

THE PRAGMA CORPORATION

REPUBLIC OF PANAMA
MINISTRY OF AGRICULTURAL DEVELOPMENT
NATIONAL SECTORAL PLANNING DIRECTORATE

QUARTERLY REPORT

JULY 1 - SEPTEMBER 30, 1985

NO: II

USAID/PANAMA
AGRICULTURAL POLICY FORMULATION & MANAGEMENT PROJECT
(525-0247)

CONTRACT NO. LAC-0247-C-00-5030-00

THE PRAGMA CORPORATION

116 East Broad Street • Falls Church Virginia 22046
Tel. 703-237-9303 • Telex 203507 PRAGMA FSCH UR

President
Jacques Defay

Established 1977

Countries:

Africa:

Botswana
Burkina Faso
Central African
Republic
Ivory Coast
Mali
Niger
Rwanda
Sierra Leone
Zaire
Zimbabwe

Asia:

India
Indonesia
Nepal
Pakistan
Philippines
Singapore

Latin America:

Argentina
Bolivia
Costa Rica
Ecuador
Guayana
Honduras
Mexico
Nicaragua
Panama
Paraguay
Peru

Caribbean:

Antigua
Barbados
Belize
Dominica
Dominican Republic
Haiti
Jamaica
St. Kitts/Nevis

North Africa/ Middle East

Egypt
Lebanon
Morocco
Tunisia
Yemen

Fields:

Agriculture/Rural Development
Health, Water Sanitation
Financial Management
Private Sector Development
Conference Management
Training, Education
Industrial Development and Finance
Microcomputer Application, Hardware and Software

Clients:

AID
World Bank
IDB
IFAD
OAS
Peace Corps

Overseas Offices:

Belize/Belize City
Tel: 44362
Telex: 120 VILLA BZ

Burkina Faso/Ouagadougou
Tel: 335339
Telex: SAG 5237BF

Indonesia/Jakarta
Tel: 793480
Telex: 47319 FINAS IA

Panama/Panama City
Tel: 643862
Tel: 637842
Telex: 2116 TRTELCOR PA

Zaire/Kinshasa
Tel: 32714
Telex: 21340 DAM ZR

REPUBLIC OF PANAMA
MINISTRY OF AGRICULTURAL DEVELOPMENT
NATIONAL SECTORAL PLANNING DIRECTORATE

QUARTERLY REPORT

JULY 1 - SEPTEMBER 30, 1985

NO: II

USAID/PANAMA
AGRICULTURAL POLICY FORMULATION & MANAGEMENT PROJECT
(525-0247)

CONTRACT NO. LAC-0247-C-00-5030-00

QUARTERLY REPORT

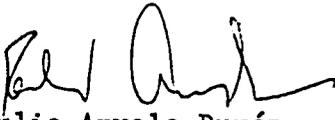
July 1 - September 30, 1985

Agricultural Policy Formulation & Management Project
(No. 525-0247)
Republic of Panama

INTRODUCTION

This Quarterly Report of the PRAGMA team for the USAID/Panama - Ministry of Agricultural Development "Agricultural Policy Formulation and Management Project" (No. 525-0247), follows the standardized format established by PRAGMA for its overseas projects.

The major problems faced last quarter regarding adequate office space were solved at the onset of this quarter. The remaining five members of the PRAGMA team of long-term advisors have yet to be selected. The lack of a full complement of Project advisors definitively jeopardizes the planned dynamics, as well as the timing of activities, for the entire Project.



Tulio Arvelo Durán
Pragma Chief of Party

al'

QUARTERLY REPORT

The PRAGMA Corporation
Panama, Republic of Panama

AGRICULTURAL POLICY FORMULATION AND MANAGEMENT PROJECT
(No. 525-0247)

July 1 - September 30, 1985

A. Summary of Major Events of the Quarter

1. Beginning the first week in July, the Pragma team leaders and one Department within the DNPS moved into new Project offices. MIDA has rented two small, attached houses, termed "the chalet" to provide office space for approximately 21 persons, including the Pragma team of advisors and selected counterparts. Since the Sectoral Planning Director, Reynaldo Pérez, has assigned highest priority to the policy work performed by the Department of Short and Medium-Term Planning, he proposed that the Project initiate its activities by focusing work efforts within that Department. With this strategy in mind, and in consideration of certain space limitations, it was decided that the entire Department of Short and Medium-Term Planning, and no other counterparts, would occupy the "chalet" along with Project advisors. Thus, began a period of orientation, and development of working relations.

2. Organizational meetings were held with counterpart personnel in the Department of Short and Medium-Term Planning during the months of July and August. Individual work assignments were discussed. In addition, the necessity of separating programmed from non-programmed (fire-fighting) activities was recognized. Although the Department Head and Planning Directors agreed with the strategy to assign a limited number of persons to the non-programmed activities (on a rotating basis), in practice, the concept has been difficult to implement.

Project activities with other counterpart personnel in other departments within the Planning Directorate (Specific Projects, Agroindustrial Research, Information & Statistics) also were initiated during the quarter, but not as intensively as with the Department of Short and Medium Term Planning. Initial organizational meetings were held with the Department of Specific Projects,

and some personnel reassignments were made. It also was determined that functional responsibilities between departments were somewhat blurred, and that the Department of Agroindustrial Research was involved in both project development and in policy matters. Within the Department of Information & Statistics, a new organizational concept was developed, and the selection process for the local contracting of a statistician, computer scientist, and librarian was initiated. In the future, other personnel -- within the DNPS, inside and outside of MIDA -- will be incorporated into the project.

3. The Commodity Studies Program within the Department of Short and Medium-Term Planning was initiated during the quarter. Commodities were identified, prioritized, and assigned to technicians within the Department. A standardized list of required information was developed, and inventories of policy instruments begun. The computer processing/storing of such information also was initiated.

4. The first working sessions of the Technical Committee began during the quarter. The Committee membership was expanded to include other Department Heads within the Planning Directorate. The Project strategy was discussed as were major activities to be undertaken. The preliminary workplan was discussed and approved by the Technical Committee. The need to improve informational flows within the DNPS, and to promote integrated, rather than isolated and separate work efforts among the departments was recognized. The opinion was expressed that the Project, and the forum of the expanded Technical Committee, would assist such efforts.

5. The actions required to satisfy outstanding conditions precedent -- related to local contracting and the acquisition of an adequate building -- were determined. Meetings were held with the USAID Project officer, and DNPS Directors.

6. During the months of August and September, considerable Project activity was devoted to preparing the Public Agricultural Sector Annual Operating Plan (POA) for 1986. It contains summary statements on sector strategy and objectives, as well as delineates activities, with specified targets, for the year. The document extends beyond MIDA to include other

public sector institutions. The operating and investment budgets prepared by the Programming and Budget Department within the DNPS are a major element of the POA. The following departments with whom Pragma advisors currently work were involved in POA preparation: Short and Medium-Term Planning, Specific Projects, Information and Statistics. Principal responsibility for producing the document rests with the Department of Short and Medium-term Planning.

7. Another major activity of the quarter concerned responding to the reoccurring demands of the Agricultural Commission of Diálogo Nacional (National Dialogue) initiated by President Nicolás Ardito Barletta. (The Diálogo Nacional involves a discussion between the Government of Panama and private sector groups organized into three commissions: Labor, Agriculture, and Industrial. The principal themes discussed in the Agricultural Commission have concerned the Carta de Intención (Letter of Intention) to the World Bank regarding the second multi-million dollar Structural Adjustment Loan (SAL).)

8. Near the close of the quarter, the first draft of a proposal to the Minister on a project monitoring system for externally funded projects was written. Greater than 60 public agricultural projects are currently on the books (in, or almost in, the implementation phase.) Given resource constraints (human and financial), the DNPS cannot closely monitor this number of projects, nor provide adequate support and assistance to project implementers. Since the IDB, USAID, World Bank, FAO and other external donors are the principal financiers of agricultural projects, and represent a more manageable number of activities, it was determined that a limited, focused effort to improve monitoring of externally-funded projects was necessary and appropriate.

9. The Pragma Administrative Assistant began her assignment on August 1. The administrative burdens, previously attended to by the Chief and Deputy Chief of Party, can now be shifted to her.

10. The committee to select the remaining Pragma technical advisors issued its recommendations. The strategy of bringing top candidates to Panama for consultation and interviewing, prior to their final confirmation, was adopted.

11. A preliminary draft of a long-term training plan strategy was prepared.

12. The desired specifications for project-funded vehicles were transmitted to the USAID Project Officer, and a PIO/C prepared.

13. The Chief of Party participated in a training seminar and consultation in Washington, D.C.

B. Progress Toward Project Objectives

1. The Commodity Studies program which is intended to generate and maintain necessary analytical information and to promote regular policy inquiries was initiated.

2. An improved project monitoring systems was introduced.

3. The regular production of policy papers, and executive briefing memoranda to the Minister and Vice-Minister began.

4. The Information and Statistics Department was reorganized, and formal linkages between it and the Department of Short and Medium-term Planning, and Specific Projects established.

C. Major Problems and Constraints Encountered

In this quarter, the major constraints regarding communication with our counterpart team were eliminated since together we occupied office space in the "chalet". Nevertheless, delays in decisionmaking remained. This was particularly evident in the selection process of the remaining Pragma technical advisors. It would appear that standardized procedures for the routine review and confirmation of candidates does not exist.

With respect to logistical support, the Project still lacks the four Project vehicles. Therefore, Pragma and counterpart personnel have had difficulties programming needed field trips. The vehicle arrival date is still unknown, but will take at least three months' time.

Last, but not least, the continuing political and economic crisis has jeopardized medium and long-term planning efforts. Last Friday, September 27, President Nicolas Ardito Barletta resigned, and his first Vice-President, Erick Del Valle, assumed the office of President. The new executive will receive the pro-forma resignation of the entire Cabinet, and make his own appointments. Thus, there is a distinct possibility that the Project is about to face its third Minister of Agriculture -- within a six-month period of time.

QUARTERLY REPORT

July 1 - September 30, 1985

Agricultural Policy Formulation & Management Project
(No. 525-0247)

D. INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORTS

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT
Agricultural Policy Formulation & Management Project
PRAGMA team - USAID Project No. 525-0247
Ministry of Agricultural Development
Republic of Panama

Name: Tulio Arvelo Durán

Position: PRAGMA Chief of Party

Period Covered: July 1 - September 30, 1985

I. STATUS OF ACTIVITIES PLANNED FOR THE PAST QUARTER

All the activities planned for these quarter were executed, with the exception of one planned in the first quarterly report, that is related to the identification of short, medium and long-term projects to be initiated.

During this quarter the first two quarterly reports were submitted to USAID and are in the process of being translated to Spanish for the DNPS Directorate.

Through the meetings of the Technical Committee, all DNPS departments that were planned to be involved with the project are engaged in technical activities. The Technical Committee was programmed to meet weekly during these quarter and from October on it will meet every two weeks.

A policy workshop was planned to be held quarterly, and the first was programmed for the end of October, this one exclusively for DNPS technical staff.

II. UNPLANNED ACTIVITIES DURING THIS QUARTER

The most important unplanned activity of this quarter was my direct participation in the Agricultural Commission for the National Dialogue sponsored by ex-President Barletta and chaired by the Minister Manuel Balbino Moreno. The project staff also gave to this Commission the necessary technical support, making position papers on policy related subjects.

Another unplanned activity was my trip to the Province of Chiriqui with the Acting Chief of the Agriculture Office of USAID, Gary Bayer to attend a seminar of IDIAP held at Boquete.

Another unplanned trip was my visit to Washington to attend a Seminar for Trainees for the Green Revolution and Exaction Game, sponsored by Pragma with the support of the World Bank. In this seminar I acquired the necessary skills to run these training games in Panama. During this trip I also made consultation with the home office for project related matters.

III. COMMENTS ON SPECIAL PROBLEMS ENCOUNTERED (be brief).

With the settle into the house the problems encountered are a perfect superposition of the ones pointed out earlier in this Report.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

- ✓ a. Integration with the Commodity Group Commissions. Reactivation and if necessary creation of new ones accordingly with the necessity of feedback information from the private sector and for commodity policy analysis purposes.
- b. Supervision of the policies studies in progress with the counterpart team, for each one of the following products: rice, beef, pork and poultry, industrial tomato, citrus, corn, and sorghum, milk and dairy products, melons and watermelons, sugarcane, onions, bananas, shrimps and edible beans.
- X c. Initiation of the Economic Assessment of the Panamanian Agriculture. Using as a benchmark F. Conklin's work on the subject. +
- X d. Advisor to the Minister and Vice-Minister requested. ✓
- ✓ e. Elaboration of the agenda for the Technical Seminar to be held during next quarter. X
- ✓ f. Participate as a Manager in the Green Revolution Game to be given during the first training workshop in late October. ✓
- ✓ g. Participate in the Technical Committee meetings. ✓
- ✓ h. To develop jointly with the Director of DNPS the basic elements of the agricultural sector strategy for MIDA. ✓
- ✓ i. Establishing and maintaining a "log" registering requests for information and analysis and responses provided. ✓
- X✓ j. To give the logistic support to the five long term consultants, in case they arrive during next quarter. ✓

09/30/85

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT
Agricultural Policy Formulation & Management Project
PRAGMA team - USAID Project No. 525-0247
Ministry of Agricultural Development
Republic of Panama

Name: Robin I. Zeitz

Position: PRAGMA Deputy Chief of Party

Period Covered: July 1 - September 30, 1985

I. STATUS OF ACTIVITIES PLANNED FOR THE PAST QUARTER

The activities planned for the July 1 - September 30 quarter, and included in the last quarterly report, were to a great extent accomplished. These included:

- Conducting orientation and organizational meetings -- especially with the Departments of Short and Medium-Term Planning, and to a lesser degree, with Specific Projects, and Information & Statistics.
- Meeting with the Technical Committee. Weekly meetings were held, and membership was expanded to include other departments and projects within the DNPS..
- Assisting in initiating the preparation of a list of current agricultural policies and programs.
- Beginning arrangements for regular (quarterly) policy workshops.
- Initiating the Training Program -- for both short and long-term training.
- Settling in to new office space.
- Preparing Quarterly Reports.
- Orienting the new Administrative Assistant, and hiring other local support staff.
- Assisting in drafting terms of reference and devising a selection process for local contract personnel within the Department of Information & Statistics.
- Preparing, with the DNPS Directors, needed specifications for PIO/C on Project vehicles.

- Reviewing existing documentation on public agricultural sector project planning systems (including development, monitoring and evaluation).
- Reviewing existing practices employed to inventory and report on projects (in all phases of development).
- Formulating preliminary recommendations to improve project planning systems. Helping develop the proposal on a monitoring system for externally-funded projects.
- Review existing information reporting procedures -- for program and project information.
- Drawing on individual Department's workplans, preparing work plans for the principal Project components.

II. UNPLANNED ACTIVITIES DURING THIS QUARTER

Three activities were undertaken which had not been programmed by me for the quarter. My assistance in organizing the commodity specialists program were not personally programmed although the activity had been contemplated in the Chief of Party's quarterly workplan. Another unplanned activity was a field trip to David and Boquete to discuss export matters with MIDA (Agroindustry) personnel and a short-term technical advisor, and discussion on milk policy issues. The third activity which had not been included in my quarterly workplan related to preparing the Agricultural Sector Annual Operating Plan for 1986. Although the preparation of this document has always been the DNPS' responsibility, personnel not closely involved with Project activities had volunteered to produce the report. Therefore, neither the Chief or Deputy Chief of Party contemplated such activity within the Project.

III. COMMENTS ON SPECIAL PROBLEMS ENCOUNTERED

Since the critical space issue has been solved, the principal constraints to Project implementation relate to the lack of the full complement of Project Advisors. A final, definitive selection of advisors is still outstanding. Another limiting factor is that lack of Project vehicles.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

- Follow-up on proposal to improve project monitoring and evaluation systems. Review incoming project monitoring reports. Suggest, as needed, modified formats and reporting schedules.
- Preparation of internal DNPS orientation seminar on the Project.
- Suggest personnel reorganization and/or reassignment of functions with the Department of Specific Projects, Agroindustrial Research, Programming and Budgeting, and Regional Planning, and assist in preparation of job descriptions for the personnel.
- Assist in the preparation of a project inventory for existing and planned projects for the 1986/87 period.
- Finish Training Program.
- Assist in preparing and carrying out the first, quarterly policy seminar.
- Meet with the Technical Committee.
- Ascertain that pending Conditions:Precedent are being met.
- Prepare workplan for 1986.
- Prepare orientation materials for arriving long-term advisors.
- Assist in the production of procedure handbooks to be used in training workshops.