

SEMI-ANNUAL REPORT
Between
GRP and KSU
January 1-June 30, 1980

SEMI-ANNUAL REPORT

Contract 492-0302-1

Between

The Government of the Republic of the Philippines

and

Kansas State University

January 1-June 30, 1980

**C. Peairs Wilson
Team Leader, Kansas State University**

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INTRODUCTION

Two events during the first half of 1980 created some problems of communication and some uncertainty. The first was the absence from the country of the Overall Project Coordinator from mid-February until early June. During this period there were no Thrust Coordinators meetings.

The second event was the announcement of the reorganization of the Ministry of Agriculture in late March. In short, the reorganization involved "regionalization" of the Ministry, converting the Bureaus from line agencies to staff agencies and replacing two Assistant Secretaries with two Deputy Ministers and three Assistant Secretaries. In May, it was announced that the Bureau of Cooperative Development was being transferred from the Ministry of Local Government and Community Development to the Ministry of Agriculture. As of June 30, not all of the reorganization plan was in place, including assignment of duties and responsibilities of units and personnel, inter-relationships and operating procedures. However, it appeared that the reorganization could focus the direction and strengthen the role of IAPMP.

Early in the reporting period, three sub-thrusts in the Extension/Outreach Thrust were officially transferred to the National Policy Thrust. These sub-thrusts were Cassava, Agri-business Development and Cooperative Development. This change is reflected in the format of this Semi-Annual Report.

ADMINISTRATIVE SUMMARY

Despite the uncertainty and the gaps in communication, the KSU Team proceeded to work toward the objectives and goals of the IAPM Project. In some cases, progress exceeded that of the preceding six-months period but in other cases there were short-falls.

During the 6-months under review, KSU provided the following consultants a part of or all of the semester:

<u>Long-Term Consultants</u>	<u>Area of Specialization</u>
Rex F. Daly	Policy
Mark Roiegrant	Policy
Bruce Graham	Statistics
Richard Maxon	Agribusiness
Philip Parker	Cooperatives
Warren Vincent	Farm Management
William Stone	Extension
James Snell	Ag Economics
Gary Lewis	Administration
C. Peairs Wilson	Administration

<u>Short-Term Consultants</u>	<u>Area of Specialization</u>
Sarot Montrakun	Cassava
Stanley Driskell	Computer Systems
Richard Philipps	Planning and Linkages
Percy Avram	Cooperatives
Hadley Read	Extension Publications. and Information
Naurine McCormick	Home Economics Extension
Charles Deyoe	Feed Technology
Robert McElhiney	Feed Technology
Carl Stevens	Feed Technology

Executive Visitors

Milton Manuel - Head, Department of Economics, KSU
 Daniel Beatty - Vice President for Financial Affairs,
 KSU

Most of the materials in the text of this report were drawn from the bi-monthly reports and the termination reports of the consultants. The Team Leader assumes the responsibility for choosing the material to be included, the material that was not included and the wording of the text. The Team Leader also assumes responsibility for the evaluative statements in the report.

SUMMARY SUGGESTIONS FOR ENHANCING THE ACCOMPLISHMENT
OF IAPMP GOALS

A. Policy Analysis

1. Institutionalize the Policy Analysis Thrust.
2. Provide well trained, experienced counterparts to consultants.
3. Disseminate non-confidential reports more widely.

B. Data Improvement

1. Enhance the credibility of BAEcon statistical estimates.
2. Release reports more promptly.
3. Disseminate reports more widely.
4. Fill vacant positions at the Computer Center with capable personnel promptly.

C. Cooperatives

1. Strengthen the regulatory role of BCOD.
2. Require annual audits of all registered cooperatives.
3. Provide continuing education and training for Boards of Directors, Managers and Members.
4. Improve accounting systems for cooperatives.

D. Agribusiness

1. Define more clearly the scope of the agribusiness project.

2. Develop a set of prioritized goals and objectives for the agribusiness program.
3. Establish guidelines for activities that will make progress toward those goals and objectives.

E. Cassava

1. State the criteria for identifying potential cassava producing areas.
2. Study competitive advantages (or disadvantages) of potential areas.
3. Study alternative end-uses of cassava (food, feed, energy, etc.)

F. Tech Pack

1. Identify those components in food systems (consisting of farming systems, processing system and marketing and distribution systems) which appear to be the major constraints to increasing small-farm income.
2. Through applied and/or developmental research and/or utilizing known technology from other sources, test on the CLSU campus alternative means of overcoming the constraints.
3. Carry thorough testing in commercial settings and, if acceptable, release for more general adoption.

4. Expedite the equipping and operationalization of the Food and Feed Processing Center.
5. Implement new courses and curricula in food systems, food technology and feed technology.

G. Extension Delivery System

1. Provide administrative, logistical and financial support to Pilot EDS Areas so that they are, in fact, pilot areas.
2. Increase the number of better trained and supported subject matter specialists.
3. Strengthen the organization, financing and the staffing of the Publication and Information Division.
4. Provide field workers with a greater quantity of easily used printed materials.
5. Proceed with evaluation of priority Extension Home Economics programs.

H. Academic

1. Staff up and recruit students for the new MPS in Agricultural Economics/Marketing at UPLB.
2. Develop a program of research (in contrast to a collection of research projects) in marketing at UPLB.
3. Make full use of IAPMP consultant's time and talent at UPLB.

4. Expedite implementation of the new undergraduate curriculum in food systems at CLSU.
 5. Develop and prepare for new curricula in Feed Technology and in Food Technology at CLSU.
- I. Participant Training
1. Identify degree training needs of GRP and identify Ph. D. and M.S. candidates for the remaining training slots at the earliest possible date.
 2. Identify needs for non-degree training and identify candidates for training well in advance of departure dates.
- J. KSU Home Campus
1. Provide at least some of the long-term consultants from the KSU faculty.
 2. Involve the faculty, particularly in agricultural economics, more fully in the activities and professional backstopping of the IAPMP consultants in the Philippines.
- K. Administration
1. Work out the means by which long-term consultants can receive multiple entry and exit visas for the duration of their employment as provided in the Contract.
 2. Work out procedures for expediting the clearance through customs of household effects and automobiles of long-term consultants.

3. At the earliest possible date, identify GRP needs for consultants, prepare and approve Terms of Reference so that KSU can recruit the remaining man-months of long-term and short-term consultants provided for in the Contract.

GOAL 1. (National Policy Thrust)

To strengthen the technical capability of the Philippine Government to develop rational national policies for food systems.

Objective A. To enhance communication between analysts and decision-makers.

Policy Analysis Sub-Thrust

Progress:

During the period under review, long-term consultants Rex Daly and Mark Rosegrant and their staff continued to collect, analyze and interpret information useful to the Ministry, its Bureaus and attached agencies to assist in making policy decisions. Among the memoranda sent forward were the following:

Jan. 3, 1980	Sugar Situation Report
Jan. 7, 1980	Coconuts: Supply and Price Outlook
Jan. 7, 1980	Philippine Market for Soybean Meal

- Jan. 7, 1980 Philippine Market for Wheat
- Jan. 9, 1980 World Rice Price Strengthened
- Jan. 10, 1980 Revised Projections for GNP,
Income and Price Trends
- Jan. 18, 1980 Cabbage Price Movements in 1978
and 1979
- Jan. 23, 1980 Poultry and Eggs Situation and
Prospects for 1980
- January 25, 1980 Corn Supply - Use Methodology,
1969 to 1978/79
- Jan. 28, 1980 Commercial Hog Situation and
Outlook
- Feb. 1, 1980 Fish Situation and Prospects for
1980
- March 5, 1980 Impact of U.S. Suspension of
Grain Sale on Grain and Coconut
Product Markets.
- March 7, 1980 Rubber: Situation/Outlook
- March 7, 1980 Corn and Sorghum: Production
Potentials, 1979/80 to 1989/90
- March 14, 1980 Fertilizer: Supply, Consumption
and Prices, 1970-79
- March 19, 1980 Comparison of Ministry of
Agriculture Estimated Food
Consumption with Survey Estimates.
by FNRI

- March 25, 1980 Land Area and Cropped Areas in
Food and Non-Food Crops
- April 2, 1980 Poultry and Eggs Situation and
Outlook
- April 8, 1980 Calorie Differences in FNRI and
Ministry of Agriculture Consump-
tion Estimates
- April 10, 1980 Hog/Pork Situation and Outlook
for 1980
- April 17, 1980 Oil Policy and the Food Plan
- April 18, 1980 Rice: Area, Yield and Production
Projection
- May 2, 1980 Growth in Food Production: Crop
Production Area and Yields;
Livestock Production; and Fish
Production
- May 5, 1980 Output, Trade and Consumption:
Trends of 1970 Decade
- May 7, 1980 Costs of Production: Sugar,
Cassava and Sweet Potato
- May 26, 1980 First Philippine Food and Nutrition
Plan
- June 7, 1980 Philippine Rice Market Situation
and Projections
- June 18, 1980 Ministry of Agriculture Discussion
and Position on Selected Policy
Issues

The Ministry of Agriculture has a major role in developing the First Philippine Food and Nutrition Plan and it was the inputs of consultants Daly and Rosegrant and their staff that made this possible. Had IAPMP not been in place during the preceding two years and had the consultants not done a great deal in assembling, analyzing and interpreting information in reports, such as those enumerated above, the First Philippine Food and Nutrition Plan could not have been prepared so soon or so well. It is understood that the Plan is to become the basis for Ministry of Agriculture priorities and programs.

Problems and Constraints:

Institutionalizing the Policy Analysis Thrust still remains to be accomplished. Although some effort has been evident during the period under review, those efforts have not yet come to fruition.

Well-trained and experienced counterparts for the long-term consultants are still not in place.

Although some of the memoranda listed above are understandably confidential to the Ministry, many would be of great value to personnel in the Bureaus and attached agencies of the Ministry, to government agencies outside the Ministry, and to farm leaders and agribusinessmen in the private sector. There appears to be no official effort being made to disseminate the information to the

public. Perhaps the Ministry Information Office, or the Bureau of Agricultural Extension or the Bureau of Agricultural Economics, or some combination of the three could undertake the dissemination function.

Planning and Linkages Sub-Thrust

Progress:

Dr. Richard Philipps, short-term consultant on the Planning and Linkages Sub-Thrust of the National Policy Thrust, prepared a report following a three-week consultancy period, entitled "Planning Guidelines, Ministry of Agriculture". The report presents a step-by-step approach to planning, adapted to the reorganized Ministry of Agriculture, and identifies the units responsible for the activities involved in effective planning. The process involves a continuing feed-down from the Ministry to the Regions, and feed-back from the Regions to the Ministry. Numerous personnel in units of the Ministry and in the Regions need to be involved. This would require full understanding of detailed procedures and purposes among the units and personnel involved.

The six (6) major steps and an attenuated outline of activities are presented here:

- I. Establishing Priority Needs and Opportunities by the Ministry
 - A. Sector Projections and Policy Analysis
 - B. Definition and Evaluation of Alternatives

- II. Developing Agricultural Program Thrusts
 - A. Formulation of Priority Alternatives for Analysis
 - B. Developing MOA Long-term Plans by Region
 - C. Selection and Design of Program Thrusts
 - D. Packaging of Program Thrusts
- III. Developing MOA Long-term Plans by Region
 - A. Specification of Regional Output Targets
 - B. Development of Prioritized List of Programs and Projects
 - C. Packaging Regional Long-Term Program Plans by Year
- IV. Developing Annual Program Plans by MOA by Region
 - A. Budget Parameters for Plan Year
 - B. Specific Program Outputs Expected
 - C. Implementation Strategies for Plan Year
 - D. Organizational Plan for Conducting Program Activities
 - E. Packaged Annual Regional Plans and Budgets
- V. Programming MOA Activities to Carry Out Plans
 - A. Approve Annual Plan and Budget
 - B. Detailed Work Plan and Program Activities
 - C. Programmed Package of MOA Activities in Regions

VI. Monitoring and Evaluation of MOA Program
Activities

- A. Monitoring Performance Indicators
- B. Evaluating Program Performance

Problem and Constraint:

The report sets forth an ideal or target to shoot for. The procedures and objectives are not likely to be successfully accomplished the first time around. Once the procedures can be made S.O.P. (Standard Operating Procedure), the detailed steps set forth in the Report can be very useful.

Objective B. To improve the agricultural data system.

Data Improvement Sub-Thrust

Progress:

Near the end of his one-year appointment, long-term consultant Bruce M. Graham stated that "BAEcon's senior staff in the Statistics Division has all the technical skills required to operate a program of sample surveys and produce sound estimates. These skills include planning probability surveys, designing samples, formulating questionnaires, conduct of training, supervision of data collection, processing of survey data and expansion of survey data into estimates for the population".

But, he states, "The fundamental problem is lack of an organized method for reviewing and evaluating the data, taking into consideration relevant non-survey data and the results of previous surveys on the same subject." To overcome this "fundamental problem", consultant Graham proposed, and BAEcon Management accepted the proposal, to set up a Crop Assessment Review Staff (CARS) to evaluate the results of surveys and rationalize the results before they are released as official estimates. To implement the proposal, an intensive practical training program is planned for the three section heads in the Statistics Division and formal on-the-job training for Central Office and Provincial Staff.

To improve provincial estimates, provincial statisticians will be involved in the processing and analysis of survey data as well as in data collection. Also, an effective feedback of provincial data from the Central Office to field offices will be developed in order that all persons will be using the same historic data base in evaluating the results of the next survey.

This identification of the "fundamental problem", the proposal to overcome the problem, and the commitment of BAEcon Administration to implement the proposal is considered to be a major accomplishment and consultant

Graham's term has been extended six months to assist in the implementation.

Additional significant contributions by the long-term consultant during the past six months were:

1. Sharpening the Livestock and Poultry Survey questionnaire by redesigning the format emphasizing current data versus historic data, reducing the number of answer spaces by 70% and simplifying the processing of the data;
2. Shifting the Rice and Corn Survey from a semester to a quarterly basis to improve the data on successive harvests and redesigning the sample in the leading corn production provinces;
3. Clarifying the definitional problems such as specifying what is meant by a "Crop Year" and standardizing conversion factors;
4. Improving and rationalizing the monthly surveys of rice and corn stocks; and
5. Assisting in the development and evaluation of and Area Sampling Frame.

Problems and Constraints

Acceptance by BAEcon Administration and staff to set up a Crop Assessment Review Staff, to involve provincial statisticians in the processing and evaluation of data

and to provide intensive training for key staff removes many of the past problems and constraints. Much more prompt release of data, more widespread dissemination of data to other agencies, and to the public, and inter-agency coordination to produce improved "official" data remain to be accomplished.

Objective C. To enhance the computer capability capacity.

Computer Enhancement Sub-Thrust

Progress:

Dr. Stanley W. Driskell, short-term consultant to develop the SPEED Package, a software capable of performing survey questionnaire editing and cleaning, terminated his work during the period under review. Initially, he was employed on a five-month contract, later extended to nine months. He then extended for an additional nine months without pay "in order to meet the contract intent".

Dr. Driskell ran into numerous difficulties in attempting to accomplish his objectives. Limited access to the computer at critical times, poor scheduling procedures, inadequate logistic and personnel support, and brown-outs were among the difficulties. However, according to Dr. Driskell, he successfully implemented the SPEED Package program adaptation and installation, prepared a SPEED operating manual, prepared training materials and conducted training seminars for Computer Service Center personnel.

Dr. Driskell was unable to conduct a cost-effectiveness study of SPEED, to conduct analysis of variance and field performance studies or to test reliability and conformity of SPEED to user specification. He stated that "CSC will inevitably encounter bugs. I am prepared to make myself available for correction of specific problems in addition to providing CSC with regular updates and enhancements". Dr. Driskell was able to complete several supplemental tasks which were not included in his original Terms of Reference.

Problems and Constraints

At his exit interview, Dr. Driskell made some serious allegations concerning the misuse of resources at the MA Computer Service Center. As a result, a number of personnel at the Center resigned from their positions including some of those best trained and most capable of implementing the SPEED Package and the computer enhancements. A question remains as to whether this computer enhancement activity will have positive results.

Objective D. To develop and utilize Agribusiness Sub-Sector models.

Progress:

Other than some of the work cited under Objective A (Revised Projection for GNP, Income and Price Trends, January 10, 1980; Corn and Sorghum: Production Potential,

1979/80 to 1989/90, March 19, 1980; Land Area and Cropped Areas in Food and Non-Food, March 28, 1980; Growth in Food Production, May 2, 1980; and Output, Trade and Consumption, May 5, 1980) little has been done to develop and utilize Agribusiness sub-sector models.

Objective E. To strengthen Cooperative Management Capabilities in order to provide more effective use of Cooperative Credit and greater involvement in Cooperatives by small farmers in order to increase income.

Progress:

Long-term consultant Philip E. Parker completed his tour of duty and submitted his Terminal Report in February, 1980. Consultant Parker conducted (1) a Seminar for Managers, August 28-September 1, 1978; (2) a Seminar for Boards of Directors, October 23-27, 1978, (3) a Seminar for Accountants, April 17-22, 1979; (4) a Seminar on Warehousing, June 13-16, 1979; and (5) a Seminar for Cooperative Rural Banks, September 29-October 6, 1979. Additional seminars were requested and the consultant wished to participate but funding was not available. The consultant visited 30 AMCs and 6 CRBs to conduct management audits and to consult with managers,

directors and accountants on special problems, particularly as follow up on Management audits. Consultant Parker was instrumental in involving Peace Corps Volunteers in cooperative development.

Since the Cooperative Marketing Project (CMP) did not become operational until the very end of his consultancy, Mr. Parker did not have an opportunity to become fully involved in CMP but he did develop an awareness among the Area Marketing Cooperatives of the up-coming Cooperative Marketing Project.

Among the recommendation of Mr. Parker were the following:

1. The Cooperative Development Officers in each province should be required to submit a monthly report to BCOD concerning the cooperative's operating problems and recommendations for improvement. BCOD is the responsible regulatory agency for cooperatives in the country. BCOD is not getting sufficient feedback on cooperative operations.
2. Joint training seminars for members of Boards of Directors and Managers are needed in order to understand each other's roles, responsibilities and problems.

3. A standardized accounting system for cooperative should be developed. The system should not be so complex that accountants at the AMC level cannot use it.
4. BCOD should update regulations regarding cooperative operations and issue that to all cooperatives.
5. BCOD should develop and issue a Board and Manager Responsibility Manual.
6. BCOD should require each registered AMC to submit a complete audited financial report to the Bureau within 60 days following the close of the cooperative's yearly operation.

Problems and Constraints

The consultant's services were not fully utilized. Much more could have been accomplished. This was due, in part, to inadequate logistical and financial support, which apparently was due to poor relationships between BCOD and the Cooperative Foundation; it was also due, in part, to the extremely late start of the Cooperative Marketing Project which was originally intended to run concurrently with the IAPMP Cooperative consultancy.

Progress:

Short-term consultant Percy I. Avram terminated his four-month consultancy in March, 1980. His consultancy was directed primarily toward developing training modules .

for conducting non-degree training for managers, Boards of Directors and members of Area Marketing Cooperatives (AMCs), Cooperative Rural Banks (CRBs) and Samahang Nayons (SNs). He also was to impart subject-matter and training techniques to members of the Agricultural Credit and Cooperative Institute (ACCI) and the Bureau of Cooperative Development (BCOD). Accomplishments include:

1. Training modules for the Samahang Nayon level were developed and tested at three two-day seminars.
2. A training syllabus and basic subject-matter were developed that was appropriate for current needs of AMCs and tested at a one-week Board of Directors Seminar.
3. By participating in the supervision of the above seminar, eight (8) ACCI and five (5) BCOD staff members received training in the use of training modules.
4. The consultant initiated action to create the "Cooperative Union of the Philippines " (CUP) to provide for continuity and involvement of academic institutions in further cooperative training. Academic institutions apparently have not assumed the initiative for training on Cooperatives.

The consultant's training modules and other materials are on file at the KSU Team Leader's Office.

Suggestions and recommendations of the consultant included:

1. Cooperatives are being over-researched, with emphasis on social science, rather than on productive use of capital resources and the manner in which such increase in institutional production redounds in people benefits.
2. There is need to improve the management capability of members, directors and managers.
3. Directors and Managers of newly organized CRBs and AMCs should be given formal training on their duties and responsibilities prior to launching their business operation.
4. BCOD field workers require reorientation on their role and outlook on cooperative development, and how government policy and directives influence the growth of the cooperative sector.
5. There is lack of commitment on the part of those responsible for transfers of knowledge, skills and management technology through the members of the cooperative system.
6. The CRBs and AMCs are behind in providing the leadership and services required to make SN members direct their support and patronage to their coop.

7. There is need for BCOD to compile statistics on a current basis on the operations of CRBs and AMCs. BCOD should insist on regular submission of monthly reports from cooperatives.
8. Numerous government agencies are involved in training, each with its own training program. A high degree of coordination and effectiveness needs to be attained.

Problems and Constraints

As was the case with long-term consultant Parker, two training sessions were not held due to lack of funding. Another was not held apparently due to lack of interest on the part of College of Development Economics and Management Staff. A question remains as to the follow-up on the consultant's suggestions and recommendations.

Objective F. To provide assistance to farmer cooperatives and to private firms in the agribusiness industries serving small farmers.

Agribusiness Sub-Thrust

Progress:

Long-term consultant Richard C. Maxon conducted two seminar-lectures: one on "Market Analysis and Outlook" at the Marketing Assistance Training Workshop at Central

Luzon State University. The other was on Agribusiness in Developing Countries at the Asian Institute of Management.

Dr. Maxon has been involved in developing the first Philippine Food and Nutrition Plan (cited in the Policy Analysis Sub-Thrust). His specific assignment deals with the utilization of the existing marketing system for delivery of additional calorie and nutritive values to "at risk" persons, primarily pregnant and lactating mothers and pre-school children. Unfortunately, little specific information is available on the structure, costs and functions of rural marketing systems. The consultant prepared a concept paper and a proposal for a study of the rural marketing system as a mechanism for the upgrading of nutritional levels for "at risk" persons. Alternatives to be considered are variations of food stamps or food coupons to supplement incomes and/or subsidizing some marketing costs to lower food prices in rural areas.

With the transfer of the Bureau of Cooperative Development from the Ministry of Local Government and Community Development to the Ministry of Agriculture in May 1980, the Agribusiness consultant made some preliminary studies of linkages between the agribusiness sub-thrust and the cooperative sub-thrust. Activities

included: a) obtaining records, reports and interviews from the FAO consultant on problems and prospects for cooperative development; b) analyzing cooperative records for use in developing agribusiness programs among cooperatives; and c) preliminary planning for training on cooperatives to be presented to all Ministry of Agriculture field staff through the Bureau of Agricultural Extension.

The consultant has been deeply involved in negotiations with respect to the reverted military lands (Clark Field). He worked closely with the USAID team that prepared a detailed program planning document which is an adaptation of plans and programs previously developed in the Ministry of Agriculture. The consultant investigated the possibility of consolidating proposed Ministry projects on Clark lands into an agricultural center of major significance to Philippine agriculture. The concept was refined and discussed with PCARR, IPB and UPLB personnel. The Center would concentrate on poultry and livestock breeding, upland non-irrigated farming systems and agro-energy developments. Such programs could be of considerable significance in shaping agribusiness in the Philippines in the years ahead. The creation of a Base Lands Development Authority to receive and allocate the Economic Support Fund had not been approved at the end of the period under review. Several issues remain to be

resolved before work on the agribusiness project at Clark Field can proceed.

Consultant Maxon has been closely involved in briefing the newly appointed Deputy Minister and the Assistant Secretaries on the status of Clark Field negotiations and on the agribusiness sub-thrust. He has assisted in the preparation of a long-term program and plans for the agribusiness staff in conducting activities through the regional offices. The program envisions the creation of an Agribusiness Staff position in each province. Outlines have been prepared for Regional Agribusiness Profiles to be used by regional personnel in reporting agribusiness activities and potentials of their respective areas.

The Ministry requested that Consultant Maxon's term be extended for six months. The request has been approved pending a re-drafting and approval of his Terms of Reference.

Problems and Constraints

During the period under review, there was a heavy turnover in the agribusiness staff and in staff assignments due to the reorganization of the Ministry of Agriculture. Roles and functions were not clearly defined. The organization and functioning of agribusiness programs through the regional offices were in doubt. Much momentum in the Clark Field project was lost due to deferral of top level

decisions. However, it now appears that the original Ministry proposal for organization and management of the Reverted Lands project will be implemented.

The consultant has been asked by the Ministry of Agriculture to undertake a number of activities that were not covered in his original Terms of Reference. That he has performed well in those activities is evidenced by the Ministry request to extend his term. There is now general agreement that the consultant will narrow the focus of his activities more specifically to agribusiness matters, including cooperatives.

Cassava Production Sub-Thrust

Progress:

One of the crops given high priority in the Ministry of Agriculture Program is Cassava. Dr. Sarot Montrakun, Cassava consultant, is conducting surveys of potential production areas and potential sites for cassava processing and is disseminating improved technology to increase cassava yields in the Philippines. He has surveyed Regions I, II and III and the Bicol Region. He has conducted soil analyses, fertilizer trials and promoted the production of planting materials for recommended varieties of cassava. He has three trainees involved in his program.

The consultant reports 130,000 hectares of potential cassava production areas in Regions I, II and III.

Problems and Constraints

The criteria for identifying potential producing areas has not been made explicit. The economics of cassava in competition with other crops (sugar cane for example) needs to be undertaken. The economics of alternatives end uses of the cassava - for human food, for livestock feed or for alcohol for energy - also needs to be studied.

Objective G. To enhance the technical skills of
Philippine Policy Analysts.

Progress, Problems and Constraints

All the consultants in the National Policy Thrust are involved to some degree, in training. In some cases (Daly, Rosegrant, Graham and Driskell) there is a lack of capable, experienced personnel to absorb the level of training required to replace the consultants when they leave. In these cases, the unattractive conditions of employment, including the low civil service pay scale, need to be overcome to acquire qualified personnel in government service. The recently discussed "Foundation" may be of assistance here. In other cases (Maxon, Parker, Avram) the potential trainees are a numerous, geographically dispersed and poorly defined group that is difficult to

accommodate in intensive, continuing training over time and over geographical areas. Too often, short-term consultants identify training needs, perhaps design or even test training methods but there appears to be little follow up on a continuing basis.

The degree participant training program appears to have the capability of providing the in-depth, intensive training required. Unfortunately, relatively few in the National Policy Thrust have been selected for these degree training programs. Fortunately, some of those trainees that come from the Academic Thrust will return and be prepared to train students in their institutions in the future. If these capabilities can be harnessed for the National Policy Thrust, this will help in the long run but will not provide for the immediate future.

With some exceptions, the non-degree training programs fail to provide the specific, intensive, continuing training that appears to be required. The exceptions include the intensive training in vegetable production at AVRDC, the planned tailor-made training for personnel in the Statistics Division of BAEcon and a prospective tailor-made training program for personnel in policy analysis. This latter prospect should be carefully considered.

GOAL 2. (Technological Packages Thrust)

To establish institutional capacity to develop integrated packages of production, processing and marketing technology.

Objective A. To develop and test technological packages that integrate crop and livestock enterprises, product processing and marketing.

The principal activity in the design, testing and evaluation portion of the Technological Packages Thrust during the period under review has been to reconceptualize and replan project activities to shift from the promotion of pre-conceived specific models to diagnosis of existing farming systems and for modification of those systems based on CLSU research. "A tech pack will be a package of technology pertaining to any farming/cropping system or its components which is verified to be economically viable, technically feasible and can be adopted by the small farm families within their existing resources and constraints". Location - specific environmental and family resource conditions can lead to highly positive specific technology design and implementation.

This reconceptualization, instigated by and under the leadership of Dr. Warren H. Vincent, long-term consultant, is expected to be a more productive approach. Not only does it signify a shift in emphasis from "packages" to "integrated systems", but it also signifies a change in

attitudes among participants and in the project organizational structure.

The first year of life of the project yielded important data and experience needed in a technology development and diffusion effort. However, the organizational structure contributed to fragmented program planning, execution and reporting. The reorganization with its concurrent delineation of responsibilities and the definition of inter-unit personnel and program linkages promises to overcome some of the previous problems. The present organization functions with high morale and a common goal-directed mission. The realignment in organizational structure has brought with it a delayed realignment in program activities, personnel utilization and expected outputs. Discussions are underway involving considerable group participation.

Based on subjective assessments with stated criteria, adaptive research is needed on several crops, especially on soybeans, to develop improved components for tech packs. Four cropping patterns were given highest priority for CLSU testing: 1) rice-soybean; 2) off-season tomatoes; 3) legumes with cassava interplanting; and 4) rice-cotton. Nine cropping patterns for Barangay testing were identified: 1) rice-sorghum; 2) rice-squash; 3) moriculture; 4) rice-fish; 5) rice-fish-gabi; 6) rice-cotton; 7) rice-cucumber; 8) rice-onion/mungbean;

9) rice-peanut/corn. Four tech packs ready for release in rainfed areas are: 1) rice-mushroom; 2) rice-broiler; 3) rice-swine; and 4) rice-broiler/fish. For irrigated areas the following are ready for release: 1) rice-fish/gabi; 2) rice-cotton; 3) rice-cucumber; 4) rice-mushroom; 5) rice-tomato; 6) rice-onion; 7) rice-peanut; 8) rice-broiler; 9) rice-swine; 10) rice-broiler/fish; 11) rice-broiler/swine; and 12) rice-swine/fish.

Objective B. To provide training in production, post-harvest technology, processing, by-product utilization, marketing and extension education.

Consultant Vincent has been involved in orienting and training proparts and staff in the methodology of farming systems and in the economic aspect of resource allocation and production. He has participated in a number of organizational meetings and educational meetings for farmers, traders and technicians at the Nueva Ecija MAC. More firm linkages have been established between the Tech Pack Project and the Bureau of Agricultural Extension in Region III. Training in post-harvest technology, processing, by-product utilization and marketing await arrival of consultants in those fields later this year.

Objective C. To construct and operate a Food and Feed Processing Center.

All the original bids for the Food Processing equipment were rejected and the IFB-1 was revised and advertised. Bids were received and opened on June 30. Following the bid opening, the bids will be evaluated and let.

IFB-2 for the Feed Processing equipment was prepared and advertised. Technical bids were received and evaluated with assistance from short-term consultant Carl Stevens of KSU during the week of April 21. Price bids are to be opened on August 11. The price bids will be evaluated and let. Receipt and installation of the equipment for IFB-1 and for IFB-2 will follow. It will be many months before the Food and Feed Processing Center is functional. In the meantime, plans for operationalizing the Center and training personnel to maintain, operate and utilize the Center need to be completed.

Problems and Constraints

Reconceptualization of the Tech Pack Thrust appears to hold promise of an improved methodology to accomplish the goal of increasing real incomes of small farm families in Central Luzon. But it is still a promise and the payoff remains to be tested. The marketing aspects of the Tech Pack Thrust need to be vigorously pursued and the imminent arrival of the Marketing consultant at CLSU under the Academic Thrust will undoubtedly expedite this activity.

The delay in equipping and operationalizing the Food and Feed Processing Center has also delayed the research, testing and training efforts in post-harvest technology, processing and by-product utilization aspects of the Thrusts.

GOAL 3. (Extension Delivery System Thrust)

To systematically extend new technological packages to small farmers and rural entrepreneurs.

Objective A. To design, test and implement extension delivery systems that will provide production technology, market intelligence and credit planning to small farmers.

Progress:

Long-term consultant William W. Stone has been active in implementing the extension delivery system that will provide production technology and some economic information to small farmers. He participated in a one-week seminar-workshop for all technical personnel in Regions I-IV Pilot EDS Areas in February which covered the following subject matters:

Rice-Fish Culture Economics

Operational Planning-Integrated Program Planning

Farm Organization Maintenance Operation

Contact Leader Development-Human Relations

Communications

He participated in a training session for District Agricultural Extension Supervisors in Cebu in February to develop supervisory and management skills which contribute to efficient and effective performance.

Mr. Stone has continued to locate subject matter sources and make them available to national specialists. The National EDS Technical Council has addressed the problem of moving research into application. The Council has asked the several agency members to prepare units of technical information, and field trial kits and to make quick response to the needs of field workers. Preparation of mungo, rice, and multi-cropping kits tailored to local situations, and livestock mini-kits are under way. Mungo-bean trial plots have been planted by farmers in Pangasinan.

One hundred eighty-eight (188) subject matter specialists at the Regional and National levels received 30-day training in roles, subject-matter and communication. The consultant wrote elements of job descriptions for specialists under the title of "Function of Specialists".

The Philippine Development Academy trained 120 participants in seminar-workshops for extension-volunteer leaders. Involved were leaders from farm organizations, Rural Improvement Clubs, Anakbukid and BAEx personnel. The planned programs and projects developed as part of the training were immediately put into practice successfully.

Where strong administrative support is given volunteer leaders, programs and projects move fast.

Problems and Constraints

Consultant Stone is concerned that "no funds were made available for Pilot EDS Area work for 1980 from the Ministry". In fact, he states, "as the EDS is dependent upon the NEP for logistical support...it will be well into 1981 before any amount for audio-visual equipment, office equipment and other logistical support from the NEP will be available for field staff use".

Evaluation

If EDS is to be a pilot operation for NEP, yet EDS cannot move any faster than NEP, how can EDS be considered a pilot operation?

Short-Term Consultancy on Publication and Information

Progress:

Mr. Hadley Read, short-term consultant on Publication and Information, sought and received concurrence to modify his Terms of Reference to answer the following basic question: "Who needs to be trained in what ways to effectively perform what communication support functions for Extension long-term educational programs?"

Following is a summary of his conclusions:

1. There should be a major increase in the number of better trained and supported technical subject-matter specialists to serve the increas-

ingly important role of educational liaison between the major sources of knowledge (research) and the educational thrusts of the Extension System.

2. There will be a need for more suitable and more easily used printed subject-matter reference services so that field workers can be kept abreast of the latest technological information and recommendations.
3. There will be a need to create new systems, techniques and methods for self-instruction with less emphasis on face-to-face teaching of Extension staff members
4. There will be increased emphasis on educational programs and services by private and commercial agricultural agencies and institutions and by farmer societies and cooperatives which will increase the demand for timely and well-prepared educational materials in print, audio and visual formats.
5. Six major functions of the Division of Publication and Information and activities to support these functions were identified.
 - a. Field staff program support service
 - 1) Fact Sheet Reference Service

- 2) Books, bulletins and leaflets
 - 3) Audio-visuals reference and instructional materials
 - 4) Program support newsletter
 - 5) Displays and exhibits
- b. Mass Media Service
- 1) Continue publication of "Linkages" as a bi-monthly magazine
 - 2) Newspaper press releases
 - 3) Magazine feature articles
 - 4) Radio services
 - 5) News packets
 - 6) TV program packets
- c. Technical Communication Services
- 1) Printing services
 - 2) Audio-Visual technical services
 - 3) Projection services
 - 4) Field services
- d. Education and Training
- 1) Administration and evaluation of Communication Education and Training Programs
 - 2) Liaison with institutions involved in communication education and training.
 - 3) Preparation and acquisition of teaching materials

e. Communication and Research

- 1) Planning and conducting of research
- 2) Review sources for research conducted outside the extension system

f. Library Service

- 1) Reference materials
- 2) Communication services
- 3) Audio-Visual tutorial

Suggested Staff Organization and Number of Professional positions for the Division.

1. Administrative (2)
2. Program Support Coordinating Section (3)
3. Publication Section (3)
4. Mass Media Section (4)
5. Audio-Visual Section (2 plus part-time as needed)
6. Research, Education and Training Section (3)
7. Library Section (2)
8. Technical Communication Services Section (1 plus part-time as needed)

The consultant proceeded to outline a suggested program of communication education and training to achieve desired levels of professional competence. His detailed report is on file at the Team Leader's Office.

Problems and Constraints

It is clear that one of the shortcomings of BAEx is inadequate publication and information services to support the field staff in its work with small farmers and rural families. The consultant has, in his detailed report, recommended the kind of programs and resources needed to provide those services. It is to be hoped that high priority will be given to the publication and information division in allocating resources from the National Extension Project.

Short-Term Extension Home Economics Consultant

Progress:

The Terms of Reference for short-term consultant Naurine R. McCormick called for her to:

1. Assist in designing a viable system for evaluating the effectiveness of existing home economics extension methods;
2. Assist in training personnel and in developing evaluation instruments; and
3. Assist and participate in testing an evaluation instrument on a project as a model.

The short-term consultant provided the structure for designing an evaluating system for four home economics extension programs, namely:

1. Extension Methods in working with Rural Improvement Clubs (RICs).

2. Extension Methods in Conducting Homemaker classes.
3. Extension Methods in Working with RIC Children Centers.
4. Evaluation of Job Performance of Senior Home Management Technicians.

In each case, there was a statement of Purpose, Objectives, a Situation Statement, Instructions and Questionnaires. All evaluation instruments were field tested, discussed and refined. A projection plan and time-table were developed, listing which program components have highest priority for study and evaluation. Evaluation of the Rural Improvement Clubs was given highest priority. It was recommended that a steering committee of RIC Officers and Extension Staff serve in an advisory capacity for this survey.

The consultant found in the Home Economics Division of BAEx a dedicated and trained staff, an effective program delivery network in place for the dissemination of Home Economics information and program content of interest to people in support of Ministry and GRP programs and goals.

The consultant found a shortage of teaching materials available to specialists and field staff, a lack of integration of extension programs in Agriculture, Home Economics and youth (Anakbukid) and a lack of aggressive efforts to maintain positive visibility of the contribution

of Home Economics Extension to the quality of life of rural families (nutrition, family planning, health and sanitation).

Among her recommendations were these:

1. Reprint the IPIL Manual (all are 4 years old or more. (Integrated Program for Improved Living)
2. Appoint a task force to select priority lessons from the IPIL Manual and prepare flip cards for teaching purposes. ("Assistance for the development of teaching materials does not appear to be readily available from Publication and Information Division".)
3. Develop a small promotion leaflet publicizing the achievements of RICs. ("The RIC is invaluable as a program delivery system".)
4. Expedite the development of a Memorandum of Agreement between BAEx RIC-Children Centers and the MSSD Day Care Centers.

Problems and Constraints

Are the evaluation systems designed, tested and refined being utilized? Has the steering committee for the Evaluation of the RIC programs been appointed and is it functioning?

GOAL 4. (Academic Thrust)

To assist the University of the Philippines at Los Banos (UPLB) and Central Luzon State University (CLSU) to enhance their capabilities to develop specialists in Agriculture and Food Systems.

Objectives At UPLB

- A. To assist in developing and installing a new graduate degree program in Agricultural Economics/Marketing.

Progress:

Long-term consultant James G. Snell assisted in developing the proposal for a Masters of Professional Studies, major in Agricultural Marketing, more than one year ago. The proposal finally cleared through faculty and administrative channels for approval. The program was implemented during the first semester of 1980 which is approximately one year behind schedule. The number of IAPMP scholars was approximately one-half the targeted number. Apparently the present staff is fully employed in handling the smaller number of students.

The delay in approving the new MPS program will permit very limited opportunity for consultant Snell to participate in evaluating the program since the program will not have run its full course before completion of his term.

During the second semester of 1979-80 the consultant taught two courses and during the first semester of 1980-81 he is teaching one course. Some progress has been made in preparing a manuscript for a text book in Applied Price Analysis, using Philippine data.

The consultant has been minimally involved in thesis work of M.S. and Ph. D. students.

- B. To assist in developing and supporting research programs.

Progress:

The consultant prepared and submitted a brief proposal for an Integrated Marketing Research Program on vegetables. He received some comments on this proposal but no further steps or action was taken to move the proposal along. The consultant intends to continue trying to develop a research program for the Agricultural Economics Department but needs inputs from the Philippine staff if it is to be of any lasting significance. It may be that the institutional arrangements for funding research in the Department will nullify any effort in developing a program of research.

In the meantime, the consultant has undertaken personal research on subjects of interest to Ministry of Agriculture related to the Policy Thrust of IAPMP. This work is not only of value to the Ministry of Agriculture but also provides a sense of accomplishment to the consultant.

Consultant Snell travelled to Bangalore, India at the invitation of FAO to participate in a workshop on Rural Market Development from April 21 to May 2. He filed an excellent report on the workshop. A summary statement: "I have come to the position that the most limiting factor in Marketing is management for those actually engaged in marketing and basic knowledge concerning marketing for those government agencies charged with administration of the marketing system".

- C. To assist in developing and implementing short course programs.

Progress:

The long-term consultant has not been involved in the short-course program except to give a few lectures in the Summer Academic Program.

Although short-term consultant Avram was assigned to ACCI at UPLB in the Academic Thrust, his report is included in the National Policy Thrust, Objective E. dealing with Cooperatives.

Problems and Constraints

The Department of Agricultural Economics and the College of Development Economics and Management has not taken full advantage of the availability of the consultant provided by IAPMP. There appears to have been little priority or sense of urgency in getting approval of the MPS degree program, in developing a program of research,

or of involving the consultant in developing short courses. As a consequence the consultant's initiative, time and talents were attracted into the urgent need of the Ministry of Agriculture for economic analysis in the National Policy Thrust of IAPMP.

Objectives at CLSU. (Although the long-term consultant in Marketing for the Academic Thrust at CLSU had not arrived at the end of the 6-month period under review, some inputs into the Academic Thrust were made by short-term consultants and some long-term consultants from other Thrusts.)

A. To expand the academic program at CLSU.

Progress:

Dr. Charles W. Deyoe, Head of the Department of Grain Science and Industry, in a visit to the Philippines in early February, travelled to CLSU and visited with President Campos about the development of the Feed Technology curriculum. It was agreed that Dr. Deyoe and his staff at KSU would draft a curriculum proposal in Feed Technology and mail it to CLSU for review. This was to be followed by a visit to CLSU by Dr. Deyoe and another member of his faculty in June. The draft curriculum proposal with emphasis on Feed Technology and Management was mailed to CLSU on April 14 and was revised and modified by the CLSU Dean of the College of Engineering and

returned to Dr. Deyoe under date of May 15. Dr. Deyoe and Professor McElhiney visited CLSU as short-term consultants during the period June 11-21 bringing with them an amended curriculum proposal to be administered in the College of Engineering. This proposal was discussed along with an earlier curriculum proposal prepared by Mr. Apolonio Guevarra which was to be a B.S. in Animal Science with a major in Feed Science. The emphasis in this curriculum would be on livestock production and livestock feeding. The proposed curriculum to be administered in the College of Engineering was again revised and renamed "Bachelor of Science in Post-Harvest Technology". The two curricula are to be presented to the CLSU faculty and administration for decision.

- B. To provide applied research and service to support agribusiness campus enterprises and the student cooperative.

Progress:

No work toward this objective has been undertaken, pending arrival of the Marketing Consultant under the Academic Thrust.

- C. To provide faculty for planning and conducting short courses for cooperatives and other agribusiness enterprises.

Progress:

Dr. Richard C. Maxon, long-term agribusiness consultant under the National Policy Thrust participated in an MAC Training Program on February 6 at CLSU. He presented a seminar on Market Analysis and Outlook.

BAEx long-term consultant William W. Stone participated in a three-day study tour of the Federation of Farmers Association of the Philippines, Inc. at CLSU in May, 1980.

- D. To develop and implement a specialized curriculum on total food systems.

Progress:

A curriculum leading to a B.S. in Food Systems was developed and approved by the CLSU faculty and administration. Final approval by the Ministry of Education is pending.

Dr. Warren H. Vincent, long-term consultant to Tech Pack, taught Farm Management courses during the period under review.

Problems and Constraints

The unfilled marketing position under the Academic Thrust at CLSU and delays in the bidding process for acquiring the equipment for the Food and Feed Processing Center have contributed to slippage in the Academic Thrust at CLSU.

EXECUTIVE VISITS

During the six-month period under review, two Executive Visits were made to the Project by Home Campus personnel.

The first was Dr. Milton L. Manuel, Head of the Department of Economics at Kansas State University. During an 18-day visit in March, Dr. Manuel explored the ways in which his Department can provide IAPMP consultants with professional support in carrying out their work in the Philippines. He cited the problems of communication as the major obstacle to providing support - "What professional input is needed?" Since none of the present consultants come directly from the faculty at KSU, the consultants tend to look to their friends and colleagues in their home campus or USDA agency for professional support. They do not have an identified counterpart on the KSU campus with whom they keep in continuous contact. Hence, IAPMP consultants ask - "What professional support can KSU provide?"

The regular bi-monthly reports of IAPMP consultants are transmitted to the home campus. Dr. Manuel will make a stronger effort to review these reports with his staff so they will be better informed of IAPMP activities and his staff will be in a better position to support the Project. Long-term and short-term consultants

departing for the Philippines and returning to the Philippines can be effective channels for communication but there needs to be opportunities for better professional and personal acquaintanceship between the consultants and KSU personnel than in the past. Graduate students coming from the Philippines and returning to the Philippines can also be effective channels of communication if greater effort is made at both ends of the line. Dr. Manuel offered to access computerized data retrieval systems on requests from IAPMP consultants.

The second Executive Visitor from KSU was Mr. Daniel Beatty, Vice President for Financial Affairs, who was in the Philippines from April 14 to 17. He reached agreement with USAID on procedures for claiming overhead on sub-contracted professional personnel and on reducing the amount of the Dollar Revolving Fund held at KSU to finance the operation of IAPMP. He also signed the amendments to the Contract between GRP and KSU which had been previously negotiated and approved by USAID.

An unofficial visitor was Mr. Jack Reeve, member of the Board of Regents for Kansas State University who was briefed on IAPMP while in the Philippines in early May, 1980.

ACCOUNTABILITY

A. Man-Months of Consultants' Time

Under date of May 21, 1980, the Team Leader provided the Overall Project Coordinator with an analysis of man-months of consultants time utilized and man-months of consultant time remaining to be utilized as of June 30, 1980. (See Appendix A). Since June 30 marks the mid-point of the 5-year contract, this appeared to be propitious time to take stock.

Of the 765 man-months of consultant time provided by the Project, approximately 337 or 44% of the man-months had been provided. Thus, over the first 30 months of time of the Project, there were an average of 11.2 consultants on board for each month ($\frac{337}{30} = 11.2$). For the remaining 30 months of time of the Project, the remaining 428 man-months of consultant time is provided for or an average of 14.2 consultants on board each month ($\frac{428}{30} = 14.2$).

Further analysis shows that the project was about on target for long-term consultants (49.8% of the total) but lagging in short-term consultants (26.0% of the total).

It is important that GRP reassess its consultancy needs, prepare the appropriate Terms of Reference for approval, and for KSU to recruit to fill those consultancy needs at an early date.

B. Participant Training (See Appendix B)

1. M. S. Degree Participants

The contract provides for 72 M. S. degree participants. As of June 30, 1980, 38 M.S. degree participants had been approved for training, of which 27 had departed for training and 17 had completed training. This leaves 34 participants to be identified and approved for M.S. degree training. Generally, 18 to 24 months is authorized for completion of the M.S. degree. Hence, it is urgent that additional M. S. degree trainees be identified and approved for training if the Contract provisions are to be met.

2. Non-Degree Participants

The Contract provides 106 non-degree training slots. As of June 30, 98 non-degree participants had been identified, utilizing 78 slots. There remains, therefore, 28 non-degree training slots to be filled.

3. Faculty Fellowships

The Contract provides for 35 Faculty Fellowships. As of June 30, only 12 fellowships had

been utilized. There remains, therefore, 23 fellowships to be awarded.

4. Ph. D. Degree Training

Ph. D. degree training is provided through the Loan Program rather than the Grant Program. The Contract provides for 23 Ph. D. degree programs. As of June 30, eighteen (18) had been awarded. Since the Ph. D. program generally requires more than two and one-half years, the remaining slots need to be filled promptly.

C. Financial Accounts

1. Dollar Budget - AID Grant Funds

Appendix C shows expenditures from the dollar budget as of June 30, 1980. \$3,089,624.66 had been spent out of a total 5-year budget of \$7,834,700 or 39%. Line 9 shows that 40% of the 'Overseas' budget had been spent. Line 18 shows that 51% of the "Home Office" budget had been spent. Line 22 shows that 32% of the "Participant Training" budget had been spent. Line 23 shows that 63% of the "Equipment" budget had been spent.

With respect to the consultant man-months utilized and remaining, the 337 man-months of consultant time cost \$1,916,901.65 or \$5,688

per man-month including salaries, overhead, transportation to and from the Philippines, etc. If the cost per man-month for the remaining 428 man-months is same as for the 337 man-months utilized to date, the additional cost would be \$2,434,522 or a total expenditure of \$4,351,424 against a total budget of \$4,848,428. This is a margin of 9%. With higher salaries, higher transportation costs, etc. this is fairly a narrow margin but acceptable. With respect to the Home Office budget, the costs of recruiting consultants and handling trainees should taper off as the Contract approaches completion. While this item bears watching, it appears to be adequate.

The participant training budget appears to be adequate although the costs of those now in training will continue as well as the total cost of new trainees to be sent for training.

Equipment for the KSU staff has mostly been purchased but some of the existing equipment will need repair or may need to be replaced before completion of the Project.

In summary, the dollar budget appears to be adequate but there may need to be some shifts among line items in the budget.

2. Direct Government Support - Peso Budget

Appendix D shows the 5-year peso budget and expenditures as of June 30, 1980. At the midpoint of the 5-year Contract, all line item expenditures are well below 50% of the budgeted amount. The total peso contributions were 25% of the budgeted amount. The 337 consultant man-months utilized as of June 30, 1980 cost ₱4,701,936.60 or an average of ₱13,952.33 per man-month. If costs per man-month remain the same for the remaining 428 man-months, the cost will be ₱5,971,598.90 or a total of ₱10,673,535 for 765 man-months. This would be only 56% of the amount budgeted. Higher costs per man-month are expected during the remaining months of the Project but no problems are anticipated in any of the line items or in the total.

MAN-MONTHS OF CONSULTANT TIME PROVIDED BY KSU
6-30-80

A. LONG-TERM CONSULTANTS

	<u>Utilized as of 6-30-80</u>	<u>Remaining</u>	<u>Total Man-Months</u>
1. Tech Pack Thrust			
a. Ag Econ (Vincent)	15.0	9.0	24.0
b. Agron (Mader)	24.0	-	24.0
c. An. Science (Koch)	24.0	-	24.0
d. Ag. Eng'g. (Larson)	24.0	-	24.0
e. Food Processing	-	24.0	24.0
f. Feed Processing (Deyoe McElhinney)	.6	23.4	24.0
g. Veg. Production/Post Harvest	-	24.0	24.0
h. Seed Production/Technology	-	15.0	15.0
Sub-Total	87.6 (47.9%)	95.4 (52.1%)	183.0 (100.0%)
2. National Policy Thrust			
a. Ag Econ (Senior Analyst) (Daly)	16.5	30.0	46.5
b. Ag Econ (Policy Analyst) (Rosegrant)	23.5	31.5	55.0
c. Statistician (Graham)	11.2	6.8	18.0
d. Ag Credit Policy Analyst	-	24.0	24.0
e. Ag Econ (Agribusiness) (Maxon)	24.5	.5	24.0
f. Ag Econ (Coops) (Parker)	24.0	-	24.0
Sub-Total	99.7 (52.1%)	91.8 (47.9%)	191.5 (100.0%)
3. Academic Thrust			
a. Ag Econ (UPLB) (Snell)	17.7	6.3	24.0
b. Ag Econ (CLSU-Marketing)	-	24.0	24.0
c. Ag Econ (CLSU-Farm Mgt.)	-	21.0	21.0
Sub-Total	17.7 (25.7%)	51.3 (74.3%)	69.0 (100.0%)
4. Outreach/Extension Thrust			
a. Ag Extensionist (Stone)	17.7	6.3	24.0
Sub-Total	17.7 (73.8%)	6.3 (26.2%)	24.0 (100.0%)

LIST OF IAPM PROJECT-SUPPORTED PARTICIPANTS
January 1-June 30, 1980

Name of Participants	Mother Agency	Thrust Charged	Destination	Field of Study	Training Dates
<u>Ph.D. Degree</u>					
1. Rogelio Concepcion	BS	NP	Cornell University	Agricultural Economics	01- -80 to 12- -81
2. Mervyn Misajon	UPLB	AT	Michigan State U	Resource Development	01- -80 to 12- -81
3. Jose Tabago	CLSU	TP	Oklahoma State U	Agriculture Engineering	01-14-80 to 12- -81
4. Hermingildo Montalvo	NFAC	E/O ¹	Kansas State U	Agricultural Economics	06-09-80 to
<u>Faculty Fellowships</u>					
1. Edgardo C. Quisumbing	NFAC	E/O	Harvard Inst of Mngt	Management	02-17-80 to 05-31-80
2. Rodolfo Undan	CLSU	TP	USDA	Agri'l Project Planning for Imp.	05-05-80 to 06-06-80
3. Anselmo Roque	CLSU	TP	USDA	Ag Communication and Media	05-09-80 to 06-27-80
4. Melchisedeck Maquis	CLSU	TP	USDA, Cal Poly State U	Mngt and Org Change; Cal Poly foundation program	05-12-80 to 06-20-80 06-23-80 to 07-03-80
5. Marcelo Roguel	CLSU	TP	KSU, Beria College USDA	Food systems programs Agri'l Capital Projects	06-03-80 to 06-08-80 06-09-80 to 07-25-80
6. Fernina Rivera	CLSU	TP	USDA	Agri'l Research Methodology	06-09-80 to 07-25-80
<u>Non-Degree</u>					
1. Teresita Lalap	NFAC	NP)	AIT/Thailand,	Information Systems Project	01-28-80 to 02-09-80
2. Jessie Divinagracia	NFAC	NP)	Indonesia, Malaysia	Management Seminar	
3. Maximo Discan	AMC	NP	Indiana, Wisconsin	Tour on grain coops and coop financing institutions	04-14-80 to 05-01-80
4. Israel P. Carlos	NCLAD	NP	USDA	Management of Agricultural Research	04-28-80 to 06-06-80
5. Miguel R. Bernais	BPI	E/O	USDA	Management of Agri'l Research	04-28-80 to 06-06-80
6. Gloria Valdez	NFAC	E/O ¹	U of Connecticut	Personnel Management	05-02-80 to 06-27-80
7. Grace Sia-Panzolona	MA	NP	USDA	Agri'l Project Planning for Implementation	05-05-80 to 06-06-80

List of IAPSP-supported participants
January 1-June 30, 1980

Name of Participants	Mother Agency	Thrust Charged	Destination	Field of Study	Training Dates
8. Eduardo B. Pons	MA	NP	USDA USDA USDA World Bank	Agri'l Project Planning for Imp. Agri'l Capital Project Analysis Managing Ag Project Implementation Apprenticeship on Project Prep.	05-05-80 to 06-06-80 06-09-80 to 07-25-80 07-28-80 to 09-05-80 09-10-80 to 10-10-80
9. Editha Baquizal	MA	NP)	USDA	Management and Organizational	05-12-80 to 06-20-80
10. Angela Gatan	BAEx	E/O)		Change- An Org Dev Approach	
11. Aida de Vera	FPA	NP)	U.S. federal and	Observation tour on pesticide	05-09-80 to 06-30-80
12. Manuel Quisumbing Sr.	FPA	NP)	state dept and	management and control	
13. Nicholas Deen	FPA	NP)	agencies, univ. and		
14. Ricardo N. Fernando	NFAC	E/O)	pesticide manufac-		
15. Augusto R. Ma. Cinco	NFAC	E/O)	turing companies		
16. Renato Mactal	CLSU	TP	KSU, Arkansas, Louisiana	Animal Feed Production course, feed plant operation and tour	05-19-80 to 05-30-80 06-01-80 to 08-30-80
17. Carlos Encarnacion	CLSU	TP	KSU, Arkansas, Louisiana, Cal Poly State U	Animal Feed Production course, feed plant operation and tour) Food processing operation)	05-19-80 to 05-30-80 06-01-80 to 08-30-80
18. Benjamin Cruz	CRB	E/O)			
19. Ambrosio Lumibao	CRB	E/O)	Wisconsin,	Observation tour on	06-25-80 to 06-27-80
20. Leonila Chavez	CRB	E/O)	Minnesota, Kansas,	cooperatives	
21. Romeo Serquina	AMC	E/O)	Arkansas,		
22. Irineo Garcia	AMC	E/O)	California		
23. Fernando Solas	AMC	E/O)			
24. Aniceto C. Bautista	BAEx	E/O)	USDA (KSU)	Agri'l Research Methodology	06-09-80 to 07-25-80
25. Maximo A. Tolentino	BPI	E/O)	USDA (U of Missouri)	Development and Operation of Agri-	06-09-80 to 08-08-80
26. Octavio R. Malabanan	BPI	E/O)		cultural Extension Programs	
27. Romeo V. Sayani	NFAC	E/O)	-do-	-do-	-do-
28. Ernesto Villafuerte	NFAC	E/O)	USDA (Colorado SU)	Developing Markets for	06-09-80 to 08-15-80
29. Ratelieta Melendrez	BAEcon	NA)		Agricultural Products	
30. Ruperto Bustria	BAEcon	NA)	USDA	Management of Agricultural	06-16-80 to 08-08-80
31. Gloria Gonzalo	NFAC	E/O)		Organizations	
32. Florito Gloria	MA	NP	-do-	-do-	-do-
33. Rosalina Cornista	BAEcon	NP	USDA (U of Florida)	Strategies for Developing the Agricultural Sector	06-16-80 to 08-22-80

list of iapmp-supported participants
 January 1-june 30, 1980

Name of Participants	Mother Agency	Thrust Charged	Destination	Field of Study	Training Dates
34. Juan C. Bonoan	BS	NP	USDA	Soil Fertility Affecting Food Production	06-08-80 to 08-15-80
35. Macario Rodriguez	Central Bank	NP	U Center for Coops; Washington	Coop 422 and 442, tour of local coop organizations and on-the-job training	06-16-80 to 09-06-80
36. Consuelo Felix	BAEx	E/O ¹	USDA	Agri'l Trainer Development	06-30-80 to 08-22-80

¹ Studies funded from savings.

Integrated Agricultural Production & Marketing Project
Summary of Fiscal Report (Grant Fund)
(U. S. Dollars)

<u>Budget Item</u>	<u>Expenditures 10-1-77 to 6-30-80</u>	<u>5-Year Budget</u>	<u>Expenditure Over Budget</u>
1. Overseas Long Term Salaries and Fringe	\$ 972,726.89	\$2,246,665	43
2. Overhead Long Term Staff	267,692.16	519,403	52
3. Other Costs Long Term Staff	321,998.30	650,921	50
4. Total Long Term Staff	1,562,417.35	3,416,989	46
5. Overseas Short Term Salaries and Fringe	176,278.00	642,307	27
6. Overhead Short Term Staff	90,113.45	413,228	29
7. Other Costs Short Term Staff	88,092.85	375,904	23
8. Total Short Term Staff	354,484.30	1,431,439	25
9. Sub-Total Overseas	1,916,901.65	4,848,428	40
10. Home Administration Salaries and Fringe	220,827.16	287,421	77
11. Overhead Administration Staff	112,363.83	142,344	79
12. Other Costs Adm. Staff	31,398.92	30,228	104
13. Total Home Adm. Staff	364,589.01	459,993	79
14. Home Department Salaries and Fringe	67,091.40	226,922	30
15. Overhead Home Dept.	34,180.31	108,141	32
16. Other Costs Home Dept.	1,115.78	120,911	1
17. Total Home Dept.	102,387.49	455,974	22
18. Sub Total Home Office	466,977.40	915,967	51
19. N. S. Participants	245,630.86	1,031,885	24
20. Non-Degree Participants	268,471.76	551,684	49
21. Faculty Fellows	35,729.41	121,200	29
22. Sub-Total Participants	549,832.03	1,704,769	32
23. Equipment KSU Staff	111,016.69	176,777	63
24. Project Reserve for Tech Pack	<u>44,896.89</u>	<u>188,759</u>	<u>24</u>
Total AID Grant	<u>\$3,089,624.66</u>	<u>\$7,834,700</u>	<u>39</u>

INTEGRATED AGRICULTURAL PRODUCTION & MARKETING PROJECT

DIRECT GOVERNMENT SUPPORT
(In Philippine Pesos)

Items	Life of Project (5 Years)	Expenditures 10/1/77-6/30/80	Expenditure as Percent of Budget
1. Housing, Utilities and Education, Long-Term Staff	P 5,752,927.00	1,579,196.69	27%
2. TLQA, Draperies, Local Travel and Per Diem, Long-Term Staff	2,195,992.00	633,491.87	29%
3. Local Travel and Per Diem, Short-Term Staff	5,449,155.00	450,613.58	8%
4. Vehicle Operation and Maintenance, Including Drivers (Total added to number 5 below)			
5. Office and Local Staff Vehicle Operation, etc., KSU Manila Office	5,468,221.00	2,038,634.54	37%
6. Contingency	<u>168,655.00</u>	<u>-</u>	<u>-</u>
TOTAL	<u>P19,034,950.00</u>	<u>P4,701,936.68</u>	<u>25%</u>