AND COORDINATION OFFICE N. Felsovanyi	Austria	Dec. 1964–July 1969
DIRECTOR, OPERATIONS SERVICE L. Huguet	France	Sep. 1969–Feb. 1977
Dr. J. Prats-Llauradó	Spain	Mar. 1977–Apr. 1980
Dr. M.K. Muthoo	India	May 1980–

## Development Department

The Development Department as presently constituted includes, in addition to the immediate Office of the Assistant Director-General, the Field Programme Development Division, the Investment Centre, and FFHC/Action for Development. Its origins can be traced back to 1950 and to the advent of FAO's field programme, financed with resources made available through the Expanded Programme of Technical Assistance (EPTA). Some field activities were carried out prior to that time (e.g. country missions sponsored by the Organization, and the field projects carried out by the former Agriculture Division under the UNRRA Transfer Fund), but the Organization's field programme structure, as such, had its beginnings in the EPTA-financed projects. Here it should be recalled, as was noted in Chapter 10, that the relative emphasis upon the Field Programme in terms of volume and resources, as compared with the Regular Programme, has increased substantially over the years, reflecting to a considerable degree the change in the proportion of developing countries among FAO's members.

The history of the Department is in fact quite complex, since many different organizational provisions have been made for handling its present functions. Too, there has been an intertwining of field and regular programme functions, several of which are now assigned to other departments or to the Office of the Director-General. In the following outline, primary emphasis is placed on the functions currently assigned to the Development Department, since the others are treated in greater detail elsewhere.

On 16 November 1949 the UN General Assembly took formal action to establish an Expanded Programme of Technical Assistance (EPTA), and a few weeks later the Fifth Session of the FAO Conference decided that FAO should participate in it.

On 24 October 1950, Dr. F. T. Wahlen (Switzerland), Director of what was then the Agriculture Division, was also appointed Chief of EPTA within FAO. He carried this special responsibility until 15 January 1952.

The Second Special Session of the FAO Conference, in November 1950, was informed that up to 31 October 1950 34 requests for assistance had been received, and that agreements had been signed with ten Governments. The Conference noted that progress on the rendering of technical assistance was being limited by two factors. First, the great majority of governments that had promised contributions had not yet paid them into the Special Account; as of 31 October 1950 less than \$7 million had been received by the United Nations. Second, many potential recipient countries were not yet informed of the conditions under which technical assistance could be granted. However, in the early months of 1951 the first experts were reporting to Headquarters in Washington, and following the transfer of Headquarters to Rome their number rapidly increased.

On 15 January 1952, responsibility for general supervision of technical assistance was assigned to the Deputy Director-General as Chief Coordinator of Technical Assistance, and an officer who had assisted the Chief of EPTA was

designated as Deputy Coordinator. From this time until January 1956, a central unit in the Office of the Director-General, including a Fellowships Section, dealt with EPTA affairs.

In January 1956, a Programme and Budgetary Service was set up in the Office of the Director-General, to deal with both the Regular Programme and EPTA. In May of the same year, this was divided into a Programme and Budgetary Service and a Field Liaison Service (incorporating the former Fellowships Section). Associated with them was the International Agency Liaison Service. These three units were merged in January 1959 into a new Programme and Budgetary Service with broader terms of reference, organized into branches to deal with seven areas of activity: Programme Service, Programme Research and Evaluation, Budget, Programme Liaison, International Agency Liaison, Field Operations, and Training and Fellowships. The Director of this new Service was elevated to Assistant Director-General rank in July 1960. The structure of the Service remained essentially unchanged until June 1962, when it was reorganized as follows:

- Programme Formulation and Budget Division
  - Programme Formulation Branch
  - Budget Branch
- Programme Liaison Division
  - Regional Liaison Branch
  - International Agency Liaison Branch
  - Food Standards Branch
- Division of Technical Assistance Coordination
  - Country Operations Liaison Branch
  - Technical Cooperation Branch
  - Fellowships and Training Branch

The FAO/IBRD Cooperative Programme was assigned to the Service in April 1964.

Effective 1 June 1968, as part of a major reorganization of the Headquarters structure, the structure of the Programme and Budgetary Service was modified as follows:

- Area Service Division
  - FAO/IBRD Cooperative Programme
  - FAO/Industry Cooperative Programme
- International Agency Liaison Division
  - International Organizations Branch
  - Food Standards Branch
- Programme Formulation and Budget Division

On 8 July 1968, the Development Department was formally established with the structure shown above, except that the FAO/IBRD Cooperative Programme was redesignated Investment Centre at the same time.

There were a number of changes in the structure of the Department over the next ten years:

- at the beginning of 1970, the Programme Formulation and Budget Division was dissolved, with the Budget Branch being transferred to the Office of Controller; a Programme Formulation Unit was maintained in the Development Department until 1972, when it was transferred to the Office of the Director-General;

in August 1972, the International Agency Liaison Division was removed from the Department. At the same time, a Research Centre was created, for the subsequent history of which see pages 113-114;

in January 1973, the Evaluation Branch was transferred to the Department from the Economic Analysis Division and redesignated Evaluation Service;

in February 1974, the Area Service Division was renamed Field Liaison Division;

most of the Development Department's activities of an operational nature were discontinued following the establishment of the Agricultural Operations Division in March 1974;

in January 1976, Freedom from Hunger/Action for Development was transferred from the Office of the Director-General to the Department, and the Field Liaison Division was redesignated Field Programme Development Division;

in January 1978, the Evaluation Service was transferred to the Office of Programme, Budget and Evaluation;

the FAO/Industry Cooperative Programme was discontinued on 30 June 1978.

The functions of the Development Department, in broad outline, are to increase the flow of financial, technical and educational resources to developing countries; to help donors and recipients of resources to coordinate their activities and to focus on highest-priority development needs; to assist developing countries' governments to identify and create opportunities for successful innovation, and to become more self-reliant in their own development efforts; and to coordinate the work of Regional Offices and FAO Representatives with that of Headquarters.

More specifically, in relation to FAO's field programme, the Department negotiates at the policy level with major donors, whether for development assistance or for investment; coordinates the Organization's working relationships with sources of finance, both governmental and non-governmental; maintains liaison in particular with UNDP, the World Bank, Area Banks and IFAD; approves TCP- and Trust-Fund-financed projects under delegated authority from the Director-General; and maintains close working contact with the operations services and substantive divisions in the Agriculture, Fisheries and Forestry Departments which operate or provide technical backstopping for field projects.

The Development Department also serves as the primary link between Headquarters and the Regional and Liaison Offices. Although the Regional Representatives and Directors of Liaison Offices represent the Director-General and have direct access to him when necessary, their day-to-day contacts with Headquarters take place through the Department. It also exercises oversight in respect of the FAO Representatives and their offices.

In view of the complexity of its antecedents, it is hardly possible to provide an accurate ancestral record of the Development Department and those who have headed it and all its predecessor units. Hence, reference is made here only to those who have provided leadership with the rank of Assistant Director-General since it was formally designated as a Department:

ASSISTANT DIRECTOR-GENERAL, DEVELOPMENT DEPARTMENT	COUNTRY	PERIOD
Pierre Terver	France	July 1968–Apr. 1972
Juan Felipe Yriart	Uruguay	May 1972–Apr. 1980
J. de Mèredieu	France	May 1980–



### *Field Programme Development Division*

The predecessors of this Division, in reverse order, have been the Field Liaison Division, the Area Service Division, the Division of Technical Assistance Cooperation, the Field Operations Branch, the Central Programme and Liaison Service, and the Chief Coordinator of Technical Assistance and Chief, Expanded Technical Assistance Programme. The manner in which each of these fitted into the evolutionary process has already been set out in general, so reference is made here only to the Division's three most recent precursors.

The Division of Technical Assistance Cooperation, formed in June 1962 and maintained through May 1968, included a Country Operations Liaison Branch, a Technical Cooperation Branch, and a Fellowships and Training Branch, and it performed some operational and other functions which are no longer the responsibility of the Development Department.

In June 1968 it was redesignated Area Service Division, and on 8 July 1968 it was assigned to the newly-established Development Department. At that time, the following units were incorporated into the Division: the Country Operations Liaison Branch and the Technical Cooperation Branch from the former Division of Technical Cooperation, the Regional Liaison Branch from the former Programme Liaison Division, and the members of the Office of the Assistant Director-General, Technical Department, who had been dealing with UNICEF, WFP and FFHC on project development and operations. The Division was organized into five Regional Services, a Field Programme Coordination Service and a Reports Unit. In October 1971, an Operations Centre was added.

On 1 February 1974, the Area Service Division was transformed into a Field Liaison Division. Its structure and functions were similar to its predecessor division, except that the Operations Centre was abolished, the Field Programme Coordination Service was renamed Special Programme Liaison Service, the Regional Services were renamed Bureaux, and the functions of the Europe Service were transferred to the Regional Office for Europe.

The Division was redesignated Field Programme Development Division in January 1976, with a structure similar to that of the Field Liaison Division, except that the Policy and Programmes Control Unit was eliminated, and a Technical Cooperation Programme Unit and a unit to deal with FAO/Government Cooperative Programmes were added. In January 1978, a Field Programme Coordination Service was added and as of 30 June 1978, the FAO/Government Cooperative Programme Unit was removed.

The following officers have been responsible for the Division and its three most immediate precursors:

DIRECTOR, DIVISION OF TECHNICAL ASSISTANCE COOPERATION and AREA SERVICE DIVISION	COUNTRY	PERIOD
J.P. Huyser	Netherlands	June 1962–Sep. 1970
Dr. E.H. Hartmans	United States	Sep. 1970–Jan. 1974

DIRECTOR, FIELD LIAISON DIVISION	COUNTRY	PERIOD
Andrew Joseph	Sri Lanka	Feb. 1974–Aug. 1975
DIRECTOR, FIELD LIAISON DIVISION and FIELD PROGRAMME DEVELOPMENT DIVISION		
Karl Olsen	United States	Sep. 1975–Apr. 1976
DIRECTOR, FIELD PROGRAMME DEVELOPMENT DIVISION		
Dr. C. Beringer	Fed. Rep. of Germany	Jan. 1978–

### *Investment Centre*

The present Investment Centre grew out of the FAO/IBRD Cooperative Programme, based on an agreement signed on 2 April 1964 and established as a sector of the Programme and Budgetary Service in the Office of the Director-General. Other agreements were entered into with the Inter-American Development Bank (approved by the FAO Conference in 1965) and the African and Asian Development Banks (approved in November 1967). When the Development Department was formed on 8 July 1968, the FAO/IBRD Cooperative Programme was combined with these investment-related activities into an Investment Centre. Later, in May 1972, the FAO/Bankers Programme was created, although a first meeting with private bankers had been held in May 1969.

More recently, links have been established with other financing institutions, including the various Arab funds, some sub-regional financing institutions, and the International Fund for Agricultural Development (IFAD). All FAO's activities under these agreements, programmes and other arrangements are carried out through the Investment Centre. (The agreement mentioned above between FAO and the Inter-American Development Bank has expired.)

The basic function of the Investment Centre is to help governments identify and prepare projects for financing, usually in two stages. The first stage is reconnaissance or identification. The second consists of guiding government agencies in project preparation, and aims at the production of a feasibility study for submission to a financing institution. Increasingly, this second stage has become a joint undertaking involving the Investment Centre, government departments, agencies or local banks, and local counterpart staff. A third stage, appraisal, which is a last check on all aspects of a project, is the responsibility of the financing organization and the government.

The present form of the Investment Centre began to take shape in June 1973 when, following the reorganization of the Agriculture Department of the World Bank along regional lines, it was reorganized into two services, each with responsibility for specific geographic areas. A third service, the Investment Support Service, was created in June 1976 to deal with the activities carried out with financing institutions other than the World Bank.

In August 1979, the operational aspects of the Investment Centre's work were reassigned among five services, the first three relating to the Cooperative Programme with the World Bank, and the last two to cooperative work with other financing institutions, as follows:

Europe, Near East, North and East Africa  
 Asia and the Pacific  
 Latin America and West Africa  
 International Funds and National Banks  
 Regional Development Banks

The Director of the Investment Centre is assisted by two Deputy Directors, one dealing with the Cooperative Programme with the World Bank, the other with cooperative activities with other financing institutions.

Leadership of the Investment Centre and its predecessor has been provided by the following officers:

DIRECTOR, FAO/IBRD COOPERATIVE PROGRAMME and INVESTMENT CENTRE	COUNTRY	PERIOD
Henry Ergas	Greece	Apr. 1964–Sep. 1970
DIRECTOR, INVESTMENT CENTRE		
J.P. Huyser	Netherlands	Sep. 1970–July 1977
C. Fernando	Sri Lanka	Aug. 1977–

#### *Freedom from Hunger Campaign/Action for Development*

The idea of a Freedom from Hunger Campaign was first mentioned by Director-General Sen in a speech to ECOSOC in July 1958. Three months later he placed a formal proposal for such a campaign before the Twenty-Ninth Session of the FAO Council. The Council welcomed its objectives and established an *Ad Hoc* Committee to assist the Director-General in preparing more detailed proposals. These were placed before the Thirty-First Session of the Council in June 1959, which gave its unanimous support, and in the autumn of that year, the Tenth Session of the FAO Conference gave its approval (Resolution 13/59). Then, in May 1960, a first conference of international non-governmental organizations was held to establish a basis for cooperation between them and FAO.

The Campaign was officially launched on 1 July 1960. In November 1965 the Thirteenth Session of the FAO Conference agreed that it should be extended until the end of 1970, and in November 1969 the Fifteenth Session of the Conference decided to extend it until the end of 1980. It also concurred with a proposal of the Director-General that the future activities under the Campaign should become more action-oriented. In June 1970, the name "Freedom from Hunger Campaign/Action for Development" (FFH/AD) was adopted. In January 1976, the FFH/AD Coordinator and his staff were transferred from the Office of the Director-General, where they had been located since 1960, to the Development Department. In 1979 the Conference approved continuation of FFH/AD as a part of Organization's Programme of Work for 1980-81.

Special actions organized in connection with the Campaign have included a special assembly of eminent personalities in Rome on 14 March 1963, to issue a manifesto on Man's Right to Freedom from Hunger; a World Food Congress in Washington in June 1963; and a Second World Food Congress in The Hague in June 1970.

In addition to its various informational and educational activities, the Campaign has sponsored many field projects, financed either by donor governments or by non-governmental organizations. In order to implement such projects, an FFH/AD Project Unit had been set up, and in August 1971 it was transferred to what was then the Area Service Division. In January 1976, it reverted to the FFH/AD Coordinator's Office, which had been transferred to the Development Department.

One outgrowth of efforts under FFHC was the former FAO/Industry Cooperative Programme, approved by the Thirteenth Session of the FAO Conference in 1965 and operated under a Trust Fund to which participating industries contributed. It was designed to help accelerate agro-industrial expansion in developing countries through closer cooperation among FAO, industries and governments. In 1977 it was decided that this activity should not be continued as a part of the structure of FAO, and it was terminated on 30 June 1978.

The following officers have served as Coordinator of the Freedom from Hunger Campaign:

COORDINATOR, FREEDOM FROM HUNGER CAMPAIGN/ACTION FOR DEVELOPMENT	COUNTRY	PERIOD
Charles H. Weitz	United States	Sep. 1960–Oct. 1971
Hans A.H. Dall	Denmark	Dec. 1971–Feb. 1979

Since February 1979, A. Peña Montenegro (Chile) has served as Officer-in-Charge of FFH/AD.

### **Department of General Affairs and Information**

This Department currently consists of four divisions: Conference, Council and Protocol Affairs; Information; Publications; and Library and Documentation Systems. It has had a varied and complex history, in part because of the multiple functions it has been called upon to carry out, and in part because of changes in approaches to the execution of these functions.

The Conference, Council and Protocol Affairs Division can be traced back to August 1946, when a Chief Administrative Officer (Mr. M. Veillet-Lavallée, of France) was appointed, in the Office of the Director-General, to supervise various administrative and financial activities and to deal with constitutional and legal matters and external affairs. His title was changed to Senior Executive Officer early in 1947. In July 1948, his administrative and financial responsibilities were transferred to a new Administrative Division, while constitutional, legal and external affairs matters were pursued in the Office of the Director-General, under Mr. Veillet-Lavallée, with the title of Secretary-General.

The Information Division and the Publications Division both have their origins in the appointment of a Director of Information (Mr. Gove Hambidge, of the United States) in December 1945. An Information Service was constituted during 1946, and this Service and its successor organizational units were responsible for both information and publications functions until December 1958, when the two functions were separated.

A library was also established very early in the Organization's history, at FAO's provisional Headquarters in Washington, and the first Librarian, Mr. H. Jensen (Norway), was appointed in January 1946. A very substantial library built up by the International Institute of Agriculture was one of the IIA's assets taken over by FAO. Following the transfer of FAO Headquarters to Rome, the two sectors of the library were merged, and in June 1952 the collection was named the David Lubin Memorial Library.

In January 1959, all these functions, with those of the Legal Counsel and what was then the Rural Legislation Branch, were consolidated into a Department of Public Relations and Legal Affairs.

In June 1968, the Office of the Legal Counsel reverted to the Office of the Director-General and the Department was downgraded to an Office of External Relations and Information, retaining all its other functions. In January 1970, the Office was redesignated Office of General Affairs and Information. In January 1971 the Legislation Branch (ex-Rural Legislation Branch) was transferred to the Office of the Director-General, where it became part of the Office of the Legal Counsel. In July 1976 the Office of General Affairs and Information was again upgraded into a Department of General Affairs and Information.

Those who provided leadership in the Department and its precursors include —

DIRECTOR OF INFORMATION and DIRECTOR, INFORMATION SERVICE	COUNTRY	PERIOD
Gove Hambidge	United States	Dec. 1945–Aug. 1948
CHIEF ADMINISTRATIVE OFFICER, SENIOR EXECUTIVE OFFICER, SECRETARY-GENERAL and ASSISTANT DIRECTOR-GENERAL, DEPARTMENT OF PUBLIC RELATIONS AND LEGAL AFFAIRS	France	Aug. 1946–July 1963
Marc Veillet-Lavallée		
ASSISTANT DIRECTOR-GENERAL, DEPARTMENT OF PUBLIC RELATIONS AND LEGAL AFFAIRS	Austria	Aug. 1963–June 1969
Dr. Egon Glesinger		
DIRECTOR, OFFICE OF GENERAL AFFAIRS AND INFORMATION	Fed. Rep. of Germany	June 1969–Aug. 1972
Dr. H. Broicher	France	Sep. 1972–July 1975
Raymond Aubrac		
ASSISTANT DIRECTOR-GENERAL, DEPARTMENT OF GENERAL AFFAIRS AND INFORMATION	France	Aug. 1976–May 1978
Harold W. Mandefield		
ASSISTANT DIRECTOR-GENERAL, DEPARTMENT OF GENERAL AFFAIRS AND INFORMATION, and SECRETARY-GENERAL OF THE CONFERENCE AND COUNCIL	Mali	June 1978–
Almamy Sylla		

Before turning to the Divisions of this Department, mention should be made of one special aspect of the Department's work which is conducted directly from the Office of the Assistant Director-General: the Money and Medals Programme. It was initiated in November 1966 as a Coin Plan, and its scope was broadened in 1971 to include *Ceres* and *Agricola* medals, featuring contemporary women and men who have made significant contributions to promoting the ideals of FAO. The FAO coins are the first in monetary history to be inspired by a common international theme: food for all. By 1980, nearly 100 countries had issued over 400 of them, and more than 5.5 million pieces, with a cash value of about \$250 million, were in circulation. The officers who have carried responsibility for this Programme are —

CHIEF, COIN PLAN and CHIEF, MONEY AND MEDALS PROGRAMME	COUNTRY	PERIOD
Raymond Lloyd	United Kingdom	Jan. 1966–Mar. 1980
CHIEF, MONEY AND MEDALS PROGRAMME		
Clive Stannard	United Kingdom	Aug. 1980–

#### *Conference, Council and Protocol Affairs Division*

During the initial years of the Organization, a number of the functions of this Division were performed in the Office of the Director-General under an officer with the successive titles of Chief Administrative Officer, Senior Executive Officer, and Secretary-General. These activities were loosely structured, but from February 1946 to October 1948 an Office of External Relations existed within this complex.

When FAO Headquarters was transferred to Rome early in 1951, a General Secretariat was created, under the Secretary-General. It had no formal structure, but included officers to deal with external relations, Conference affairs, official correspondence, and liaison. By 1953, a Liaison and Legal Affairs Section and a Conference and Council Affairs Section had emerged. By the spring of 1954, the title of the former had been changed to Legal Affairs Section, and an External Relations Section had been added. By September 1956, a Protocol Section had been added, and the name of the Legal Affairs Section was again changed to Legal Section.

When the Department of Public Relations and Legal Affairs was created in January 1959, it contained *inter alia* a Conference and Operations Branch and an Office of Liaison and Protocol. Responsibility for legal matters was placed in a separate Office of the Legal Counsel, while legislative questions were dealt with by a Rural Legislation Branch.

When Mr. Veillet-Lavallée left the post of Assistant Director-General of the Department, he served from August 1963 to October 1964 as a Special Assistant to the Director-General, and in this capacity he retained his functions as Secretary-General of the Conference and Council. Upon his retirement, Mr. A. C. Janssen (Netherlands) was appointed Secretary-General of the Conference and Council, and he served in this capacity from June 1965 to

February 1970, being attached first to the Office of the Director-General and subsequently to the Office of the Assistant Director-General of the Department of Public Relations and Legal Affairs.

When the Department was transformed into an Office of General Affairs and Information in June 1968, the Conference and Operations Branch and the Office of Liaison and Protocol, redesignated a Branch, were placed in a new Conference, Council and Protocol Affairs Division, and Mr. Janssen became its Director, continuing to carry responsibility as the Secretary-General of the Conference and Council. In June 1978 the latter function was assigned directly to the Assistant Director-General of the Department.

In February 1970 the Visa Desk was transferred from the Personnel Division to the Liaison and Protocol Branch, and in January 1980 the Conference Facilities Unit was transferred from the Administrative Service Division to the Conference Operations Branch. At the same time, the Interpretation Section was removed from the Conference Operations Branch and transformed into an Interpretation Branch within the Conference, Council and Protocol Affairs Division.

The functions of the Division as now constituted include the following:

- planning and servicing all sessions of the Conference, Council and related bodies, and the Regional Conferences; preparing in draft and final form the reports of the Conference and Council; assisting departments and divisions in planning and servicing other sessions and meetings, and undertaking negotiations with governments in this connection; coordinating negotiations for the use of the Organization's conference facilities by outside bodies; and arranging for and ensuring the availability of interpretation facilities for all FAO meetings;
- obtaining appropriate clearances for official correspondence between the Director-General and Member Governments, with respect not only to the organization of conferences, sessions and group training activities, but also to general policy matters;
- maintaining liaison with governments and their permanent representatives on matters of membership and constitutional and protocol relationships, and with the host government on the practical implementation of the Headquarters agreement.

Those who have provided the leadership for this group of activities, in the Division and prior to its formation, have been —

CHIEF ADMINISTRATIVE OFFICER, SENIOR EXECUTIVE OFFICER, and SECRETARY-GENERAL OF THE CONFERENCE AND COUNCIL	COUNTRY	PERIOD
Marc Veillet-Lavallée	France	Aug. 1946–Oct. 1964
SECRETARY-GENERAL OF THE CONFERENCE AND COUNCIL and DIRECTOR, CONFERENCE, COUNCIL AND PROTOCOL AFFAIRS DIVISION		
A.C. Janssen	Netherlands	June 1965–Feb. 1970
Antonio G. Orbaneja	Spain	Oct. 1970–Apr. 1974
DIRECTOR, CONFERENCE, COUNCIL AND PROTOCOL AFFAIRS DIVISION		
Noël Crapon de Caprona	France	Apr. 1974–

During the period April 1974–June 1978, Mr. Crapon de Caprona also served as Secretary-General of the Conference and Council.

### *Information Division*

The Information Division, and the Publications Division which grew out of it, can be traced back to a common origin: the appointment of a Director of Information in December 1945. It was not until January 1959 that the two functions were clearly separated.

During 1946 an Information Service had been set up, becoming an Information Division in August 1948. It was responsible for public information, publications and the Library. In January 1952, it was redesignated Informational and Educational Services, and included Information, Documents, Library and Legislative Services.

When the Department of Public Relations and Legal Affairs was created in January 1959, this unit was incorporated in it under the title of Information and Public Relations Service, again changed, in September 1961, to Public Information Service. In January 1966 the Service became the Division of Public Information, and in June 1968 its title was shortened to Public Information Division. Almost immediately — in July 1968 — the title was further shortened to Information Division, the same name as had been assigned to it in August 1948. Thus, in 20 years the name of the Division had come full circle.

The functions of the Information Division include —

- issuance of press releases, news features and radio and television material on current activities and events;
- liaison with news media, and organization of field reportage missions for media representatives;
- preparation of daily press summaries and selections of clippings for internal information;
- production of booklets such as *Fighting World Hunger*, leaflets, exhibits and display materials;
- preparation of special articles, and arranging for outside writers to prepare feature articles for placement;
- publication of the bi-monthly FAO Review of Agriculture and Development, *Ceres*;
- operation of photographic services, including photo missions, a photo laboratory and a photo library;
- assistance to Member Countries in development support communications for agriculture and rural development, particularly in the use of communication media to inform and motivate rural people and in the use of audio-visual means for training;
- provision of advisory and technical services to the World Food Programme in its various informational activities;
- servicing the administration of the A.H. Boerma Award; and
- liaison with the United Nations and other organizations in the UN system on public information and development support communication.

Those who have provided leadership in the Information Division and its precursors include the following:

DIRECTOR OF INFORMATION and DIRECTOR, INFORMATION SERVICE	COUNTRY	PERIOD
Gove Hambidge	United States	Dec. 1945–Aug. 1948
DIRECTOR, INFORMATION DIVISION and INFORMATIONAL AND EDUCATIONAL SERVICES		
Duncan Wall	United States	Aug. 1948–Dec. 1958



DIRECTOR, INFORMATION AND PUBLIC RELATIONS SERVICE and PUBLIC INFORMATION SERVICE	COUNTRY	PERIOD
W.G. Casseres	Costa Rica	Jan. 1959–Dec. 1961
DIRECTOR, PUBLIC INFORMATION SERVICE and DIVISION OF PUBLIC INFORMATION		
Henri Menjaud	France	Oct. 1961–Oct. 1966
DIRECTOR, DIVISION OF PUBLIC INFORMATION, PUBLIC INFORMATION DIVISION, and INFORMATION DIVISION		
Theodore Kaghan	United States	Jan. 1967–Sep. 1973
DIRECTOR, INFORMATION DIVISION		
John A. Stordy	United Kingdom	Oct. 1973–June 1974
Mohamed Benaissa	Morocco	July 1974–Apr. 1976
Colin Mackenzie	United Kingdom	Jan. 1978–

From April 1976 to December 1977, Mr. Mackenzie served as Acting Director of the Division.

### *Publications Division*

The publications activities of FAO were closely linked with its information activities from 1945 through 1958, and as such they constituted part of the responsibilities of the director of the unit whose history has just been traced. In January 1959 a separate Publications Service was set up in the newly-created Department of Public Relations and Legal Affairs, and among its other functions it assumed responsibility for internal reproduction, distribution and sales matters, formerly handled by the administrative services. In January 1966 the Service was raised to Division status.

The Publications Division is responsible for the editing, translating and publishing of FAO publications, for the translation and publication of documents, and for the distribution of both publications and documents. Through a network of authorized sales agents and distributors, it makes FAO's priced publications available throughout the world, periodically preparing and issuing a catalogue of the available priced publications. The basic materials included in publications and documents are, of course, assembled in the technical divisions and departments of the Organization.

The officers who have provided leadership in the Publications Division and its precursors have been the following:

DIRECTOR OF INFORMATION and INFORMATION SERVICES	COUNTRY	PERIOD
Gove Hambidge	United States	Dec. 1945–Aug. 1948
DIRECTOR, INFORMATION DIVISION, INFORMATIONAL AND EDUCATIONAL SERVICES, and PUBLICATIONS SERVICE		
Duncan Wall	United States	Aug. 1948–Mar. 1964
DIRECTOR, PUBLICATIONS SERVICE and PUBLICATIONS DIVISION		
Harold W. Mandefield	France	Jan. 1966–July 1976
DIRECTOR, PUBLICATIONS DIVISION		
Paul Savary	France	Dec. 1976–

During the period August to November 1976, Mr. Enrique Navas (Nicaragua) served as Acting Director, Publications Division.

### *Library and Documentation Systems Division*

This Division had dual beginnings and has undergone a number of changes, both in its internal structure and in its location within the structure of the Organization.

With the appointment of a Librarian in January 1946, a Library was initiated, located administratively in what was loosely called Common Programmes and Technical Services. It was placed in the Information Division in 1949 and remained there through 1958, its name being changed to Library Service in 1951. The International Institute of Agriculture (IIA) had assembled what was probably the second largest agricultural library in the world, and since the Institute's activities had been reduced during World War II, that library was in 1945 one of its principal assets which were to be absorbed by FAO. It was maintained as an adjunct to FAO's European Regional Office until the Headquarters was transferred to Rome, when the collection assembled in Washington, and the collection in the European Regional Office, were consolidated into the Library in the new FAO Headquarters. However, the former IIA's collection has been maintained separately within the FAO Library. On 10 June 1952, the Library was named the David Lubin Memorial Library, in honour of the man whose ideas and energy had led to the creation of the International Institute of Agriculture.

In January 1959 the name of the organizational unit responsible for its management reverted from Library Service to Library, and it became a separate sector of the newly-established Department of Public Relations and Legal Affairs. The post of Librarian was upgraded to that of Chief Librarian. This situation prevailed through 1967, when a Fisheries Branch Library was formed. During 1967 a Documentation Centre was formally set up in the Publications Division, work on it having been initiated late the preceding year. In June 1968, when the Department of Public Relations and Legal Affairs was transformed into the Office of External Relations and Information, there was created in it a Documentation and Library Service, consisting of the Documentation Centre, the David Lubin Memorial Library, and the Legislation Branch. In January 1970 the Documentation and Library Service was renamed Documentation, Legislation and Library Division. The Legislation Branch was transferred to the Office of the Legal Counsel in January 1971, and the Division was accordingly redesignated Library and Documentation Division, its basic components remaining the David Lubin Memorial Library and the Documentation Centre. A further branch library, the Lord Boyd Orr Memorial Food and Nutrition Library, was formed following a decision of the FAO Council at its Sixtieth Session in June 1973, and during the 1974-75 biennium a third, the Statistics Branch Library, was established.

The present name, Library and Documentation Systems Division, was adopted in January 1974. Since that time the Division has consisted of the David Lubin Memorial Library and the Systems and Projects Development Branch.

The Library and Documentation Systems Division is responsible for the maintenance of an effective library and of documentation services, for the use of these facilities in improving dissemination of knowledge in FAO's fields of

competence, and for assisting Member Countries in establishing and strengthening their national agricultural documentation infrastructures.

The David Lubin Memorial Library serves FAO's Headquarters and field staff, and, to the extent practicable, users in Member Countries, through the main Library and its three branch libraries, which contain materials on fisheries, nutrition and statistics, respectively. In addition to carrying out conventional library activities (selection and acquisition of library materials, serials control, cataloguing, classification and indexing, loans, reference and photo-reproduction services), it can retrieve bibliographical data from in-house databases (FAO documents, library monographs, AGRIS) and a wide variety of external databases in the Organization's fields of interest. Many documents can be provided in photocopy or microfiche.

The Library also acts as coordinating centre for the Agricultural Libraries Network (AGLINET), a cooperative network of the main agricultural libraries in the world, initiated in 1974 and currently comprising 17 members. AGLINET facilitates inter-library loans and the provision of photocopies.

The Systems and Projects Development Branch serves all Member Countries in improving the transfer of agricultural information and in establishing and strengthening their capabilities for collection, storage, retrieval and dissemination of agricultural information, through AGRIS, CARIS and field projects.

AGRIS (International Information System for the Agricultural Sciences and Technology) is coordinated by the AGRIS Coordinating Centre in the Branch. It became operational in 1975, and by the end of 1980 more than 100 national, regional and international centres were contributing inputs to the database which was then nearing 600,000 bibliographic references. Outputs are provided monthly, both on magnetic tape and in the printed bibliography, *Agrindex*. The latter has been published since 1977 by Apimondia, Bucharest and Rome.

The Current Agricultural Research Information System (CARIS) is also coordinated by a CARIS Coordinating Centre in the Branch. A pilot project carried out during 1974-77 had resulted in directories listing some 20,000 projects and covering 2,000 research institutions, 10,000 research workers, and 3,500 research programmes, on the basis of data provided by 60 developing countries and 8 international research institutes. In 1979 the activity was decentralized; 60 countries expressed willingness to participate, and technical assistance missions are being carried out on the implementation of the new methodology required for the decentralized CARIS programme.

Many field projects have been executed since 1974. Intensive training (particularly in AGRIS procedures), equipment, expert advice and fellowships have been provided. In 1979-80 a total of 33 countries benefited from projects aimed at creating or strengthening national documentation centres.

Those who have provided leadership in the Division, since its first establishment as a Documentation and Library Service, are the following:

DIRECTOR, DOCUMENTATION AND LIBRARY SERVICE AND DOCUMENTATION, LEGISLATION AND LIBRARY DIVISION	COUNTRY	PERIOD
M. Moulik	India	June 1968-July 1971

DIRECTOR, DOCUMENTATION, LEGISLATION AND LIBRARY DIVISION and LIBRARY AND DOCUMENTATION DIVISION	COUNTRY	PERIOD
Raymond Aubrac	France	July 1971–Aug. 1972
DIRECTOR, LIBRARY AND DOCUMENTATION DIVISION and LIBRARY AND DOCUMENTATION SYSTEMS DIVISION		
Nicola S. Dumitrescu	Romania	Nov. 1973–June 1978
DIRECTOR, LIBRARY AND DOCUMENTATION SYSTEMS DIVISION		
F. Cazacu	Romania	Mar. 1979–

For two extended periods, September 1972–October 1973 and July 1978–February 1979, Mr. G. Dubois (Belgium) served as Acting Director.

Within the Division, or in its predecessor units, leadership has been provided in library affairs by —

LIBRARIAN and CHIEF LIBRARIAN	COUNTRY	PERIOD
H. Jenssen	Norway	Jan. 1946–Dec. 1969
CHIEF LIBRARIAN		
K. Harada	Japan	Jan. 1972–

and leadership in the work on documentation systems has been provided by —

CHIEF, DOCUMENTATION CENTRE and SYSTEMS AND PROJECTS DEVELOPMENT BRANCH	COUNTRY	PERIOD
G. Dubois	Belgium	Sep. 1966–July 1979
CHIEF, SYSTEMS AND PROJECTS DEVELOPMENT BRANCH		
E. Samaha	Lebanon	Sep. 1979–

### **Administration and Finance Department**

This Department consists of four divisions: Financial Services Division, Management Services Division, Personnel Division, and Administrative Services Division.

In the early days of the Organization, when the staff and the budget were quite small, the functions now carried out by these divisions were performed by a number of small, loosely structured offices. Some organizational form appeared when a Chief Administrative Officer was appointed in August 1946 to supervise the work of these offices and to carry out some other tasks. In early 1947 this officer's title was changed to Senior Executive Officer. In mid-1948 he was transferred to other duties and an Administrative Division was established, with four branches dealing respectively with Budget and Finance, Personnel and Management, Plant and Operations, and Records and Documents.

When FAO moved to Rome in 1951, the Administrative Division was redesignated Administrative and Financial Services and assigned to the Office of the Director-General. In 1956 it was renamed Division of Administration and

Finance and transferred out of the Office of the Director-General. As of July 1960 it was elevated to the status of a Department of Administration and Finance. Following further modifications in the overall organizational structure, which went into effect in January 1970, its name was changed slightly to the present one of Administration and Finance Department.

The following officers have headed this Department and its precursors:

CHIEF ADMINISTRATIVE OFFICER and SENIOR EXECUTIVE OFFICER	COUNTRY	PERIOD
Marc Veillet-Lavallée	France	Aug. 1946–July 1948
DIRECTOR, ADMINISTRATIVE DIVISION and DIVISION OF ADMINISTRATION AND FINANCE and ASSISTANT DIRECTOR-GENERAL, DEPARTMENT OF ADMINISTRATION AND FINANCE	United States	July 1948–June 1967
Frank Weisl		
ASSISTANT DIRECTOR-GENERAL, DEPARTMENT OF ADMINISTRATION AND FINANCE and ADMINISTRATION AND FINANCE DEPARTMENT	United Kingdom	July 1967–Mar. 1974
C.F. Pennison		
ASSISTANT DIRECTOR-GENERAL, ADMINISTRATION AND FINANCE DEPARTMENT	United Kingdom	Apr. 1974–Mar. 1977
Edward M. West	United States	Mar. 1977–
Peter J. Skoufis		

### *Financial Services Division*

This Division's initial precursor was a Budget and Finance Branch which functioned in Washington from 1946 until early 1951. Following the transfer to Rome, it was renamed Finance Branch, and the budget function was placed elsewhere. In 1962 it became a Division of Finance, and it continued as such through 1969.

In 1970 an Office of Controller was set up, recombining the functions of budget and finance, and this Office was maintained through 1973. At the end of that year, it was dissolved, the budget function was again transferred elsewhere, and the present Financial Services Division was established.

The functions of this Division are largely apparent from its name. They include the maintenance of accounts, preparation of financial statements, handling of contributions, banking operations, disbursements, payroll, travel control and claims, and commercial bills. The internal audit function was located in the original Branch until it was transferred elsewhere in mid-1949. Automation was introduced during the period 1956-1958; mechanization of the payroll was achieved in April 1958, and further mechanization occurred over subsequent years.

The evolution and growth of the Division have been linked closely to the growth and expansion of the work of the Organization as a whole. Major factors affecting its work and growth were the advent of EPTA and the Special Fund and their evolution into UNDP during the 1950s and 1960s; the development of the World Food Programme during the 1970s; the rapid expansion of Trust

Funds during the last two decades; and the more recent introduction of TCP. Following the general reorganization of Headquarters in 1968-69 Management Support Units were established, and the decentralization of budget and financial services began with the setting up of outposted units in the Agriculture and Fisheries Departments and in the Rural Institutions Division. Similar units were subsequently established in the Forestry Department and in the Investment Centre of the Development Department.

Officers who have provided leadership to this Division or its predecessors over the years have included —

CHIEF, BUDGET AND FINANCE BRANCH	COUNTRY	PERIOD
P.G. Watterson	United Kingdom	Oct. 1946–Dec. 1950
CHIEF, BUDGET AND FINANCE BRANCH and FINANCE BRANCH and DIRECTOR, DIVISION OF FINANCE		
W.K. Mudie	Australia	Jan. 1951–Dec. 1969
CONTROLLER		
Harry B. Wirin	United States	Jan. 1970–Sept. 1973
DIRECTOR, FINANCIAL SERVICES DIVISION		
A. J. Bronsema	Netherlands	July 1973–June 1979
G. Hoornweg	Netherlands	Jan. 1980–

### *Management Services Division*

Some of the present functions of this Division were initially combined with personnel functions in a Personnel and Management Branch, from late 1946 to early 1951. Following the transfer to Rome, these functions were assigned to a Budget and Administrative Planning Branch from March 1951 through December 1955. In January 1956 an Administrative Planning Branch was set up in the Division of Administration and Finance; in July 1962, renamed Management Branch, it was placed in the Personnel and Management Division. In June 1968 it was transformed into a Management Services Division.

The Division is presently composed of two branches and one unit. The work of the Organization and Methods Branch is designed to assist managers in performing all aspects of their managerial roles economically and with increased efficiency. The Computer Systems Branch is responsible for ensuring that full advantage is taken of the use of computers in the Organization's operations. The Management Information Systems Unit develops and monitors systems designed to satisfy management's need for information efficiently and economically.

Officers who have provided leadership in this Division and its predecessor Branches are the following:

CHIEF, PERSONNEL AND MANAGEMENT BRANCH	COUNTRY	PERIOD
Robert I. Biren	United States	Nov. 1946–Mar. 1951
CHIEF, BUDGET AND ADMINISTRATIVE PLANNING BRANCH and ADMINISTRATIVE PLANNING BRANCH		
I.L. Posner	United States	Mar. 1951–June 1962

CHIEF, MANAGEMENT BRANCH and DIRECTOR, MANAGEMENT SERVICES DIVISION	COUNTRY	PERIOD
J.J. Cohen de Govia	Panama	Jul. 1962–

### *Personnel Division*

During the initial years of FAO in Washington, personnel activities were handled by a Personnel and Management Branch. A separate Personnel Branch was set up in 1951, following the transfer of FAO Headquarters to Rome. During the period 1951-1957, establishments and policy and procedures activities, which are currently functions of the Personnel Division, were handled by the Budget and Administrative Planning Branch. In 1962 a Division of Personnel and Management was established, the Personnel Branch constituting one part of it, while establishments and policy and procedures responsibilities were assigned to the Management Branch in the same Division.

In 1967, the Division of Personnel and Management was divided into a Division of Administrative Management and an Office of Personnel. The former was subdivided into a Management Branch whose responsibilities included the establishments function, an Office of Training and Procedures whose terms of reference included staff development and training and the policy and procedures function, and an Office of Health and Medical Services. The Office of Personnel was responsible for recruitment, servicing, social security and staff counselling. However, following a management study by a consulting firm in 1968, a complete reorganization took place, and a Personnel Division was created in which all these responsibilities were redistributed as follows:

- Recruitment, Employment and Establishments Service
  - Establishments Group
  - Personnel Policies and Standards Group
  - Personnel Servicing Group (Recruitment, Personnel Operations, Social Security)
- Fellowships and Training Branch
  - Staff Development and Training Section
  - Fellowships Section
- Health and Medical Services Branch

Within this basic structure, some changes took place following the constitution in 1968-69 of Management Support Units in certain departments and divisions. The decentralization of personnel servicing began with the setting up of outposted personnel units in the Agriculture, Economic and Social, and Fisheries Departments, to deal with the staffing of field projects. By 1975 what was essentially the present divisional structure had emerged:

- Establishments and Entitlements Service
- Recruitment Planning and Staff Development Service
- Health and Medical Services Branch (renamed Medical Service in 1977)

Outposted personnel units are now established in the Agriculture, Economic and Social, Fisheries, Forestry, General Affairs and Information, and Development Departments.

The Personnel Division, like its predecessors, is a servicing unit whose function it is to support operating programmes. While its outputs do not relate substantively to the subject-matter objectives of FAO, they have provided the Organization with appropriate guidance and services related to staff maintenance and deployment. The Division has grown over the years to meet the increasing calls on its services, and it has made many contributions to the conduct of work of the Organization. A few examples may be cited:

- a Clerical Cadet Training Course was operated from 1956 to 1968, to meet the lack of trained, locally-available stenographers of English mother tongue. The Italian trainees were schooled in English, secretarial and clerical skills and office procedures, and many of them now hold senior clerical and some professional positions within the Organization;
- each year for the last ten years, over a thousand FAO staff members have taken language training courses designed to support effective communication in an organization committed to a multilingual response to development issues. Training in communication, administrative and supervisory skills has been regularly conducted. Secretarial and clerical courses have been conducted since FAO's early years. Audio-programmed shorthand training was introduced in October 1980;
- the Medical Service, which was set up in 1951 with one nurse, has expanded to include five doctors, five nurses, and laboratory facilities and staff to cover a broad range of routine laboratory tests, vaccinations, and medical examinations. Consultations and counselling are also provided on a variety of diseases and other medical problems;
- after-service medical insurance for staff was introduced in 1970. In the same year, medical travel for field staff and their dependents was introduced, thus enabling them to travel at the Organization's expense to locations away from their duty stations to avail themselves of adequate medical facilities. A new medical insurance scheme was introduced in 1972 to provide staff, particularly those serving in the field and their dependents, with world-wide coverage;
- a special effort to eliminate differential treatment on the grounds of sex was launched in 1975. Staff Regulations and Rules were amended, and in October 1977 the Director-General placed special responsibility on the Personnel Division to ensure that more qualified women were recruited and promoted. In 1978, Equal Employment Opportunity Liaison Officers were appointed in the departments to assist in implementing this policy;
- FAO has been in the forefront among the organizations of the UN system in the classification of posts on the basis of duties performed and responsibilities assumed. In recent years the Establishments Group has been expanded to enable it to carry out a larger number of desk audits, during which jobs are examined at the work sites;
- improvements were effected during 1980 in the external training programme originally introduced in 1975 to enable staff members to increase their job-related qualifications and also to develop their potential for career opportunities within the Organization. These improvements include provision for payment of the salaries of field staff members undertaking approved training programmes, ensuring them the same access to external training as their Headquarters colleagues;
- unlike other training programmes which apply to internal staff development, the PTAD Programme (Professional Training for Agricultural Development), originally introduced in 1974 under the name of the Internship Programme, was introduced to provide advanced on-the-job training to well-qualified professionals from the Member Countries of the Organization through direct participation in the activities of FAO for fixed periods of time (usually six months).

Officers who have provided direct leadership in FAO's personnel work have included the following:



CHIEF, PERSONNEL AND MANAGEMENT BRANCH	COUNTRY	PERIOD
Robert I. Biren	United States	Nov. 1946–Apr. 1951
CHIEF, PERSONNEL BRANCH		
Louis E. Hosch	United States	Mar. 1951–Jan. 1953
Henry J. Mercer	United Kingdom	Jan. 1953–May 1957
Bernard A. Anderson	United States	Aug. 1957–Jan. 1965
Richard H. Mattox	United States	Feb. 1965–Dec. 1966
CHIEF, OFFICE OF PERSONNEL		
Magnus E. Askerstam	Sweden	Apr. 1967–June 1968
DIRECTOR, PERSONNEL DIVISION		
Roger Piat	France	Nov. 1968–July 1973
Frank H. Thomasson	United Kingdom	Mar. 1974–Aug. 1976
J. A. C. Davies	Sierra Leone	Aug. 1976–

### *Administrative Services Division*

During the period from late 1945 to early 1951, two branches carried out functions related wholly or in part to those of the present Administrative Services Division: the Plant and Operations Branch and the Records and Documents Branch. Following the transfer of Headquarters to Rome in early 1951 these functions, in addition to that of supervising the restaurant and cafeteria services, were assigned to a new Internal Services Branch.

In 1956 the Records and Documents Section of the Branch was abolished, publications and documents services being transferred to the Information Division, and records functions assigned to the Administrative Planning Branch.

In September 1961 the Internal Services Branch was renamed General Service Branch. In September 1963 it was redesignated Office of General Services, and in September 1964 the post of its Chief was elevated to the grade of Director. In May 1968 the Office became the Administrative Services Division.

The functions of this Division are reflected in the titles of its various units. These include branches responsible for Buildings, Communications and Records; Contracts; Field and Headquarters Services; and Purchasing and Control, in addition to the Security force and the Commissary.

Officers who have been in charge of the Division, or its precursors, are —

CHIEF, PLANT AND OPERATIONS BRANCH	COUNTRY	PERIOD
G. E. Overington	United Kingdom	1946–early 1951
CHIEF, GENERAL SERVICES BRANCH		
R. N. J. Hibbard	United Kingdom	Early 1951–Dec. 1962
CHIEF and DIRECTOR, OFFICE OF GENERAL SERVICES		
John A. Oliver	United States	Sep. 1963–Mar. 1966
DIRECTOR, OFFICE OF GENERAL SERVICES		
José Barbosa	Brazil	Apr. 1966–May 1968
DIRECTOR, ADMINISTRATIVE SERVICES DIVISION		
G. Hoornweg	Netherlands	June 1968–Dec. 1976
A. G. Georgiadis	Greece	Jan. 1977–

## 12. *the UN/FAO world food programme*

The World Food Programme (WFP) is a joint organ of FAO and the United Nations. It was created, on a three-year experimental basis, by concurrent resolutions of the FAO Conference (Resolution 1/61) and the UN General Assembly (Resolution 1714(XIV)), adopted respectively on 24 November and 19 December 1961. Provision for its continuation “as long as multilateral food aid is found feasible and desirable” was made in concurrent resolutions of the FAO Conference (Resolution 4/65) and the UN General Assembly (Resolution 2095(XX)), adopted respectively on 6 and 20 December 1965.

WFP has its Headquarters in FAO in Rome. It is headed by an Executive Director, appointed jointly by the Director-General of FAO and the Secretary-General of the UN, after consultation with its governing body, the Committee on Food Aid Policies and Programmes (CFA), which is described on pages 173-174. WFP's resources, which consist of commodities, services and cash, are provided by Member Countries of FAO and the UN on a voluntary basis. A portion is reserved for use by the Director-General of FAO in meeting emergency food needs, the amount being decided for each year by CFA in accordance with changing circumstances.

As noted in Chapter 9, FAO was formed when the world was still suffering from food shortages resulting from World War II. Initially, FAO created an International Emergency Food Council to deal with the voluntary allocation of short supplies. As the situation eased, this was first transformed into an FAO International Emergency Food Committee, and then abolished. With the re-establishment of full production in war-affected areas, surpluses of certain products began to emerge in some countries.

In order to deal effectively with its overall mandate of keeping the state of food and agriculture in the world under review, the FAO Council established a Committee on Commodity Problems (CCP) in 1949, and as the problem of surpluses reached substantial proportions, the CCP set up in 1954 a Subcommittee on Surplus Disposal (CSD), later renamed Consultative Subcommittee on Surplus Disposal. One of its early activities was the drafting of a set of *Principles of Surplus Disposal*.

Two events during October 1960 set the stage for important developments in the use of food surpluses. The UN General Assembly adopted a resolution (1496(XV)) on the provision of surpluses to food-deficient people through the United Nations system, and FAO was requested to draft procedures whereby this might be accomplished. The FAO Council in turn authorized the Director-General to undertake a study of the problem, and established a 13-member Intergovernmental Advisory Committee (working within the framework of CCP) to advise him in this study. His report, entitled *Development Through Food — A Strategy for Surplus Utilization*, was published in March 1961.

The Intergovernmental Advisory Committee was convened by the Director-General in April 1961 to consider the report. At that time the United States proposed the establishment of a three-year experimental programme, with a fund of \$100 million, of which the United States was prepared to provide \$40 million under that country's Public Law 480, which had been passed to provide a series of means whereby the country's growing agricultural surpluses might be managed. Following favourable ECOSOC reaction to the report and the proposal, the Director-General of FAO and the Secretary-General of the UN were requested to work out details of the proposed programme. A working group met in FAO Headquarters in August 1961 and produced an *FAO/UN Proposal Regarding Procedures and Arrangements for Multilateral Utilization of Surplus Food*.

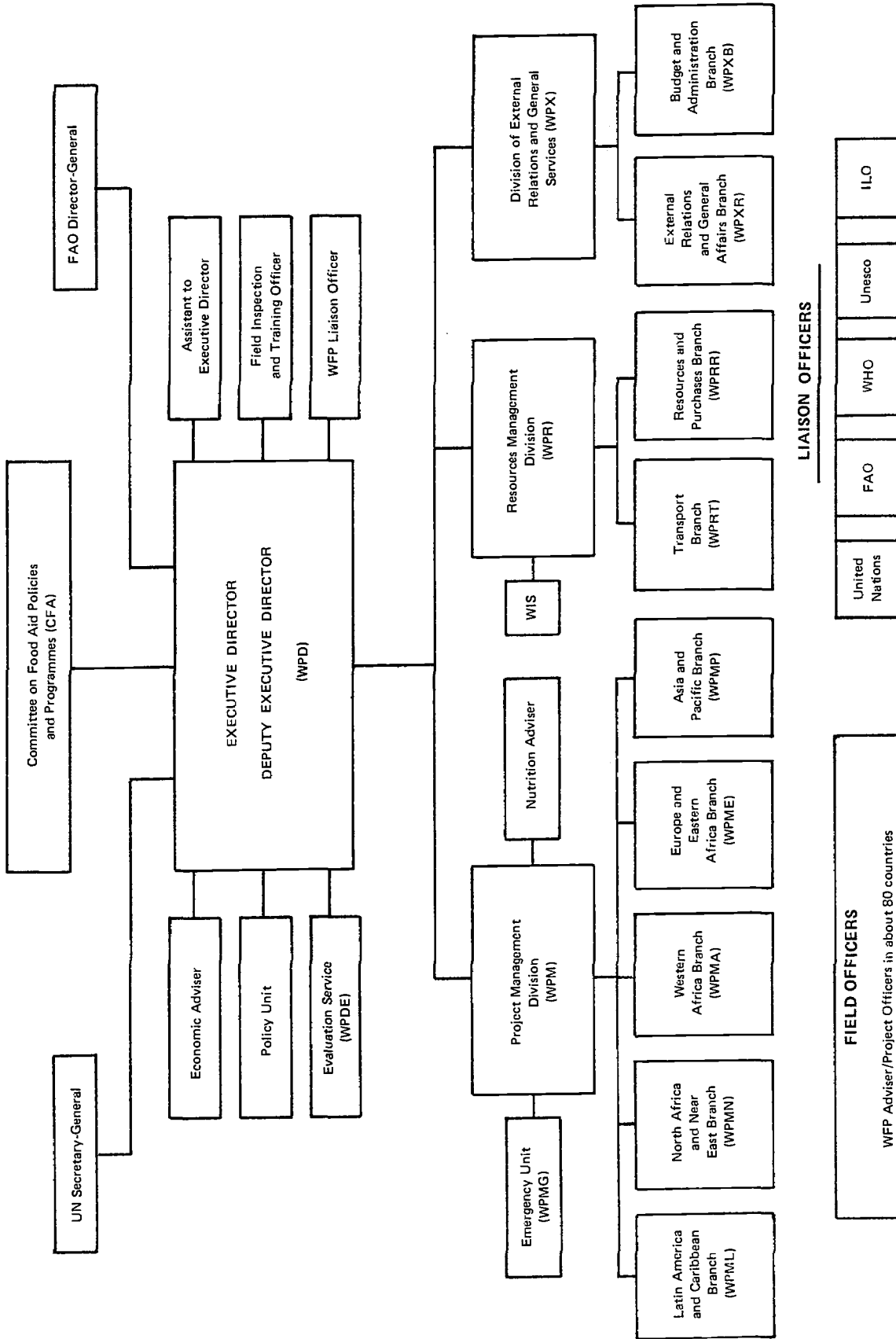
This proposal was subsequently approved by the FAO Conference and the UN General Assembly, and provided the basis for the first two resolutions mentioned at the beginning of this chapter. The three-year experimental period authorized covered the years 1963, 1964 and 1965.

The *Proposal* included provision for the pledging by Member Countries of appropriate commodities, services and cash contributions during a special conference, and the first pledging conference was convened in New York in September 1962. Following the decision to continue WFP, pledging conferences have been held regularly at two-year intervals.

The WFP was supervised from the outset by a 20-nation Intergovernmental Committee (IGC) of the World Food Programme, half of whose members were elected by the FAO Council and half by ECOSOC. The number of members was raised to 24 at the end of 1963.

Following a recommendation of the World Food Conference in 1974, action was taken by the FAO Conference on 26 November 1975 (Resolution 22/75), and by the UN General Assembly on 17 December 1975 (Resolution 3404(XXX)), to convert the IGC into a Committee on Food Aid Policies and Programmes (CFA), which is described in detail below. The CFA provides general guidance on the policy, administration and operation of WFP, serves as a forum for intergovernmental consultations on national and international food aid programmes and policies, and exercises oversight over WFP in accordance with its established rules and regulations. It normally meets in regular session twice a year, and reports annually to the FAO Council and to ECOSOC; it also prepares periodic and special reports for the World Food Council.

UN/FAO WORLD FOOD PROGRAMME



Date: 1 January 1980.

Roughly two thirds of WFP's resources are provided in the form of commodities, and one third in cash and services. More than half the commodities are such grains as wheat, maize and sorghum, while the most common form of service supplied is shipping. The levels of resources available to WFP since its establishment, by pledging periods, are indicated in Table 3.

TABLE 3:  
RESOURCES OF THE WORLD FOOD PROGRAMME 1963-1982

PERIOD	US\$ (millions)	
	TARGET	PLEDGED
1963-1965	100	85
1966-1968	275	187
1969-1970	200	319
1971-1972	300	243
1973-1974	340	360
1975-1976	440	656
1977-1978	750	725
1979-1980	950	820
1981-1982	1,000	717

Apart from regular pledges, WFP also benefits from resources made available to it from two other sources: the Food Aid Convention (FAC) and the International Emergency Food Reserve (IEFR). Since the inception of the Programme, resources worth US \$340 million have been channeled through WFP under the FAC, and US \$300 million under the IEFR. The overall size of WFP's operations is indicated by the fact that from 1963 to 1980, more than US \$3 billion in commodities and cash were committed for economic and social development, through more than 1,000 projects in 110 countries. In addition, more than 450 emergency operations were undertaken in 100 countries, at a total cost to the Programme of \$600 million.

As noted earlier, the Programme is headed by an Executive Director, who is assisted by a Deputy Executive Director. There are three major sectors in the secretariat, in addition to the Executive Director's Office: a Project Management Division, a Resources Management Division, and a Division of External Relations and General Services. Members of the staff are located at WFP Headquarters and at posts in recipient countries, where field officers monitor the execution of WFP-assisted projects and emergency operations. A chart showing the overall structure of WFP appears on page 171.

The Executive Directors who have provided the leadership of WFP since its establishment are the following:

EXECUTIVE DIRECTOR, WORLD FOOD PROGRAMME	COUNTRY	PERIOD
A.H. Boerma	Netherlands	June 1962–Dec. 1967
Francisco Aquino	El Salvador	July 1968–May 1976
EXECUTIVE DIRECTOR <i>ad interim</i> , WORLD FOOD PROGRAMME		
Thomas C.M. Robinson	United States	May 1976–June 1977

EXECUTIVE DIRECTOR, WORLD FOOD PROGRAMME	COUNTRY	PERIOD
Thomas C.M. Robinson	United States	July 1977–Sep. 1977
Garson N. Vogel	Canada	Oct. 1977–Apr. 1981
EXECUTIVE DIRECTOR <i>ad interim</i> , WORLD FOOD PROGRAMME		
B. de Azevedo Brito	Brazil	May 1981–

In addition, Dr. Sushil K. Dey (India) served as Acting Executive Director, April 1968–July 1968, and as Associate Executive Director, July 1968–May 1969.

The following officers have occupied the post of Deputy Executive Director of WFP:

DEPUTY EXECUTIVE DIRECTOR, WORLD FOOD PROGRAMME	COUNTRY	PERIOD
Thomas C.M. Robinson	United States	Mar. 1969–May 1976
F.M. Ustün	Turkey	Sep. 1976–Dec. 1978
B. de Azevedo Brito	Brazil	Jan. 1979–May 1981

(Mr. Brito assumed the post of Executive Director *ad interim* following the death of Executive Director Garson N. Vogel on 29 April 1981.)

### Committee on Food Aid Policies and Programmes

As can be seen from the chart on page 171, the Committee on Food Aid Policies and Programmes (CFA) is the governing body of WFP.

The CFA is a joint committee of FAO and the UN. Half of its members are elected by the FAO Council and half by the Economic and Social Council of the UN (ECOSOC), taking into consideration a balanced representation of economically developed and developing countries, and other relevant factors such as the representation of potential participating countries (both contributing and recipient); equitable geographical distribution; and the representation of both developed and less developed countries having commercial interests in international trade in foodstuffs, especially those highly dependent on such trade. It was first established in 1961 as the UN/FAO World Food Programme Intergovernmental Committee (IGC), through concurrent resolutions of the FAO Conference and the UN General Assembly. As its name implied, its function was to exercise supervision over the World Food Programme.

The original Committee held its First Session in 1962. The two parent bodies decided in 1965 to continue the World Food Programme and the Committee, on essentially an open-ended or permanent basis.

The World Food Conference of 1974 focused considerable attention on the problems of food aid, and one of its recommendations was that the terms of reference of the IGC should be broadened to include the more general problems of food aid and policies related thereto. Accordingly, in 1975 the FAO Conference and the UN General Assembly took action to reconstitute the IGC as a Committee on Food Aid Policies and Programmes (CFA). Its terms of reference are as follows:

The Committee shall help evolve and coordinate short-term and longer-term food aid policies recommended by the World Food Conference. It shall, in particular:

- (i) provide general guidance on the policy, administration and operation of the World Food Programme;
- (ii) provide a forum for intergovernmental consultations on national and international food aid programmes and policies;
- (iii) review periodically general trends in food aid requirements and food aid availabilities;
- (iv) recommend to governments, through the World Food Council, improvements in food aid policies and programmes on such matters as programme priorities, commodity composition of food aid and other related subjects;
- (v) formulate proposals for more effective coordination of multilateral, bilateral and non-governmental food aid programmes, including emergency food aid;
- (vi) review periodically the implementation of the recommendations made by the World Food Conference on food aid policies.

The CFA consists of 30 members. Terms of membership are staggered so that one third of them expire each year. It has already been noted that when first established in 1961, the IGC had 20 members, the number being increased to 24 in 1963. The present number took effect when the Committee was reconstituted as CFA in 1975.

Those who served as Chairman of the UN/FAO World Food Programme Intergovernmental Committee during the period of its existence were —

CHAIRMAN, IGC	COUNTRY	SESSIONS	YEAR
J. Pons	Uruguay	1 and 2	1962
A.M. Turner	Canada	3 and 4	1963
A. Shihi	Morocco	5 and 6	1964
H.J. Kristensen	Denmark	7 and 8	1965
E.A. Okwuosa	Nigeria	9 and 10	1966
Dr. W. Lamby	Fed. Rep. of Germany	11 and 12	1967
J.S. Mongia	India	13 and 14	1968
J.G. McArthur	New Zealand	15 and 16	1969
J.M. Figuerero	Argentina	17 and 18	1970
F. Shefrin	Canada	19 and 20	1971
M. Aksin	Turkey	21 and 22	1972
A. Mair	United States	23 and 24	1973
R. Soegeng-Amat	Indonesia	25 and 26	1974
Dr. A.S. Tuinman	Netherlands	27 and 28	1975

Those who have served as Chairman of the Committee on Food Aid Policies and Programmes since its establishment have been —

CHAIRMAN, CFA	COUNTRY	SESSIONS	YEAR
A.M. Al-Sudeary	Saudi Arabia	1 and 2	1976
H.R.A. Granquist	Sweden	3 and 4	1977
G. Gamo-Kuba	Congo	5 and 6	1978
P. Griffin	Ireland	7 and 8	1979
P. Masud	Pakistan	9 and 10	1980
Eugene Moore	United States	11 and 12	1981

## Structure

### *Office of the Executive Director*

This Office includes the Executive Director, an Assistant to the Executive Director, and the Deputy Executive Director.

The Office of the Executive Director also includes —

- an Economic Adviser, who traditionally is named by and outposted from the UN Department of Technical Cooperation for Development;
- a Policy Unit which, together with the Economic Adviser, assists the Executive Director in planning the activities of the Programme and preparing — in collaboration with FAO — reviews and analyses of food aid needs and availabilities;
- an Evaluation Service which assesses the attainment of the objectives and the social, economic and nutritional impact of projects, both prior to additional commitments of WFP aid to them and on their completion;
- a Field Inspection and Training Officer charged with maintaining and upgrading the professional competence and performance of World Food Programme field staff and their operations in assisted countries;
- a Liaison Officer outposted to New York, in order particularly to facilitate WFP cooperation with UNDP, UNICEF and the World Bank.

### *Project Management Division*

From its origin, WFP's assistance has been provided exclusively on a project basis, which involves distributing food directly to the beneficiaries of economic and social development projects designed and implemented by governments in the developing countries themselves. This is so because project food aid offers distinct advantages and safeguards: it can be directed to those who need it most; the development objectives it serves can be clearly identified; the government's investment is frequently greater than the value of the food-aid component of the project, and commitment to successful implementation is therefore greater; activities not susceptible to conventional financing can be assisted; and monitoring and safeguards aimed at preventing disincentives to local agricultural production or disruption of normal trade are facilitated.

Project food aid can also help toward the achievement of self-sufficiency in recipient countries, especially in agricultural and rural development and in improved nutritional standards. Its role in emergency situations is fundamental, and it can also serve in establishing and maintaining food reserves in developing countries.

In supporting projects for the development of human resources and the creation and extension of physical infrastructure to advance agricultural and rural development, WFP has actively sought to help in combatting unemployment, under-employment and malnutrition and in furthering health education and training programmes. WFP assistance has therefore been used as a capital input in developing human and physical resources required for increasing production and improving standards of living, especially in rural areas.

When WFP began operations in 1963, three divisions were created: a Programme Development and Appraisal Division, a Programme Operations Division, and an External Relations and General Affairs Division. The first two of these are involved in the history of the present Resources Management Division.

The Programme Development and Appraisal Division was responsible for identifying projects suitable for WFP assistance, assisting governments in



preparing formal project requests, analyzing the requests and seeking technical advice from technical organizations in the UN system on the proposed projects. The Division was entrusted with processing projects up to the time of their approval, negotiating with governments the agreements for their execution, and evaluating WFP projects through its Appraisal Branch.

As soon as an agreement was signed, responsibility for ordering the necessary food shipments and for following the execution of the project was shifted to the Programme Operations Division.

In 1969, a survey of the organization of the WFP was carried out by a consultant firm specialized in organization and methods, and it was eventually decided to merge the Programme Development and Appraisal Division with the Programme Operations Division, as it was considered that the distinction between planning and operations had been detrimental to a constant feedback of operational experience into planning techniques. At the same time, the Resources Branch of the former Programme Development and Appraisal Division became independent as a new Resources Management Division, and the appraisal functions of the Programme Development and Appraisal Division were transferred away from it, the Appraisal Branch becoming an Evaluation Service responsible directly to the Executive Director, for the sake of increased objectivity.

The Division thus became the Project Management Division, responsible for project planning and operations. It is divided into five regional branches as follows:

- Latin America and Caribbean Branch
- North Africa and Near East Branch
- Western Africa Branch
- Europe and Eastern Africa Branch
- Asia and Pacific Branch

In addition, the Division includes an Emergency Unit dealing only with requests for emergency assistance and with the execution of approved emergency operations. Prior to 1976, emergency operations were dealt with by the regional branch concerned.

Leadership in the Project Management Division and its predecessor Programme Development and Appraisal Division has been provided by —

DIRECTOR, PROGRAMME DEVELOPMENT AND APPRAISAL DIVISION	COUNTRY	PERIOD
Dr. Sushil K. Dey	India	Aug. 1962–Apr. 1968
DIRECTOR, PROJECT MANAGEMENT DIVISION		
Otto Matzke	Fed. Rep. of Germany	Mar. 1969–Jan. 1974
G. Hutton	Canada	Feb. 1974–Apr. 1976
K. Krishan	India	Aug. 1976–Mar. 1977
R.M. Cashin	United States	June 1978–

During the period April 1968–March 1969, Mr. O. Matzke (Fed. Rep. of Germany) served as Acting Director, Programme Development and Appraisal Division, and during the period April 1977–May 1978, Mr. E.E. Lühe (Fed. Rep. of Germany) served as Acting Director.

### *Resources Management Division*

The origins of this Division can be traced back to the inception of WFP, when two posts, respectively for an Inventory Officer and a Shipping Officer, were established in what was then the Programme Operations Division to handle commodity pledges and transportation matters. When the Programme became fully operational in 1963, these functions were merged into a Commodity and Shipping Branch, the staff of which was strengthened as required to meet the rapidly growing workload in this area of WFP activity.

With the reorganization of the Programme in 1969, the Commodity and Shipping Branch was upgraded to full division status under the present title of Resources Management Division, with the following main functions:

- negotiating with donors on all matters concerning pledges and contributions;
- administering these pledges and contributions;
- effecting, where necessary, commodity purchases;
- arranging transport, insurance and superintendence of commodities supplied to WFP-assisted projects.

The Resources Management Division is organized as follows:

Resources and Purchases Branch  
Commodity Programming and Purchasing Section  
Project Budgets and Commodity Accounts Section  
Transport Branch  
Shipping Section  
Insurance and Cargo Claims Section

Since 1979 the Programme's computerized information system has been attached to the Director's Office as a special unit.

Those who have provided leadership in the Resources Management Division and its precursors have been —

DIRECTOR, PROGRAMME OPERATIONS DIVISION	COUNTRY	PERIOD
T.C.M. Robinson	United States	Sep. 1962–Mar. 1969
CHIEF, COMMODITY AND SHIPPING BRANCH		
J.B. Sinclair	United Kingdom	Feb. 1963–Feb. 1969
DIRECTOR, RESOURCES MANAGEMENT DIVISION		
F.M. Ustün	Turkey	Mar. 1969–Aug. 1976
Munzer El Midani	Syria	May 1978–

During the period September 1976–April 1978, Mr. W.K. Davis (United States) served as Acting Director of the Division.

### *Division of External Relations and General Services*

This Division was created at the time the Programme became operational in 1963, and one of its officers served as Secretary of the IGC. In 1969, it was

decided to assign responsibility for budget and administrative matters to the Division, which has three main functions:

- ensuring maximum coordination of WFP activities with those of other bodies and organizations;
- promoting public understanding of and support for WFP objectives;
- providing efficient administrative and budgetary services for WFP as a whole.

The Division has two branches, as described below.

The External Relations and General Affairs Branch is responsible for liaison between WFP and the legislative and deliberative organs of FAO and the UN on all matters except those relating to projects and administration. It also follows all matters of interest to WFP that are dealt with by ACC and its sub-committees. It handles liaison between WFP and other bodies and organizations in the UN system, as well as other governmental and non-governmental organizations, with particular regard to meetings with UN, FAO, ILO, WHO and Unesco staff concerned with the technical scrutiny, appraisal and evaluation of WFP-assisted projects. In addition, a special unit within the Branch is responsible for coordinating the procurement and delivery of non-food inputs financed or otherwise made available by other bodies and organizations in the UN system, or by bilateral donors and voluntary groups, to ensure better implementation of WFP-assisted projects.

The Chief of the Branch acts *ex officio* as the Secretary of CFA, and all the preparatory activities for its semi-annual sessions are carried out in this Branch. It is here that all session documents are edited, and arrangements made for their translation, publication and distribution by FAO's Publications Division. A Public Relations Unit in the Branch prepares and carries out, through the technical services of FAO's Information Division, an information programme to publicize the activities of WFP in both donor and recipient countries. Various media are used: films, slide shows, photographs, press releases and feature stories, journalists' briefings and missions, television interviews, public speeches, brochures, leaflets, etc. The Unit publishes a quarterly bulletin, *WFP News*, and a newsletter to field staff.

The External Relations and General Affairs Branch is also the official channel for information, often in the form of reports, on the Programme's activities. These may be requested by other bodies or organizations in the UN system, in the fields of their particular competence, or called for by a resolution of the FAO Conference or the UN General Assembly. Reports are also prepared for use in connection with the UN Economic Commissions, or other meetings of a regional character (e.g., Council of Europe).

The Budget and Administration Branch deals primarily with matters related to the administration of the Programme's Headquarters in Rome and of some hundred field offices throughout the world. It is responsible for the preparation and control of budgets related to operational costs at Headquarters and in the field offices. It carries out all administrative actions concerning recruitment,

transfer, separation and servicing of WFP staff and administers the procurement, maintenance and disposal of equipment and vehicles at Headquarters and in the field.

Those who have provided leadership in the Division of External Affairs and General Services have been —

DIRECTOR, DIVISION OF EXTERNAL AFFAIRS AND GENERAL SERVICES	COUNTRY	PERIOD
Albert Dollinger	France	Mid-1962–Mid-1963
Paul G. Coidan	France	June 1963–Sep. 1965
Georges Peissel	France	Sep. 1965–Aug. 1971
Joseph S. Annan	Ghana	Oct. 1971–Mar. 1977
J.S. Mongia	India	Mar. 1977–Oct. 1980
E.E. Lühe	Fed. Rep. of Germany	Nov. 1980–

## *13. relations with other organizations*

It was pointed out in Chapter 2 that during the present century, and particularly since World War II, governments have established many world and regional intergovernmental organizations that deal in one way or another with food and agriculture. Many non-governmental organizations have also been established in the agricultural, fisheries and forestry fields, both before and following World War II. It is not the intention here to deal in detail with this vast complex of organizations. Rather, brief mention is made of the main ones, and examples are given of relationships between FAO and certain of them.

### **United Nations System**

There are 16 independent organizations in the United Nations system: the UN, which is the political organization, and 15 which deal with their respective subject-matter areas, as follows:

- United Nations (UN)
- International Labour Organisation (ILO)
- Food and Agriculture Organization of the United Nations (FAO)
- United Nations Educational, Scientific and Cultural Organization (Unesco)
- World Health Organization (WHO)
- International Bank for Reconstruction and Development (IBRD, or World Bank)
- International Monetary Fund (IMF)
- International Civil Aviation Organization (ICAO)
- Universal Postal Union (UPU)
- International Telecommunication Union (ITU)
- World Meteorological Organization (WMO)
- Inter-Governmental Maritime Consultative Organization (IMCO)
- World Intellectual Property Organization (WIPO)
- International Atomic Energy Agency (IAEA)
- International Fund for Agricultural Development (IFAD)
- General Agreement on Tariffs and Trade (GATT)

GATT is not, strictly speaking, an organization but is rather a secretariat servicing the contracting parties to an Agreement, a device that was used in lieu of a proposed International Trade Organization which was never established.

13 of the 15 subject-matter organizations listed above, i.e., all those except IAEA and GATT, have entered into agreements with the United Nations under which they also serve as specialized agencies of the United Nations. In FAO's case, an agreement between the two organizations was approved by the Second Session of the FAO Conference, held in Copenhagen from 2 to 13 September 1946, and by the UN General Assembly on 14 December 1946. In addition to the UN and the 15 other autonomous organizations mentioned above, there are also two which are affiliates of the World Bank:

International Development Association (IDA)  
International Finance Corporation (IFC)

IDA was established as an arm of the World Bank to provide long-term credits for a small service charge, to countries not able to bear the burden of conventional loans. IFC, which has a separate structure and staff, is however an affiliate of the World Bank. The World Bank, IDA and IFC operate under the same Board of Governors and Board of Directors, and the President of the World Bank also serves as Chairman of the IFC Board of Directors and as President of IDA.

There are two other bodies in the system, each of which was created jointly by two of the above organizations:

UN/FAO World Food Programme (WFP), which is described in Chapter 12  
International Trade Centre (ITC), created by UNCTAD and GATT

In addition, many other subsidiary bodies have been created which function within the framework of the United Nations, and quite a few of these touch in one way or another upon the work of FAO. These include —

Economic Commission for Europe (ECE)  
Economic and Social Commission for Asia and the Pacific (ESCAP)  
Economic Commission for Latin America (ECLA)  
Economic Commission for Africa (ECA)  
Economic Commission for Western Asia (ECWA)  
Office of the United Nations Disaster Relief Coordinator (UNDRO)  
World Food Council (WFC)  
United Nations Conference on Trade and Development (UNCTAD)  
United Nations Industrial Development Organization (UNIDO)  
United Nations Environment Programme (UNEP)  
United Nations Children's Fund (UNICEF)  
United Nations Development Programme (UNDP)  
Office of the United Nations High Commissioner for Refugees (UNHCR)  
United Nations Relief and Works Agency for Palestine Refugees (UNRWA)  
United Nations Institute for Training and Research (UNITAR)  
United Nations University (UNU)  
International Court of Justice (ICJ)  
Advisory Committee on Administrative and Budgetary Questions (ACABQ)  
International Civil Service Commission (ICSC)  
Joint Inspection Unit (JIU)  
United Nations Joint Staff Pension Fund (UN JSPF)  
International Computing Centre (ICC)

Some examples of cooperation between FAO and other organizations and bodies in the United Nations system are given below.

- FAO cooperates with ILO and Unesco on many matters relating to agricultural training. Coordination is achieved through an FAO/Unesco/ILO Inter-Secretariat Working Group on Agricultural Education, Science and Training, which was set up in 1968.
- FAO and WHO jointly sponsor the Codex Alimentarius Commission, through which international food standards are developed both to facilitate trade and to protect consumers.
- FAO and the World Bank jointly finance the FAO Investment Centre, in the Development Department, and collaborate through it with the objective of fostering increased investment in sound agricultural, fishery and forestry development.
- FAO and WMO cooperate on matters relating to agricultural meteorology, in such activities as locust control and the protection of possible food shortages.
- FAO cooperates with IFAD in the development of some of the proposals for IFAD projects, which IFAD in turn may finance in the recipient countries.
- FAO and IAEA maintain a Joint Division of Isotope and Radiation Applications of Atomic Energy for Food and Agricultural Development, which is jointly staffed and financed. Also, under an FAO/IAEA agreement, an AGRIS Processing Unit is maintained in IAEA in Vienna, for the processing of AGRIS data on the IAEA computer.
- FAO cooperates with GATT on matters relating to agricultural trade and, through FAO's Committee on Commodity Problems, keeps under continuing review the situation in regard to major agricultural commodities, making the information thereby assembled available to GATT.
- As noted above, FAO and the UN jointly sponsor the World Food Programme, which has its headquarters in FAO, and within the framework of which the Director-General has special responsibility for authorizing emergency projects.

Among the subsidiary bodies of the United Nations listed earlier, there are some that provide common servicing, some that provide project funds, and some with which FAO cooperates in other ways.

- FAO and two of the regional economic commissions, ECLA and ECWA, maintain Joint Divisions which deal with agricultural economic problems in their respective regions. In a third instance, ECE, a Joint Division is also maintained, but it deals with both agricultural and forestry economic matters. Finally, a Joint Division with ECA deals with certain fisheries questions as well as with agricultural economic matters and certain aspects of forestry.
- On occasion FAO and UNDRO cooperate on matters relating to relief of specific disasters.
- FAO and UNCTAD maintain close working relationships on matters relating to agricultural trade, and through FAO's Committee on Commodity Problems UNCTAD has access to a continuing review of the situation with regard to major agricultural commodities moving in international trade.
- FAO and UNIDO cooperate on agro-industrial matters, under an agreement that was signed in July 1969, in which complementary areas of joint concern were spelled out. A set of principles regarding cooperation in the food industry field is also included in the agreement.
- FAO and UNEP cooperate on a number of matters relating to the environment, and UNEP provides funds for jointly agreed environmental projects.
- UNDP is the largest single source of funds for FAO's Field Programme.

- FAO collaborates with other organizations in the UN system on the handling of administrative and budgetary problems, and on many substantive matters, through the machinery of the Administrative Committee on Co-ordination (ACC).
- FAO participates with other organizations in the UN system in a common system of salary scales and other uniform approaches to personnel matters, through the ICSC. Rather than maintaining its own separate pension scheme, FAO participates in the United Nations Joint Staff Pension Fund (UN JSPF).
- FAO and other organizations in the UN system jointly finance the JIU, and FAO receives all JIU reports which pertain wholly or in part to FAO activities.

### **Other Intergovernmental Organizations**

Among the numerous organizations governments have established outside the UN system, often prior to the establishment of the organizations which collectively constitute that system, there are many that share interests with FAO, because they are concerned either with agriculture generally, or with agricultural commodities, or with the financing of agricultural development, or with some aspect of rural development.

In view of these areas of common interest, many of these organizations have sought some form of relationship with FAO. FAO's rules provide for two types of relations with intergovernmental organizations, namely Formal Agreements and Working Relations. There are currently 10 organizations, with which relations have been established in the first category, and 61 in the second. However, the nature of the relations between FAO and many of these organizations is being reviewed, so *the numbers in the respective categories will vary over time.*

### **Non-Governmental Organizations**

There is a substantially larger number of non-governmental organizations (NGOs) that have an interest in one or more of FAO's areas of activity. Such organizations may request status with FAO in three categories: Consultative Status, Specialized Consultative Status, and Liaison Status.

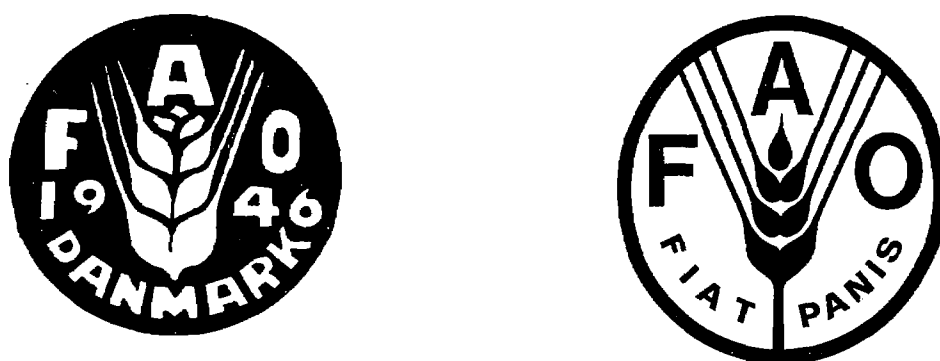
In order to be eligible for Consultative Status an organization must be international in structure, sufficiently representative of its field of interest, of recognized standing, concerned with matters covering a substantial portion of FAO's field of activity, and have aims in conformity with the general principles embodied in FAO's Constitution. It must also have a permanent directing body, and machinery for communicating with its membership in various countries. 17 NGOs have thus far been granted status in this category.

To be eligible for Specialized Consultative Status, an organization must meet the same requirements as those given above for Consultative Status, except that it must be concerned with a particular portion of FAO's field of activity. Currently, 50 organizations hold Specialized Consultative Status.

To qualify for Liaison Status, an organization must meet the same requirements as those for Consultative Status, except that it must be concerned with matters covering a portion of FAO's field of activity and be in a position to give practical assistance in that field. Presently, 89 NGOs have Liaison Status.



## 14. the fao emblem



The first version of an FAO emblem was in the form of a silver badge prepared by the Danish silversmith, Georg Jensen, for distribution to participants in the Second Session of the FAO Conference, held in Copenhagen from 2 to 13 September 1946. As may be seen from the illustration (*above left*), it showed a head of wheat, with the letters of FAO in approximately the same position as they appear on the emblem now being used, but with the name of the country — Denmark — where the motto now appears. According to Hambidge (1955), “*Fiat panis*” (Let there be bread) was selected as the FAO motto by the first Director-General, Sir John Boyd Orr.

Various designs were used for the emblem after 1946, but the general pattern has remained unchanged, and some of the earlier versions were still in use in 1980/81. One early design in gold on green still appears in these colours on the Organization’s diplomatic pouches: it can be seen on the plaque at the Homestead Hotel which commemorates the holding of the Hot Springs Conference (see Figure 1). The version currently in widest use, however, is depicted above (*right*). It was designed by Mr. H. Engeler of what was then the Publications Service in April 1960, and was approved some time thereafter by Mr. B.R. Sen, then Director-General. The first published reference to its official

approval and use appears to have been in Administrative Circular 77/31, dated 30 March 1977, which was directed toward achieving complete uniformity in the design used.

The emblem in its current version was registered on 1 July 1964 with the United International Bureaux for the Protection of Intellectual Property (BIRPI), the predecessor of the present World Intellectual Property Organization (WIPO), in accordance with the Paris Convention for the Protection of Industrial Property. Under this convention the emblems of international organizations are protected against use as trade marks, or as elements of trade marks, in countries that are members of the Paris Union.

The provisions of the above-mentioned Administrative Circular were updated in Administrative Circular 80/30, dated 21 March 1980, which provides that requests by parties outside FAO to use the emblem are to be dealt with by the Office of the Legal Counsel.

Apart from the facts that one Director-General selected "*Fiat panis*" as the motto, and that another Director-General approved the present design, it does not appear that any formal decisions were taken either to have an emblem or as to what it should portray. The emblem thus made its appearance on the FAO scene in an informal manner, and it came into use gradually, in an equally informal and somewhat irregular way. It began appearing in one of its earlier versions on some FAO documents in mid-1947. For example, it appeared on the cover of the Director-General's *Second Annual Report* to the Conference, dated July 1947, and on the cover of *Unasylva*, Volume 1, Number 1, dated July/August 1947. On the other hand, it did not appear on the *Report* of the Third Session of the FAO Conference, issued in December 1947. Present practice is to show the full name of the Organization, or the emblem, on the covers of all the organization's printed material. Both often appear on the same cover.

## 15. *conclusion*

A conclusion to an account of FAO's evolution during its first 36 years should in reality be called a beginning.

In relation to the history of man himself, FAO has been in existence for only a short time indeed, but in those 36 years many things have transpired that have affected man's welfare and which have a bearing on FAO's present and future role.

The Organization itself has grown substantially from the small nucleus that was formed in late 1945 and during 1946. Too, it has undergone many changes as it adapted itself to meet the needs and desires of its Member Countries. It has achieved a great deal in its efforts to meet the objectives set out in the FAO Constitution, and in a condensed historical account such as this only a few samples of those achievements can be recorded.

In the meantime, the world has been changing, and changing rapidly. Over half of FAO's present Member Countries achieved independence during those 36 years. The number of people the globe is called upon to support has increased from 2,360 million in 1945 to 4,375 million in 1980, an increase of over 85%. This increase, coupled with higher incomes and rising expectations, has resulted in a vast increase in the scope and complexity of the problems of feeding, housing and servicing the human population, protecting the environment, and conserving the resources that are essential to man's future welfare.

There have been many other changes, too. For example, the advent of worldwide commercial aviation has increased the risk of transporting plant and animal pests from one continent to another, and from one country to another. An energy crisis has emerged and is having a serious impact on food production and processing. A new law of the sea regime has greatly changed the approaches that must be taken to managing the ocean's fishery resources. Food emergencies resulting from movements of refugees from local wars, or from droughts or other natural disasters, have become commonplace.

These and many other changes have vastly increased the number and scope of the problems with which countries must deal. And since FAO's concerns are necessarily a mirror image of the concerns of its Member Countries, it follows

that there has been an equally vast increase in the number and scope of the tasks FAO is called upon to perform in its efforts to be of service to its Member Countries. Present indications are that, looking toward 2000 and the coming century, the world's problems in the fields of food, agriculture, fisheries and forestry will become more, rather than less, serious.

So FAO's work has just begun!

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## *abbreviations*

ACC	Administrative Committee on Co-ordination
AGRIS	International Information System for the Agricultural Sciences and Technology
CARIS	Current Agricultural Research Information System
CCLM	Committee on Constitutional and Legal Matters
CCP	Committee on Commodity Problems
CFA	Committee on Food Aid Policies and Programmes
CGIAR	Consultative Group on International Agricultural Research
DANIDA	Danish International Development Agency
ECA	United Nations Economic Commission for Africa
ECE	United Nations Economic Commission for Europe
ECLA	United Nations Economic Commission for Latin America
ECOSOC	United Nations Economic and Social Council
ECWA	United Nations Economic Commission for Western Asia
EEZ	Exclusive economic zone
EPTA	Extended Programme of Technical Assistance
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ETAP	Extended Technical Assistance Programme
FAC	Food Aid Committee
FAO	Food and Agriculture Organization of the United Nations
FFHC	Freedom from Hunger Campaign
FFHC/AD	Freedom from Hunger Campaign/Action for Development
IAEA	International Atomic Energy Agency
IBRD	International Bank for Reconstruction and Development (World Bank)
ICCH	International Commodity Clearing House
IEFR	International Emergency Food Reserve
IFAD	International Fund for Agricultural Development
IFS	International Fertilizer Supply Scheme

IGC	Intergovernmental Committee of the World Food Programme
IIA	International Institute of Agriculture
ILO	International Labour Organisation
IRC	International Rice Commission
LDC	Least developed countries
MSA	Most seriously affected countries
OIE	Office international des épizooties
PAG	Protein Advisory Group
SIDA	Swedish International Development Authority
SOFA	<i>The State of Food and Agriculture</i>
TAC	Technical Advisory Committee of CGIAR
TCDC	Technical cooperation among developing countries
TCP	Technical Cooperation Programme
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNDRO	Office of the UN Disaster Relief Coordinator
UNEP	United Nations Environment Programme
Unesco	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNRRA	United Nations Relief and Rehabilitation Administration
UNSF	United Nations Special Fund
USDA	United States Department of Agriculture
WCARRD	World Conference on Agrarian Reform and Rural Development
WFP	World Food Programme
WHO	World Health Organization
WMO	World Meteorological Organization



## *index of countries*

*Note:* This index does not include names of countries appearing as the countries of nationality of the individuals listed in the Index of Names, nor does it include numerous passing references to certain countries in respect of headquarters, sites of conferences, etc. Other references to cities appear under the names of their respective countries, e.g. Turrialba appears under Costa Rica.

- Afghanistan 15  
Albania 15  
Algeria 15  
Angola 15  
Argentina 15, 94  
Australia 5, 11, 15  
Austria 15, 70
- Bahamas 15  
Bahrain 15, 17  
Bangladesh 15, 94  
Barbados 15  
Belgium 11, 15  
Benin 15  
Bhutan 17  
Bolivia 11, 15  
Botswana 15, 17  
Brazil 11, 15, 53-54, 94  
Bulgaria 15  
Burma 15  
Burundi 15
- Cambodia (*See also* Democratic Kampuchea) 94  
Cameroon 15  
Canada i, 11, 15, 54-55, 141  
Cape Verde 15  
Central African Republic 15  
Chad 15, 17  
Chile 11, 15, 53-54, 94  
China, People's Republic of i, 11, 15, 17, 70  
Colombia 11, 15, 70  
Comoros 15
- Congo, Democratic Republic of 15  
Costa Rica 11, 15, 54, 70, 113  
Cuba 11, 15  
Cyprus 15, 17, 94  
Czechoslovakia 11, 15, 17, 70
- Democratic Kampuchea (*See also* Cambodia) 15, 86  
Denmark 11, 15, 48, 106, 185  
Djibouti 155  
Dominica 15  
Dominican Republic 11, 15
- Ecuador 11, 15  
Egypt (*See also* United Arab Republic) 11, 15, 17, 50, 52, 94  
El Salvador 11, 15  
Ethiopia 5, 11, 15, 50, 70  
Equatorial Guinea 17
- Fiji 15  
Finland 15, 106  
France 11, 16, 105
- Gabon 16, 17  
Gambia 16  
Germany, Federal Republic of 7, 16, 105, 141  
Ghana 16, 50, 55  
Great Britain (*See also* United Kingdom) 11  
Greece 11, 16, 70, 94  
Grenada 16  
Guatemala 11, 16

Guinea 16, 114  
 Guinea-Bissau 16  
 Guyana 16, 17  
  
 Haiti 11, 16  
 Honduras 11, 16  
 Hungary 16, 17, 70, 112, 141  
  
 Iceland 11, 16  
 India i, 11, 16, 53, 70, 98, 105, 112  
 Indonesia 16, 94  
 Iran 11, 16, 94  
 Iraq 11, 16, 94, 97  
 Ireland 16  
 Israel 16  
 Italy 3-4, 5, 16, 48; 70  
 Ivory Coast 16  
  
 Jamaica 16, 17, 94  
 Japan 16, 112  
 Jordan 16, 94  
  
 Kenya 16, 17, 55, 70, 94  
 Korea, Democratic People's Republic  
     of 16  
 Korea, Republic of 16, 94  
 Kuwait 16  
  
 Lao 16  
 Lebanon 16, 50, 94, 104, 113  
 Lesotho 16, 17  
 Liberia 11, 16  
 Libya 16  
 Luxembourg 11, 16  
  
 Madagascar (*See also* Malagasy  
     Republic) 17  
 Malagasy Republic 16, 17  
 Malawi 16  
 Malaysia 16  
 Maldives 16  
 Mali 16, 17  
 Malta 16, 17  
 Mauritania 16  
 Mauritius 16, 17  
 Mexico 11, 16, 53-54, 112  
 Mongolia 16  
 Morocco 16, 55  
 Mozambique 16  
  
 Namibia 16  
 Nepal 16  
 Netherlands 11, 16, 72, 112  
  
 New Zealand 11, 16  
 Nicaragua 11, 16, 70  
 Niger 16  
 Nigeria 16, 17, 112  
 Norway 11, 16  
  
 Oman 16  
  
 Pakistan 16, 94, 101, 105  
 Panama 11, 16  
 Papua New Guinea 16  
 Paraguay 11, 16  
 Peru 11, 16  
 Philippines 11, 16, 94  
 Poland 11, 16, 17, 70  
 Portugal 16  
  
 Qatar 16, 17  
  
 Rhodesia and Nyasaland (*See also*  
     Malawi, Zambia) 18  
 Romania 16  
 Rwanda 16  
  
 Saint Lucia 16  
 Saint Vincent and the Grenadines 17  
 Samoa 16  
 São Tomé and Príncipe 16  
 Saudi Arabia 16  
 Senegal 16, 17  
 Seychelles 16  
 Sierra Leone 16, 94  
 Somalia 16, 17  
 Spain 16  
 Sri Lanka 16, 94  
 Sudan 16, 114  
 Suriname 16  
 Swaziland 16  
 Sweden 16, 98, 105, 106  
 Switzerland 16, 48  
 Syria 16, 17, 94  
  
 Tanganyika (*See also* Tanzania) 17  
 Tanzania 16, 17  
 Thailand 16, 50, 53, 70, 94  
 Togo 16  
 Tonga 17  
 Trinidad and Tobago 16  
 Tunisia 16  
 Turkey 16, 98, 104, 105  
  
 Uganda 16  
 Union of South Africa 11, 17

Union of Soviet Socialist Republics 11, 13  
United Arab Emirates 16  
United Arab Republic (*See also* Egypt) 17  
United Kingdom (*See also* Great Britain) 4, 16, 70, 98, 99, 113  
United Republic of Tanganyika and Zanzibar (*See also* Tanzania) 18  
United States of America i, 4, 5, 11, 16, 48, 50, 54-55, 78, 100, 105, 141, 170  
Upper Volta 16  
Uruguay 11, 16, 70  
Venezuela 11, 16, 94  
Viet-Nam, Republic of 16  
Yemen Arab Republic 16  
Yemen, People's Democratic Republic of 16  
Yugoslavia 11, 16, 70  
Zaire 16  
Zambia 16  
Zanzibar (*See also* Tanzania) 18  
Zimbabwe 17

## *index of names*

- Abbas, Mekki 118  
Abbas, M.H. 118  
Acheson, Dean 141  
Adomakoh, Albert 118  
Ahsan-ud-Din 53  
Akbil, S. 56  
Aksin, M. 174  
Akyüz, E.F. 139  
Albani, F. 102  
Al-Sudeary, A.M. 174  
Andersen, Viggo 132  
Anderson, B.A. 167  
Annan, J.S. 179  
Appleby, P.H. 141  
Aquino, Francisco 172  
Aribisala, T.S.B. 111  
Askerstam, M.E. 167  
Aubrac, Raymond 155, 162  
Autret, M. 127  
Ayazi, A.R. 84  
Aykroyd, W.R. 5, 125, 127  
Aziz, Sartaj 122
- Bachman, K.L. 120, 124  
Baños, Mrs. Alicia 55  
Barbosa, José 167  
Barter, P.G.H. 120  
Beever, C. 136  
Bel Hadj Amor, M. 30  
Belshaw, Horace 128, 132  
Benaïssa, Mohamed 159  
Berendsen, Sir Carl 19  
Beringer, C. 152  
Bhattacharjee, J.P. 120
- Bildesheim, G.E. 52  
Binns, Sir Bernard 128  
Biren, R.I. 164, 167  
Blau, Miss Gerda 122  
Boerma, A.H. 35, 38-39, 52, 82, 118, 172  
Boerma, Mrs. Dinah J. 39  
Boerma, Mrs. Maretta G.N.P. 39  
Bommer, D.F.R. 92  
Bonte-Friedheim, C.H. 116  
Boyd Orr, Lady Elisabeth P.C. 35, 36  
Boyd Orr, Sir (Lord) John i, 4, 23, 30, 35-36, 41, 56, 59, 71, 185  
Brannan, C.F. 19  
Brauer, Oscar 102  
Brito, B. de Azevedo 173  
Broadley, Sir Herbert 40, 41-42, 49  
Broadley, Lady Kathleen M.M. 42  
Broicher, H. 155  
Bronsema, A.J. 164  
Bruce, Stanley (Viscount Bruce of Melbourne) 4, 5, 23, 24, 25-26  
Buck, J.L. 93, 95, 132  
Bula Hoyos, Gonzalo 24, 27, 29
- Cameron, D.R. 147  
Cantos-Figuerola, Ramón 29  
Cardon, Mrs. Leah 38  
Cardon, P.V. 35, 37-38, 41  
Carroz, Jean-Emile 136  
Cashin, R.M. 176  
Casseres, W.G. 54, 159  
Cavestany Anduaga, Rafaël 20  
Cazacu, Florea 162

- Cépède, Michel 24, 27, 29  
 Clark, Mrs. Margaret H. 41  
 Clark, W.N. 40-41  
 Cohen de Govia, J.J. 165  
 Coidan, P.G. 179  
 Contini, Paolo 88  
 Cottam, H.R. 55  
 Crane, Peter 85  
 Crapon de Caprona, Noël 157  
 Cummings, W.H. 53  
 Cutler, J.W. 88
- Dabell, J.P. 86  
 Dall, H.A.H. 154  
 Davies, J.A.C. 167  
 Davis, W.K. 177  
 de Castro, Josué 24, 26  
 Deko, G.A. 55  
 de Mèredieu, J. 82, 150  
 Dey, S.K. 132, 173, 176  
 Dobbert, Jean-Pierre 88  
 Dodd, Mrs. Ara P. 37  
 Dodd, N.E. 35, 36-37, 40, 41, 48  
 Dodd, Mrs. Pauline E. 37  
 Dollinger, Albert 179  
 Dubois, G. 162  
 Dudal, R.J.A. 96  
 Dumitrescu, N.S. 162
- Eichhorn, E.A. 107  
 El Midani, Munzer 177  
 Engeler, Heinrich 185  
 Ergas, Henry 153  
 Ezekiel, Mordecai 118, 120
- Fairley, Miss Jean 84  
 Fanfani, Amintore 20  
 Faunce, A.D. 111  
 Felsovanyi, N. 147  
 Fernando, C. 153  
 Fiedler, R.H. 140  
 Figuerero, J.M. 174  
 Finn, D.B. 135  
 Fischnich, O.E. 92  
 Flores Rodas, M.A. 143  
 Fontaine, R. 144, 147  
 François, T. 144, 147  
 Fried, Maurice 112
- Gamo-Kuba, G. 174  
 Ganeshan, G.V. 90  
 Gans, Oscar 20
- Ganzin, M. 128  
 Garber, R.J. 132  
 Gemayel, Maurice 24, 27  
 Georgiadis, A.G. 167  
 Gerhardsen, G.M. 136  
 Giminez-Quintana, L. 147  
 Giolitti, Giovanni 4  
 Girard, M.J. 140  
 Glazenberg, Ebo 118  
 Glesinger, Egon 143, 145, 155  
 Granquist, H.R.A. 174  
 Greig, John 90  
 Griffin, P. 174  
 Griffith, D.T. 144  
 Griffiths, R.B. 107
- Hadiwijaya, T. 20  
 Haig, I.T. 146  
 Hambidge, Gove 55, 154, 155, 158, 159  
 Harada, K. 162  
 Haraoui, Georges 20, 24, 27  
 Harrington, Mrs. Margaret H. 129, 132  
 Harrison, J.D. 147  
 Harrison, R. 136  
 Hartmans, E.H. 111, 116, 151  
 Hasnie, S.A. 24, 26  
 Hefnawy, M.T. 52  
 Henry, R.N. 132  
 Hibbard, R.N.J. 167  
 Ho Lien-Yu 90  
 Hockin, Miss Margaret *See* Harrington, Mrs. Margaret H.  
 Holt, S.J. 138  
 Holyoake, K.J. 20  
 Hoornweg, G. 90, 164, 167  
 Hosch, L.E. 167  
 Huguet, L. 145, 147  
 Hutton, G. 176  
 Huyser, J.P. 151, 153
- Ignatieff, Vladimir 91, 93  
 Islam, Nurul 118
- Jackson, Mrs. Priscilla W. 44  
 Jackson, Sir Robert 74  
 Jackson, R.I. 40, 44, 135  
 Janssen, A.C. 156, 157  
 Jasiorowski, H.A. 107  
 Jensen, Georg 185  
 Jessen, H. 155, 162  
 Joseph, Andrew 152

- Jul, Mogens 138  
 Jum'a, Salah 52
- Kaghan, Theodore 159  
 Kamanga, R.C. 20  
 Kasahara, H. 138  
 Kask, J.L. 138  
 Kauffmann, Henrik de 19  
 Kermode, G.O. 128  
 Kesteven, G.L.K. 138  
 Kesteven, K.V.L. 107  
 Kimmel, D.C. 55, 132  
 King, Kenneth 143  
 Kirk, L.E. 96, 102  
 Kissin, Gsaak 146  
 Knoll, J.G. 102  
 Kötter, H.R. 133  
 Kojima, N. 140  
 Krishan, K. 176  
 Kristensen, H.J. 174
- Labon, A. 138  
 Lamby, W. 174  
 Lamo de Espinosa, Jaime 20  
 Leeks, A.G. 122  
 Lehti, Teuvo 118  
 Leloup, Marcel 141, 143  
 Leslie, A.J. 146  
 Lewin, E. 84  
 Lindquist, A. 138  
 Lininger, F.F. 132  
 Lloyd, Raymond 156  
 Loerbroks, I.R. 92  
 Louwes, S.L. 51, 52  
 Lubbock, D.M. 82, 128  
 Lubin, David 3  
 Lucas, K.C. 135  
 Lühe, E.E. 176, 179
- Mackenzie, Colin 159  
 Mahajan, B.S. 84  
 Mair, A. 174  
 Maire, Louis 24, 26  
 Mandefield, H.W. 155, 159  
 Marrama, V. 83  
 Masud, P. 174  
 Mattox, R.H. 167  
 Matzke, Otto 176  
 Maunder, A.H. 132  
 Mayer, André 20, 23, 25  
 McArthur, J.C. 174  
 McDougall, F.L. 4, 5, 82
- Mehboob, Khalid 90  
 Melbourne, Viscount Bruce of *See*  
     Bruce, Stanley  
 Menjaud, Henri 159  
 Mensah, M.C. 55  
 Mercer, H.J. 167  
 Mercier, Alberto 20  
 Métro, André 146  
 Mills, V.M. 83, 84  
 Mongia, J.S. 174, 179  
 Monyo, J.H. 114  
 Moore, Eugene 174  
 Moral López, Pedro 54  
 Moreno, R.R. 133  
 Morris, Richelieu 20  
 Moulik, M. 161  
 Mudie, W.K. 84, 164  
 Mussman, H.C. 109  
 Muthoo, M.K. 147
- Nagle, J.C. 30  
 Narain, R.D. 124  
 Nasu, E.S. 20  
 Navas, Enrique 159  
 Nehemiah, J.V.A. 82, 85, 86  
 Nicholas, M.S.O. 111  
 Northrop, F.B. 118, 122  
 Nour, M.A. 52
- Ojala, E.M. 118, 122  
 Okwuosa, E.A. 174  
 Olsen, Karl 152  
 Olver, J.A. 167  
 Oram, Peter 114  
 Orbaneja, A.G. 85, 157  
 Orr, J.L. 82  
 Orr, *See also* Boyd Orr, Sir John  
 Osara, N.A. 143  
 Overington, G.E. 167
- Parker, F.W. 92  
 Pawley, W.H. 84, 120  
 Pearson, Sir Lester B. 13, 19, 141  
 Peissel, Georges 179  
 Peña Montenegro, A. 154  
 Pennison, C.F. 120, 163  
 Phillips, Mrs. Mary P. i, ii, 45  
 Phillips, R.W. i, ii, 29, 40, 44-45, 91,  
     102, 107  
 Piat, Roger 167  
 Pons, J. 174  
 Popper, F.E. 135, 136

- Posner, I.L. 84, 164  
 Prats-Llauradó, J. 145, 147  
 Pringle, S.L. 147  
  
 Quance, C.L. 124  
  
 Ray, P.K. 83  
 Regnier, André 85  
 Ritchie, T.E. 92  
 Robertson, G.S. 91, 92  
 Robinson, T.C.M. 172, 173, 177  
 Roosevelt, Mrs. Eleanor 4  
 Roosevelt, President F.D. 4, 5, 11, 12, 141  
 Rouhani, M. 20  
 Ruivo, Mario 138  
 Rutherford, J.B. 120, 124  
  
 Sabry, Z.I. 128  
 Saint-Pol, G. 88  
 Salahuddin, Ahmed 30  
 Samaha, E.K. 162  
 Samper Gneco, Armando 54  
 Santa Cruz, Hernán 20, 54  
 Saouma, Edouard 35, 39-40, 51, 57, 75, 96  
 Saouma, Mrs. Inez F. 40  
 Sar, S.C. 55  
 Saraf, T.N. 56  
 Sauvé, Maurice 20  
 Savary, Paul 159  
 Schickele, Rainer 95, 132  
 Schuster, W.H. 138  
 Sen, B.R. 31, 35, 38, 41, 153, 185  
 Sen, Mrs. Chiroprava C. 38  
 Shah, V.J. 82  
 Shaib, Bukar 24, 28  
 Shefrin, Frank 30, 174  
 Shihi, A. 174  
 Show, S.B. 144  
 Sidky, A.R. 52  
 Silow, R.A. 111  
 Sinclair, J.B. 177  
 Sinclair, J.M. 20  
 Skoufis, P.J. 163  
 Soegang-Amat, R. 174  
 Stannard, Clive 156  
 Steenberg, B.K. 143  
 Steinlin, H. 145  
 Stevenson, K.A.P. 86, 132  
 Stordy, J.A. 159  
 Storer, J.A. 136  
  
 Streyffert, T. 147  
 Sukhatme, P.W. 124  
 Swiderski, J. 146  
 Sylla, Almamy 155  
  
 Taeuber, Conrad 124  
 Tarkiainen, T.V. 147  
 Terver, Pierre 55, 82, 147, 150  
 Thet Su, U 20  
 Thomasson, F.H. 167  
 Tolley, H.R. 118  
 Trkulja, Milan 29  
 Tromp, H. 147  
 Tuinman, A.S. 174  
 Turner, A.M. 174  
  
 Umali, D.L. 53  
 Ustün, F.M. 173, 177  
  
 Vakomies, P.J. 146  
 Vallega, J. 102  
 Vandepeer, Sir Donald 29  
 Vasconcellos, A. 30  
 Veillet-Lavallée, Marc 154, 155, 156, 157, 163  
 Vernell, L.J. 145, 147  
 Victor Emanuele III, King of Italy 3-4  
 Vinzant, Jean 146  
 Vogel, G.N. 173  
 Vogel, H.A. 55, 120  
  
 Wagner, K.P. 86  
 Wahlen, F.T. 19, 40, 42, 91, 92, 148  
 Wahlen, Mrs. Rosalie H. 42  
 Wall, Duncan 158, 159  
 Walton, D.J. 82, 85  
 Watterson, P.G. 84, 164  
 Watzinger, H.C. 135, 138  
 Weisl, Frank 163  
 Weitz, C.H. 56, 154  
 Wells, Mrs. Frances I. 44  
 Wells, O.V. 29, 40, 43-44, 82, 118  
 West, E.M. 83, 84, 163  
 Westoby, J.C. 147  
 Winiewicz, Josef 20  
 Winsor, H.C. 140  
 Wirin, H.B. 84, 164  
 Woodward, D.H. 56  
 Wright, Lady Janet R.L. 43  
 Wright, Sir Norman C. 29, 40, 43  
  
 Yates, P.L. 52, 122  
 Yriart, J.F. 54, 150

I/P4228/E/11.81/1/3000