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**Agriculture Production and
Institutional Development Project
Final Evaluation**

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TABLE OF CONTENTS

<u>ACRONYMS</u>	v
<u>EXECUTIVE SUMMARY</u>	1
<u>CONCLUSIONS, RECOMMENDATIONS, AND LESSONS LEARNED</u>	8
<u>INTRODUCTION</u>	20
1.0 <u>BACKGROUND</u>	21
2.0 <u>PROJECT MANAGEMENT AND COORDINATION</u>	24
2.1. <u>General Management and Coordination</u>	24
2.2. <u>Program Planning and Financial Management</u>	26
2.3. <u>Procurement</u>	27
2.4. <u>Implementing Entities</u>	29
3.0 <u>AGRICULTURAL POLICY ANALYSIS SUPPORT</u>	31
3.1. <u>Agricultural Policy Analysis</u>	31
3.1.1 <u>Activities and Project Objectives</u>	31
3.1.2. <u>Issues, Special Problems, Constraints</u>	33
3.1.2.1. <u>Priorities for Analysis</u>	33
3.1.2.2. <u>Key Sectoral Issues</u>	34
3.1.2.3. <u>Subcontracted Studies</u>	35
3.1.2.4. <u>Staff Stability</u>	36
3.1.2.5. <u>Institutionalization</u>	36
3.1.2.6. <u>Policy Dialogue</u>	38
3.1.2.7. <u>Technical Assistance</u>	39
3.1.2.8. <u>Procurement</u>	40
3.1.3. <u>Strengths, Innovations, Successes</u>	40
3.1.3.1. <u>Policy Implementation</u>	40
3.1.3.2. <u>Basic Policy Studies</u>	42
3.1.3.3. <u>Personnel Training</u>	42
3.1.3.4. <u>Policy Analysis Demand</u>	43
3.2. <u>Ministry of Agriculture, Agricultural Planning Office</u>	43
3.2.1. <u>Activities and Project Objectives</u>	43
3.2.2. <u>Issues, Problems and Constraints</u>	44
3.2.2.1. <u>The Role of OPA</u>	44
3.2.2.2. <u>Resource Scarcity</u>	44
3.2.2.3. <u>Information Management</u>	45

3.2.3.	Strengths, Innovations, Successes	45
3.2.3.1.	<u>Project Management System</u>	45
3.2.3.2.	<u>"Registry of Policy Decisions"</u>	46
3.3.	Ministry of Economy and Finance (MEF)	46
3.3.1.	Activities and Project Objectives	46
3.3.2.	Issues, Problems, and Constraints	47
3.3.2.1.	<u>Activity Outputs</u>	47
3.3.2.2.	<u>Technical Assistance</u>	47
3.3.3.	Strengths, Innovations, Successes	48
3.3.3.1.	<u>Design of Econometric Models</u>	48
3.3.3.2.	<u>Exchange of Experiences</u>	48
3.3.3.3.	<u>Policy Studies</u>	49
4.0	<u>INFORMATION SUPPORT</u>	50
4.1.	<u>National Rural Household Survey</u>	50
4.1.1.	Activities and Project Objectives	50
4.1.2.	Issues, Special Problems, Constraints	51
4.1.3.	Strengths, Innovations, Successes	52
4.2.	<u>Area Sampling Frames</u>	53
4.2.1.	Activities and Project Objectives	53
4.2.2.	Issues, Special Problems, Constraints	55
4.2.2.1	<u>Project Design</u>	55
4.2.2.2	<u>Technical Assistance</u>	55
4.2.2.3	<u>Administrative Issues</u>	55
4.2.2.4	<u>Procurement</u>	56
4.2.2.5	<u>Staffing Problems</u>	56
4.2.2.6	<u>Technical Problems</u>	56
4.2.2.7	<u>Alternatives for Area and Production Statistics</u>	56
4.2.2.8	<u>Looking Into the Future</u>	57
4.2.3.	Strengths, Innovations, Successes	58
4.3.	<u>Agroclimatic Impact Assessment</u>	58
4.3.1.	Activities and Projects Objectives	58
4.3.2.	Issues, Special Problems, Constraints	61
4.3.3.	Strengths, Innovations, Success	63
5.0	<u>MANAGEMENT SUPPORT</u>	64
5.1.	<u>Activities and Project Objectives</u>	64
5.2.	<u>Issues, Special Problems, Constraints</u>	65
5.3	<u>Strengths, Innovations, Successes</u>	68

6.0	<u>HUMAN RESOURCE DEVELOPMENT SUPPORT</u>	69
6.1.	<u>Advanced Training</u>	69
6.1.1.	Activities and Project Objectives	69
6.1.2.	Issues, Special Problems, Constraints	71
6.1.3.	Strengths, Innovations, Successes	73
6.2.	<u>The National Agrarian University (UNALM)</u>	74
6.2.1	Activities and Project Objectives	74
6.2.2.	Issues, Special Problems, Constraints	77
6.2.3.	Strengths, Innovations, Successes	82
	<u>BIBLIOGRAPHY</u>	84
	<u>PERSONS AND INSTITUTIONS VISITED</u>	89

ANNEXES

1. Evaluation Scope of Work
2. Constraints and Methodology
3. Policy Analysis Studies
4. Logical Framework
5. Project Structures by Implementation Period
6. Achievements of Activity 7a: Administrative Improvements at Ministry of Agriculture
7. Ministry of Agricultural Publications (Activity 7a)
8. Accomplishments of Activity 7b, 1984-1988
9. Advanced Training (Activity 10)
10. Short Courses and Seminars (Activity 10)
11. Regional University Faculty at UNA (1984-1990)
12. Project Budgets and Expenditures by Source and Activity

ACRONYMS

AIA	Agroclimatic Impact Assessment
APID	Agricultural Policy and Institutional Development Project
APT	Automatic Picture Transmission device
APRA	Alianza Popular Revolutionary Alliance
ASF	Area Sampling Frames
ATT	Agricultural Technology Transformation Project
CIPA	Center for Agricultural Research and Extension
CONA	National Agricultural Marketing Corporation
CSAPS	Continuous System of Area and Production Statistics
ECASA	Food Trading Enterprises
ECOPOL	Econometric Equilibrium Model
ESAN	Escuela de Administración de Negocios para Graduados
ETPA	Quarterly Agricultural Production Survey
ENCI	National Input Marketing Company
FDN	National Democratic Front
FMS	Farm Management Services
FRASA	Agricultural Revitalization Fund
FUNDEAGRO	Agriculture Development Foundation
GAPA	Agricultural Policy Analysis Group
GDP	Gross Domestic Production
GOP	Government of Peru
GRADE	Development Analysis Group
IDB	Inter-American Development Bank
INE	National Statistics Institute
INIA	Institute of National Agrarian Research
INIPA	National Institute for Agricultural Promotion and Research
INP	National Planning Institute
MEF	Ministry of Economy and Finances
MIAC	Mid-America International Agricultural Consortium
MOA	Ministry of Agriculture
MODINAPRE	Price Model
MOPIN	Production Import Model
NGO	Non-governmental Organization
NRHS	National Rural Household Survey
OEA	Organization of Agricultural Statistics
OFA	Office of Food and Agriculture (under USAID/Peru)
OGA	Office of General Administration (of Ministry of Agriculture)
OGR	General Office of Enhancement
ONA	National Agrarian Organization

ONERN	National Organization for the Evaluation of the Natural Resources
OPA	Agricultural Planning Office
OSE	Sectoral Statistics Office
OSPA	Agricultural Sector Planning Office
PACD	Project Anticipated Completion Date
PAPI	Policy Analysis, Planning and Implementation
PCO	Project Coordination Office (for APID)
PIL	Project Implementation Letter
PREDICLIMA	Associated Institute for Climate Forecast and the Mitigation of Natural Disasters
PRESA	Agricultural Sector Revitalization Program
R-CSASPS	Reformulated Continuous System of Area and Production Statistics
REE	Research, Education, and Extension Project
RPD	Registry of Policy Decisions
SENAMHI	National Weather Service
SINEA	National System of Agricultural Statistics
SNIDA	National System of Agrarian Production Information
TOEFL	Test of English as a Foreign Language
UNALM	National Agrarian University - La Molina
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development, Washington D.C.
USAID/P	United States Agency for International Development in Peru

EXECUTIVE SUMMARY

This report presents a final evaluation of the Agricultural Planning and Institutional Development Project (APID 527-0238). Implemented by four Peruvian government agencies, APID began in late 1983 and has been evaluated twice, once in 1986, and again in 1988. Its third extension (PACD: December, 1988) ends in December, 1991. The goal of the project is to increase agricultural production, raise farmer income, and satisfy consumer demand, with the purpose of increasing the government's capacity to make and implement sound agricultural policy. The project was also aimed at strengthening policy analysis, data generation and reporting, program and personnel management, and human resources. Loan (\$11,000,000), grant (\$6,650,000), and PL-480 (\$8,300,000) monies have funded APID through 1991. About \$5,000,000 from all sources will remain unspent at the close of the project (December, 1991). The Mid-American International Agricultural Consortium (MIAC) and Farm Management Services (FMS), a Peruvian firm, have supplied technical assistance.

APID began during the Belaunde years, a time of recession, drought, flood, and mounting political insurgency. Belaunde reversed a decade of military socialism, which had marginalized the private sector, driven talent from Peru, and expanded the public bureaucracy. Garcia assumed power in 1985 and moved the economy back toward state intervention, alienating donors by balking on debt service. The ensuing years brought high inflation, unemployment, and an increasingly violent Shining Path. When Fujimori came to power in 1990, Peru was torn by civil unrest and deeply mired in political and economic crisis. The GOP has enacted draconian, "structural- adjustment" measures and again veered toward a market economy and an active private sector.

In this turbulent setting, defined by low salaries, talent flight, capricious political change, and major restructuring of the agricultural sector, few development projects could have held a steady course. Thus, APID has not demonstrably moved Peru toward the project goal of increasing agricultural production and farmer income. The project has to an extent, however, achieved its purpose of increasing the government's capacity to formulate and execute sound agricultural policy. A succession of agricultural ministers have depended on the Agricultural Policy Analysis Group (GAPA), the policy advisory unit created by APID, to formulate agricultural policy. The information produced by GAPA has been recognized as valuable and has created a demand for such a unit. These are highly significant achievements and represent a major project impact.

The existence of GAPA, however, is precarious. Dependent administratively on the Ministry of Agriculture (MOA) GAPA functions as a public institution, and is entirely grant-funded by USAID, which routes funds through a local consulting firm in order to circumvent the ministry's low salary norms, and thus retain competent personnel.

Although GAPA has produced numerous quality studies, there has been little consistency to its short-term analysis, which has responded to the changing priorities of successive governments. GAPA's relation to OPA, the Ministry of Agriculture's planning unit which also analyzes policy, has not been defined. This has resulted in disruptive tension between them. APID has by contrast, created a basis for mutual respect between the Ministry of Economy and GAPA, a novel and very positive achievement.

Too many activities and the lack of a managerial focus with enough authority to coordinate activities spanning three ministries and an autonomous university (a daunting challenge in the best of times) have rendered APID's management and institutional structures unviable. Additionally, public-sector implementing entities have not assigned activity-implementation managers to project activities, or remunerated existing part time managers beyond their usual salaries for extra work. APID's coordination office has been mired in a welter of operating procedures involving USAID, OGA, and MEF, and these have caused serious implementation delays. An emphasis on control and compliance with regulations has not been matched by a concern for program quality. Furthermore, since 1988, USAID project management has been deficient; there is little evidence of sustained Mission commitment at any level to the project. Food and Agriculture Offices, which is very understaffed, has no economist.

APID's progress on establishing systems to generate and process information for policy-making has fallen short of expectations. The National Rural Household Survey was to provide policy makers with current information on rural incomes, but the users committee burdened the questionnaire with numerous variables unrelated to income, resulting in an unwieldy data set. Most of the variables have not been tabulated or analyzed, and variables regarding land tenure and farm size, for example, have been used to draw conclusions inconsistent with sampling procedures. Furthermore, because of a lack of coordination between would-be users and INE, the agency responsible for gathering and managing the data, information is not in a form accessible to many users. Despite these problems, the survey yielded valuable data (transcending the scope of APID) on the characteristics of rural households.

The results of efforts to develop a system for generating continuous statistics on crop volumes and area planted have also been modest. These results include sample frames for a few coastal departments, experimental surveys in several areas, and some training of personnel that have since left. In sum, Peru still lacks a viable system for generating accurate, objective production statistics. Peruvians knowledgeable of local conditions, and thus able to evaluate alternative approaches to meet this need, did not participate in the design of the activity, which has sought to institute a scheme incompatible with Peruvian realities. The activity was further impaired by the autonomous character of its directorship within OSE (a design flaw, which created friction).

The Agroclimatic Impact Assessment (AIA) also has failed to meet expectations. Neither policy makers nor farmers have used the published information generated by the activity because of a dearth of data analysis and interpretation, as well as an absence of weather forecasting and reliable crop outlooks. Moreover, the AIA effort is duplicated by SENAMHI's agrometeorology division, and AIA is now seeking climatic information from sources other than SENAMHI. Also, PREDICLIMA, a private institution, is being formed to provide weather forecasting to farmers. In retrospect, the Agroclimatic Impact Assessment should have been oriented primarily to farmers.

APID's management support to the MOA has had little apparent impact. APID implicitly fails to recognize that some measure of economic and political stability is necessary before the gains of "rationalizing" can mature, be "captured," and projected into the future. Computing equipment and training supplied by APID to MOA are of potential value. The GOP's personnel-reduction program now underway may in the long-term, encourage a better use of computers but in the short-term it has eliminated many of the positions for people trained to operate the equipment and software.

Training probably constitutes a second (along with GAPA) major project impact, albeit at the level of the individual rather than of the institution. But training, ironically, appears to have contributed little to achieving the project goal and purpose for two reasons: (1) low public-sector salaries, and (2) the government's reluctance (for political reasons) to place trainees in positions commensurate with their field or level of training. Instead of reinforcing the public sector, APID's training is enabling trainees to leave it. Of six persons trained in the United States to work for GAPA, none remain there today. Furthermore, the degree-completion rate of public employees with APID scholarships to study in Peru has been low, with only 7 out of 67 MOA scholars having received their degrees.

APID's impact on the National Agrarian University at La Molina (UNALM) has largely taken the form of material support: a new computing center, a language laboratory, and an emergency power generator serving about half the campus. APID might have provided greater support to UNALM's library, which under good leadership and planning has made commendable progress toward establishing a much needed national documentary data base called the National System of Agrarian Production Information (SNIDA). In addition to English language training, APID might also have promoted training in the Quechua language and culture as well as a better understanding of highland agricultural practices and socioeconomic conditions. In general, the returns to external support will be low until salaries improve and UNALM initiates fundamental curriculum and administrative reforms of a kind detailed in Chapter IV of the 1990 evaluation report of the ATT Project.

USAID/P's plans for a new agricultural policy project (appearing in the current Action Plan) do not adequately reflect the APID experience. How to deal with low public-sector salaries, for example, is not realistically considered. It is not feasible to speak of institutionalizing either a policy-analysis unit or the capacity to generate and maintain timely agricultural statistics and other vital public information within the sector.

The following recommendations and lessons learned are taken from the opening section of the report.

Project Management and Coordination

Recommendation: For the remainder of APID and in future such projects, the United States Agency for International Development (USAID), the Project Coordination Office (PCO), and representatives of implementing agencies should systematically define implementation problems and collectively search for solutions. Each office should fully understand the other's rules and regulations, and an effort should be made to solve problems within these constraints. If this is impossible, consideration should be given to the latitude for changing the rules. Because of implementation delays and other problems, three areas need immediate attention: disbursements, voucher processing, and contracting technical assistance personnel.

Recommendation: Because of the importance of PL-480 funds to development projects, GOP should exempt these funds from the onus of bureaucratic procedures for handling public monies.

Recommendation: For the remainder of 1991 and in future projects, USAID should make fuller use of local consulting firms. Firms such as FMS should assist implementing agencies in the elaboration of terms of reference for positions (including personnel qualifications), should publicly solicit applications, and should choose three top candidates. Once the implementing agencies make a selection (with USAID approval) FMS should then execute an appropriate contract and supervise job performance.

Recommendation: In light of the APID experience, USAID/P should reconceptualize its plans for a new agricultural policy project for FY 1992 before fielding a design team. Matters that warrant reconsideration include (1) the latitude for increasing salaries in the public agricultural sector, and USAID's ability, for legal reasons, to provide salary support, (2) GOP's capacity to institutionalize a policy advisory unit within the public sector, and (3) MOA's capacity to institutionalize plans to generate and maintain timely agricultural statistics and other vital information.

Agricultural Policy Analysis Support

Recommendation: USAID assistance to GAPA should end at the close of 1991. USAID should subsequently support the creation of a new agricultural policy analysis unit that includes full participation of the private sector. One member of the new unit's technical staff should be a macroeconomist whose expertise is acknowledged by the Ministry of Economy and Finances (MEF), while another should be appointed by the Minister of Agriculture to serve as a link between the policy unit and MOA. Although the location and organization of the new unit should be the subject of a special study, the evaluation team recommends that it be located in a prestigious private institution with an acknowledged expertise in agricultural policy analysis and implementation. As a first alternative, it is recommended that discussions be opened with Universidad del Pacifico, whose economic research center has been active in policy analysis (this entity cooperated with GAPA's creation, but withdrew when APID failed to include the private sector).

Recommendation: USAID assistance to strengthen policy analysis at OPA should cease at the close of 1991. Future assistance to OPA should be aimed at strengthening its capacity to monitor development projects and coordinate technical assistance.

Recommendation: APID should strengthen its assistance to the Registry of Policy Decisions (RPD) for the duration of the project.

Information Support

Recommendation: Information needs to be in user-friendly form, preferably in matrix form, using a popular software like Lotus, in order to be accessible to potential users. Since MOA personnel have not been trained in data base use and analysis, it is recommended that MOA initiate a data-manipulation research program, led by its computing center, to transfer and reassemble the data in matrix form.

Recommendation: In order to have area and production statistics that are timely and reasonably accurate, GOP should improve and implement one or more of the limited-objective sampling methods, some of which antedate APID. These include the reformulated continuous system of area and production statistics (R-CSAPS), which could easily be implemented in some areas. Meanwhile, an agricultural survey to determine the area and production of specific crops would be useful to update current subjective estimates.

Recommendation: Efforts to generate and disseminate agroclimatic information should be reoriented to serve farmers primarily, and thus operate at the valley level or in regions with the same microclimate. Pilot exercises with AIA in selected valleys to explore the

possibility of reorienting to serve farmers would be useful. Such exercises would determine when and what kind of information farmers need.

Recommendation: GOP should eliminate the current duplication of effort by AIA, SENAMHI, and soon PREDICLIMA. To achieve success, all resources should be concentrated in a single effort.

Management Support

Recommendation: In accordance with the recent recommendation of the computer specialist Pedro Herrera, APID should not invest substantially in more computer equipment until MOA personnel have learned to use the equipment they already have. Personnel within MOA should be trained (or persons with the skills should be hired) to modify the software to accommodate new routines and modify old ones, thereby reducing MOA's dependence on consultants. In general, Herrera's training recommendations should be followed, and perhaps expanded, since the personnel trained by APID in systems operation have left MOA since Herrera's visit in April, 1991.

Recommendation: MOA should consider computerizing (to the extent possible and feasible) the procedures APID has already simplified (Activity 7a) first. Also, since many functions have recently been transferred from Lima to the regions (as part of institutional decentralization), thought should be given to computerizing procedures in the regions.

Human Resources Development Support

Recommendation: Carefully selected UNALM faculty from carefully selected departments and fields should have the opportunity to participate in "impact training" as a way to reduce their isolation from advances in their fields.

Recommendation: Consideration should be given to using remaining project funds to allow those MOA personnel and regional faculty (especially these) who did graduate work at UNALM to finish their degrees. The amount of the stipends should be reviewed in light of current economic conditions.

Recommendation: UNALM should develop and offer a non-thesis master's program responding to the professional needs and non-research orientation of personnel working in the agricultural sector.

Recommendation: Courses in Quechua culture, language, agricultural technologies, and socioeconomic realities should be instituted at UNALM. Required courses in these subjects should be considered at the undergraduate level, and courses in appropriate

technologies (or how to arrive at them) for marginal socioeconomic setting should be instituted at the graduate level.

Recommendation: Remaining funds from APID (or other sources) should be used to strengthen UNALM's library and expand the incipient national documentary data base (SNIDA).

Recommendation: UNALM should move immediately to initiate curriculum and administrative reforms, as detailed in Chapter IV of the ATT Project's final evaluation (1990).

Recommendation: The GOP should reverse its 1969 decision to incorporate UNALM fully into the public sector. Such a decision would once again exempt UNALM professors from public-sector salary scales.

CONCLUSIONS, RECOMMENDATIONS, AND LESSONS LEARNED

General

Enormous economic and political upheavals have rocked the Peruvian public sector during the duration of APID. Low salaries, talent flight, capricious political change, and a major restructuring of the agricultural sector define the project setting. Few development projects could have held a steady course in such a milieu, and certainly not a project of APID's breadth and complexity. Under such conditions, sustainability becomes problematic, with institutionalization virtually impossible. In retrospect, much of what APID set out to do may have been unrealistic.

APID has not demonstrably moved Peru toward the project goal of increasing agricultural production and farmer income. Indeed, the very notion that it could have is a chimera in the Peruvian setting. The project has to an extent, however, achieved its purpose of increasing the government's capacity to formulate and execute sound agricultural policy; two of the six indicators for purpose achievement are present: (1) A succession of ministers of agriculture have leaned heavily on GAPA to formulate agricultural policy (though short-term policy has reflected wildly shifting political and economic orientations, and so has been highly inconsistent); and (2) the existence and workings of GAPA have definitely instilled an official awareness of the need for (and created a demand for) an agricultural policy advisory unit. These are highly significant project achievements.

One might wish to argue that training has also furthered the project purpose, but many persons trained by APID are today leaving the government because of low salaries and a bureaucratic failure (for political reasons) to recognize and value their training. Underdevelopment in Peru is quintessentially a people problem. This suggests a value to developing human resources, or to training, which is where APID has likely had an important, if elusive impact. But that impact remains at the level of the individual. Beyond that level, it is only a potential; when political and economic conditions improve, the benefits of training can be captured and converted into positive change. But training the right people can also help to improve the conditions. In societies with weak institutions (and in Latin America, for cultural reasons as well), the individual is everything. Training, whose returns come in over a term exceeding that of project time, is therefore an efficient way to improve the conditions (enabling the capture of further benefits).

As a result of the outcome of the APID project, USAID should reconceptualize its plans for a new agricultural policy project for Fiscal Year 1992 before fielding a design team. Several issues warranting further reflection are detailed below. The new-project description states that "skills and facilities fostered earlier by APID... will expand and institutionalize the capabilities within the Ministry of Agriculture to develop needed

statistics and other vital information." Efforts to institutionalize these capabilities under APID were relatively unsuccessful, and so offer little opportunity for the success of future endeavors.

The new agricultural policy project is supposed to complement USAID's Policy Analysis, Planning and Implementation (PAPI) project by "institutionalizing the capacity for on-going policy analysis at the sectoral level." According to the new project's description, "The GOP now appears ready to revise the salary schedule to recruit and retain highly skilled professionals to carry out this sectoral policy analysis function." However, the design team found no evidence of the government's ability or willingness to do this. Public-sector salaries are set by law, but GAPA analysts have been earning about ten times what other public-sector technical specialists earn. GAPA analysts are paid entirely by USAID grant funds channeled through a local consulting firm.

The description goes on to say that "The GOP will be obliged to recognize the need for greatly improved salary levels to maintain quality individuals within their service. USAID will develop a sliding scale, cost-sharing mechanism to support these experts early on in the project. The GOP will be strictly bound to mutually agreed upon bench marks for assuming the ultimate salary support for their experts before the project PACD." This new salary-support scheme is almost exactly the same as that established in APID's design and which could not be implemented. Moreover, since USAID discontinued support for national public salaries in 1987 for legal reasons (in the U.S.), such a "cost sharing mechanism" may be legally problematic.

There is no doubt that low salaries are a major impediment to modernizing the public agricultural sector and to increasing its efficiency. Unless the salary problem can be overcome, the returns to technical assistance, which Peru needs, will remain low.

Since APID terminates at the close of December 1991, a fine line exists between "Recommendations" and "Lessons Learned" in the program sections below. Although the two categories are virtually synonymous, the distinction follows stipulations in the Scope of Work.

Project Management and Coordination

Conclusions and Recommendations

Conclusion: Too many activities and the lack of a central management function with sufficient authority to coordinate activities spanning three ministries and an autonomous university have rendered APID's management and institutional structures inviable. Moreover, only two of nine managers of implementation activities have been full-time,

none of them renumerated. USAID management has been deficient ("distant" and little involved) since at least 1988, and APID's coordination office has been mired in a welter of operating procedures (to prepare operating plans, budgets, and to disburse funds) involving USAID, OGA, and MEF, and which have occasioned serious implementation delays. Furthermore, agents of these institutions have too often failed to analyze bureaucratic procedures systematically and collaboratively, with a view to making them more agile. An emphasis on control and compliance with regulations (violations of which carry sanctions) has not been matched by a concern for program quality.

Recommendation: For the remainder of APID and in future such projects, USAID, PCO, and representatives of implementing agencies should systematically define implementation problems and collectively search for solutions. Each office should fully understand the other's bureaucratic rules and regulations, and an effort should be made to solve problems within these constraints. If this is impossible, consideration should be given to the latitude for changing the rules. Because of implementation delays and other problems, three areas need immediate attention; disbursements, voucher processing, and technical-assistance personnel contracting.

Conclusion: The GOP, to the serious detriment of project implementation, has regularly delayed the disbursement of PL-480 counterpart funds.

Recommendation: Because of the importance of PL-480 funds to development projects, GOP should exempt these funds from the onus of procedures for handling public funds.

Conclusion: USAID has employed Farm Management Systems (FMS), a Peruvian firm providing technical assistance to APID since 1989, as a mechanism for contracting and retaining personnel, mostly for GAPA, through paying them a reasonable wage in Peru's volatile economy. USAID has not used this well-managed firm to assist in the preparation of terms of reference or the selection of technical assistance personnel.

Recommendation: For the remainder of 1991 and in future projects, USAID should make fuller use of local consulting firms. Firms such as FMS should assist implementing agencies in the elaboration of terms of reference for positions (including personnel qualifications), should publicly solicit applications, and should choose three top candidates (a *terna*). Once the implementing agencies make a selection (with USAID approval), FMS should then execute an appropriate contract and supervise the job performance.

Lessons Learned

Lesson: Projects of APID's complexity (involving coordination among several disparate entities) should not be mounted in the Peruvian milieu--certainly not in the public sector. (There is enough activity in APID for several projects). And to the extent that they are so mounted, the coordination office should enjoy administrative and financial autonomy.

Lesson: USAID staff must devote sufficient management time to complex projects like APID, especially when they are mounted in milieus as volatile as Peru's. Furthermore, there must be a sustained commitment to agricultural policy projects at all levels of a USAID mission if such projects are to succeed. The mission's agricultural office should have a staff economist detailed to monitor policy projects.

Lesson: Projects of APID's breadth and complexity, mounted in volatile milieus, should be carefully evaluated at least every two years.

Lesson: Project designers must carefully consider management requirements at the project-implementation level. It is critical that management at this level be effective, which it may not be unless it is full-time and remunerated.

Lesson: The Project Paper should always be made available to the implementing agencies.

Agricultural Policy Analysis Support

Conclusions and Recommendations

Conclusion: GAPA was created as an organization dependent upon the MOA. The private sector has not been involved in its management, as had been anticipated in the Project Paper. This situation caused the following problems:

- The aims of GAPA's studies changed significantly in line with the priorities and programs of different governments thus, research work lost its continuity and too much time was spent on analyzing current trends to support policies which proved unsuitable.

- Formally, the training program for high-ranking professionals was successful. All scholarship winners obtained graduate degrees and their quality was, in some cases, excellent. Many former students, however, have either abandoned GAPA of their own volition or were forced to do so; none are currently working in GAPA.

- GAPA's continued existence is uncertain, APID continues paying 100% of technical staff salaries. The prospect of this payment's inclusion in the MOA's ordinary budget is unrealistic and should be disregarded.

Recommendation: USAID's assistance to GAPA should terminate on December 31, 1991, and any future assistance to a policy analysis group should have full private sector-participation.

Conclusion: The creation of a group of trained personnel with sufficient means to carry out a well-focused policy analysis program has created a demand for this type of analysis in Peru. GAPA has been used by the Ministry's higher management levels as an advisory policy analysis group, and private organizations have shown interest in the services of policy analysts.

Recommendation: USAID should support the creation of a new agricultural policy analysis group to take advantage of the demand created and the capacity developed by APID. One member of the unit's technical staff should be a macroeconomist whose expertise is acknowledged by MEF. Another member should be appointed by the MOA to serve as a link between the policy group and the MEF. The location and the definitive organization of this group should be the subject of a special study. The evaluation team thinks that the policy analysis group should be assigned to a private organization with sufficient prestige to be acknowledged for its expertise during discussions on analysis and policy implementation in Peru. It is recommended, as a first alternative, that discussions be opened with Universidad del Pacifico, whose economic research center has been active in policy analysis. This entity cooperated with GAPA's creation, but withdrew when the project failed to include the private sector.

Conclusions: The instability of GAPA's staff is a problem that could seriously affect performance during the remaining months of the project.

Recommendation: Efforts must be made to protect the consultants, and to ensure that any dismissals are justified. New consultants must have post-graduate degrees in Economics and have policy analysis experience. Furthermore, every effort must be made to immediately pay the outstanding amounts owed to GAPA's consultants for several months' work.

Conclusion: Policy analysis and formulation is a responsibility which OPA has not assumed to date and is not likely do so in the future.

Recommendation: USAID assistance to strengthen policy analysis at OPA should come to an end at the close of 1991. Future assistance to OPA should support the

monitoring of development projects and the coordination of technical assistance.

Conclusion: APID's assistance has not been able to turn OPA into an efficient organization for the preparation and monitoring of specific projects. Only the RPD proved worthwhile.

Recommendation: For the duration of the project, assistance to RPD should be strengthened.

Conclusion: Through APID's assistance to MEF, it was possible to create an environment of mutual cooperation between GAPA and the MEF's Department of Economic Affairs. Informal contacts between GAPA's officials and MEF continue to this day.

Lessons Learned

Lesson: It is necessary to create an agricultural policy analysis group to guide sectoral development. However, the unstable nature of public service permits neither research continuity or professional independence. Alternatives must be sought in which the private sector participates through farmers' associations, NGOs, or universities.

Lesson: Sectoral planning offices in Latin America have the responsibility to foster development through policies contained in development plans that are based on government intervention. Therefore, assistance to these offices for policy analysis, is inconsistent with projects designed to formulate and implement sound economic policy based on the free play of market forces.

Lesson: When donor assisted projects and financial assistance stop, public sector employees paid through development projects lose their additional monetary benefits.

Information Support

National Rural Household Survey

Conclusions and Recommendations

Conclusion: Although the objective of the survey was to provide policy makers with up-to-date information on rural income, a large number of questions unrelated to income were included in the questionnaires. Thus, a large data set was generated, portions of which have not been tabulated or analyzed. Other conclusions regarding variables or characteristics (such as land tenure and size distribution of farms) for which the sampling

procedure was not designed have been misleadingly drawn. The survey results may well lead to ill-suited policy decisions.

Conclusion: In order to be readily available to users, the survey data should have been tabulated in the form of a large matrix, where each variable constitutes a column and each questionnaire or person surveyed a row. But, because of the apparent lack of coordination between the users APAG, Universidad del Pacífico, and other researchers and the institution responsible for gathering and handling the data (INE), the data was tabulated in a form neither understandable nor usable by persons other than the computer programmer. This has greatly reduced the accessibility of the data to potential users, and has consequently limited its use.

Recommendation: Given that the data needs to be in user-friendly form (in matrix form and using a popular software like Lotus) to be accessible to potential users, and given that MOA personnel have not been trained in its use and analysis, we recommend that MOA initiate a data-manipulation research program, led by its computing center, to transfer and reassemble the data in matrix form. This process will improve the skills of its personnel and contribute to the institutionalization of the activity.

Lesson learned: For a task like this, project designers should ensure that the main users and the institution with overall responsibility for the data collection and analysis effort are the same. This will reduce the cost of the effort through better selection of variables and guarantee more accurate and appropriate use of the data collected.

Continuous System of Area and Production Statistics

Conclusions and Recommendations

Conclusion: Other than sample frames for a few coastal departments, experimental surveys conducted in a few areas, and some trained personnel, the situation is exactly as it was before the project began. Peru still lacks a system of timely, accurate, and objective production statistics.

Conclusion: In looking at the circumstances and the outputs expected, it becomes evident that Peruvians had little, if any, participation in the design of this activity. This was confirmed by those interviewed. No one in OSE participated in the design phase or had access to a copy of the Project Paper, so that even after the project began, they were unable to reject the activity as designed or to suggest modifications that would make it more adaptable to the milieu. As a result, the chosen system was totally incompatible with the Peruvian reality and had little, if any, chance of succeeding.

Conclusion: The insertion of the AIA Director's office within OSE, but with certain autonomy, created chain-of-command conflicts between the AIA Director and the OSE Director General that impaired the activity.

Recommendation: In order to have area and production statistics that are timely and reasonably accurate, the GOP must improve and implement one or more of the limited-objective sampling methods, some of which were used before APID. This includes the reformulated continuous system of area and production statistics (R-CSAPS), which could easily be implemented in some areas.

Lessons Learned:

Lesson: Because of their knowledge of what can function in the milieu, local participation in the design of activities like CSAPS is fundamental for success.

Lesson: Chains of command must be respected when formulating the institutional structure of project activities in order to succeed.

Agroclimatic Impact Assessment

Conclusions and Recommendations

Conclusion: Because of a dearth of analysis and interpretation of the data, and the absence of weather forecasting and reliable crop outlooks, the information contained in the bulletins has been of little use to policy makers, officials, or farmers. As consequence, no policy nor farmer decision has been based on the information provided by the activity.

Conclusion: In retrospect, the activity should have been oriented primarily to farmers. Ministry officials did not use the information in ways or for the purposes intended, in part because the data did not lend itself to that kind of use, and in part because the officials were not interested. Peruvian farmers need weather forecasts to decide whether to plant during a given season, or what crops to plant. AIA could have filled this information void.

Conclusion: There is a serious duplication of effort and misuse of scarce resources. SENAMHI's agrometeorology division publishes the Boletín Agroclimático del Perú and other periodic reports that duplicate the effort of AIA. At the same time, AIA is seeking climatic information from sources (satellites) other than SENAMHI. Also, a new private institution is being formed (PREDICLIMA) to do weather forecasting and provide analyses for the benefit of farmer groups.

Recommendation: This activity must be reoriented to serve farmers primarily, and thus operate at the valley level or in regions with the same microclimate

Recommendation: The GOP should avoid the current duplication of efforts by AIS, SENAMHI, and PREDICLIMA. In order to achieve success, all available talent and resources should be concentrated in a single effort.

Management Support

Conclusions and Recommendations

Conclusion: Relative to the magnitude of MOA's management and personnel problems, which APID's design much underestimated, the impact of the management-support component has been small and of negligible consequence with regard to the project goal and purpose. Low salaries, policy shifts, institutional restructuring including decentralization to the regions, and recent staff reductions have formed the backdrop of project implementation. The design implicitly fails to recognize that some measure of economic and political stability is necessary before the gains of any enhancements or "rationalizing" can mature, be "captured," and projected into the future.

Conclusion: The computing equipment and training APID has supplied to MOA is a potentially valuable contribution, though the bureaucratic environment is as yet unable to fully exploit its capability. The personnel reduction now underway may encourage a better use of computers, but will probably also require further training among those remaining in the bureaucracy.

Recommendation: Per the recent recommendation of the computer specialist Pedro Herrera, APID should not invest substantially in more computer equipment until MOA personnel have learned to use the equipment they already have. Personnel within MOA should be trained (or persons with the skills should be hired), to modify the software to accommodate new routines and modify old ones, thereby reducing MOA's dependence on consultants. Herrera's training recommendations should be followed, and perhaps expanded, since personnel trained by APID in systems operation have left the ministry since Herrera's visit in April, 1991.

Recommendation: MOA should consider computerizing the procedures APID has already simplified (Activity 7a) first. Since many functions have been transferred from Lima to the regions as part of institutional decentralization, thought should also be given to computerizing procedures in the regions.

Lessons Learned

Lesson: Until public-sector salaries are much improved, especially for professionals, there is little that development projects working in Peru can do to reach their goals. There are serious limitations to what such a public sector itself can accomplish.

Lesson: Under conditions of low salaries, political instability, and pernicious political intervention, efforts to "rationalize" a public-sector bureaucracy are largely in vain.

Human Resources Development Support

Conclusions and Recommendations

Conclusion: APID training appears to have contributed little to achieving the project goal and purpose for the public agricultural sector. Due to low salaries and the GOP's reluctance to place trainees in positions commensurate with their field or level of training. At the bureaucratic levels at which trainees should be working, political rather than technical criteria have primarily determined personnel assignments and promotions. Instead of reinforcing the public sector, project training is ironically enabling trainees to leave it.

Conclusion: There is little evidence that seminars and short courses of a kind that APID has conducted ("action training") in the public sector have contributed much to meeting the project goal or purpose, or to strengthening the sector. There is more value to "impact training," or the training of professional personnel for at least one month abroad (or in some cases, Peru). Impact training can help to end the long isolation of personnel, especially of UNALM faculty, from advances in their fields.

Recommendation: Carefully selected UNALM faculty from carefully selected departments should have the opportunity to participate in "impact training" as a way to reduce their isolation from advances in their fields.

Conclusion: The degree-completion rate of both MOA personnel and regional faculty trained at UNALM has been low. The stipends allowed for thesis completion (as well as for maintenance and books) have been inadequate, and the procedures for obtaining funds and accounting for spent funds are cumbersome thus deterring thesis research.

Recommendation: Consideration should be given to using remaining project funds to allow those MOA personnel and regional faculty (especially these) who did graduate work at UNALM to finish their degrees. The amount of the stipends should be reviewed in light of current economic conditions.

Recommendation: UNALM should develop and offer a non-thesis master's program responding to the professional needs and non-research orientation of personnel working in the agricultural sector.

Conclusion: It is a weakness of APID that the project has promoted English-language training, the training of Peruvians abroad, and international technical assistance, yet has not promoted the Quechua language, culture, or understanding of highland agricultural practices and socioeconomic conditions that are predominate over large areas of Peru. This omission deepens an already serious national problem. Quechua instruction has recently begun in UNALM's APID-financed language laboratory. This is a step in the right direction.

Recommendation: Courses in Quechua culture, language, agricultural technologies, and socioeconomic strategy should be instituted at UNALM. Required courses in these subjects should be considered at the undergraduate level, and courses in appropriate technologies (or how to arrive at them) for these settings should be instituted at the graduate level.

Conclusion: APID has given too little support to UNALM's National Agricultural Library, which through enlightened, inspired leadership and good planning has made commendable strides toward establishing a national documentary data base (SNIDA). Efforts to strengthen the library and to enhance this data base are worthy of support. The library and data base are basic infrastructure for the Peruvian agricultural sector.

Recommendation: Remaining funds from APID should be used to strengthen UNALM's library and expand SNIDA.

Conclusion: UNALM is in much need of fundamental curriculum and administrative reforms as detailed in Chapter IV of the final evaluation (in 1990) of the ATT Project. Until the reforms are undertaken, and until professors are paid an appropriate wage, the returns to technical assistance and other forms of support will be low.

Recommendation: UNALM should move immediately to initiate curriculum and administrative reforms, as detailed in Chapter IV of the ATT Project's final evaluation (1990).

Recommendation: The GOP should reverse its 1969 decision to incorporate UNALM fully into the public sector. Such a decision would once again exempt UNALM professors from public-sector salary scales.

Conclusion: Among certain UNALM faculty there exists the notion that agricultural research need not have a practical, well-defined purpose, or result in concrete products. Those who challenge this notion too often encounter the defensive barrier of university "autonomy".

Lessons Learned

Under conditions of low salaries and low morale, short-term training (APID's "action training") should be carefully targeted and most of it should be of at least one-month duration. Furthermore, participants should be required to pass an examination before being awarded certificates. There is little evidence that "action training" of a kind conducted by APID has had much effect.

INTRODUCTION

This report presents, as called for in the Project Agreement, a final evaluation of the Agricultural Planning and Institutional Development Project (APID--527-0238), which began in late 1983. The evaluation assesses the extent to which APID has met its objectives and documents the project's outcomes and experiences with a view to providing guidance for future agricultural policy-analysis projects (see Annex I). The methodology followed, and especially the constraints surrounding the evaluation effort, are detailed in Annex II.

Tropical Research and Development, Inc. (TR&D), of Gainesville, Florida, conducted the evaluation. Three persons, working in Peru from June 16 to August 3, 1991, constituted the evaluation team: Dr. Carlos Camacho, agricultural economist and agricultural policy specialist; Dr. James C. Jones (team leader), anthropologist, management analyst, and human-resources specialist; and Dr. Rigoberto Stewart, economist and information-systems specialist. USAID/P's Office of Food and Agriculture (OFA) prepared the Scope of Work and supervised the evaluation.

This evaluation effort would not have been possible without the generous help of several persons in APID's coordination office. In particular, the team wishes to recognize Lic. Betty Olano de Calmet, who arranged our interviews, provided us with written materials, and gave us useful guidance almost daily. Her selfless dedication on our behalf recalls her strong commitment to APID over the years. We thank her warmly. We also thank Dra. Consuelo Sáenz of GAPA for her assistance in locating and managing documentary material. Dra. Sáenz has a commendable knowledge of GAPA studies and publications, and a keen sense for their relative importance.

1.0 BACKGROUND

The APID project began in August of 1983 with a loan of \$11,000,000 U.S. and a grant of \$4,480,000. The grant was subsequently increased to \$6,650,000 (Amendment 6), and \$8,300,000 of PL-480 Title I counterpart funds were authorized. APID has been extended three times since the close (December 31, 1988) of its initial five-year period: through December, 1989 (Amendment 6); through December, 1990 (PIL 39); and through December, 1991 (PIL 55). There have been eight amendments over APID's eight-year life. As of March 31, 1991, about 84% of loan funds had been spent, 94% of grant funds, and 76% of counterpart (PL-480) funds. About \$5,000,000 (from all sources) will remain unspent at the close of the project in December, 1991.

APID has been evaluated twice to date, once in May of 1986 (Coopers & Lybrand) and again in February of 1988 (Abt Associates), toward the close of the first five years. The first evaluation sought to assess the project design and project achievements, to assess the effectiveness of activities, especially of technical assistance, and to identify implementation problems and constraints and suggest ways to alleviate them. The second evaluation sought mainly to assess the progress of project activities and to recommend which of them should be extended beyond the initial five years.

The project was designed with five components containing thirteen activities. One component and two activities were soon suspended, leaving four components and eleven activities--see Annex V. It has been implemented by four agencies: the Ministry of Agriculture, the National Weather Service, the Ministry of Economy and Finance, and the National Agrarian University at La Molina. Major long-term technical assistance has been provided through two contracts with Mid-America International Agricultural Consortium (MIAC) and a third contract with Farm Management Services (FMS), a Peruvian firm. The MIAC contracts, terminating in December of 1988 and February of 1989, provided services to the project's policy analysis component, to the Ministry of Agriculture, and to the National Agrarian University. FMS began to provide services to the policy analysis component in June of 1989; their contract has been extended twice and will end at the close of 1991.

The goal of APID is to increase agricultural production, raise farmer incomes, and satisfy consumer demand. Its purpose is to increase the capacity of the agricultural sector to formulate and implement sound policy. Each project component, through its constituent activities (see Annex V), seeks to remove a constraint, and so fulfill the project purpose and move Peru toward the project goal. The constraints include the country's limited capacity to analyze alternatives and formulate policy, a dearth of reliable information to guide decision-making and policy formulation, weak public-sector management, a scarcity of trained manpower in the agricultural sector, and an absence of mechanisms for

private-sector participation in agricultural policy formulation.

The United States, which greatly diminished its presence in Peru after the Velasco government assumed power in 1968, renewed that presence in part through APID, the outgrowth of recommendations of a United States Presidential Mission to Peru. The project began during the third year of the Belaunde government, a time when the Reagan Administration inveighed against government intervention in the economy in favor of market regulation and an active private sector. The Belaunde government was at one with this philosophy, and was trying to return Peru to a market economy after more than a decade (1968-1980) of military socialism. But the military years left a dark legacy: the private sector was marginalized, some of the best technical and administrative talent had fled the country, and the agricultural sector labored under lethargic public bureaucracy and regulations cumbrous for all. Compounding this, the early 1980s was a time of worldwide recession, and in Peru, a time of extreme floods and droughts, coupled with a mounting political insurgency. These conditions defined the above-cited constraints APID was designed to remove.

After about a year and a half of project life, in mid-1985, the inexperienced government of Alan Garcia assumed power, and the country's political economy again shifted course, abruptly and wildly. The government again moved to intervene in the economy, abandoning free-market principles and marginalizing the private sector. Furthermore, the Garcia regime became an international pariah when it refused to service its foreign debt beyond ten percent of export earnings. The ensuing years saw high inflation and unemployment; by mid-1990, there were street vendors earning more than professors at the country's National Agrarian University. And the Shining Path insurgency became increasingly violent. A mounting sense of uncertainty and futility gripped Peruvians, and many of those that could leave the country did so.

When the government of Alberto Fujimori assumed power in mid-1990, Peru was deeply mired in political and economic crisis and torn by civil unrest. The new government initiated draconian "structural adjustment" measures, which deepened the crisis, at least for the short term. Government policies once more favor the private sector, and in some sense have come full circle, to where they were when the project began in 1983. But the general economic, political, and psychological climate of the country has deteriorated. Many Peruvians today are demoralized, and their confidence in the future is on the wane.

This political and economic setting has been the backdrop for APID. The project is ambitious in scope and enormously complex in design, and requires a high degree of coordination. Indeed, achieving its purpose and meeting its goal would have been a challenge under conditions far more stable than those enjoyed by Peru over the past eight years.

The prospect that APID could meet its goal of increasing agricultural production, raising farmer incomes, and satisfying consumer demand under these conditions is daunting. One wonders what sort of policy unit could have survived the radical shifts in political economy during the life of the project. One wonders also what those persons trained by the project have done in the face of job insecurity, low salaries, and a general lack of employee incentives. And one wonders what sort of administrative strengthening could possibly have made a difference under such economic and political conditions. Indeed, the institutionalization of anything in the public sector becomes extremely problematic.

2.0 PROJECT MANAGEMENT AND COORDINATION

2.1. General Management and Coordination

To coordinate APID, the Project Agreement designated the Agricultural Sector Planning Office (OSPA, later OPA), was to hire a Project Coordinator to approve annual operating plans and budgets for the several project Activities. Each Activity was to have a Manager. The agreement further stipulated an Executive Committee (to ensure high-level support) and a Technical Committee (to monitor progress and resolve implementation problems). The Coordinator would report to the Director of OSPA. In January of 1984, at the request of the Vice Minister of Agriculture, USAID (PIL 4, Amendment 1) removed APID from OSPA and created a Project Coordination Office (PCO), to be headed by an Executive Director reporting directly to the Vice Minister. This move elevated APID structurally, placing it closer to centers of influence and power. It also alienated OSPA.

In August of 1988, USAID abolished (PIL 35) the office of Executive Director and reinstated the position of Project Coordinator (see Annex V), forbidding its occupant to serve as Peru's official representative in project affairs (the last Executive Director had played both roles). By some reports, this reduced APID's influence in upper government circles (the structure otherwise remained the same). This reduction, however, seems to have been intended: according to one informed source, USAID felt that PCO had become too powerful and was working at odds with USAID's agenda for APID. At about the same time, records indicate that USAID began to deal directly with Activity Managers, slighting the PCO (which, ironically, USAID had created to relieve itself of precisely that burden).

Well-placed observers argue that the quality of USAID management began to decline in 1988. That management, they say, has not since then been sufficiently "immersed" (*compenetrado*) in the project to "feel" problems, has overly depended on assistants, has had no power to take decisions, has been too bureaucratic and inflexible, and has not fully understood the Peruvian milieu or the concept of the project. The Food and Agriculture Office has no staff economist, and the existing staff had little experience or training in project management. Furthermore, there is little evidence of Mission interest in APID at any level since 1988. Compounding the problems is an apparent staff shortage within the Mission.

Related to these management problems are project evaluations. While the 1986 evaluation of APID is of good quality, that of 1988 was not. It is fair to say that APID has not been effectively evaluated since May, 1986--more than five years ago. A project as complex and convoluted as APID, and one mounted in the Peruvian milieu, should have been carefully evaluated *at least* every two years, with each evaluation yielding a progress and impact assessment as well as recommendations for changes and future directions.

Had such evaluations been conducted, not only might USAID management have had a tool to be more effective, but the present final evaluation would have had more reliable information with which to reckon impacts and to assess APID's strengths and weaknesses.

It has been charged that the PCO has not coordinated the several activities well. Several factors bear on this issue. The project management function has not been sufficiently centralized nor enjoyed sufficient authority to coordinate activities across three ministries and a very autonomous university. GAPA, the ministry, and the university have each had their own centers of authority, and the tendency of these centers toward independence has been strong. With regard to the university, bureaucratic procedures there have not meshed well with those of either the ministry or USAID; moreover, the very notion of *autonomia* has often made it difficult for the university to accept guidance and the imposition of regulations from outside.

External factors bear importantly on the coordination issue as well. First, APID was designed around component Activities, each to achieve a stipulated output by a certain time. The latitude for coordinating is thus limited. Second, the Activity Manager is the PCO's vital link to the Activities and implementing entities. Notwithstanding the magnitude and complexity of the Activities, only two (1 and 11) of the nine that have functioned have had full-time managers, while two others (6 and 10) have had national advisors (effective, by all reports) to work with part-time managers. Neither have the Activity Managers received special remuneration for their work. A lack of concentrated management has impeded not only coordination, but planning, monitoring, and the sustainment of focus.

Related to this lack of concentrated management is the fact that the Project Paper was never made available to the implementing entities, which have relied only on the Project Agreement (the *convenio*). But this agreement (which does not always accord with the Project Paper in regard to outputs) is a highly abbreviated form of the Project Paper, and fails to provide the reasoning behind many projected activities.

Third, the PCO has been mired in a welter of operating procedures (to prepare plans, disburse funds, and process vouchers) involving USAID, OGA, and MEF. Virtually all procedures have been routed through OGA, where personnel changes have been frequent. This circumstance, with its pernicious delays, argues strongly for a status of administrative (including financial) autonomy for the PCO. That APID (ironically, a victim of the very ills it sought to cure) was not mounted in this way seems in retrospect to have been a major mistake.

Fourth, enormous economic and political upheavels have rocked the Peruvian public sector during APID's life. Low salaries, talent flight, capricious political change, and a major restructuring of the agricultural sector have defined the project milieu. To coordinate, in this milieu, activities spanning three ministries, an autonomous public university, and USAID has posed no small challenge. The PCO's efforts to meet it have been commendable, thanks to the dedication of numerous individuals.

2.2. Program Planning and Financial Management

There have been serious implementation delays in the areas of planning and financial management. The PCO, MOA's General Administration Office, MEF's budget office, and USAID have been entangled in a cumbrous web of procedures for planning, disbursing funds, and processing vouchers.

Government agencies begin preparing budgets in May for the following year, which due to hyper inflation is a major problem. The PCO prepares a preliminary budget and sends it to OGA, which must approve and consolidate all preliminary budgets from MOA before sending them to MEF, which then prepares a national budget for approval by the Congress. After the budget is approved, toward the last of December, the PCO meets with USAID and the Activity Managers to allocate monies. An Operating Plan is prepared and sent to USAID for approval between late January and mid-February. Once the plan is approved, usually toward the end of March, the PCO can request disbursements. The first request usually falls around mid-April, with the money arriving about a month later.

This one-month delay has been a major bottleneck. In recent times, USAID banking has been centralized in Mexico, where at least ten working days are required to issue checks; before, APID funds were disbursed through a local bank. Until this year, these funds were disbursed in local currency, with a consequent inflationary reduction in value which affected the salaries of PCO personnel. Furthermore, the project would have had no funds for more than five months had it not requested a disbursement toward the last of the previous year--a request challenged by some USAID project managers on grounds that the money could not be spent before the end of the year.

Expenditure is also fraught with impediments. APID has two current accounts in OGA (which controls all but grant disbursements): one replenished by USAID with loan funds, the other replenished by GOP with PL-480 counterpart funds. Activity Managers must route all requests for funds through PCO, which must prepare an "obligation calendar" (calendario de compromisos) before using money from either current account. This is a request for permission to obligate funds and must be submitted to MEF 20 days before the beginning of each trimester. Once the calendar is approved, OGA can disburse funds to the implementing agencies. In the case of PL-480 funds, PCO must prepare a further

request for actual disbursement.

During most of the project life, there have been harmful delays in the disbursement of PL-480 counterpart funds, which, like other public funds, have been rationed during hard times. Since they are disbursed in local currency, their value has been much reduced during hyperinflation (recall the three-month lag). Because of their importance for development, GOP should exempt these funds from the onus of procedures for handling public funds, and should provide for requesting and disbursing them in dollar-denominated amounts.

The processing of vouchers has been another impediment. In the case of PL-480 expenditures, the processing does not involve USAID, but rather OGA and MEF and is very cumbersome. PL-480 expenditures are still subject to USAID audits. But disbursement of loan funds to APID's OGA account requires that PCO first account for previous disbursements, and this consumes much time. Each Activity agency sends receipts to PCO, which prepares vouchers for approval by USAID. Until about two years ago, USAID detailed a single individual to process the vouchers, and that person knew APID. But then USAID began to rotate persons, or to contract the job to Price Waterhouse. Persons with no knowledge of APID assumed the task, and so were slow; and Price Waterhouse made serious errors, which took PCO much time to correct. It has been suggested that for a project the magnitude of APID, USAID should detail someone to PCO to assume the duties.

Had PCO enjoyed administrative autonomy over the years, most of the above-cited problems could have been avoided. As another person noted, autonomy could also be effectively achieved by mounting the project entirely with grant funds. Without this autonomy, and without full-time Activity Managers loyal to APID's agenda, the capacity for both strategic planning and coordination has been severely limited. With autonomy and full-time management, and to the extent that good planning and coordination are achievable at all in today's Peru, they could probably have been achieved with something very like PCO's current management structure.

2.3. Procurement

Equipment (purchased with loan and PL-480 funds) and services (services are dealt with in the following section and in the chapters on implementation) procured for APID have been substantial. The Project Paper specifies numerous equipment items, the preparation of technical specifications for which (except vehicles and trailbikes, which USAID was to handle) was to fall to the various technical assistance contractors, thus linking procurement to their performance. From its inception through June, 1990, APID procured 316 commodities of \$500 or more each, for a total value of just over \$1,000,000. These

items are today scattered in several government agencies around Peru. A local accounting firm, working under USAID's Controller General's Office in Honduras, has just completed a financial audit of APID and investigated the location, use, and condition of selected items. Their report is to be available soon.

Information on procurement performance as it relates to specific items is hard to glean. The first evaluation speaks of poor timing for equipment acquisition, while the second only mentions a two-year delay in the installation (not necessarily a procurement issue) of a Wang in OGA to computerize personnel data.

Several project staff commented generally on serious delays with equipment procurement. The Peruvian bureaucracy seems to be a major source of delay. USAID submits documentation on procured items to PCO, which processes it and sends further documentation to OGA. OGA then works with the Peruvian customs to obtain the items' release. However, OGA must do this for all MOA imports, with consequent delays for APID. Also, it is alleged that the customs attends first to the private-sector, which pays bribes. So APID has often incurred high storage costs--\$100 per day for a single computer, by one account. These were paid with PL-480 funds.

The local procurement of lesser commodities and services with PL-480 funds has encountered the problems associated with the disbursement of those funds and described in the preceding section.

Farm Management Services, a local firm under a contract financed with grant funds from USAID since June, 1989, to provide material and consulting services to APID (long- and short-term consulting services mostly to GAPA), has been charged with procuring office supplies for PCO (as well as paying office rent and utilities for PCO and GAPA). The support of this well-managed firm has been timely and of good quality. The salaries of several GAPA consultants were delayed by three months this year, and PCO's office supplies were late in arriving, but these delays resulted from GOP delays in approving the national budget, and consequent delays in approving the 1991 Operating Plan (so FMS could spend money) rather than from any negligence by FMS.

USAID has employed FMS mainly as a mechanism for contracting and retaining GAPA personnel through paying them a reasonable wage in Peru's volatile economy. But FMS should be more fully used. They should assist in the preparation of terms of reference and in the selection of technical assistance personnel (for GAPA and other implementing agencies), for example, thereby democratizing the use of capable local talent.

For United States legal reasons, USAID should scrutinize this procedure for paying GAPA personnel. In a sociological sense, GAPA is a public institution: the vice-minister decides

who enters and who leaves (and USAID has always acquiesced), and decides GAPA's research agenda. In this regard, GAPA is little different from other public-sector agencies. But since GAPA personnel are contracted through FMS and are paid entirely with grant funds, it is often argued that GAPA is private. USAID's FMS-mediated relationship with GAPA thus may fall in a legal gray area.

Observers remarked that procured items sometimes found other than project-intended uses. This is not surprising given that Activity Managers have not been full-time, and have belonged to public-sector agencies. This is not a good recipe for project monitoring, and given the general poverty of the public sector in recent years, one can imagine that pressures to pervert the intended use of procured items have been substantial.

Several issues regarding the procurement of services are taken up in the following section as well as in Chapters 3 through 6, which deal with implementation. Also discussed there is the current use of a few major commodities and their appropriateness to that use.

2.4. Implementing Entities

The performance of the project's four implementing institutions--MOA, MEF, SENAMHI, and UNALM--is discussed in detail in Chapters 3 through 6, which deal with implementation. To speak of performance, however, one must look at the specific agency charged with implementing an Activity rather than at the larger institution (e.g., MOA) of which that agency is a part. The performance of APID's major technical assistance contractors, MIAC and Farm Management Services, is also dealt with in the same chapters. But a few comments on international technical assistance are in order here.

This technical assistance, both long- and short-term, has been supplied almost exclusively by MIAC through two contracts. The first (the major one, with APID and financed with grant funds), which supported policy analysis (Component I) and MOA management (Component III), ran from August of 1984 through December of 1988. The second (with UNALM and financed with loan funds), which supported human-resource development (Component IV), ran from January of 1985 through February of 1989. Nine long-term advisors served under the contracts, and twenty-seven short-term ones (who made forty-nine separate visits). According to the mid-term evaluation (May, 1986; the second evaluation, in February of 1988, is quiet on the subject), both contracts were having serious problems at that time.

Advisors were not arriving in a timely way, which caused delays in project implementation. The MIAC/APID contract was nine months without a team leader, and the first advisor on the MIAC/UNALM contract arrived seven months after the contract had been signed; the

irrigation advisor arrived sixteen months late. As the mid-term evaluation put it, their arrival times reflected their availability more than the APID program. Furthermore, several of the advisors were unable to provide effective guidance because of limited Spanish, little understanding of the Peruvian milieu, or an inability to adapt to Peruvian conditions.

Despite these weaknesses, the MIAC contracts delivered much high-quality assistance (even the mid-term evaluation describes it as "above average"), which is cited in the present report when information is available. Some of the short-term assistance was excellent, and long-term advisors on the MIAC/APID contract much emphasized "planning by objective" and the use of "logical frameworks" when working with PCO and MOA personnel. This was part of a campaign to improve management and administration, especially in the ministry. Several Peruvians said they had benefitted from this exposure, and some were trying to apply what they had learned. The PCO uses the Logical Framework today to prepare its operating plans. Whether this learning has improved agricultural sectoral management, however, remains problematic because of strong external forces.

American land-grant universities must respond to the needs of their state constituencies first and foremost, and so cannot always give high priority to international development activities. Getting the right person in the right place at the right time overseas, therefore, can be difficult. In Peru the problem has been compounded by the recent hardships and dangers of the country.

International development projects should tap the large reservoir of national talent first. In some fields, the quality of its services is as good or better than that of non-Peruvians, and, most important of all, it has a stake in the future of Peru. In this regard, the use of a local firm to supply consultants since mid-1989 is a step in the right direction. But there will be a continuing need for external assistance for many years to come, especially in some technical fields, where long isolation and rapid technological change have denied Peruvians a knowledge of advances in their fields.

3.0 AGRICULTURAL POLICY ANALYSIS SUPPORT

3.1. Agricultural Policy Analysis

3.1.1 **Activities and Project Objectives**

GAPA was designed as the main instrument for achieving APID's purposes, to increase the capacity of the GOP to draw up sound, coherent policies for the agricultural sector, to ensure that such policies are effectively implemented, and to promote effective dialogue between the public and private sectors.

Since its founding in 1984, GAPA has produced analyses on major policy issues and enjoyed sufficient prestige to be used as an advisory group by most ministers and vice ministers. APID has increased the GOP's policy analysis capacity. GAPA was supported by OEA and the Statistical Data Bureau. APO contributed to the Policy Decisions Register (RPD) Systems, which keeps an up to date record and supports a monthly publication on all legal regulations affecting the agricultural sector.

The Project Paper stipulated the appointment of a steering committee including the private sector and the creation of a private organization to carry out research and policy analyses in coordination with GAPA. These mechanisms, designed to promote dialogue between the private and public sectors, were never implemented, and GAPA'S coordination and dialogue with the private sector have been difficult. Since August 1990, however, GAPA has tried to support the private sector in various ways. It worked closely with farmer organizations in drawing up the Agrarian Law, contributed to the design of the National Plan for the Development of Farming Exports, and created the National Committee for Agricultural Experts in which various private organizations actively participate.

In keeping with the project's initial design, GAPA has participated-and continues to do so actively-in drafting policy reports, required by high level officials in MOA. At the same time, GAPA has met the project objective of conducting medium-term policy studies, either directly or under contract. By July of 1991, there were 262 study publications in GAPA's library (an average of approximately 38 publications a year). Of this total, 145 were subcontracted and 117 were made by GAPA personnel.

During the first year of APID, GAPA's efforts were focused on medium-term studies aimed at reducing government intervention in the agricultural sector. At the same time, studies and proposals were drawn up in areas such as land tenure, sectoral credit, and the distribution of irrigation water. These studies were presented at the Seminar on Agrarian Policies, the most important GAPA activity in 1984.

During the first months of 1985, GAPA conducted medium-term studies on production costs and marketing of specific crops, agricultural exports, land tenure, and the distribution of irrigation water. Studies on these topics continue today and form the bulk of GAPA'S medium-term studies.

During the early months of the APRA government, GAPA worked on medium-term studies aimed at problems surrounding the supply of basic foodstuffs and the design of feasible price-control mechanisms. With a new minister and director in 1986, GAPA changed its analysis priorities in response to the request of top MOA officials, working mainly on short term analyses, required for the implementation of immediate policy actions.

In 1986 GAPA produced numerous publications covering the following subjects: assessment of the factors involved in programs aimed at establishing producer and consumer prices; subsidies for basic foodstuffs; import requirements for food and agricultural supplies; and estimated supply and demand figures for widely consumed food products. Most of these studies were made to support economic programs based on the concept that supply, and to a degree demand, could and should be determined by government programs.

Between January 1987 and July 1990, the focus of GAPA's analyses was similar to that of 1986. Since 1988, however, GAPA has conducted several medium-term studies exhibiting reservations about government interventions like producer price controls, currency overvaluation, and artificially low consumer prices. In July 1990, GAPA published a study on the results of the policies implemented over the last few years including proposals to modify sectoral policies.

Since August 1990, GAPA has participated in the design of short-term instruments for the reform of price, tariff, and land-tenure policies. During this period, the production of medium-term studies has been affected by the changing perspective of MOA's top officials on what GAPA's role should be.

Until early 1991, present government officials believed that GAPA should not be limited to conducting studies, but should go into the field and attempt to implement recommended policies. Of the objectives established in the 1991 Operating Plan, Support of agrarian organizations, development of agroindustry, improvement of marketing, strengthening the public agricultural sector at the regional level, and policy formulation- only the last is established in the Project Paper. GAPA has been unable to reach most of the objectives cited in its operating plan due to its budget approval in June, 1991.

3.1.2. Issues, Special Problems, Constraints

GAPA's mission to participate actively in short-term analysis work and implement policies, was made because of its location within MOA and its direct relationship with top officials. On the other hand, many of the issues and constraints are directly the result of this location. One of the issues to be solved if the current project is to continue or a new project is to begin, is the location of the policy analysis group.

The main issues, problems, and constraints include:

- Analyses, priorities established in terms of the Government's political tendencies
- Lack of attention paid to certain medium-term studies, particularly where field data are required
- Instability, high turnover of qualified staff
- Varying quality of contracted studies
- Inability to become a permanent organization within the GOP structure
- Limited opportunities for political dialogue and a need to publicize the results of completed studies.
- Problems with foreign technical assistance
- Procurement delays and limited availability of computer equipment

3.1.2.1. Priorities for Analysis

APID's Project Paper stipulated the incorporation of a GAPA Steering Committee, which was never created. This committee, to be comprised of public and private organizations, would have been responsible for establishing priorities for medium-term research projects. The project design also envisaged as one of its activities the creation of a policy analysis group in the private sector, which again was never organized. In view of the project's lack of compliance with actions involving the private sector, top MOA officials were left to establish GAPA's research priorities.

An analysis of GAPA's activities clearly shows that research themes changed significantly in response to the priorities and programs of different administrations. The initial agenda envisioned a need to carry out medium-term studies on supply elasticities, production subsidies, tariff policies, marketing, impact of inflation, analysis of credit policies, efficient use of irrigation water, and the functioning of agricultural cooperatives. The design of studies and the implementation of recommendations, periodically evaluated, should have followed. The evaluations would have led to new studies to refine policy instruments.

The continuity of this sequence, however, was interrupted when the GOP changed in 1985. GAPA's studies as of 1936, once the Group had been accepted by the new minister, were aimed at following and controlling the application of policy actions designed

to intervene in factor and product markets. The objective of this policy was to guarantee food supply at low prices through credit and input subsidies, and by setting prices for the purchase and sale of primary food products.

In July 1990, GAPA changed its analytical focus once again and published a proposal detailing agricultural policy guidelines for 1990-1995. The policies proposed, which differed considerably from those of previous years, sought to reduce government intervention in the agricultural sector. Since August 1990, GAPA has provided advice to MOA's top officials on the application of legal reform to the creation of surcharges for certain imported products, on tariff reform, and on land tenure.

3.1.2.2. Key Sectoral Issues

GAPA has carried out medium-term studies on a number of key issues including: use of irrigation water, the effects of macroeconomic policies on the agricultural sector, land tenure legislation, the production and marketing of farm products, public investment in agriculture, supply and demand elasticities, expansion of the agricultural sector, and food assistance.

The major weakness in GAPA's medium-term studies, is the limited generation and use of primary data. There are important areas in which the studies contain no primary data with which empirically supported recommendations can be made.

There are no field data available concerning the results of subsidized interest rates, systems of informal financial intermediation, and rural savings characteristics. One of the last studies conducted by GAPA, completed in June 1991, concerns financial intermediation instruments recommending the creation of Agrarian Savings banks with assistance from the GOP and donor institutions. Furthermore, it analyses the Agrarian Bank's inability to finance the agricultural sector, and proposes support to existing formal institutions in certain rural areas. This study could become the first step towards the analysis of the formal and informal institutional framework which, by means of surveys among users and institutions, might serve as a basis for the development of a self-financed system of rural financial intermediation.

GAPA has regularly produced short- and medium-term land tenure studies, which had been used in a number of legislative reforms, including the new Agrarian Law now under discussion. However, there is no field data available to determine the relative efficiency of cooperative enterprises and private farms to determine the relationship between farm size and productivity or to determine the capacity of different land tenure systems to adapt to changes in relative prices, new technology, or investment opportunities.

As regards natural resources, GAPA has carried out medium-term studies on the cost of irrigation water, with recommendations to increase use efficiency. However, no studies are available regarding the relationship between land-tenure systems and the conservation of natural resources. Studies are also needed for recommendations regarding policy decisions involving the management and conservation of Amazon forests or of fragile soils in the Sierra.

GAPA conducted a number of studies in 1985 on export opportunities for specific products in order to increase and diversify exports. Most of the studies' recommendations were never implemented. Moreover, until 1990, the prevailing macroeconomic environment did not favor investments aimed at increasing or diversifying exports. In light of more-favorable current policies, export studies should be carried out based on reliable primary data, so that a well-designed and well-funded program to promote agricultural exports can be implemented.

The creation of an Agricultural Export Committee is a valuable initiative. In this respect, GAPA is fulfilling one of the objectives cited in its 1991 Operating Plan. However, by nominating one of its consultants to serve as Secretary, GAPA is departing from the responsibilities established in the Project Paper. GAPA should have carried out an analysis of agricultural export policies in order to suggest policy changes and assess results, leaving the implementation of plans and specific projects to specialized organizations.

3.1.2.3. Subcontracted Studies

GAPA has sub-contracted 145 studies totaling over 15,000 pages of findings. A review of the main series of studies between 1984 and 1991 showed that the quality was not homogeneous. Several contained little primary information and were of limited use. Fewer studies designed to address key policy issues with primary data obtained through field survey would have been more desirable.

Of 10 studies prepared in 1985 pertaining to food security, some are complete, whereas others contain only statistics, with no amplifying text. The quality of the marketing studies conducted in 1986 were generally low with limited potential contribution to policy. The quality of four 1987 field studies based on studies designed to support the Plan Sierra is good, and they contain some thought-provoking suggestions for streamlining price-control policies.

A study on agricultural policies was conducted in 1988. The report is a kind of Development Plan containing production projections for 1993. The targets set are totally unrealistic, and include a positive net commercial balance of over 700 million dollars for

the agricultural sector and a total crop-risk coverage through agricultural insurance.

A study conducted in 1990 involved the updating of the SPREEN econometric model from which many valuable conclusions were obtained and on which the design of new policies was partly based. Among other things, the study estimates that 25 percent of the fiscal deficit, and 45 percent of the deficit of public enterprises, are caused by food subsidies.

3.1.2.4. Staff Stability

Since 1986, each ministerial appointment has brought a new Director of GAPA. Since its founding, GAPA has had seven directors, with the average time in office of each under one year. As of August 1990, four directors had succeeded each other in less than a year.

When this evaluation began, GAPA had a team of highly qualified professionals on its staff, most of them with graduate degrees from the United States or Europe. Of GAPA's eleven consultants, including its Director, three had Ph.D's, two had passed Ph.D examinations, five had M.S. degrees, and one had done graduate work. Of these professionals, three had been trained with APID scholarships.

Two weeks into the current evaluation, the three staff members who had been awarded APID scholarships for graduate training in the United States, one Ph.D and two Ph.D candidates, were forced to leave GAPA. The remaining three scholars, who had also obtained graduate degrees abroad, had previously left the project, either after a few months or immediately upon their return. Thus, none of the professionals who were awarded APID scholarships to complete their studies in the United States, and who were under obligation to work in GAPA upon their return, are currently doing so.

Other staff left the project because of a drop in their real salaries and delayed salary payments. Salaries earned by GAPA staff are in some cases 40% lower than the dollar salaries established at the beginning of the project. Late salary payments have been due to delays in disbursements. When this evaluation began (June 1991), the staff had not yet received their March salaries.

3.1.2.5. Institutionalization

A current issue of vital importance is the impossibility of ensuring GAPA's survival in the public sector in its present form, (i.e. as a high-ranking well paid group capable of carrying out a consistent, competent analysis of agricultural policy). The Project Paper anticipated a decrease in APID's contribution to the remunerations of GAPA's staff, to 75 percent in the first year, 50 percent in the second, 25 percent in the third, and none in the

fourth year. This graduated decrease has not happened as APID is still paying 100 percent of GAPA's staff salaries. It is unrealistic to think that MOA can include GAPA staff salaries in its budget.

If the decision is made to continue supporting a policy analysis group, the following alternatives should be considered:

- Continue providing assistance so that GAPA can remain within MOA for a fixed period of time.
- Incorporate the group into a foundation or university.
- Transform GAPA into a private foundation, with or without public sector-participation.

The continuation of GAPA within MOA would have the obvious advantage of having the unit close to high-level authorities. GAPA would continue to participate in the implementation of short-term policies, and would gain easy access to statistical data from OEA or OPA. Another advantage, would be continuity for activities already begun.

The incorporation or transformation of the analysis group into a private foundation would have the advantage of avoiding political influence in the design of its research program. Moreover, priority medium-term studies could be implemented without interference. Furthermore, technical staff would enjoy stability since suitable salary levels could be maintained. This option does not ensure the institutionalization of the policy analysis group, but it does increase its chances for survival, with assistance from private organizations, multinational or binational agencies, and foreign foundations. Including GAPA in a foundation or university would be less expensive and time consuming, and would provide greater opportunities for multisectoral approaches to analysis.

The option of transforming GAPA into a specialized foundation, which would be created with an initial contribution from USAID, offers the advantage of maintaining the specific character of the agricultural policy analysis group. However, this would involve the creation of supporting structures and the appointment of a Director and Board of Directors, which means more delays and additional expense.

The evaluation mission proposes the agricultural policy analysis group's incorporation into an existing organization that has worked with the agricultural sector, and has enough prestige and policy analysis experience. It was possible to interview officials at four organizations, and to evaluate their advantages and disadvantages. All the interviewees showed their disposition to accept and support the policy analysis group.

(1) GRADE is a NGO founded 1980, and works in social science research, especially in economics. GRADE's institutional development program includes four study areas: Education, Science, Technology, and Development; Long term Development Planning; Macroeconomic and Sectoral Policies; and International Relations. Collaboration with GRADE would be possible, but it is a group with a wide field of subjects and limited experience in the agricultural sector.

(2) FDN's basic objective is to contribute to Peru's development through the implementation of projects, preferably geared to the rural sector, and to support farmer groups. FDN has been highly successful in the implementation of specific production projects, both for internal consumption and for export; however, it works at a micro level, and it does not seem appropriate to direct it to other subjects.

(3) The incorporation of the policy analysis group to UNALM would be an alternative, but its Economics Department is micro oriented, and has dealt mainly with specific sectoral problems. Besides, UNALM has serious problems, and being a State University, the policy analysis group could face difficulties similar to those that have affected GAPA at the Ministry of Agriculture.

(4) The Universidad del Pacífico is a long established, prestigious institution. It has a research center with wide experience in the analysis of specific sectoral issues, and linkages between macro-economic policy and sectoral development. UNALM also affords the possibility of disseminating theoretical knowledge and research results through the training of young professionals. The evaluation team considers that, as a first step, contacts should be initiated with Universidad del Pacífico to determine the convenience of incorporating the policy analysis group to this Institution.

3.1.2.6. Policy Dialogue

A constant dialogue has taken place between GAPA and high ranking authorities of MOA, particularly during periods when GAPA's Director had a close relationship with the MOA. GAPA has also held permanent discussions with the other administrative units and organizations within MOA. Particularly close relationships have been maintained with the General Agrarian Reform Bureau, the General Agroindustrial and Trading Bureau, ENCI, ECASA, INIAA, OSE, and OPA.

Until 1988, GAPA was in constant communication with MEF in regard to matters related to price-setting for agricultural products and inputs. At present, contacts with MEF are maintained at the vice minister level, and GAPA's studies are used to coordinate the tax surcharges affecting certain imported food products.

The lack of dissemination of GAPA's studies and the lack of participation by the private sector have limited the opportunities for broad discussions on political decisions. As of this year, an attempt has been made to promote discussions with private organizations, and one of the long-term consultants has been appointed to establish relationship with private organizations.

GAPA's studies and analyses have been used mainly as a reference for recommendations to top level authorities of MOA. In principle, the studies are for GAPA's use and that of the Ministry's top management, and are not usually handed to the private sector or other offices unless they are requested. Studies conducted under short-term sub-contracts are routinely passed by FMS to USAID.

Considering GAPA's budget restrictions and the number of studies produced, it is impossible to distribute them widely, or even to comply with all orders received by GAPA from public and private institutions. GAPA has been well aware of this limitation, and during 1988-1989 several studies were published under the heading, "Agroeconomic Studies". A total of six volumes were published, consisting of 300 issues each, however, the series was suspended once the contract with MIAC expired. In August 1990, FMS was asked to publish 17 studies, but this will not happen before August 31, 1991.

The problem regarding the dissemination of GAPA's research reports is magnified when they are confidential and their dissemination forbidden by MOA. There are private and public organizations, and bureaus within MOA which need these reports. Their inaccessibility creates the image that GAPA is unwilling to share information.

GAPA has recently made an effort to catalogue its documents and make them available to the public. Three copies of each report produced since the project began are available helping to facilitate work on the present evaluation.

3.1.2.7. Technical Assistance

The quality of foreign technical assistance has not been uniform. Some consultants were capable and contributed significantly, whereas others, with poor understanding of the implementation environment, or limited Spanish skills, did not perform satisfactorily.

Foreign advisors could have been replaced in some instances by equally qualified nationals from Peru. Foreign advisors should have had previous experience advising policy units in developing countries. Foreign technical assistance is also required in areas where no qualified nationals are available.

3.1.2.8. Procurement

GAPA did not enjoy the adequate and timely procurement of computer hardware and software, essential for analyzing research data. GAPA's hardware and software were requested near the end of 1987, and received in June 1990. The PCs have insufficient memory, and the scanner is of limited use since it does not recognize Spanish symbols. Modems merely transmit messages between PCs, leaving GAPA without the ability to communicate with the Ministry's Computing Center.

GAPA's hardware is not adequate to meet its needs. Each consultant should have his own PC. Furthermore, the data-processing staff has been reduced over the past year to one consultant and one assistant causing delays and limiting the capacity to process information.

3.1.3. **Strengths, Innovations, Successes**

3.1.3.1. Policy Implementation

Most of the studies conducted by GAPA in 1984 and 1985 were to lay the groundwork for policy planning or policy change rather than to support existing policies. GAPA's recommendations based on studies made in 1984 and during the first half of 1985 were published by the Universidad del Pacífico (1986) in the book, "For an Agrarian Cause", edited by the ex-Minister of Agriculture, Carlos Hurtado Miller. Since Dr. Hurtado was the administration's first Minister of MEF, many of GAPA's original recommendations became policy measures. These measures include:

- Liberation of exchange rates to avoid over-valuation of local currency and to improve the international competitiveness of food products, thus preventing discrimination against the agricultural sector.
- Continuation of tariff protection measures for imported food products to counteract the effects of subsidies in other countries of origin.
- Market intervention to establish minimum prices for food products.

During the APRA Government, most of GAPA's studies, were aimed at guiding short-term policy rather than at designing new policies. Government policies were directed at implementing price controls for producers and consumers with GAPA's efforts focused on the design and follow-up of the Agricultural Sector's Revitalization Program (PRESA). Under this program the following policy actions were implemented:

- Subsidized interest rates and interest differentials for different products were introduced.
- Prices for fertilizers, pesticides, fuel, and electricity were reduced through subsidies.
- Real salaries were increased.
- Consumer subsidies and guaranteed prices to farmers were established for priority products to prevent price increases, assuring at the same time the maintenance of producer profit margins.

During this period, GAPA also participated in the creation of an Agriculture Revitalization Fund (FRASA), of the National Agricultural Marketing Corporation (CONA) and in the drafting of the Agricultural Sector Law and the Sierra Plan. GAPA was also responsible for establishing price levels and determining investment requirements for implementing producer and consumer subsidies.

Since July 1990, most of GAPA's studies were designed to recommend policy changes, although a considerable proportion, about 30 percent, were designed to support and guide short-term policies. GAPA's advisory role has continued under the present administration, and the group participated actively in analyzing short-and medium-term policies, especially those pertaining to tariff reform, prices (price ranges and surcharge rates), and the drafting of the new Agrarian Law. There was also a study (June 1991) of the effect of the economic stabilization program on the agricultural sector.

In July 1990, GAPA prepared a report on policy guidelines for 1990 - 1995. Many of its recommendations have been implemented to some extent, or are under discussion. Among them are the following:

- To stabilize inflation and gradually reduce control of the different markets by influencing exchange rates, interest rates, and price controls.
- To change macroeconomic policies that discriminated against agriculture.
- To orient public investment toward improvement of physical infrastructure, markets, and agro-climatic information.
- To standardize import tariffs at a rate between 10 and 20 percent.
- To consolidate land ownership and the freedom to select land-tenure

models democratically.

- To use the price-range system for basic food products, establishing limits in accordance with international prices.
- To promote competitive trading of agricultural products and inputs.
- To establish interest rates for medium-and large-scale producers and for highly profitable products that are close to free-market rates.
- To support a national price-information system.
- To continue providing food assistance to target populations.

3.1.3.2. Basic Policy Studies

GAPA's studies are cited and analyzed throughout this report. It must be emphasized that many of their strengths contributed importantly in terms of recognizing the impact of policies on the agricultural sector. The studies conducted by GAPA help to establish a firm foundation for decision making and policy implementation.

Policy analysis were rarely conducted in Peru prior to GAPA. Agricultural development was approached through direct state intervention through short-, medium, and long-term plans. The macroeconomic policies implicit in these plans discriminated against the agricultural sector and distorted coordinated development. The results appear in the sectoral growth pattern, which is lower than that of the rest of the economy, and in increasing rural-urban migration rates. GAPA's studies have helped to change discriminatory policies, thus laying a foundation for the role of policy analysis to replace state planning.

3.1.3.3. Personnel Training

APID awarded scholarships to six Peruvians for graduate studies abroad, after which they were to return to work for GAPA. These scholars successfully pursued advanced degrees in U.S. Universities. The quality of the scholars was exceptional in some cases, as demonstrated by their academic averages (GPA), 4.00 and 3.82, and by several letters from their professors. Most of the scholars were forced to return to Peru before completing their studies with two obtaining assistantships at their universities to complete their PhDs. The Director of International Programs at Iowa State University, in a letter addressed to the Directors of APID and GAPA, said the following about APID scholars: "All of them have been conscientious students, and four of the six have demonstrated

unusual academic skills".

Not only has there been formal training, but also training through foreign technical assistance and interaction among professionals, some with more experience than others. In this way, it was possible to sharpen the staff's analytical skills. Long-term staff and foreign advisors have played an important part in guiding short-term consultants and improving their training.

3.1.3.4. Policy Analysis Demand

The creation of a group of trained staff with the means to conduct serious, well-focused policy analysis has created a demand for such analysis in Peru. Ministers of Agriculture, have GAPA's services extensively. At present, private organizations like ONA are showing interest in the services of policy analysts. It is reasonable to believe that the demand for policy analysis will increase in the future.

GAPA has enabled highly qualified staff to work in Peru and contribute to the policy-formulation process. Studies conducted through GAPA contracts with short-term consultants have also helped increase the demand for trained professionals.

3.2. Ministry of Agriculture, Agricultural Planning Office

The Project Paper envisaged OSPA (now OPA) as being responsible for project coordination, with APID's coordinator reporting directly to OSPA's Director. But this arrangement was soon modified, and a special Project Management Office was created. The post of Coordinator was replaced by that of Executive Director, who was no longer within OSPA but responded directly to the Minister, consequently on the same level as a vice-minister.

3.2.1. Activities and Project Objectives

As a result of these early changes, APID's assistance to OPA was mostly used to improve project monitoring systems and developing an impact evaluation scheme. To accomplish this, an international advisor was hired for 18 months. APID also assisted OPA with funds to commission short-term studies, to make salary payments (with counterpart funds), to purchase office material and equipment, and to cover miscellaneous staff expenses.

3.2.2. Issues, Problems and Constraints

3.2.2.1. The Role of OPA

The concept of state-planned development prevailed in Peru in the 1970s, especially between 1968 - 1976, during the Velasco years, when OSPA played a major role in managing the agricultural public sector through the design and monitoring of medium term plans, annual operating plans, and development projects. OSPA was even considered by some international organizations as a model worthy of emulation elsewhere, and many of its technicians were hired as consultants to help create planning offices in other countries.

The successes of government-directed development vanished in the 1980s, and planning was gradually replaced by policy analysis and implementation. Under this concept, the State plays a minor role, which is to create a macroeconomic environment with clear rules for free-market activities. By Peruvian law, policy analysis is OPA's responsibility, however, to date OPA has been unable to fulfill this mandate. The design of APID and the creation of GAPA respond to this new approach to sectoral development. GAPA, though not institutionalized, has replaced OPA as a policy-formulation entity.

The fact that OPA's duties have not been legally changed has created some friction between OPA and GAPA, since OPA now has an uncertain role in policy analysis. In any case, OPA continues with policy studies, conducted by short-term consultants and financed by APID. OPA is also preparing terms of reference for policy studies to be financed by a new USAID policy analysis project.

Future efforts to strengthen OPA must first consider the need to legally change its mandate so that it can assume the functions of project control and evaluation and coordination of foreign assistance, which has in fact been its main role over the past few years. If it is decided to maintain OPA's current planning and policy analysis activities, then the necessary funds must be allocated. It will also be necessary either to change or train professional staff to enable them to understand and manage Peru's new development model.

3.2.2.2. Resource Scarcity

OPA, in APID's design, was to be responsible for monitoring and evaluating projects. But personnel shortages have made this impossible. Of the 150 people on OPA's staff in August 1990, only 60 remain. OPA could probably exercise its monitoring and evaluation function with a small staff (even at the regional level), provided they were well selected and suitably paid.

At the time of this evaluation, OPA's monthly salaries came to \$200 for Directors and \$50 or \$60 for technical staff. Officials receive per diems of less than \$5.00 a day, and so cannot travel outside of Lima to monitor projects. And owing to delays in the approval of APID's budget, they have lacked essential office material.

A few trained personnel remain who could monitor and evaluate projects using the Project Management System. To retain this staff or hire additional personnel, it will be necessary to increase the operating budget, increase staff salaries, and review per-diem scales.

3.2.2.3. Information Management

OPA's computer equipment, which did not arrive until 1990, includes two WANG 286 computers, one printer, and a number of software programs. One of the computers is inoperative because of a faulty monitor, a problem common to several of the computers received by MOA. And since modems can only transmit messages between one PC and another, OPA cannot communicate with MOA's computing center. OPA meets its computer needs with equipment donated by several international organizations.

3.2.3. **Strengths, Innovations, Successes**

3.2.3.1. Project Management System

The Project Management System, introduced to OPA by a MIAC advisor in 1986 and 1987 consists of four administrative instruments designed to support each stage of a project. These are:

- Logical Framework - this specifies a project's objectives.
- Performance Networks - these show how a project is implemented.
- Information Networks - these are used to communicate the status of key project activities.
- Evaluation Reports - these are used to periodically evaluate project progress.

OPA disseminated the Project Management System widely in Lima and in the regions, and according to APID's second evaluation, 45 training events were conducted, attended by 1,300 participants. OPA held nine short courses to disseminate the Project Management System at a time when about 130 projects were included in the system's format. Through OPA's initiative, a ministerial resolution was issued to institutionalize the use of this system

throughout the public agricultural sector. APID's coordination office uses the Project Management System for preparing and monitoring the Project's Annual Operating Plan.

Despite efforts to spread and institutionalize this system, it is hardly used in project monitoring today. The regional offices have largely abandoned the system owing to either financial limitations or the loss of personnel trained to manage it. In a few regions, the Logical Framework is still used, but the other instruments have been abandoned because they are considered too complicated or because they duplicate the efforts of the obligatory monitoring system of the National Planning Institute (INP). OPA has programmed monitoring work for three or four projects per year, but this has not been properly accomplished because of the low per-diems.

3.2.3.2. "Registry of Policy Decisions"

Registry of Policy Decision (RPD) is a computerized information service that collects and classifies all policy decisions (Laws, Decrees and Regulations) pertaining to the agricultural sector. The computer software enables the maintenance of an updated registry, which is very useful to public and private organizations. GAPA staff consider the RPD essential for their mission, particularly when policy requires statutory or legal reforms. At the time of this evaluation, OPA was soon to sign agreements with Universidad del Pacifico and ONA by which they would receive computer material and other forms of assistance in exchange for access to RPD.

APID played an important role in developing RPD by providing a short-term consultant who identified the ISIS software developed by UNESCO as the most suitable for computerizing the manual system then in use. RPD also publishes a monthly bulletin with APID support

3.3. Ministry of Economy and Finance (MEF)

APID assistance to MEF sought to strengthen the Bureau of Economic Affairs. The project was to provide funds to permit MEF to hire an agricultural economist. In addition, MIAC was to provide a consultant for two years. The agricultural economist was never hired, and the foreign consultant hired in 1986 remained for one and a half years. Cooperation between GAPA and MEF lasted about two years, from July 1986 until July 1988.

3.3.1. **Activities and Project Objectives**

According to the Project Paper, MEF activities would generate short- and medium-term studies resulting in policies consistent with those of GAPA. In effect, APID's main

contribution was to assist with the design of macroeconomic models that served to guide policy decisions, particularly those for fixing prices and determining subsidies.

3.3.2. Issues, Problems, and Constraints

3.3.2.1. Activity Outputs

Through GAPA's consultants, APID cooperated with MEF in developing the following: socio-economic reports, a production-import model (MOPIN), a price model (MODINAPRE), input-output tables, and the general econometric equilibrium model (ECOPOL). These activities were suspended towards the end of 1988, except for the socio-economic reports, which are published monthly as part of "Alerta Económica", a confidential document. MOPIN and MODINAPRE were suspended because of a lack of resources to generate input-output tables, which are essential to these models. The ECOPOL model, completed with APID's cooperation and with PL-480 funds, was also suspended when the funds ran out.

MEF staff said that APID was an efficient supplier of funds, and that rapid disbursements made the development of these models possible. They acknowledge the competence of GAPA's staff and its cooperation in developing macroeconomic models during the APID-MEF collaboration period. Once this period expired, the relationship ended. MEF favors renewing it in view of the importance of the agricultural sector to the economy. At the present time, coordination between MEF and MOA occurs at the vice minister level.

3.3.2.2. Technical Assistance

Short-term technical assistance provided by local consultants was decisive for the development of econometric models, but problems arose with foreign technical assistance. MIAC's long-term advisor was never officially ratified by top management, nor was an office provided for him in MEF. His two-year contract notwithstanding, he remained for only one and a half years. The perception at MEF is that the advisor was a "short-term consultant who remained in Peru for about three months, cooperated with the expansion of the ECOPOL model and also prepared thought papers on price control, concluding that this policy would never succeed."

In fact, the advisor remained in Peru for a year and a half and prepared valuable studies in an effort to change the direction of policies that in his opinion would fail if applied as designed by the Peruvian government. When submitted, his studies were neither accepted nor their conclusions considered.

Several factors explain this rejection of foreign technical assistance including little

knowledge of the ways of technical assistance within MEF, a political environment not conducive to suggestions of policy change that went counter to the interventionist development model of the APRA government, and the advisor's limited knowledge of Spanish. MEF's top officials and technical personnel had never been exposed to foreign technical assistance, to whom it was inconceivable that a highly paid foreign advisor should offer advice on matters in which they felt themselves sufficiently qualified. MEF officials resented the procedure used to appoint the consultant; they felt they should have suggested names and made the final selection.

3.3.3. Strengths, Innovations, Successes

3.3.3.1. Design of Econometric Models

The development models jointly prepared by staff of MEF and GAPA are no longer used, but could be updated at any time. Both GAPA and MEF know that it is not only desirable, but necessary to refine these models, and they are willing to do so as soon as the necessary funds are available.

MEF's Bureau of Economic Affairs is now in the process of preparing proposals to update these models, using funds from a new USAID project. They have even devised new models which they intend to implement once funds are available, and feel this new project, which is not linked specifically to the agricultural sector, will give them freedom to conduct studies in which all sectors are represented in accordance with their relative importance.

3.3.3.2. Exchange of Experiences

Prior to APID, MOA and MEF policy analysts hardly knew each other. Those in the MOA had an agro-technical approach and were guided by a consideration of specific sectoral programs such as credit, research, extension, and marketing. Analysts at MEF designed policies that did not specifically consider the needs of the agricultural sector which had suffered discrimination for years through macroeconomic policies that over-valued exchange rates and protected industry excessively.

APID's assistance to MEF created the right atmosphere for mutual cooperation between its Department of Economic Affairs and GAPA. Informal contacts between the two continue. In fact, both the Vice-Minister of Economy and one of the Minister's advisors were once GAPA consultants and maintain a close relationship with GAPA.

3.3.3.3. Policy Studies

The studies prepared by MEF's MIAC advisor were the only medium- and long-term studies produced with APID support. These studies embrace the following themes:

- Price and exchange rate controls. Experiences for the future.
- Relative prices that should be paid to farmers
- Alternative approaches to consumer food subsidies.
- Alternative incentives for agricultural and agroindustrial exports.
- Alternative price-fixing policies for agricultural products, 1986 - 1988.

These are all valuable studies, since they deal with problems likely to arise through implementation of interventionist policies (as proposed by the APRA government). After some years, and the failure of those policies, the value of the studies can be appreciated.

4.0 INFORMATION SUPPORT

4.1. National Rural Household Survey

4.1.1. **Activities and Project Objectives**

Using the Housing and Population Census of 1981 as a sample frame, the National Rural Household Survey, prepared and conducted during the spring of 1984 and the summer of 1985, gathered information on the income of rural households for the 1983/84 crop year.

Based on variables such as regions (Coast, Sierra, Selva), urbanization (rural, urban) and household composition (with and without an agricultural producer) the universe was divided into 24 strata. The survey thus covered three types of households: rural with farmer, rural without a farmer and urban with a farmer¹. Given that the principal objective of the NRHS was to gather information on the income and employment of rural households, the agrarian cooperatives, government and private enterprises, and all other social forms of production were excluded from the definition of farmer or producer. On the basis of a sample of 6,927 households, inferences were made for the nation as a whole for the Coast, Sierra, and Selva, and for several agricultural production zones.

The data, whose processing was concluded in December 1986, included such variables as household size and composition, education of household members, farm size, land use, crop mix and production, distribution of production, input use, access to market, marketing arrangements, use of credit and technical assistance, non-farm employment and income.

By all accounts, INE was successful in coordinating the personnel and technical aspects of the survey; OSE, APAG and OSPA contributed, as planned, under INE's coordination. The methodological and procedural documents produced are of very good quality. The quality of the data set, however, has been questioned for reasons that will be discussed in the following section.

A technical committee in APAG assembled an elite group of agricultural scientists, mostly academicians, and assigned to each a specific research theme for analyzing the data. The outcome of this effort was a group of scientific papers assembled in a book entitled

¹ In population centers of 2,000 or more inhabitants in which 20 percent or more of the households included a farmer.

"Rural Households in Peru: importance and articulation with agricultural development".

Besides the scientific papers, the results have been widely used in describing the income situation and other socioeconomic characteristics of rural households in Peru. Members of APAG have used the results to describe land tenure status to government officials. Other organizations (i.e Grupo Libertad) have used it as reference when addressing related topics. Researchers and students at the Pacific and Catholic Universities are beginning to use the data to address specific issues; at least one thesis has been produced.

In terms of providing the information intended over a short period, the activity was a success. Undoubtedly the NRHS filled the information void that existed at the beginning of the project. Although the data set has not been fully used and has been questioned at times, much more has been known about the income and employment situation of rural households in Peru since 1986.

4.1.2. Issues, Special Problems, Constraints

Institutional Arrangement. As per project design, INE had overall management responsibility for the survey, while APAG, as one of the principal users of the data set, was assigned lead responsibility for its analytical design. A multi-institutional committee of users, formed by APAG with representatives of INE, OSE, APAG and OSPA determined the variables to be studied, designed basic tabulations format, and outlined potential analyses to be performed with the survey data. This institutional arrangement, it was believed, would ensure the gathering and use of only relevant information guaranteeing the efficiency of the process. This efficiency, however, was not achieved. The committee, formed by representatives of the interested institutions and not by the actual researchers, burdened the survey questionnaire with a large number of variables unrelated to rural income. Most of these variables have not been included in output tables, nor has the large data set been subjected to statistical analysis. The analytical phase of the activity was further impaired by the inaccessible form in which the data was tabulated and fed into the computer. This forced all users of the data to request required output tables from the computer programmer (which were not always delivered). These vicissitudes are a clear testimony to the failure of the institutional arrangement, and an indication that some other arrangement would have been more fruitful. It is possible that an alternative whereby a principal user of the information (a university or even the MOA) is given the overall management responsibility for the survey might have been more appropriate for the Peruvian environment. It might have also facilitated the institutionalization of the analytical process that ensued.

Data use for policy design. Although the NRHS was designed to provide policy makers with much-needed and valuable information, there is no evidence that the results have been used for actual policy design or decisions. They have served rather as a general information base, and on occasions, users have misguidedly concentrated on their discrepancies with the results of the 1972 Agricultural Census.

Additional uses. To date about half to two thirds of the information collected has neither been analyzed or tabulated. Since rural income was the pressing concern, only the tables directly related to this topic were produced. Yet, many more tables providing useful information can and should be generated. Although copies of the tapes have been provided to several universities, the data has hardly been used for research because of the aforementioned inaccessibility.

Outputs. There is no evidence that a series of statistical reports summarizing survey findings or a series of brief pamphlets describing survey results have been produced.

Institutionalization. Because the capacity to continue analyzing the data and providing results was not developed within the ministry, the activity has not been, and will not be institutionalized, at least not in MOA. Institutionalization is more likely to occur at the aforementioned universities.

Outlook. Given the limitations of the survey results and the failure of other systems to provide much-needed information on the agricultural sector, serious consideration should be given to financing the proposed agricultural census (though not as a census, but as a survey).

4.1.3. Strengths, Innovations, Successes

Despite the limitations and misuse of the data, the activity succeeded in providing valuable information on the characteristics of rural households. This information has potential uses that transcends the scope of the project. Future uses of the data at universities for teaching and research are an example.

Although the NRHS has not been institutionalized, there were tangible and lasting benefits to the Ministry. Software was obtained from the U.S. Department of Agriculture for the analysis of survey data with MOA personnel trained in its use.

4.2. Area Sampling Frames

4.2.1. Activities and Project Objectives

This project activity, designed to reduce the costs associated with making agricultural policy on the basis of inadequate information, was to build the capacity of the Sectoral Statistics Office (OSE) to provide objective, accurate and timely agricultural statistics, that would be of use to analysts and decision-makers in the public and private sectors. OSE was to develop and construct area sampling frames (ASF) undertake periodic surveys (4 per year), and edit, summarize, and publish results under the guidance of outside technical assistance and a high-level experienced Peruvian, who was to be contracted as Technical Director of the activity.

Although the process began in January, 1984, it was not until 1986 that the results of the first departmental surveys (Piura) were published. From then on the activity, beset by all kinds of technical and administrative difficulties, as well as labor unrest for several months at a time, continued to make very slow progress. During the following three to four years, sample frames were prepared for the coastal portion of a few more departments and a few more surveys were conducted.

Because the data from the first surveys exhibited great variability (CV's of up to 90%) and the point estimates of areas planted to different crops were unlike what was expected from common knowledge, both it and the methodology were questioned. After an evaluation by a special committee in 1989, the ASF methodology was adjusted to make it more adaptable to the Peruvian reality. Among the adjustments was the separation of Sierra from Coast, the separation of the cooperatives from the rest of the universe, the use of the catastros (regional maps indicating location of fields, their size and ownership) in the definition of the universe from which the samples were to be drawn, and the use of nested sampling whereby previous knowledge of crop distribution would be incorporated into the process. The resulting system was called Reformulated-CSAPS (R-CSAPS). Because tests of this methodology in Piura (where the CSAPS failed) was successful, plans were developed to use it along the Coast in 1990. During this year, however, no progress was made because the activity was virtually paralyzed for lack of funds.

The CSAPS has been put on hold several times during the life of the project, most notably after the departure of the long term advisers in 1987. The activity is currently in a dormant phase, and has been since late 1989. About 60 percent of the trained personnel left, and others are being encouraged to leave through government incentives. The manager, Ing. Lino Velasco, who has been with the activity from the beginning, is also leaving. It is going to be difficult to get the program operative again.

The outputs expected were:

- 1) Periodic bulletins of objective, accurate data on livestock production, and on area planted to different crops. These have not been produced and will not be in the near future.
- 2) Once a year, special surveys were to be conducted on specific issues such as costs of production, farm income, farm capital, and labor use. None of these have been conducted.
- 3) At the end of each year, the data from the bulletins were to be integrated into an annual statistical abstract for agriculture. So far only one has been produced (for the period 1980-84), and it includes data collected by means other than ASF.
- 4) Secondary outputs were to include:
 - . construction of area sampling frames
 - . design of crop and livestock survey questionnaires
 - . instruction manuals for survey enumerators
 - . training courses for enumerators
 - . instruction manuals for editing, summarizing and publishing data
 - . operating plans for statistical data gathering in each agrarian region
 - . software programs for editing and summarizing the data.

Area sampling frames have been completed for 11 departments (in 4 of them only the coastal portion). Based on the sample, surveys have been conducted in 5 departments: three in Tumbes, three in Piura, one in Puno, two in Ancash & Lima, and one more in Piura with R-CSAPS. Seven of these have been published. Other secondary outputs, such as survey questionnaires, survey procedural manuals, trained enumerators, and computer software programs have been completed.

Although some progress has been made towards obtaining reliable and objective area statistics, a methodology for obtaining reliable yield estimates is still lacking; thus, production cannot be estimated. Between September 1990 and February 1991 steps were taken towards establishing a system for estimating yields objectively for at least cotton, rice, coffee, maize and potato in a number of departments. Regional directors were trained, instruction manuals and questionnaires were printed, and all the materials necessary for the survey were acquired. Field work will begin later this year if current

budgetary problems impeding progress are resolved. All necessary preparatory steps have been taken to establish a methodology for providing reliable estimates of animal production and productivity. The necessary field work, which was scheduled for July 1991, is now contingent on the availability of funds.

In summary, little progress has been made since 1984 towards developing a system of accurate, objective production statistics. As suggested in the second evaluation, some other locally adapted system should have been improved and used in lieu of the CSAPS, or at least while it or its reformulation was being developed. This was not done. Today the administrative reporting system, in use long before APID, and based on subjective estimates of different individuals, is still providing the sectoral area and production statistics. In other words, the data being used for policy decision, is still subjective and inaccurate.

4.2.2. Issues, Special Problems, Constraints

4.2.2.1 Project Design

In looking at the Project Paper and Peruvian circumstances, it is obvious that the strengths and weaknesses of the existing systems were not evaluated as a first step towards determining what crop reporting system was best suited for Peru. As a consequence, the system designed was too far removed from anything implemented in Peru, and was too foreign to the Peruvian environment.

4.2.2.2 Technical Assistance

Notwithstanding the apparent reticence of some of the consultants to transfer the ASF technology, the technical assistance received was highly rated, especially the assistance provided by the two long-term advisors supplied by USAID.

4.2.2.3 Administrative Issues

The activity was beset by myriad administrative problems, of which the following three were highlighted: 1) continuous delays in the delivery of funds for implementation; 2) the diversion of funds and activity assets, such as vehicles, to other uses (for example, seven Volkswagens were acquired with activity funds and distributed at will by the MOA outside the activity); and 3) the long delay in creating the office of Director of CSAPS; and its inception within OSE, under its Director General, which created internal conflicts that beset the activity.

4.2.2.4 Procurement

Procurement of the necessary aero-photographic maps was always difficult, cumbersome, lengthy and expensive. According to one official, it was never certain when or if a requested order would be filled. This problem could have been anticipated and the activity modified to use more readily available and less expensive materials, like the catastros. The activity also suffered from long delays in retrieving imported equipment from customs, taking a year to retrieve some of the items. The equipment purchased, however, was of high quality and very useful, and is still in excellent conditions.

4.2.2.5 Staffing Problems

The activity suffered from lengthy delays in hiring and training needed personnel and from constant and protracted labor unrest during its course. In the Peruvian environment, where these kinds of problems are the norm rather than the exception, an activity like this, calling for data collection at very precise times, has little chance of succeeding.

4.2.2.6 Technical Problems

Because the available aerial photographs were very old and taken for other purposes, assembling and interpreting the departmental maps was difficult. Given this scarcity of materials, the variability of the terrain and the diversity within departments (Coast, Sierra) the proposed sampling method was ill-suited. Intra-departmental stratification was used to circumvent this problem (use of the available catastros would have sufficed), but the difficulties in interpreting the photographs rendered it unsuccessful.

4.2.2.7 Alternatives for Area and Production Statistics

Given that CSAPS has no future in Peru, it is worth reviewing the more salient of other area and production reporting systems, some of which were employed in Peru at some time before the project. These systems (at least the ones of interest) are based on limited objective sampling methods. Given that CSAPS has no future in Peru, it is worth reviewing their more salient features and the Peruvian experiences with the alternatives of interest.

Quarterly agricultural production survey (ETPA). This system, financed as a project with funds from the United Nations, was successfully implemented on the Peruvian Coast (at the valley level) until about 1980. In each valley, with the aid of the catastro, random samples were drawn and scientific inferences made for the whole valley. This system, typical of the limited sampling methods, is feasible within the structure and financial limitations of the Ministry of Agriculture. In this sense, it is

easy to institutionalize.

National system of agricultural statistics (SINEA). This system, which was reasonably successful in the Peruvian Sierra and Selva in 1975, is a variant of ETPA. In it, the catastros are used as sampling frames, and, on the basis of random samples, inferences are made at the regional or departmental level. In practice, these statistics are complemented by others obtained through subjective evaluations of specialists in the different regions (administrative statistics). To a large extent, this is the system currently being used.

Reformulated CSAPS. This system, which was implemented in 1989 (just before the project activity was halted), corrects for the deficiencies or non applicability in Peru of the original formulation. In it the Sierra is separated from the Coast, the cooperatives are separated from the total universe, the "catastros" are used to complement the other mapping information, prior knowledge of cropping patterns are incorporated into the sampling process, and more concise, to-the-point questionnaires are administered. To all accounts, this system, which maintains the statistical validity of the inferences, has been successfully applied in a few departments. In comparison to the original formulation, R-CSAPS is easier to execute, more adaptable to Peruvian reality, and easier to institutionalize.

4.2.2.8 Looking Into the Future

The reformulated version of the area sample frame technique (R-CSAPS) is certainly applicable in Peru, although probably only to the Coast (even here it will be difficult because the catastros are not up-to-date). If revived, coastal sample frames can eventually be completed and objective area and production statistics obtained for specific crops in each department. It will not be feasible in most of the Sierra, and previous assessments of the current land distribution and crop situation would be mandatory before a decision of how to proceed could be made for those areas free of armed conflict.

The Selva situation is similar to the Coast, with the exception of two important circumstances, "catastros" are not available for most of this region and could not be applied in those areas dominated by criminal forces. Thus, implementation would only be partial and would require much time. Even with enough resources, progress in obtaining frames and samples would be very slow, probably taking about 10 years to do all the Coast and parts of the Selva and Sierra. However, resources are scarce. Institutionalization of R-CSAPS within MOA would require its inclusion in the normal budgeting process, high managerial skills within OSE, and a good cadre of technicians. This is too much to demand in Peru today, such a method is unlikely to be followed in

the near future.

The GOP should seriously evaluate the limited objective sampling methods (some of which were previously discussed, and have been tried in Peru) in order to improve the most adaptable ones and use them (maybe a different one in each region) to generate continuous area and production statistics. This will take time, however. The evaluation recommends that in the interim very specific surveys be conducted when area and production statistics are required for specific crops. This process should commence with the previously suggested agricultural survey.

4.2.3. Strengths, Innovations, Successes

The transfer of technology through long-term technical assistance was a strength of this project activity, since the local technicians acquired high-level skills. Much of this talent, however, no longer exists in the Ministry.

Adjustment of the original CSAPS was an innovation and a success that proves how valuable local input can be in the design of project activities. In this sense, the eagerness and dedication of the local technicians (at all levels) to this monumental task should be noted. The sampling frames that already exist for some departments are a lasting contribution, albeit little for the amount of money spent.

4.3. Agroclimatic Impact Assessment

4.3.1. Activities and Projects Objectives

This activity was designed on the belief that early-warning information on the anticipated impact of weather conditions could guide MOA management in taking actions to overcome expected losses or to maximize potential economic gains. It called for establishing an weather-based management information system to improve agricultural statistics, economic forecasts, and policy analysis capability within MOA. This system was to be based on weather analysis and agroclimatic impact assessment technology.

According to the project design, SENAMHI was to develop, publish, and disseminate an historic weather data base on up to 100 weather stations. The data was to be used as a basis for weather analysis by SENAMHI and for agroclimatic impact assessments by OSE. In addition, SENAMHI was to develop a weather data and analysis bulletin to be issued every ten days. The MOA was to create an Agroclimatic Modeling and Impact Assessment office within OSE, which was to develop and use operationally suitable agroclimatic models to provide agroclimatic impact assessments.

The expected outputs were: 1) Historic weather data base for at least 100 stations (SENAMHI); 2) daily weather data (rain, max/min temperature) for 42 stations (SENAMHI); 3) weather data analysis bulletin every 10 days (SENAMHI); 4) operationally suitable assessment models to estimate the impacts of weather on the agricultural sector (OSE); 5) brief one-page early warning reports on weather impacts as soon as they were detected (OSE); 6) regular agroclimatic assessment reports prepared and disseminated by OSE within the Ministry every ten days; 7) a complete file and record of all types of assessments to be maintained by OSE and used in conjunction with the documented GOP's economic savings to develop benefit/cost analyses.

At the beginning (1984-1985), as per project design, SENAMHI's weather stations were refurbished and additional man-power was hired to operate the stations (up to 100 stations actively provided weather data). At the same time, regional personnel of SENAMHI and OSE actively gathered weather data, conducted field surveys, and performed impact analyses. This led to the official institutionalization of the activity on June 1, 1987, through the creation (by government decree) of the Office of Agroclimatic Impact Assessment within OSE. In terms of output and recognition, the activity enjoyed its best moments during this year. Currently both OSE and SENAMHI personnel have been drastically reduced (three of the seven SENAMHI technicians trained abroad have left), field monitoring has been discontinued, for lack of funds, and some of the equipment at the weather stations have failed. Through an agreement signed at the end of APID in late 1988 SENAMHI is providing OSE with weather data from only 34 stations and with decreasing regularity.

The activity produced the following outputs:

1. National agroclimatic evaluation alert bulletin (decadal bulletin). This 10-day bulletin, produced jointly by OSE and SENAMHI, in Lima, began circulation in November 1985, first at the national level only, then at the departmental and later at the valley levels. This bulletin alerts to probable impacts of hydro-meteorological events on agricultural production. It incorporates agronomic, meteorological, and hydrological information. The bulletin was first directed at high level government officials for decision making in Lima, and thus was of little use to farmers and regional officials. In response to this limitation, the departmental and valley level bulletins were prepared.

The list of users reported by AIA includes MOA officials and officials of other Ministries, farmer associations, journalists, APAG, Central Bank, Agrarian Bank, the National Inputs Marketing Firm and Rice Producers Committee. It reports 875 users until 1988, and 200, currently. As of May 1991, 267 editions were distributed.

2. Monthly report on the evaluation of agroclimatic impact at the departmental and valley levels. These bulletins, prepared in each Departmental Agrarian Unit and Rural Development Centers closest to the respective valleys, contained the same kind of information as the national level bulletin plus information of interest to departmental and valley level officials and farmers. It is not unusual to find information on prices, fertilizer use, number of dentists in the valley, and so on. Until 1988 these were completed for all 24 departments of Peru. Starting in 1989, because of budget and personnel limitations, fewer have been produced. There are still 12 regional persons, hired by the project, trying to do monthly reports. Only a few are successful, however. And only one valley, Huancavelica, continues to produce a bulletin at that level. The reported users are the same as in the case of the "decadal", but at valley and regional levels.

3. Brief one-page early warning report (informe coyuntural). These have been produced upon request, or to warn of impending anomalous weather events. Twenty two were produced in 1990, two at the request of the Senate and Congress on the presence of El Niño and drought in the Sierra.

4. Agroclimatic bulletins. Between 1984 and 1987 the activity published the bulletin agroclimático del Peru. At the beginning it was monthly, then bi-weekly. It contained detailed weather information (from up to 50 stations) and maps pertaining to the observed agro-meteorological conditions at the national level. SENAMHI continues to publish this bulletin.

5. Monthly bulletins on agroclimatic production perspectives. This bulletin, which first appeared in 1987, provided production forecasts for potato, beans, soft and hard corn, wheat, cotton, and sugarcane. With at least one month lead, AIA predicted yield levels for these crops, on the basis of their phenological status and the hydro-meteorological conditions that prevailed during the vegetative stages. In order to make these predictions, AIA conducted follow-up surveys in 103 districts, during which they gathered information on area, planting dates, cultural practices, inputs use, phenological stages, incidence of pests and diseases, harvesting dates, production, yields, and so on. As time elapsed, because of reduced funds and personnel, the survey effort dwindled to the point of coming to a complete stop and the information became totally subjective. The hydrological and meteorological information became increasingly deficient; less than 40 percent of the original stations continued reporting weather data, and less than 60 percent of the hydrological information continued to flow. The users reported are those that use the other bulletins, plus INIAA, APAG, and a radio station during the program "Amanecer Campesino". Despite the subjectivity and inaccuracy of the information, the Central Bank uses it to forecast agricultural GDP. To date, 63 monthly issues have been published.

6. Operationally suitable assessment models. Little progress has been made in the development of these models because of the low priority given to it by the first AIA director (with reason), the lack of qualified personnel (the most qualified person was sent abroad for further studies), and the lack of historical weather and phenological data. Tentative versions have been tried in two departments without success. Although the trained technician is back, this subactivity still suffers from the dearth of qualified personnel.

7. Historic weather data base. SENAMHI provided historic weather data (temperature and rainfall for 1964-80) for a number of stations, and AIA published the estimated means and standard deviations in a document called Temperature and Rainfall Norms. This data set, however, has not been used to develop probability models that predict the likelihood of events such as drought, flood, or frost on the basis of observable indicators, as called for in the Project Paper.

8. Other secondary outputs include a publication on planting and harvesting dates for a few important crops, the collection of information on the development of crops in the Selva, and a book entitled "Hydro-characterization of Peru's rivers, lakes and reservoirs", published in 1991.

4.3.2. Issues, Special Problems, Constraints

Project Objectives. The objective of the activity was to predict crop behavior on the basis of past weather patterns. In retrospect, it seems that forecasting meteorological conditions would have improved farmers planting decisions, and thus made a greater contribution to the agricultural sector. The capacity to do this was never developed within the activity.

Given that more basic products were lacking (area, yields, production data), the development of models to predict crop yields on the basis of weather data should have never been a part of this project activity. Tasks such as the determination of optimum planting dates of crops in different areas should have been included instead. This would have been far more useful to farmers than the mathematical models.

Quality of the bulletins. In general, the departmental and valley bulletins were devoid of analysis, and very poorly written and presented; the information, some of which had nothing to do with agroclimatic impact or even agriculture (i.e. number of hospital beds in the department), was disorganized and did not lend itself to analysis. Sometimes very precise, yet totally subjective, production data was presented. The production perspectives bulletin told whether there was enough water for flowering, for example, but gave no projections into the future, as needed by the farmers. Forecast of future conditions was based on trends and not on probability models that were to be developed

from the historical weather data, and the agronomic information (stages of development) was mostly subjective.

Economic analysis. Because neither the activity nor the agrometeorology division of SENAMHI has an agricultural economist, there is a serious limitation to the impact evaluation, since no economic analysis can be performed.

Equipment. The office of AIA received two computers and an electronic typewriter, which are in good condition and have been very useful to the activity. Most of the equipment received by SENAMHI is in good condition and performing well; some of the field equipment has failed, however, (i.e. radios), and the Automatic Picture Transmission device (APT) has never functioned properly. This is mainly because the supplier, Systems West, has been unable to make it operative (Systems West lacks servicing facilities in Peru). As a consequence, SENAMHI's capacity to obtain and use very important weather information has been seriously impaired. One lesson to be learned is that when purchasing highly technical and very expensive equipment for developing countries, it is mandatory that the supplier provides in-country service.

Technical Assistance. The technical assistance received by this activity was minimal but excellent, by all accounts.

Uses. Although there are reports of wide distribution of the bulletins and a great number of users, the team could not find evidence of the information being used for decision making, as was originally intended. The Central Bank uses part of the information to project agricultural GDP, in total disregard of its subjectivity. The director of the Rice Producers Association claims that since the information provided by the activity is not forward looking, it cannot be used for planning, and that they obtain, elsewhere, weather forecast -far into the future- on which they base their planting decisions.

Institutionalization. In principle, the activity was institutionalized via the GOP decree creating the AIA Office within OSE. But the activity is destined to cease shortly for two reasons: 1) the drastic reduction of trained personnel and funds; and 2) given that the main target group (Ministry officials) is not really interested in the information nor the activity, little importance will be given to it, and few resources and personnel will be assigned to it in the future.

In order to save this activity, its utility must be more evident. Real institutionalization will ensue once an interested clientele is being served. The main target group must be farmers and actions must be concentrated at the valley and regional levels. Among others, its objectives would be to inform farmers of when to delay or advance plantings, warn of impending abnormal conditions, and tell when they should switch crops in order

to adapt to drought, frost or excess moisture. With this orientation, the activity would lend itself to financing by the direct beneficiaries: farmer organizations. If this is done properly, the activity could serve a useful purpose, benefit farmers and Peru, and this way ensure its longevity.

The agro-meteorology division of SENAMHI could be strengthened and the activity placed there, but it has been pointed out, however, that this would not work because SENAMHI has a tradition of not serving the agricultural sector (of ignoring the users), despite its capability. A viable formula would seem to be a unit created within each regional government structure, with participants from both SENAMHI and MOA. These would be assigned to the units and be paid for by farmer organizations or by the regional governments.

In response to the producer needs and under the auspices of the Rice Producer Association, a new private institution is being formed to provide weather forecasting and analyses for the benefit of farmer groups, the Association Institute for Climate Forecast and the Mitigation of Natural Disaster (PREDICLIMA). Since it will be financed privately and governed by a selected group of high-level Peruvian scientists, this institution could play an important role in terms of guiding and institutionalizing AIA in Peru. The determination of the institutional structure for the future is something that needs profound consideration by the Peruvians.

Looking into the Future. If left unchanged, the activity will die for lack of funds and enthusiasm on the part of the officials. It has a better chance of surviving as an activity catering to farmers and functioning under the auspices of regional governments and farmer organizations.

While the future structure is being decided, the activity should continue. However, given the uselessness demonstrated so far and the scarcity of resources and personnel, we recommend discontinuing the 10-day bulletin. Instead, special warning bulletins should be issued when requested by officials or when warranted by impending, important weather events. Scarce resources will be better used this way.

4.3.3. Strengths, Innovations, Success

The inclusion of information of interest to users at the valley and department levels was an important innovation. Although they have not been able to use the information in any important way, farmers have become aware of the potential use of agroclimatic impact assessments, and have contributed to the data collection process in many instances in the past. This is a success of the activity that might ensure its future and on which AIA management should capitalize.

5.0 MANAGEMENT SUPPORT

5.1. Activities and Project Objectives

This project component was to provide support to the Ministry of Agriculture through Activities 7, 8, and 9. Activity 7 had two parts. The first part (7a) would work with the General Rationalization Directorate to improve policy and program management. The second part (7b) would work with MOA's Office of Personnel (in OGA) to develop a strategy for personnel management. Each part would have several outputs (pp. 22-24). Activity 8 would provide salary support to several MOA positions, and Activity 9 would strengthen management at INIPA within two years (pp. 28-29). A Management Improvement Committee, to be chaired by the Vice Minister, would be established to identify priority management constraints. And OGR would serve in a support capacity in the implementation of the above Activities.

Among the achievements of Activity 7a (see Annexes VI-VII), which ceased at the close of 1988, was the introduction of the Logical Framework to personnel at MOA for purposes of planning and evaluation. The scheme is reported to be still in use in some MOA offices. OGR also simplified 486 administrative and other procedures of the agricultural sector, giving preference to those procedures involving MOA's line agencies (*direcciones*). Many of these simplifications were published as Procedures Manuals and approved officially by ministerial resolutions (see Annex VII). Also prepared and published were several guides (see Annex VII) for users of MOA services. OGR prepared a training plan to enhance the motivation and performance of MOA employees, and conducted four seminars to that end (see Annex VI).

A substantial OGR effort centered on the government's decentralization of MOA offices and services to the provinces. In support, the office drafted a proposal for motivating and training MOA personnel. Included in the proposal was an Action Training Plan to improve employee attitudes (among other things), to be implemented by MOA's personnel office. Included as well was a package of economic, social, and administrative employee incentives. OGR also conducted a census of employees in the public agricultural sector.

The training part of Activity 7b merged with Activity 10 (Training) in early 1989, when 7b ceased to exist. What had been called Action Training (use of the phrase ceases after 1988) continued after 1988 (under Activity 10) as in-service training, though managed (with the help of an able national consultant) by OGA (see Chapter 6). Of the five outputs slated for Activity 7b in the Project Agreement (pp. 23-24), four had not been achieved (though some part of each had been programmed) by the time of the second evaluation--four years after APID began. The personnel office, however, had conducted several Action Training courses; according to the first evaluation, 17 such short-courses

were conducted in 1985, for 568 MOA employees. A short-term MIAC advisor directed a study of employee motivation in Lima and in the Ica region (Villaverde 1985). A summary of Action Training and other achievements of Activity 7b (prepared by OGA) through 1983 appears as Annex VIII.

Activity 8 (salary support to MOA positions) was never implemented for want of a mechanism in tune with public-sector salary norms. APID did, however, pay salary supplements to UNALM personnel for two years (see Chapter 6).

The achievements of Activity 9 have been few. Only three of the seven planned outputs were realized--mostly, it seems, with World Bank, and REE; APID contributed only a MIAC advisor for about a year. These achievements, cited in the first evaluation and in a PCO report prepared for the present evaluation, include a computerized system for budgeting and finance, with manuals on the topics, and a similar system for procurement and inventory control, also with manuals. According to the second evaluation, conducted almost two years later, these "achievements" had vanished.

APID has also installed computerized management information systems in MOA. This was an intended output of 7a ("to improve the flow and use of data for priority activities and responsibility centers, at regional and national levels") as well as a recommendation of the second evaluation. The effort as constituted, however, does not fall entirely or neatly within any of the originally budgeted activities (and is often spoken of as APID's "automation component"). The equipment includes an upgrade to the MOA's Wang minicomputer as well as 19 terminals, 23 microcomputers, and sundry peripherals and software. All of the equipment and software have been installed. APID has also reconditioned the computing center and funded "the development of an integrated set of administrative application software packages, and a comprehensive application and microcomputer software training program for MOA employees" (Herrera 1991: 4).

5.2. Issues, Special Problems, Constraints

A Management Improvement Committee was formed as stipulated in the Project Agreement, but had ceased to exist by the end of 1986. By early 1988, the rationalization function was no longer exercised by a General Directorate but rather by an office (OGR) within OPA. This office is not involved in present government efforts (legally mandated) to reduce the size of the public sector by 25% (through financial incentives to retire early or otherwise leave). Indeed, the office is a victim of that reduction, which may rid the bureaucracy of some of its best remaining talent. It is clear that numerous persons trained by APID are leaving the bureaucracy. And it is also clear that those remaining will need training if the bureaucracy is to function. Persons with skills in accounting, finance, and procurement have largely left OGA, for example. The returns to training are low,

however, so long as salaries do not substantially improve.

The first evaluation called for better coordination between OGA and the personnel office (within OGA). An observer from the period, however, says that coordination was good. Coordination would have had implications for Activity 7, for OGA was to provide theory and guidance to MOA's personnel office in implementing the Activity. Many of the Action Training Courses (see Annex VIII) mounted through the personnel office seem to have followed OGR's Action Training Plan, which suggests some coordination.

The Action Training program (the second evaluation advised its termination) began, as a way to improve personnel attitudes and increase employee motivation and work efficiency. Courses focusing narrowly on this, on Management by Objective, and use of the Logical Framework were conducted in Lima and in the provinces (see Annex VIII). Other courses dealt with technical agricultural themes. These latter courses may have improved morale, since short-term training (and there was none before APID) can improve chances for promotion at the lower levels of the bureaucracy. But it is unlikely that it improved job performance. Under the ministry's conditions of low salaries, frequent policy shifts, and institutional restructuring, short-term training has not contributed much to the goals and purpose of APID.

In-service subject-matter training has faced a further constraint. Experts can write normative tracts on a subject area, but without resources (vehicles, fuel, per diems) to reach the field, his contribution is limited. Much of the public sector's technical expertise remains highly theoretical for this reason--and because of threats of violence in the rural areas. The ministry has lacked funds for basic operating expenses during most of APID's life; program expenditures have been a rare luxury. This inability to use skills developed through training has been a major disincentive for seeking it.

Many subactivities under Activity 7, especially under 7a, never crystallized because of the conditions cited above. Although some of the management recommendations and improved procedures (see Annexes VI and VII) acquired a relative permanence through approval by ministerial resolution (which carries the force of law, but still does not ensure compliance), most seem to have faded into time and the bureaucracy, with little evidence of implementation and consequent effect on the goals and purpose of APID.

Furthermore, subsequent restructuring, which has removed once centrally exercised functions to the provinces, may render some of the simplifications invalid. Additionally, heavy staff reductions have recently eliminated many persons trained by the project.

One close to the implementation of Activity 7 (Annex VI) summarized its constraints to effective implementation well: constant organizational changes in the public agricultural sector, low levels of training of personnel participating in training events, delayed arrival of budgeted funds, and lack of participation and support from MOA officials.

Activity 9 was subject to many of the detrimental forces described above, and suffered the added disadvantage of having no APID funding. When the MIAC advisor (APID's only contribution) left and the constellation of political forces changed, prior gains were largely lost.

The computerized management information system installed in MOA, one of APID's more tangible products, also faces problems. As Herrera observes (1991: 3), the environment was not ready for such a system. The ministry does not have sufficient trained personnel to operate the system (low salaries bear on this); several of those who had been trained have left (even since Herrera's visit in April, 1991). Personnel resist change: they fear computers, they fear losing their jobs, they seek to avoid the initial discomfort that change always brings.

The project has hired a local firm to develop "friendly" software to deal with the problem. Herrera commends the results of the training to date in systems operation, but observes that MOA has nobody with the skills to alter the software to accommodate new procedures or to modify old ones (Herrera 1991: 9-10). Although the modems procured for the system to connect the remote offices are not appropriate, Herrera cited no other problems with the suitability of the hardware or software.

The design of the management-support component is flawed (as noted in the first evaluation), especially the design of Activity 7. The stipulated outputs are vague, which left much latitude for interpretation, negotiation, and dissent. Moreover, the design underestimated the magnitude of MOA's management problems and their resistance to change, and overestimated APID's capacity to achieve institutional modification, procedural simplification, and improved management. According to one observer from the period, the long-term MIAC advisor to the personnel office was not effective because he was unable to grasp the realities of that bureaucracy. The first evaluation noted that design flaws further reduced the effectiveness of MIAC advisors. The design failed to appreciate that some measure of economic and political stability is necessary before the gains of any "rationalizing" can mature, be "captured," and then carried into the future.

5.3. Strengths, Innovations, Successes

Relative to the magnitude of MOA's management and personnel problems, the impact of the management-support component has been small. And it is most difficult to demonstrate any impact as yet on the goals and purpose of APID. This is not to say that Activity 7, or even Activity 9, has achieved nothing. Neither is it to diminish the conscientious efforts of those MOA personnel who have labored diligently on behalf of APID. Quite the contrary: the numerous achievements cited above are theirs to claim. And if the external conditions are right, the training and simplified procedures may yet bear fruit.

One APID endeavor that offers promise is the computerized management information system installed in MOA and which all offices are now using. The application software includes "modules for accounting, inventory, budget formulation, budget execution, document control, payroll, treasury, and personnel" (Herrera 1991: 8). The system has the potential to speed up procedures as well as to standardize them in time and across the bureaucracy. It can make operations less dependent on the presence of procedure-informed persons, and so less vulnerable to personnel changes. And it can replace those employees now leaving the public sector. But one thing it cannot do: it cannot modify old procedures or devise new ones. Personnel will still be needed to "rationalize" the bureaucracy. Once rational, however, the computers can keep it that way.

6.0 HUMAN RESOURCE DEVELOPMENT SUPPORT

6.1. Advanced Training

Advanced training of MOA employees is one of two Activities included under APID's Human Resource component. The rationale for including Activity 10 (intended to reinforce Activities 7b and 11) was to address the Ministry's critical shortage of skilled professionals through training and through the creation of a training program within the personnel office (part of OGA). Activity 10 would be implemented through a contract with UNALM, which would manage the training (but the personnel office would manage the Activity), all of it to be technical and at the graduate level.

6.1.1. Activities and Project Objectives

Activity 10 would create a Technical Training Division within the personnel office and form a Training Committee to guide personnel development. It would train four Ph.D.s and eleven M.S. students in the United States, and train (as full-time students) fifteen M.S. students in Peru as well as provide ten more employees with credits toward graduate degrees. It would provide more than 3,000 credit hours of training at national universities on a part-time basis (employees would have release time) to 150 MOA/Lima employees, who would earn 45 M.S. degrees. And it would provide approximately 2,600 credit hours of training (largely through intensive, one-month courses) on a part-time basis to 400 professionals from the country's twenty-four agrarian regions. Ten employees would earn M.S. degrees.

A ministerial resolution created a Division of Technical Training within MOA's personnel office in 1985, and a consultant (a former UNALM professor) was hired (1985-1990) to manage the training effort. A training committee was never formed since ministry officials thought the arrangement would be cumbersome. There is today in MOA's personnel office (part of OGA) a Technical Training Unit, apparently the heir (under a different name) of the Division of Technical Training. In MOA alone, several departments had training offices and their own training programs. A National Training Program to coordinate all training in the agricultural sector was created in the Vice Minister's office in 1989, but disbanded a year later when policies changed and the program failed to receive a budget.

Six members of GAPA (all males) went to the United States for Ph.D. training in economics between September of 1984 and March of 1985 (see Annex IX). One returned with a Ph.D., four with M.S. degrees (with Ph.D. course work completed and qualifying exams passed), and a sixth with an M.S. less thesis. Only three of them worked for GAPA as this evaluation began. During the evaluation, the Vice Minister's office refused to renew the contracts (reasons unclear) of two of them, and the third was not expected

to return from annual leave. Two of the other three original scholars had returned from the U.S. to GAPA, but had subsequently left, and the third had found employment with the Peruvian private sector. At the time of this writing, all three faced legal charges for breach of a contract requiring them to work for GAPA for a period twice the duration of their studies. The legal obligations of those whose contracts were not renewed remain unclear.

Six MOA employees (2 women) took M.S. degrees at the agricultural college in Chapingo, Mexico, between January, 1987, and December, 1989 (see Annex IX). Four of them worked in the provinces and two in Lima at the close of 1990 (see Annex XII for thesis topics).

A total of 67 MOA employees (4 women) were enrolled in M.S. programs in Peru over the project life (see Annex IX): 53 at UNALM, 8 at Universidad Nacional del Altiplano (Puno), 3 at Universidad Inca Garcilaso de la Vega, and 1 each at Pontificia Universidad Catolica, Universidad Nacional de Ingenieria, and Escuela de Administracion de Negocios para Graduados (ESAN). Two of the 67 scholars quit their graduate studies, and 5 of them (one woman) left the ministry. Only 7 of the remaining 60 had received M.S. degrees (see Annex XII for thesis topics) at the end of 1990; the other 53 (43 from UNALM, 7 from Universidad del Altiplano) had finished all course work, passed qualifying examinations, and selected thesis advisors, but had not completed their theses. (The Project Agreement goal was 70 M.S. degrees from Peruvian institutions by the end of 1988).

In mid-1990, the MOA and UNALM signed an agreement whereby the ministry offered less than \$1,000 U.S. (total) for thesis completion at UNALM for 40 MOA scholarship recipients. When recipients were asked to submit their thesis-funding needs, 13 of them requested a total of \$14,500--an amount well beyond the government offer (which partially financed the thesis work of only three recipients). In January, 1990, the MOA and UNALM signed another agreement whereby UNALM would provide academic assistance and material support (use of facilities and equipment) to MOA employees working on theses.

Also conducted under Activity 10 (which continued Activity 7b in a sense) from 1987 through 1990 were 80 specialized short-courses and seminars on administrative, technical, and policy topics, with 1,594 persons (533 women) participating (see Annex X). Several MOA offices and training centers, as well as the National Training Program (disbanded in 1990), organized these events.

6.1.2. Issues, Special Problems, Constraints

A Technical Training Unit exists today in MOA's personnel office, which theoretically coordinates and integrates the ministry's training efforts. But it lacks resources to function effectively, and most of the personnel have accepted government incentives and resigned. APID has thus not institutionalized an effective capacity to manage training within MOA.

The idea of sending MOA personnel to the United States for M.S. or Ph.D. training proved infeasible for two reasons: they did not have enough English skills to pass the TOEFL, and they often lacked academic qualifications (many had been out of school for 20 years). The six persons (for GAPA) who went to the United States for graduate training did not come from the ministry, but rather were selected through open competition. The use of the graduate school at Chapingo, Mexico, solved the language problem, but only six applicants had the qualifications (rather than the 15 sought) for admission there. Both the American and Mexican programs appear to have been well managed and the training of high quality. As for M.S. programs in Peru, MOA applicants could not pass the entrance exams to study administration at Universidad del Pacifico and Universidad de Lima.

Fifty-three of the 60 MOA students pursuing M.S. degrees at national universities had not completed their theses by the end of 1990. (A total of eight theses had been completed at the time of this evaluation. The topics, which appear as Annex XII, are reasonable and square well with the goal and purpose of APID.) There are several reasons for the low completion rate. Some of the students had been away from the university for many years, and had lost the discipline and the math skills that research requires. Also, many students do not incline toward research, yet need the degree for professional advancement. Most of the students also have families to support, which makes further demands on their time. The scholarship's allotment for thesis research is often insufficient, and justifying requests for expenditures is a long, tedious process. These problems are magnified for students from the provinces, who because of their location face logistical and financial constraints to thesis research after they leave UNALM.

All M.S. candidates at UNALM face another potential problem: a thesis advisor, unless the thesis topic matches his interests and expertise, may not give the student much attention. Furthermore, those faculty best able to guide thesis research are often in much demand to teach and conduct research as well as to advise students, with the result that they do not devote adequate time to any given student. Also low faculty salaries in recent years have created serious motivation problems.

A low rate of thesis completion has been a problem at UNALM for many years; it was cited in the Project Paper (p. 80), and also in the 1990 final evaluation of USAID's ATT project (see Chapter IV of that report). The offering of a non-thesis master's would alleviate many constraints, enabling MOA employees to take degrees which would better situate them to contribute to the ministry and the agricultural sector. Such a degree is now being discussed at UNALM in the context of curricula revision. The dean of the graduate school is also looking for ways to improve the thesis-completion rate as well as thesis supervision. An appeal to the UNALM *mistica* and the granting of awards (in which supervising faculty would share) for high-quality thesis work have been suggested.

Through the ATT project, USAID recently authorized a partial-scholarship program to fund M.S. degree completion for UNALM students who had finished their course-work. APID's MOA employees who have completed all but the thesis (Annex IX) should be considered for this assistance, or else a similar program be created for them. (Under its terms of reference, this partial scholarship is for UNALM students only; those MOA employees who studied elsewhere would presumably not qualify.)

There is evidence of distracting tensions of economic origin among UNALM's MOA scholars from the provinces, who often directed their salaries to their families while they studied. The scholarships hardly covered room and board, and the fixed sum budgeted for bibliographic materials (to buy books, photocopy course materials, and so on) was often inadequate. Those students who could not supply the difference out of pocket suffered. Under these conditions, many students were anxious to leave Lima and return to the provinces. This state of affairs also worked against thesis completion.

There seems to have been little formal evaluation of any of the large volume of APID-financed training. Plans to visit UNALM-trained MOA personnel in the provinces to evaluate the training were canceled when the government changed in 1990. Instead, questionnaires were sent to them to evaluate the training's usefulness to them and its influence on their careers. The response to date has been insufficient for evaluation purposes. But what can nevertheless be inferred with great certainty from talks with former graduate students and with informed observers is that both low salaries and the government's reluctance to place trainees in positions commensurate with their field or level of training have been major obstacles to a better use of trained personnel.

At the levels at which trainees should be working, political rather than technical criteria have primarily determined personnel assignments and promotions. Informed sources say that this has been especially true under the Alan Garcia and Fujimori governments, but was much less so during the Belaunde and Velasco years. Many personnel who received both long- and short-term training through APID have left the government, or want to. Of the four former MOA graduate trainees interviewed, for example, two have responded to

government incentives and resigned, another plans to resign soon, and the fourth wants to leave. And as already noted, none of those trained abroad for GAPA remain. Instead of strengthening the public sector and contributing to the goal and purpose of APID, the project's training is enabling public-sector employees to find more rewarding work elsewhere.

Peruvians with technical degrees from abroad face a further constraint when they return: the foreign degrees are not recognized. And without this recognition, they cannot, for example, publish in the country's professional journals. One can obtain degree recognition through a lengthy bureaucratic process and payment of about \$300 (more than three months salary for a public official). Also, to join the *Colegio de Ingenieros* costs about \$80. Without a recognized degree and membership in the professional organization, one faces professional handicaps. Those taking M.S. degrees in Mexico have faced these obstacles. APID's scholarships make no provision for getting the degrees recognized.

Because of low salaries and a lack of employee motivation, it is unlikely that the numerous short-courses and seminars (a continuation of "action training," Activity 7b, under the name of "in-service training") conducted for public-sector personnel have strengthened the public sector or furthered APID's goal and purpose. Moreover, many who have received this training are no longer in the sector. To be effective, short-term training should be of at least one-month duration, and participants should be tested before they are awarded certificates. Furthermore, training of this kind today should focus on the provinces (on needs as defined there), because Lima and the coast already have a reservoir of trained manpower.

6.1.3. Strengths, Innovations, Successes

APID may have had the most impact in the area of training. This is not to say that the training has measurably or significantly contributed to the goals (to increase agricultural production and raise farmer incomes) or purpose (to increase the GOP's capacity to formulate and implement sound policy) of the project. For either to happen, the training must be institutionalized, which scant resources as well as economic and political instability have prevented. With low salaries and few resources for individuals to exercise their training (see Section 5.2.), there is no way to "capture" its benefits; there is no way to combine its varieties, focus them, and thus bring training to bear on the nation's problems.

The impact of APID's training at present remains at the level of the individual. Beyond that level, the impact is only a potential; when political and economic conditions improve, the benefits of training can be captured and converted into positive change. A problem,

of course, is that it takes trained individuals to improve the conditions. In that regard, more than 100 UNALM professors (about 25% of the faculty, by one estimate) now work in the Fujimori government (President Fujimori is a former UNALM rector), several of them in positions of strong influence. One hopes that they have the wisdom, the fortitude, and the will to move Peru toward the enabling conditions. This prospect suggests the value of strengthening the university, the subject of the next section.

6.2. The National Agrarian University (UNALM)

Strengthening the National Agrarian University (Activity 11, 1984-1990) is the second part of APID's human resources component. More than twenty years ago, UNALM was among the best agricultural schools in Latin America. Many agricultural professionals in Peru today were trained there. But over the years, the quality of instruction declined; many faculty members left for employment elsewhere, and a growing isolation denied those remaining a knowledge of changes in their fields. By 1980, the school was a mere shadow of its former self. The dimension of the problem is well portrayed in Jose Estrada's excellent study (1990) of graduate-student performance at UNALM. Of 1,351 students entering the graduate school between 1961 and 1990, 225 (17%) completed course work and took qualifying exams, 126 (9%) began a thesis, and 77 (6%) were awarded degrees (figures abstracted from Estrada, 1990).

Activity 11, to be entirely loan- and counterpart-funded, seeks to rehabilitate UNALM on several fronts, through faculty development as well as institutional and infrastructural support. A rehabilitated UNALM would then contribute to the achievement of APID's goal and purpose through improved education, research, and service to the agricultural sector. In the project design (see Project Paper, p. 76), APID's support to UNALM (strengthening English-language training, for example) was to complement World Bank and other donor projects which would offer (with loan funds) graduate-degree training abroad to UNALM faculty. This training never happened to the degree anticipated.

6.2.1. Activities and Project Objectives

According to the Project Agreement (p. 34), APID would award graduate teaching fellowships at UNALM to faculty from regional universities, who would take 20 M.S. degrees. The Project Paper (p. 79), however, does not say that regional faculty will take 20 M.S. degrees, but rather that 20 Graduate Teaching Fellowships will be awarded. The Logical Framework (which has serious deficiencies) omits this output entirely. These fellowships were to be created to furnish "transition faculty" to replace UNALM faculty studying abroad (and to strengthen regional universities only as an afterthought).

The Project Agreement (p. 34) specifies 75 graduate research fellowships (the Project Paper specifies 80) to enable UNALM students to complete theses. (Two thirds of UNALM's M.S. students at the time of APID's design completed course work but never completed a thesis--Project Paper, p. 80.) And research fellowships were to be awarded to eight UNALM faculty who had completed course work for Ph.D. thesis completion.

Stipulated in the Project Agreement is the creation of 20 new international linkages (faculty exchanges), and the strengthening of five existing ones (it is nowhere stated what these are). There is to be support for English-language training: 100 students trained for the TOEFL, with 80 of them passing it.

The Project Agreement specifies several outputs of a qualitative kind. APID would strengthen the National Agricultural Library and Information Service operated by UNALM for the agricultural sector. It would create and support a central analysis center, which would maintain and operate costly analytical equipment (and which would eventually be financed--after a start-up period--through user fees). The project would create an English language laboratory at UNALM for technical English. And it would strengthen the Department of Agricultural Economics and Farm Management, and the Department of Irrigation and Drainage, assisting both to develop modern curricula at both the undergraduate and graduate levels.

Eighty faculty (9 women) from 18 regional universities pursued studies in 13 fields at UNALM with APID scholarships between 1984 and 1990 (see Annex XI). (Figures on degree completion unavailable from UNALM.) According to the first evaluation, several graduate fellowships for thesis research had been awarded (either to MOA employees of Activity 10, or to regional faculty; there was never a third category of UNALM students receiving these, yet both the Project Agreement and the Project Paper suggest that there would be). APID also financed eleven faculty research projects in agronomy, forestry, economics and planning, food sciences, agricultural engineering, and animal science. Twenty-eight graduate students employed as research assistants, conducted thesis research through these projects. (Neither the Project Paper, which mentions start-up research grants for faculty returning from degree training abroad, nor the Project Agreement specifies these grants as an output.)

In 1987, APID installed a modern language laboratory for 24 persons, rehabilitating and air-conditioning a room for it. There were no facilities before. The laboratory is used to train agricultural professionals and the community in general. With the help of the laboratory, courses are offered in English, and recently in Quechua (a commendable initiative).

APID has also provided a substantial amount of computer hardware, software, and technical assistance to UNALM. Included are 14 microcomputers, a new large computer (IBM 9375, model 050, to be used for teaching and research; the old IBM will be used for administration) for the computing center, 40 terminals, and miscellaneous peripheral devices (the Herrera report, 1991, p. 4, cites 30 terminals and 10 microcomputers. However, this may include only equipment purchased this year). The new computer is to be installed within days, pending the completion of an air-conditioning system (also supplied by APID) for the computer room. The different *facultades* will connect to the central computer with their micros. APID financed the purchase of a much-needed emergency generator last year to serve the computing center, the language laboratory, and other university functions.

Lesser material items acquired by UNALM through APID include mimeograph machines (2), typewriters (5), and photocopy machines (1). A central analysis center to maintain and operate analytical equipment never materialized.

To the satisfaction of UNALM faculty, APID financed the publication of *Anales Cientificos*, a UNALM journal (printed at UNALM) reporting on faculty research. Included were back issues, so that all issues from 1980 through 1988 were published. The *Anales* are distributed to the regional universities and elsewhere in the agricultural sector.

APID's support for an Agricultural Library and Information Service has been minimal, and in no way commensurate with either the library's needs or what the project design envisioned. APID financed subscriptions to a few periodicals and abstracts; purchased an electric typewriter, a vacuum cleaner, and several small shelves; and paid for the binding of some worn books.

APID provided support to the Department of Agricultural Economics and Farm Management, and the Department of Irrigation and Drainage. Except for several issues of *Anales Cientificos* (cited above) that pertained specifically to those departments, that support took the form of long- and short-term MIAC advisors, who, in collaboration with local faculty, variously advised, lectured, and conducted research. The Department of Irrigation had five short-term advisors (8 visits), the Department of Agricultural Economics one long-term advisor (the MIAC chief-of-party) and two short-term advisors (7 visits).

Over a critical period of almost two years (1985-1986), APID provided salary supplements to many UNALM faculty. As one professor put it, these supplements kept UNALM alive during a desperate moment.

6.2.2. Issues, Special Problems, Constraints

Several subactivities and outputs stipulated in the Project Paper (or the Project Agreement, which does not always agree with the Project Paper) either have not been realized, or have been greatly modified. Unfortunately, project documentation does not always explain the rationale for these modifications, and persons who could provide explanations are now unavailable, or have poor recall.

Activity 11 has faced four general obstacles, three of them cited in the second evaluation. Perhaps the least serious of the four were implementation delays caused by UNALM's tardiness in approving MIAC technical assistance personnel. Second, bureaucratic rules and regulations at UNALM did not square well with those of either MOA or USAID; moreover, UNALM personnel's deeply felt notions of *autonomia* bred resentment of externally imposed regulations.

Third, several of Activity 11's subactivities required the use of foreign exchange, which was highly rationed. These subactivities included the establishment of international linkages (e.g., "impact training" involving international travel), the provision of library reference materials and laboratory equipment, and the delivery of international technical assistance. And fourth, USAID discontinued salary supplements (after almost two years, 1985-1986) to public employees after 1986 (PIL 26; apparently the result of a scandal involving the misuse of USAID funds in Ecuador that prompted a general directive from Washington).

As for graduate teaching fellowships for regional faculty, the Project Paper envisioned these faculty primarily as exercising a transition function (only 20 fellowships would be awarded, according to the Project Paper; the Project Agreement, by contrast, says regional faculty are to take 20 M.S. degrees) by replacing UNALM professors working on graduate degrees abroad. These overseas degrees were to be financed through loan funds from the World Bank and other donors. The overseas scholarships, however, did not materialize in the anticipated numbers (a limited command of English by potential scholars was one obstacle); at the time of the first evaluation, only 20 UNALM faculty were studying abroad as opposed to the planned 60. Furthermore, it was unrealistic (a design flaw) to think that UNALM would accept regional faculty as UNALM professors. Efforts to find other replacement faculty failed because of UNALM's low salaries. The main rationale for the regional "teaching" fellowships thus changed: by the time of the first evaluation (May, 1986), it was primarily to strengthen regional universities (nowhere is this documented).

Only a few (no figures available from UNALM) regional faculty completed an M.S. thesis. Some of the reasons for this are given in Section 6.1.2. above. A lack of time also figured, for the fellowships were for only two years (the program ceased in December, 1990). And although the scholarships included funds for thesis-research, they were not adequate for travel to off-campus research sites. There was talk of finding a way for regional faculty to complete theses at their own universities with APID funds, but nothing came of it. Such funds would have had to be handled by UNALM, and personnel there did not want the responsibility of accounting per USAID requirements for the expenditures of a remote regional faculty.

It is not easy for UNALM to generate statistics on the progress of graduate students through the M.S. program. The Central Administration Office keeps records pertaining to courses taken and the required language exam, whereas the Graduate School keeps those regarding the qualifying examination and theses. All records appear to be kept manually, and the two data bases are entirely separate. Such a scheme makes program monitoring and evaluation difficult.

There is great latitude for confusion regarding the 75 thesis-research fellowships stipulated in the Project Agreement. There is nothing in that agreement or in the Project Paper linking these fellowships to either of two APID target populations doing graduate work at UNALM: MOA personnel (Activity 10), and faculty from the regional universities (the fellowships for both populations included funds for thesis research). Indeed, the fellowships seem to have been intended for any qualified UNALM graduate student, thus defining another target group. But for obscure reasons, UNALM personnel never saw the fellowships that way. From UNALM's point of view, there were only two target populations for training: MOA personnel and regional faculty. If the fellowships were given at all (the first evaluation speaks of theses funded by them), they were given to one of these two populations (again, the matter is not documented).

As already noted, the eleven faculty research grants were not a stipulated output of APID. These are the result of an UNALM request. The research projects (beginning in 1987), which involved the unaccustomed coordination of professors from different *facultades* (no small achievement), were planned and managed using the Project Management System (the Logical Framework). APID funds could be used for goods and services--e.g., paper, seeds, diskettes, tractor services. The grants also allowed for the hiring of one research assistant. The assistants were often graduate students who used the opportunity to conduct thesis research. Twenty-eight students thus conducted thesis research (but UNALM has not included this research as an APID output, perhaps because the students were not part of a target group). Neither MOA personnel nor regional faculty could qualify as research assistants (because of post-1986 USAID regulations), for they were public officials.

The Project Agreement stipulates eight research fellowships for UNALM faculty to finish Ph.D. thesis research. There is no evidence that this ever happened.

Neither has APID fomented 20 new international linkages (e.g., faculty exchanges) at UNALM, as called for in the Project Agreement. Efforts were underway at the time of the first evaluation to identify U.S. researchers and institutions to link with, and UNALM personnel had visited several U.S. campuses to that end. But little seems to have come of the efforts. One reason was the scarcity of foreign exchange causing the Peruvian government restricted travel. Also, grant funds were never made available for this purpose. The first evaluation is critical of the sterile numerical objective of 20, and argues for links that would provide continuous support in priority areas for research and teaching at the graduate level. To some extent, the MIAC/UNALM contract provided this. And at least one MIAC institution, Iowa State, had a special relationship with UNALM's Department of Agricultural Economics and Farm Management. The effort Iowa State made and the expenses it incurred transcended the contract bounds and are acknowledged appreciatively by some Peruvians.

Approximating these linkages is what UNALM faculty call "impact training," or training through contact with specialists. This happens by sending UNALM faculty abroad to work with these specialists for relatively short periods (one to four months), or by bringing the specialists to Peru. There are advantages both ways: taking faculty to the U.S. or elsewhere exposes them to a range of specialists and modern equipment and the environment in which the two converge, whereas bringing specialists to Peru may have a greater multiplier effect by exposing more Peruvians to them. UNALM faculty widely favor "impact training" as a way to escape the long years of isolation that have left them behind in their fields. But one hastens to issue a caveat: New ideas and technologies must always be evaluated in terms of their appropriateness to Peruvian conditions. Non-Peruvian origins alone are no guarantee of either superiority or appropriateness.

UNALM has not kept statistics on the number of students trained to pass the TOEFL, or the number actually passing it through APID support. However, the language laboratory has without doubt contributed importantly to English-language studies, not only among university faculty and students (its original purpose), but in the wider community. In the slack summer months (January-March), the laboratory is used to give English courses (for a matriculation fee) to any interested person. One can now study Quechua as well using the laboratory. The APID project design stresses the importance of English, yet says nothing about Quechua in a land where this language (and culture) predominates over wide areas (60% of Lima is said to speak Quechua today). Given contemporary Peruvian realities, an agricultural professional's knowledge of Quechua (of its milieu: language, culture, agricultural technologies, and socioeconomic realities) is worth at least as much as a knowledge of English. A failure to recognize its Quechua (and mestizo)

reality has been a major problem historically for Peru.

The new IBM 9375 computer will enhance the research and teaching functions at UNALM. Given its marked potential to contribute, the computer should have been installed upon its arrival. The delay seems to have rested in part on the need to obtain tax-exempt status (import duties are not allowed on APID-financed commodities) for the equipment before retiring it from customs. By one account, this process lasted almost a year and required a Supreme Resolution signed by four ministers and the president. But according to Herrera (1990: 12), much of the delay was caused by UNALM personnel responsible for managing and coordinating the installation process.

APID's support to UNALM's library pales when compared to the magnitude of the problems there. The idea in the project design was to form a National Agricultural Library by combining and enlarging collections from INIA (now INIPA) and UNALM. The endeavor was behind at the time of the first evaluation, which cited the high costs of establishing and maintaining such a library. The second evaluation cites delays in obtaining reference material from abroad and suggests that alternative means of obtaining them be found.

With other than APID support, however, UNALM's National Agricultural Library (under excellent guidance) has made commendable strides toward APID objectives. With continuing support from the ATT project (through FUNDEAGRO) and a Microvax II computer donated by the *Sociedad Bonifica* (Italy), UNALM's library has begun to establish a national documentary data base--*Sistema Nacional de Informacion Documental Agraria* (SNIDA).² Last year, this program published a catalogue with data on 777 Peruvian periodicals issued from 1924 to 1990. Never before has information of this kind been centralized. In a subsequent phase, plans call for the gathering of information, through provincial universities and other centers, on agricultural research conducted in different parts of the country.

SNIDA is part of a plan (1990-1993) to develop the National Agricultural Library. Unlike some other efforts at UNALM, the plan is reasonable and carefully considered, and its implementation in the hands of UNALM's able director of libraries (see SNIDA, 1991, for details of the plan). However, it will need (and much deserves) financial support to become a reality. The plan seeks to address several chronic deficiencies of UNALM's library, which has been virtually without resources since 1985. Its periodical collection

² Although USAID took the decision to channel all support to the library through ATT rather than through APID, that support has been modest relative to the library's needs, and has not matched what was envisioned in APID's design.

from 1985 to present is very incomplete, and its book collection has not expanded. Moreover, many books are deteriorating through use, and there are no resources to bind and rehabilitate them. The library cannot participate in inter-library loan schemes since it has no resources with which to reciprocate.

Microfiche readers, photocopiers, and printers are among the equipment needs, and the library's fourth floor has no water. The library has not had access to emergency power, but will be connected to the new emergency generator soon. The library at present is understaffed, and current as well as future staff will need training as SNIDA enters subsequent phases.

As already mentioned, APID's contribution to strengthening the Departments of Agricultural Economics and Irrigation consisted of foreign technical advisors who advised, lectured, and sometimes conducted research. There is no evidence that these visits resulted in much-needed curriculum change. Given the magnitude of this task, especially of the entrenched interests it would affect, it was probably unreasonable to expect such change. According to one faculty member, APID project management never well grasped the implications of UNALM's low salaries. There was no money to leave La Molina to do field research; if a professor went to the field, he used his own money. Furthermore, the Peruvian government did not appreciate the need for applied economic research; and USAID did not understand the need for short-term advisors apparently a point of serious conflict between MIAC's chief-of-party and USAID.

Faculty of the period comment favorably on MIAC's technical assistance especially that of Iowa State to the Department of Agricultural Economics and Farm Management. APID-funded technical assistance, however, seems to have focused largely on the Department of Irrigation and Drainage causing resentment among other departments. The assistance began late, owing to the late arrival of advisors, and its total volume was less than what was programmed in the project design. Irrigation faculty speak highly of one short-term advisor, not so highly of others; and they cite a lack of continuity to the training. Furthermore, materials promised to support the irrigation library never arrived. In sum, support to these departments seems to have had little impact.

The salary support given to university faculty during 1985 and 1986 did contribute to the morale of faculty and administration. However, the first evaluation, arguing that APID should put more emphasis on the quality of graduate teaching and research, observes that this support remunerated administrative more than teaching and research functions. Administrative salaries, at the top of the scale, determine all other salaries, and thus drive good faculty out of research and teaching and into administration. Instead of authorizing supplements indiscriminately to faculty and administrators, the evaluators proposed that salaries be supplemented selectively, thus rewarding quality teaching, research, or

administration. The proposal was not enacted before USAID revoked salary supplements, but the principle behind it remains valid.

Before UNALM can once again assume its place among the continent's premier agricultural universities, or respond to the pressing needs of today's Peru, it must initiate fundamental curriculum and administrative reforms. Several areas for reform are detailed in Chapter IV of the 1990 final evaluation of the ATT project. That chapter was prepared after close consultation with UNALM faculty and administration. Reflected in it also are ideas from the superb report (1990) on graduate-student performance at UNALM by Jose Estrada. This report amply portrays many of UNALM's problems.

One final thought. The notion of *autonomia* with regard to public universities in Latin America embodies a near-sacred principle, and understandably so. The notion emerged historically as a way to shield freedom of thought and expression from governments that would violate it. But the noble shield can have a dark and destructive side behind which selfish interests, incompetence, inefficiency, and lethargy lurk. Whether the history of Peruvian society, including UNALM, is at a point where the disadvantages of a darker side outweigh the advantages of autonomy's original intent is a matter for reflection.

6.2.3. Strengths, Innovations, Successes

Activity 11 has had no demonstrable impact on farmer incomes or productivity. Neither has it had an impact on the country's capacity to formulate and implement sound agricultural policy, to the extent that *capacity* depends on social structures able to sustain policy formulation and implementation. Training and certain material items do, arguably, strengthen capacity. But much of that capacity is today leaving the public sector. On the material side, the computing center, the language laboratory, and the emergency power generator have been major APID contributions. Whether they will one day actually contribute to APID's goal and purpose will depend on how they are used.

The training of regional faculty at UNALM has potential, salutary consequences, for these faculty train Peruvians from the provinces who will work there. The training also strengthens regional universities. Furthermore, most of the regional faculty are former graduates of UNALM, and so their return to La Molina renews old ties and establishes future working relationships between UNALM faculty and the regions. This is positive for both parties, for it potentially extends UNALM into the provinces, a much-needed thing in a Lima-centered, coast-centered country.

The training of regional faculty at UNALM points to fruitful future directions. As Peru's flagship agricultural university, UNALM should take the lead in training agricultural professionals and in developing the regional universities. But before UNALM can do this,

it must put its own house in order. It must initiate basic curriculum and administrative reforms (see Section 6.2.2.). Until this happens, and until professors and researchers are paid a decent wage, little will come of efforts to strengthen UNALM. A need for reforms is recognized by several key persons at UNALM, who are working to that end. These efforts should be encouraged and supported, as should efforts to strengthen UNALM's library, where a combination of enlightened guidance, commitment, and good planning accounts for commendable progress in the face of daunting obstacles (see Section 6.2.2.). A good library is basic infrastructure in the Information Age and is especially needed in Peru's agricultural sector to overcome years of isolation.

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ANNEX 1
Evaluation Scope of Work

Scope of Work

Background:

The Agricultural Planning and Institutional Development Project (APID-527-0238) was initiated on August 25, 1983 as a five year project with authorized funding levels of \$11 million of loan funds, \$4,480,000 of Grant funds (subsequently increased to \$6,650,000) and \$8,500,000 of PL-480 Title I funds. The project had four implementing agencies including the Ministry of Agriculture (MOA), the National Weather Service (SENAMHI), the Ministry of Economy and Finance (MEF) and the National Agrarian University at La Molina (UNA). The implementing agencies developed the four project components which consisted of 12 activities.

Technical assistance was provided by two contracts with the Midamerica International Agricultural Consortium (MIAC), which provided services to the policy analysis support component and to UNA. The MIAC contracts terminated in December 1988 and February 1989. A further technical assistance contract was obtained, in June 1989, with Farm Management Services (FMS, a Peruvian company), to provide support services to the policy analysis component, which has been extended twice through to the PACD of December 31, 1991.

The PACD had been extended twice, once in 1988 and again in 1989. A further PACD extension was approved by A.I.D. Washington through to December 31, 1991. Thus the life of project will be eight years.

Discussion:

A mid-term evaluation of the project was performed by Coopers & Lybrand, in May 1986, as per the Project Agreement. The objective of the evaluation was to obtain an assessment of the appropriateness of the basic project design, effectiveness of project activities, particularly technical assistance, achievements of the project, and identification of principal problems and constraints impeding achievement of project success with alternative solutions to the problems identified.

A further evaluation was performed by Abt Associates, Inc in February 1988, with the primary objective to assess the progress of individual project activities and recommend which if any of these activities should continue beyond the then established PACD (12/31/88).

The Project Agreement also delineated an end of project impact evaluation. The objectives of this evaluation are to assess the extent to which the project had achieved its objectives, to describe the outcomes that have resulted and document the lessons that have been learned from the project; for development of future projects in agricultural economic policy analysis.

General Scope of Work:

The activities of the evaluation are:

1. Assess the achievement of project activities toward stated objectives, based on a review of official project documentation (Project Paper, Project Agreement, etc), information and reports describing project activities since the inception of the project, in each of the following major components:
 - Support to Agricultural Policy Analysis
 - Information Support
 - Management Support
 - Support for Human Resource Development
2. Analysis of project implementation and implementation mechanisms (Project Coordination Unit and its functions), including the effect of any impediments imposed on meeting project objectives.
3. Document the limitations and constraints to achievement of project objectives, indicating changes that occurred.
4. Assess innovative efforts which should be continued.
5. Evaluate the performance of the four implementing agencies and institutional contractors.
6. Propose concrete recommendations in which areas and activities A.I.D. should consider in the future, for example, continued support to the Agricultural Policy Analysis Group and the collection of agricultural statistical information.
7. Examine the project management structure and inter-organizational relationships between each of the implementing organizations of the project.
8. Evaluate the utilization and appropriateness of commodity procurement of items with a value of \$500 or more.

Specific Scope of Work:

I. Support to Agricultural Policy Analysis

1. Support to Agricultural Policy Analysis (GAPA)

- a. How has GAPA prioritized its policy analysis efforts and determined which sectoral policies need to be studied? What has been the focus of the policy analysis effort?

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- b. List the major policy alternatives formulated by GAPA and assess their impact on the policy framework in the agricultural sector.
 - c. Assess GAPA participation in agricultural policy dialogue in terms of depth and adequacy of analysis, consistency and sustainability of dialogue and observable results.
 - d. Determine the proportion of GAPA effort on immediate "fire fighting" activities. Evaluate these activities and assess the priority given to such activities.
 - e. Assess the quality and quantity of medium-term and long-term studies completed by the CAPA analysts, the range of topics covered and their utility in the policy formulation process.
 - f. Assess the extent of GAPA's efforts to confront key sectoral policy issues.
 - g. Evaluate the major policy studies sub-contracted.
 - h. As an annex to the final report list all policy analysis studies.
 - i. Assess GAPA's performance to determine:
 - how policy analyses and recommendations are shared throughout the MOA and other entities involved in the agricultural sector.
 - flow of key policy information to MOA technical offices, other ministries/and A.I.D.
 - ratio between studies performed to support policy formulation and change, as compared to studies performed to support existing policies.
 - j. What is the level of support provided by other project activities to the policy analysis process, in particular to GAPA?
 - k. Propose a future role for GAPA, including institutionalization within the MOA and/or the feasibility of a private sector organism for agricultural policy analysis.
2. Policy Analysis in the Ministry of Economy and Finance (MEF)
- a. Assess the depth and frequency of economic agricultural policy analyses in support of project activities and how were these utilized.
 - b. List the major agricultural policy studies produced and assess a representative sample.
 - c. Describe and assess cooperative GAPA/MEF efforts in the formulation of agricultural policy alternatives.

96

3. Policy analysis in the MOA Agricultural Planning Office (now OPA, formerly OSPA).

- a. Assess OPA'S contribution to achievement of the project's policy objectives.
- b. List and evaluate major OPA efforts in agricultural project monitoring, impact evaluation and results assessment.

II. Information Support

1. National Rural Household Survey

Evaluate the strategy of the survey, results of the survey and the utilization of the survey results.

2. Continuous System of Area and Production Statistics (Area Sample Frame)

- a. Assess the appropriateness of the area sample frame methodology utilized for collecting the agricultural statistics.
- b. Evaluate the appropriateness of the statistical information collected.
- c. Evaluate the degree to which and in what form information is shared with agricultural policy analysts (GAPA), other entities of the agriculture sector and government.

2. Agroclimatic Impact Assessment (Sectoral Statistics Office OSE, and the National Weather Service SENAMHI)

- a. List and assess the reports produced and published.
- b. Evaluate the provision of weather data to farmers, policy analysts (GAPA), other entities of the agriculture sector and government.
- c. Assess the adequacy of report data provided by the weather stations.
- d. Assess the adequacy of geographic coverage of the weather assessment reports.
- e. Assess the utilization of reported information by farmers, policy analysts (GAPA), other entities of the agriculture sector and government.

97

III. Management Support

1. Improving Management of the Ministry of Agriculture

- a. List and assess the identifiable project outputs which resulted from activities in the Ministry's office of personnel and office of rationalization. Describe and assess the quantity and quality of implementation and follow-up of management improvement recommendations.
- b. Assess the adequacy of focus of management improvement activities and evaluate their contribution to successful implementation of agricultural sector policies.
- c. Evaluate the adequacy of and future for MOA's action training program.

IV. Support for Human Resource Development

1. Advanced Training

- a. Evaluate the M.Sc. and Ph.D. project funded training programs in the U.S. and Mexico.
- b. Evaluate the M.Sc. training program at the National Agrarian University (UNA).
- c. Evaluate the utilization of returned graduates.
- d. Evaluate the establishment of a training division within the personnel office of MOA.

2. Support for the National Agrarian University (UNA)

- a. Evaluate the training program of regional university faculty at UNA.
- b. Assess the utilization of the English language laboratory.
- c. Evaluate the strengthening of the Agricultural Economics and Farm Management, and Irrigation and Drainage Departments.
- d. Assess the National Agricultural Library development.
- e. Assess the scope and focus of the graduate research fellowship program, listing all completed theses topics. Assess appropriateness of topic, quality of student management and GOP utilization of graduating students.

10

V. Project Coordination Activities

1. Evaluate the effectiveness of the project coordination unit in supporting the implementation of programmed activities.
2. Evaluate the Coordination Unit's preparation of annual budgets and operational plans, disbursement of advances and presentation of liquidations.
3. Assess the adequacy and effectiveness of coordination for commodity and services procurement, including technical specifications preparation.

EVALUATION TEAM:

The team members must have Spanish at the FSI R3/S3 level.

1. Team Leader

The team leader will have a broad agricultural background, specializing in agricultural policy analysis or related fields, and with at least ten years experience in agricultural policy analysis and institutional development or related fields, in developing countries. He/she will have at least five years experience in the above related fields in Latin America. He/she will have proven administrative skills in organizing, managing and coordinating technical assistance teams.

The team leader will be responsible for coordination of the team's evaluation activities including administration, all logistics, preparation of reports, and the submission of said reports in an orderly timely manner.

2. Agricultural Policy Analyst

The Agricultural Policy Analyst will have a broad agricultural background specializing in agricultural economic policy or related fields, with broad experience, of at least ten years, in institutional and policy related issues. He/she will have at least five years experience in the above related fields in Latin America.

3. Agricultural Statistics Analyst

The Agricultural Statistics Analyst will have a broad agricultural background specializing in the compilation and analysis of agricultural statistics or related fields, of at least ten years. He/she will have at least five years experience in the above related fields in Latin America.

All three team members must have been members of at least three prior agricultural project evaluation teams and have Spanish at the FSI R3,S3 level.

REPORTING REQUIREMENTS:

The draft and final reports of the evaluation are to be presented in English and Spanish, on a diskette and in single spaced typed format which will include the following sections:

Executive summary of two pages including statement of purpose, project background conclusions, recommendations and summary.

Project background

Statement of major findings and recommendations

The "body" of the report which will include a description of the various observations and which will provide the information upon which major findings and recommendations are based. The report should not exceed 75 pages.

Appendices as necessary, including the evaluation scope of work, statement of methodology used and separate team members reports.

The draft report (6 copies) shall be presented to A.I.D. before the team leader departs Peru. The final report (12 copies) and diskettes of the final report will be presented to A.I.D./Peru five weeks after departure of the team leader from Peru.

RELATIONSHIPS AND RESPONSIBILITIES:

a. A.I.D.

The contractor will work under the general policy guidance of the Mission Director, USAID/Peru or his designee. A.I.D. liaison officials are:

Mr. Rudolfo R. Griego, Chief, Office of Food and Agriculture, USAID/Peru.

b. Cooperating Country Liaison Officials

Official Project Representatives

Ing. Absalon Vasquez Villanueva, Vice Minister of Agriculture
Dr. Alfonso Cerrrate Valenzuela, Chief, National Agricultural and Agroindustrial Research Institute (INIAA).

Project Officials

Dr. Julio Rojas Flores, Project Coordinator
Ms. Beatriz Olano Cieza, Technical Assistant

Grupo de Análisis de Política Agraria (GAPA)

Dr. Geoffrey Cannock Torero, Director

Oficina de Estadística Agraria

Ing. José Santos Maza, Director
Ing. Mario Castillo Barcena, Director Informática

Universidad Nacional Agraria

Ing. José Dancé Caballero, Rector Interino
Ing. Agustín Palette Palette, Ex-Coordinador UNA

Farm Management Services

M.Sc. Martha Yahya Vargas, Director
Ing. Simón Peralta Gavelan, Gerente General

Servicio Nacional de Hidrología y Meteorología

Grnl. FAP Alfonso Maguñá L., Jefe

PERIOD OF PERFORMANCE:

The evaluation is scheduled to begin June 1, 1991, in Peru and continue for seven working weeks of six working days each. Team members should expect to travel to Lima on or about June 1, 1991.

SPECIAL PROVISIONS:

- a. Duty Post - Lima only
- b. Logistics Support

Office Space and secretarial assistance will be provided by the supplier, in Lima.

Transportation will be provided by the supplier.

USAID will provide copies of the Project Paper and additional background information.

Lodging will be arranged and provided by the supplier.

100

ANNEX 2
Constraints and Methodology

METHODS AND CONSTRAINTS

The evaluation team experienced several constraints. Repeated requests to AID/LIMA and AID/WASHINGTON for at least a copy of the Project Document were ignored, even though these requests were made well in advance of the team's arrival in Peru. We arrived having read only the Scope of Work (see Attachment I). As a result our initial meetings with the project personnel were not as productive as they might have been.

The APID began in 1983. As a consequence, many of the people involved in the project over the years were not available for interviews or they could not remember much of the information that was requested. This was the case for AID personnel as well as those that worked in the implementing agencies. The reports and letters describing the implementation of the project do not indicate why several changes were made during the course of the project. The APID Project Coordination Office has detailed information about the project, and in general terms the information is reliable. Although the first evaluation (1986) is of good quality, the second (1988) is incomplete (perhaps due to a lack of information), ambiguous, and poorly written. The APID has not been reviewed - in the fullest sense of the word - since 1986.

At the beginning of the review, we did not have a list of the results that corresponded to Sub-Activities 7a and 7b (support to the Ministry of Agriculture). As a result, the implementing agencies had to develop such a list. Likewise, the inventory and corresponding report for Activity 11 (support to the National Agrarian University) are deficient and incomplete. In spite of the comprehensive training that the APID has sponsored over the years, the review team did not find any evidence that this had been formally evaluated. We were unable to review part of Activity 10. No final review team can develop basic, reliable data on such a scale. The data should have been developed a long time ago.

The ambiguity about the objectives and goals of the project also created problems. The Project Document and Agreement did not always agree, and the Logical Frame is poorly constructed and virtually useless. This is ironic because the APID promoted "management by objectives" and the Logical Frame as administrative tools among the implementing agencies. In addition, these agencies never received the Project Document and as a result never understood the underlying logic of the activities. Consequently, they did not always have effective communication with the persons that were in charge of the implementation. In addition, since they never knew the objective of the activities, implementing personnel could not explain why they were doing things one way instead of another, or doing some things and not others.

Our contact with the Scope of Work (Attachment I) was very similar to our contact with the project itself. Many questions are ambiguous; others are not practicable. The people that were in charge of writing the project objectives left Peru before the start of the evaluation, and as a result we could not ask them to clarify certain points. For example, we should have evaluated "the use and appropriateness of procurement whose value

exceeded \$500." From 1983 to June 1990 the project has acquired 316 such items that actually are dispersed throughout various agencies in Peru. Due to our contract and for reasons of security, we did not travel outside of Lima. These problems disrupted our plans and activities from more productive lines of questioning. As a result, we were unduly disruptive for the project personnel.

These obstacles established the limits for our efforts and were very direct. Practically all of our information came from Lima (June 16 - August 3) and was obtained through interviews and reading the material that we thought were relevant. We dedicated ourselves to these activities as time permitted. We each assumed responsibility for specific parts of the Scope of Work, completing each before beginning the next. During most of the time we worked individually since it was a logical way to proceed. After a few modifications, this became the outline of the report, which forced us to integrate the material into a coherent account. Many of the final results, where they can be identified, appear as attachments to the report as summaries and other pertinent comments to the text.

ANNEX 3
Policy Analysis Studies

MINISTERIO DE AGRICULTURA
PROYECTO PLANIFICACION AGRICOLA Y
DESARROLLO INSTITUCIONAL (PADI)

GRUPO DE ANALISIS DE POLITICA AGRARIA (GAPA)

INDICE CODIFICADO DE ESTUDIOS E INFORMES TECNICOS
DEL GRUPO DE ANALISIS DE POLITICA AGRARIA
1984 - 1990

ELABORADO POR :

Dra. Consuelo Sáenz P.

Dirección y Supervisor

Ing. Ivan Thays V.

1990
LIMA-PERU

El presente trabajo contiene una recopilación de los Estudios, Informes u otros documentos técnicos elaborados por el Grupo de Análisis de Política Agraria (GAPA) del Proyecto Planificación Agrícola y Desarrollo Institucional (PADI) en el periodo 1984-1990, los cuales son un aporte técnico tanto al sector Público como al Privado. Dichos Estudios están localizados en el archivo técnico del GAPA.

C O N T E N I D O

- 1.0 Presentación
- 2.0 Estudios Efectuados durante 1984
- 3.0 Estudios Efectuados durante 1985
- 4.0 Estudios Efectuados durante 1986
- 5.0 Estudios Efectuados durante 1987
- 6.0 Estudios Efectuados durante 1988
- 7.0 Estudios Efectuados durante 1989
- 8.0 Estudios Efectuados durante 1990

P R E S E N T A C I O N

El Grupo de Análisis de Política Agraria (GAPA) del Proyecto Planificación Agrícola y Desarrollo Institucional (PADI) a lo largo de su trayectoria, en su función de asesoramiento al Ministro de Agricultura ha elaborado dos tipos de documentos : Informes de Corto Plazo y Estudios de Mediano Plazo que se produjeron a través de los Analistas de Planta del Grupo o con la participación de Consultores Externos, bajo coordinación y supervisión de los primeros.

El Tiraje de los Estudios fue variado, en algunos casos, llegó a cinco ejemplares y, en otros, hasta 5,000, según el tema, su importancia y vigencia; en la gran mayoría de los casos, el tiraje ha sido reducido no solo debido a restricciones presupuestales, sino a que el GAPA no contaba con sistemas de edición, de publicación y de distribución, propias de un Instituto de Investigación Especializada. Tampoco se contó con una biblioteca organizada.

Con el tiempo y el interés creciente de Entidades y personas que requerían conocer los trabajos del GAPA que, como es de suponer, algunos tenían una vigencia corta, otros constituían un aporte destacable y otros eran de carácter reservado, el GAPA optó por organizar un archivo técnico , solicitando a A.I.D. el apoyo necesario, que se materializó posteriormente lo que permitió efectuar la recuperación , reproducción, ordenamiento y custodia de los documentos, a fin de instituir un servicio de Información Técnica disponible a los estudiosos del Agro.

El presente documento es uno de los productos de este trabajo, que se complementa con el archivo técnico debidamente organizado y en funcionamiento que obra en el GAPA.

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ANNEX 4
Logical Framework

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

ANNEX II
Exhibit A

Life of Project: 1983-1986
From FY 83 to FY 86
Total U.S. Funding \$16 million
Date Prepared: 7/8/83

Project Title & Number: AGRICULTURAL POLICY FORMULATION AND MANAGEMENT 522-023R

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes:</p> <p>To increase agricultural production, raise farmer incomes, and satisfy consumer demand.</p>	<p>Measures of Goal Achievement:</p> <ol style="list-style-type: none"> 1. Output of agricultural sector. 2. Net farm incomes per capita. 3. Net exports of agricultural commodities. 4. Variance in Ag Sector Component of GDP. 	<ol style="list-style-type: none"> 1. National Income Accounts. 2. National Income Accounts. 3. Balance of Payments Accounts. 4. National Income Accounts. 	<p>Assumptions for achieving goal targets:</p> <p>Absence of serious natural disasters and strong external shocks for the next five years.</p>
<p>Project Purpose:</p> <p>To increase GOP capacity to formulate sound, coherent, agricultural sector policies and to manage implementation of these policies effectively.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status.</p> <ol style="list-style-type: none"> 1. GOP capacity to conduct policy analysis will have been strengthened. <ol style="list-style-type: none"> a) Permanent, capable Ag Policy Analysis Group in MinAg functioning to develop and assess alternative medium- and long-term ag sector strategies and policies. b) MEFC technically capable of assessing impact of macroeconomic policies on agriculture. c) MinAg Ag Sector Planning Office will be monitoring and evaluating impacts of ag sector policies, programs, and projects. 2. Information for policy analysis will have been improved. <ol style="list-style-type: none"> a) National rural household survey will have been conducted. b) Continuous system of area and production statistics will have been established. c) Capacity to provide early-warning climatic impact information will have been developed. 3. Public ag sector institutions will have increased their capacity to manage implementation of ag policies, programs, and projects. <ol style="list-style-type: none"> a) MinAg will have institutionalized mechanisms to identify and resolve management problems. b) INIPA will have established administrative tools to carry out its programs effectively and efficiently. c) Base of well-qualified professional personnel will have been expanded. <ol style="list-style-type: none"> a) MinAg will have ongoing, active advanced training program. b) National Agrarian University will have been revitalized as center of graduate ag education. c) University of the Pacific will be a center of expertise for training public and private sector personnel in ag policy analysis. 5. Private sector participation in ag policy formulation will have increased. Ag Policy Analysis Unit will have been established in the private sector as a center for ag policy studies, a conduit for studies by rural organizations, and a mecha- 	<ol style="list-style-type: none"> 1. Audit. 2. Audit of new information on Ag Sector available as a result of the Project. 3. Evaluation. 4. Evaluation of Ag Sector technical training for professionals. 5. Evaluation 	<p>Assumptions for achieving purpose:</p> <p>GOP continued support for the Project.</p>

152

- Inputs:**
1. Ag. policy analysis support provided by MinAg Policy Group and AgSector Planning Office and MEFC Div. of Econ. Studies.
 2. Information support provided through National Rural Household Survey, national system of area and district statistics, and departmental support to universities.
 3. Management support provided:
 - a) MinAg management improved.
 - b) INIPA management improved.
 4. Human resource development support provided.
 - a) Advanced training provided.
 - b) NRU supported and revitalized.
 - c) Univ. Pacific supported.
 5. Private Sector supported to conduct ag. policy studies and diffuse information.

- Magnitude of Outputs:**
1. Short-term policy reviews undertaken and medium and long-term policy studies carried out.
 - a) National Rural Household Survey undertaken in all departments of Peru.
 - b) Area and production statistics being produced by Ministry of Agriculture on monthly basis on areas planted in major crops and on major and volume of production of these crops.
 - c) Assessments prepared periodically.
 - i) 48 months LTTA and 40 months STTA provided to MinAg
 - ii) IT and STTA (\$400,000 in grant funds)
 4. a) 4 US PhDs and 11 US MSs, 15 MSs in Peru.
 - b) Faculty developed, infrastructure expanded, links with US institutions established.
 5. MS program strengthened.
 5. An Policy Analysis unit established.

1. Audit and evaluation
2. Audit and evaluation
3. Evaluation
4. Evaluation
5. Evaluation

Assumptions for achieving outputs:

- Ag. Policy Analysis Support**
- Personnel
 - Training
 - Microcomputers
 - Technical Assistance
 - Travel & Per Diem
 - Office Equipment & Other
- Local Professional Services**
- Personnel
 - Vehicles & Equipment
 - Technical Assistance
 - Training
 - Travel & Per Diem & Other Services
 - Other Commodities
- Management Support**
- Personnel
 - Equipment
 - Technical Assistance
 - Local Professional Services
 - Travel & Per Diem & Other Services
- Human Resource Dev. Support**
- Off-Short Training
 - Graduate Study
 - Faculty Stabilization & Develop.
 - Research Fellowships & Other
 - Consultant Services &
 - Visiting Professors
- Private Sector Support**
- Salaries & Administrative Expenses
 - Technical Assistance
 - Special Studies & Other
- Sub-Total
- Plus: Evaluation, Inflation & Conting.
- GRAND TOTAL**

Implementation Target (Type and Quantity)		
GOP \$	(US\$ 000)	
OTHER DST.	AID/OTHER DONORS	TOTAL
1,431	574	2,005
-	348	348
-	84	84
220	1,580	1,800
149	51	200
288	-	288
659	701	1,360
-	830	830
-	1,645	1,645
12	42	54
527	570	1,097
-	144	144
1,949	675	2,624
20	150	170
425	1,815	2,240
-	163	163
95	105	200
153	653	806
882	1,308	2,190
1,138	2,563	3,701
122	1,098	1,220
74	284	358
10	400	410
62	242	304
-	150	150
102	538	700
8,318	16,773	25,091
1,070	1,100	2,170
9,388	17,873	27,261

1. USAID records
2. GCP MinAg records

Assumptions for providing inputs:

1. All funds available on a timely basis.
2. No unexpected problems in meeting conditions and covenants set forth in ProAg.

139

ANNEX 5
Project Structures by Implementation Period

I. ORGANIZACION

I.1. PERIODO 1964-1988

El Proyecto estuvo conformado por cuatro componentes interrelacionados, los que a su vez comprenden actividades. En el contexto de desarrollo institucional del Proyecto, desde su inicio la ejecución de Actividades se enmarcó en entidades propias del Ministerio de Agricultura, Economía y Finanzas, Aeronáutica y Universidad Nacional Agraria La Molina, con la finalidad de facilitar la continuación de los trabajos en desarrollo de dichas actividades.

COMPONENTE I: APOYO AL ANALISIS DE LA POLITICA AGRARIA

ACTIVIDAD 1: Grupo de Análisis de Política Agrícola
Entidad Ejecutora: GAPA - PADI

ACTIVIDAD 2: Apoyo a la Dirección General de Asuntos Económicos del Ministerio de Economía y Finanzas
Entidad Ejecutora: OGAE - MEF

ACTIVIDAD 3: Apoyo a la Capacidad de Monitoreo y Evaluación de la OSPA
Entidad Ejecutora: SPA - MAG

COMPONENTE II: APOYO INFORMATICO

ACTIVIDAD 4: Encuesta Nacional de Hogares Rurales (ENHAR)
Entidades Ejecutoras: OSE - MAG / INE

ACTIVIDAD 5: Sistema Continuo de Estadística de Área y Producción
Entidad Ejecutora: OSE - MAG

ACTIVIDAD 6: Evaluación del Impacto Agroclimático-EIA
Entidades Ejecutoras: OSE - MAG / SENAMHI

COMPONENTE III: APOYO ADMINISTRATIVO

ACTIVIDAD 7: Mejoramiento de la Administración del Ministerio de Agricultura
Entidades Ejecutoras: OSE-MAG / OGAE-MAG

ACTIVIDAD 8: Apoyo Salario al Sector Público Agrario

ACTIVIDAD 9: Fortalecimiento de la Efectividad
Administrativa del INIPA

COMPONENTE IV: APOYO AL DESARROLLO DE RECURSOS HUMANOS

ACTIVIDAD 10: Capacitación avanzada
Entidades Ejecutoras: OGA-MAG / UNA-LM

ACTIVIDAD 11: Apoyo a la Universidad Nacional Agraria La
Molina
Entidad Ejecutora: UNA - LM

Entidad Coordinadora del Proyecto: Oficina de Coordinación

1.2: PERIODO 1989 - 1990

En la etapa de extensión hasta Diciembre de 1990, el esfuerzo del Proyecto se orienta a reforzar la institucionalización en el Ministerio de Agricultura (MAG), de las Competencias, Instrumentos y Técnicas vinculadas al análisis y propuesta de políticas agrarias, tanto para la coyuntura como para el mediano y largo plazo, habiéndose reformulado su estructura en función a las necesidades institucionales.

COMPONENTE I: APOYO A LA INSTITUCIONALIZACION

ACTIVIDAD 1: Grupo de Análisis de Política Agraria
Entidad Ejecutora: GAPA - FADI

ACTIVIDAD 2: Apoyo a la Implementación de la Oficina
General de Agroeconomía
Entidad Ejecutora: OGAE - MAG

ACTIVIDAD 3: Apoyo al Fortalecimiento de la Oficina
Sectorial de Planificación Agraria
Entidad Ejecutora: OSPA - MAG

ACTIVIDAD 4: Apoyo a la Oficina Sectorial de Estadística
para Consolidar e Institucionalizar la Base
de Información Estadística y el Sistema de
Alerta Agroclimatológica
Entidad Ejecutora: OSE - MAG

COMPONENTE II: REFORZAMIENTO DE LA CAPACIDAD DE GESTION DEL

ACTIVIDAD 5: Capacitación
Entidad Ejecutora: OGA - MAG

COMPONENTE III: ACTIVIDADES EN CULMINACION

ACTIVIDAD 6: Culminación del apoyo a la Universidad
Nacional Agraria La Molina
Entidad Ejecutora: UNA - LM

Entidad Coordinadora del Proyecto: Oficina de Coordinación

I.3: PERIODO AÑO 1991

En esta etapa de extensión del Proyecto, hasta Diciembre de 1991, el esfuerzo se orienta a áreas concretas que permitan un mayor aporte hacia las estrategias planteadas por el actual Gobierno, promoviendo el trabajo de campo, conjuntamente con las Direcciones de Asesoramiento, y Línea del Ministerio de Agricultura con la finalidad de diseñar y ejecutar políticas agrarias acordes, tanto para la coyuntura como para el mediano y largo plazo.

COMPONENTE I: APOYO A LA INSTITUCIONALIZACION DEL PROCESO DE FORMULACION, ANALISIS Y EVALUACION DE LA POLITICA AGRARIA

ACTIVIDAD 1: Grupo de Análisis de Política Agraria
Entidad Ejecutora: GAPA

ACTIVIDAD 2: Apoyo al Fortalecimiento de la Oficina de Planificación Agraria
Entidad Ejecutora: OFA

ACTIVIDAD 3: Apoyo a la Oficina de Estadística Agraria para Consolidar e Institucionalizar la Base de Información Estadística y el Sistema de Alerta Agrometeorológica
Entidad Ejecutora: OEA

COMPONENTE II: REFORZAMIENTO DE LA CAPACIDAD DE GESTION DEL SECTOR AGRARIO

ACTIVIDAD 4: Capacitación
Entidad Ejecutora: OGA - Universidad

II. MECANISMOS DE CONDUCCION DEL PROYECTO

II.1 Comité Directivo

Conformación

- a. Vice Ministro de Agricultura, quien lo preside
- b. Representante de USAID/PERU
- c. Coordinador del Proyecto, quien ejerce la Secretaría del Comité

Funciones

- a. Aprobar los Planes y Presupuestos Anuales de las Actividades del Proyecto
- b. Evaluar la Ejecución del Plan de Trabajo Anual del Proyecto y Aprobar las modificaciones necesarias
- c. Analizar y tomar decisiones sobre planteamientos enmarcados en el ámbito del Proyecto, que sean presentados por los miembros del Comité

II.2 Comité de Coordinación

Conformación

- a. Coordinador del Proyecto, quien lo preside
- b. Director General de OPA
- c. Director General de OEA
- d. Director General de OGA
- e. Director del GAPA
- f. Representante de la UNALM
- g. Gerente del Proyecto USAID/PERU

Funciones

- a. Supervisar periódicamente el desarrollo de las Actividades en función a los objetivos de la Extensión del Proyecto.
- b. Promover la interacción entre las Actividades del Proyecto
- c. Resolver los problemas administrativos que generan restricciones en el avance de las acciones programadas
- d. Asegurar el proceso de institucionalización de las Actividades del Proyecto en las reparticiones del Ministerio que las ejecutan

II.3 Oficina de Coordinación

Conformación

- a. Coordinador
- b. Consultoría Técnica
- c. Consultoría Financiera
- d. Consultoría Administrativa

Funciones

- a. Proporcionar asesoramiento técnico, administrativo y financiero a cada una de las entidades ejecutoras del Proyecto.
- b. Coordinar con los Administradores de Actividad la formulación de los Planes de Trabajo y Presupuestos Anuales de las Actividades consideradas en la Extensión del Proyecto y Consolidar en un solo documento, el Plan Operativo y Presupuesto Anual del Proyecto.
- c. Supervisar la ejecución de los Planes de Trabajo de las Actividades del Proyecto y preparar informes periódicos para su presentación a las instancias pertinentes, manteniendo un Sistema de Seguimiento y Evaluación Técnica de las acciones y propuestas de las Actividades del Proyecto
- d. Promover permanentemente la institucionalización de las Actividades en las reparticiones del MAG que las ejecutan.
- e. Mantener estrecha coordinación con USAID/PERU, las entidades ejecutoras y otras entidades del Sector Público en los aspectos técnicos, administrativos y financieros del Proyecto.
- f. Coordinar con USAID/PERU y OGA, el aprovisionamiento oportuno de fondos para la ejecución de las Actividades del Proyecto (Calendario de Compromisos, Solicitudes de Giro, Desembolso, Créditos Suplementarios y Otros).
- g. Coordinar con la OGA y la OPA el seguimiento de la ejecución y evaluación del Plan Financiero del Proyecto.

II.4 Administradores de Actividad

Cada Actividad será conducida por un Administrador de Actividad cuya designación recaerá en el funcionario de mayor jerarquía de la entidad ejecutora.

El Administrador ejercerá la representatividad de la Actividad ante el Comité de Coordinación.

Funciones

- a. Formular el Plan de Trabajo y Presupuesto Anual de su respectiva Actividad en estrecha relación con la Oficina

- b. Conducir la ejecución de las acciones programadas para su Actividad e informar periódicamente a la Oficina de Coordinación sobre el avance de las mismas, efectuar coordinación permanente con los Consultores responsables de cada uno de los Objetivos Específicos definidos, participando en el diseño, organización, y ejecución de los trabajos bajo su responsabilidad.
- c. Programar los requerimientos de fondos, gestionar los desembolsos y presentar las rendiciones correspondientes, en estrecha relación con la Oficina de Coordinación, a fin de contar oportunamente con los recursos para la ejecución de las acciones programadas.
- d. Desarrollar e implementar, en estrecha relación con la Oficina de Coordinación, los mecanismos para la institucionalización en su repartición de las acciones que se desarrollan en el marco de la Actividad a su cargo.

III. ORGANIZACION

III.1 PERIODO 1984-1988

El Proyecto, estuvo conformado por cuatro componentes interrelacionados, los que a su vez comprenden Actividades. En el contexto de desarrollo institucional del Proyecto, desde su inicio la ejecución de Actividades se enmarcó en entidades propias del Ministerio de Agricultura, Economía y Finanzas, Aeronautica y Universidad Nacional Agraria La Molina, con la finalidad de facilitar la continuación de los trabajos en desarrollo de dichas Actividades:

COMPONENTE I : APOYO AL ANALISIS DE LA POLITICA AGRARIA

ACTIVIDAD 1 : Grupo de Análisis de Política Agrícola
Entidad Ejecutora: GAPA - PADI

ACTIVIDAD 2 : Apoyo a la Dirección General de Asuntos Económicos del Ministerio de Economía y Finanzas
Entidad Ejecutora: DGAE - MEF

ACTIVIDAD 3: Apoyo a la Capacidad de Monitoreo y Evaluación de la OSPA
Entidad Ejecutora: OSPA - MAG

COMPONENTE II: APOYO INFORMATICO:

ACTIVIDAD 4: Encuesta Nacional de Hogares Rurales (ENHAR)
Entidades Ejecutoras: OSE - MAG / INE

ACTIVIDAD 5: Sistema Continuo de Estadística de Area y Producción

Entidad Ejecutora: OSE - MAG

ACTIVIDAD 6: Evaluación del Impacto Agroclimático-EIA

Entidades Ejecutoras: OSE - MAG / SENAMHI

COMPONENTE III: APOYO ADMINISTRATIVO

ACTIVIDAD 7: Mejoramiento de la Administración del Ministerio de Agricultura

Entidades Ejecutoras: OGR-MAG / OGA-MAG

ACTIVIDAD 8: Apoyo Salarial al Sector Público Agrario

Entidad Ejecutora: VM - MAG

ACTIVIDAD 9: Fortalecimiento de la Efectividad Administrativa del INIPA

Entidad Ejecutora: INIPA - MAG

COMPONENTE IV: APOYO AL DESARROLLO DE RECURSOS HUMANOS

ACTIVIDAD 10: Capacitación Avanzada

Entidades Ejecutoras: OGA - MAG / UNA - LM

ACTIVIDAD 11: Apoyo a la Universidad Nacional Agraria La Molina

Entidad Ejecutora: UNA - LM

Entidad Coordinadora del Proyecto: Oficina de Coordinación

III.2: PERIODO 1989 - 1990

En la etapa de extensión hasta Diciembre de 1990, el esfuerzo del Proyecto se orienta a reforzar la institucionalización en el Ministerio de Agricultura (MAG), de las Competencias, Instrumentos y Técnicas vinculadas al análisis y propuesta de políticas agrarias, tanto para la coyuntura como para el mediano y largo plazo, habiéndose reformulado su estructura en función a las necesidades institucionales:

COMPONENTE I: APOYO A LA INSTITUCIONALIZACION

ACTIVIDAD 1: Grupo de Análisis de Política Agraria
Entidad Ejecutora: GAPA - PADI

ACTIVIDAD 2: Apoyo a la Implementación de la Oficina
General de Agroeconomía
Entidad Ejecutora: OGAE - MAG

ACTIVIDAD 3: Apoyo al Fortalecimiento de la Oficina
Sectorial de Planificación Agraria
Entidad Ejecutora: OSPA - MAG

ACTIVIDAD 4: Apoyo a la Oficina Sectorial de Estadística
para Consolidar e Institucionalizar la Base de
Información Estadística y el Sistema de Alerta
Agrometeorológica
Entidad Ejecutora: OSE - MAG

**COMPONENTE II: REFORZAMIENTO DE LA CAPACIDAD DE GESTION DEL
MINISTERIO DE AGRICULTURA**

ACTIVIDAD 5: Capacitación
Entidad Ejecutora: OGA - MAG

COMPONENTE III: ACTIVIDADES EN CULMINACION

ACTIVIDAD 6: Culminación del apoyo a la Universidad
Nacional Agraria La Molina
Entidad Ejecutora: UNA - LM

Entidad Coordinadora del Proyecto: Oficina de Coordinación

III.3: PERIODO AÑO 1991

En este etapa de extensión del Proyecto, hasta
Diciembre de 1991, el esfuerzo se orienta a áreas
concretas que permitan un mayor aporte hacia las
estrategias planteadas por el actual Gobierno,
promoviendo el trabajo de campo, conjuntamente con
las Direcciones de Asesoramiento, y Línea del
Ministerio de Agricultura con la finalidad de
diseñar y ejecutar políticas agrarias acordes, tanto
para la coyuntura como para el mediano y largo plazo.

COMPONENTE I: APOYO A LA INSTITUCIONALIZACION DEL PROCESO DE FORMULACION, ANALISIS Y EVALUACION DE LA POLITICA AGRARIA

ACTIVIDAD 1 : Grupo de Analisis de Politica Agraria
Entidad Ejecutora: GAPA

ACTIVIDAD 2 : Apoyo al Fortalecimiento de la Oficina de Planificación Agraria
Entidad Ejecutora: CPA

ACTIVIDAD 3 : Apoyo a la Oficina de Estadística Agraria para Consolidar e Institucionalizar la Base de Información Estadística y el Sistema de Alerta Agrometeorológica
Entidad Ejecutora: DEA

COMPONENTE II: REFORZAMIENTO DE LA CAPACIDAD DE GESTION DEL SECTOR AGRARIO

ACTIVIDAD 4 : Capacitación
Entidad Ejecutora: OGA - Universidad

Entidad Coordinadora del Proyecto: Oficina de Coordinación

IV. MECANISMOS DE CONDUCCION DEL PROYECTO.

IV.1 Comité Directivo.

Conformación.

- a. Vice Ministro de Agricultura, quien lo preside
- b. Representante de USAID/PERU
- c. Coordinador del Proyecto, quien ejerce la Secretaría del Comité.

Funciones.

- a. Aprobar los Planes y Presupuestos Anuales de las Actividades del Proyecto.
- b. Evaluar la Ejecución del Plan de Trabajo Anual del Proyecto y Aprobar las modificaciones necesarias.
- c. Analizar y tomar decisiones sobre planteamientos enmarcados en el ámbito del Proyecto, que sean presentados por los miembros del Comité.

IV.2 Comité de Coordinación.

Conformación.

- a. Coordinador del Proyecto, quien lo preside
- b. Director General de OPA
- c. Director General de DEA
- d. Director General de OGA
- e. Director del GAPA
- f. Representante de la UNALM
- g. Gerente del Proyecto USAID/PERU

Funciones.

- a. Supervisar periódicamente el desarrollo de las Actividades en función a los objetivos de la Extensión del Proyecto.
- b. Promover la interacción entre las Actividades del Proyecto.
- c. Resolver los problemas administrativos que generan restricciones en el avance de las acciones programadas.
- d. Asegurar el proceso de institucionalización de las Actividades del Proyecto en las reparticiones del Ministerio que las ejecutan.

IV.3 Oficina de Coordinación.

Conformación.

- a. Coordinador
- b. Consultoría Técnica
- c. Consultoría Financiera
- d. Consultoría Administrativa

Funciones.

- a. Proporcionar asesoramiento técnico, administrativo y financiero a cada una de las entidades ejecutoras del Proyecto.
- b. Coordinar con los Administradores de Actividad la formulación de los Planes de Trabajo y Presupuestos Anuales de las Actividades consideradas en la Extensión del Proyecto y Consolidar en un solo documento, el Plan Operativo y Presupuesto Anual del Proyecto.
- c. Supervisar la ejecución de los Planes de Trabajo de las Actividades del Proyecto y preparar informes periódicos para su presentación a las instancias pertinentes, manteniendo un Sistema de Seguimiento y Evaluación Técnica de las acciones y propuestas de las Actividades del Proyecto.
- d. Promover permanente la institucionalización de las Actividades en las reparticiones del MAG que las ejecutan.
- e. Mantener estrecha coordinación con USAID/PERU, las entidades ejecutoras y otras entidades del Sector Público en los aspectos técnicos, administrativos y financieros del Proyecto.
- f. Coordinar con USAID/PERU y OGA, el aprovisionamiento oportuno de fondos para la ejecución de las Actividades del Proyecto (Calendario de Compromisos, Solicitudes de Giro, Desembolso, Créditos Suplementarios y Otros).
- g. Coordinar con la OGA y la OPA el seguimiento de la ejecución y evaluación del Plan Financiero del Proyecto.

IV.4 Administradores de Actividad.

Cada Actividad será conducida por un Administrador de Actividad cuya designación recaerá en el funcionario de mayor jerarquía de la entidad ejecutora.

El Administrador ejercerá la representatividad de la Actividad ante el Comité de Coordinación.

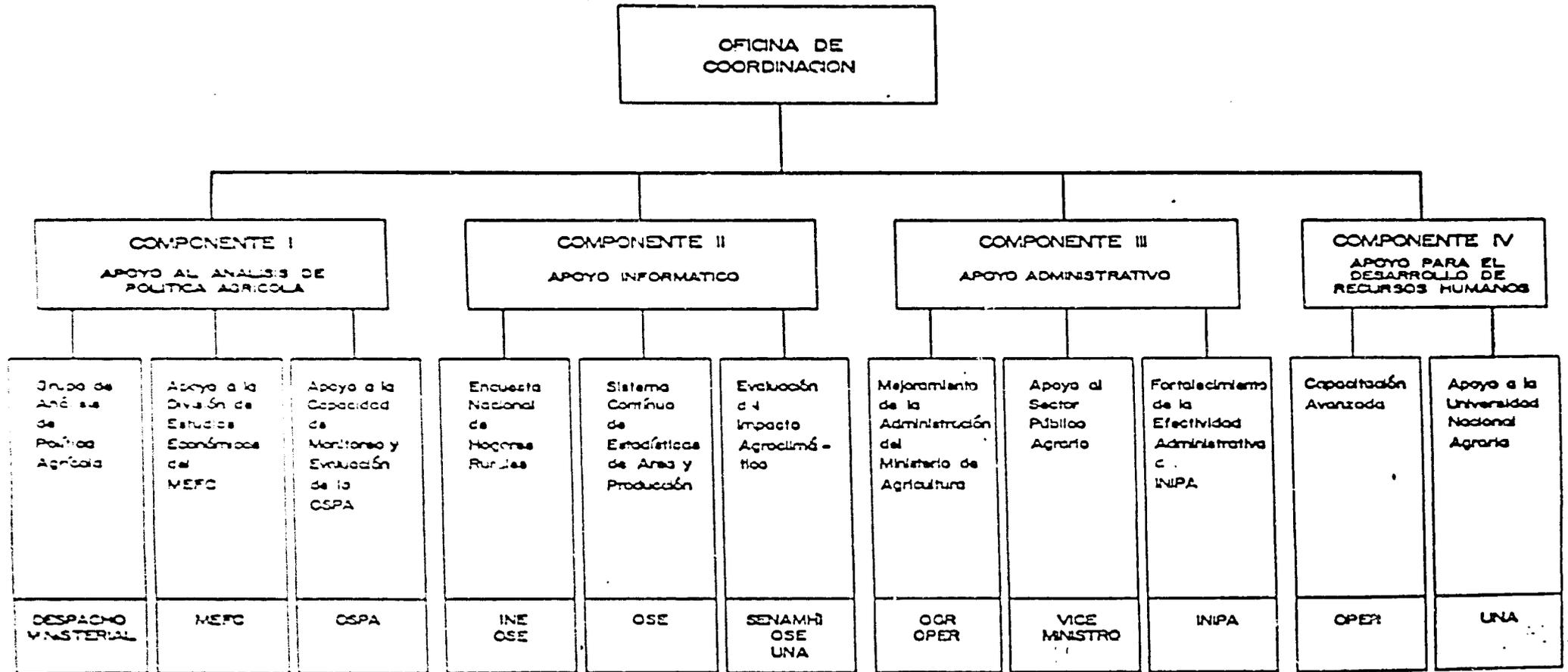
Funciones.

- a. Formular el Plan de Trabajo y Presupuesto Anual de su respectiva Actividad en estrecha relación con la Oficina de Coordinación del Proyecto.

- b. Conducir la ejecución de las acciones programadas para su Actividad e informar periódicamente a la Oficina de Coordinación sobre el avance de las mismas, efectuar coordinación permanente con los Consultores responsables de cada uno de los Objetivos Específicos definidos, participando en el diseño, organización, y ejecución de los trabajos bajo su responsabilidad.
- c. Programar los requerimientos de fondos, gestionar los desembolsos y presentar las rendiciones correspondientes, en estrecha relación con la Oficina de Coordinación, a fin de contar oportunamente con los recursos para la adecuada ejecución de las acciones programadas.
- d. Desarrollar e implementar, en estrecha relación con la Oficina de Coordinación, los mecanismos para la institucionalización en su repartición de las acciones que se desarrollan en el marco de la Actividad a su cargo.

PROYECTO 'PLANIFICACION AGRICOLA Y DESARROLLO INSTITUCIONAL' - PADI

COMPONENTES Y ACTIVIDADES DEL PROYECTO



PROYECTO "PLANIFICACION AGRICOLA Y DESARROLLO INSTITUCIONAL" - PAOI

COMPONENTES Y ACTIVIDADES DEL PROYECTO

PERIODO 1989 - 1990

OFICINA DE
COORDINACION

COMPONENTE I
APOYO A LA INSTITUCIONALIZACION

COMPONENTE II
REFORZAMIENTO DE LA CAPACIDAD DE
GESTION DEL MAG

COMPONENTE III
ACTIVIDADES EN CULMINACION

Grupo de
Análisis
de
Política
Agraria

DEPARTAMENTO
UNIVERSITARIO

Apoio a la
Implementación
de la Oficina
General de
Agroeconomía

OSGE

Apoio al
Fortalecimiento
de la Oficina
Sectorial de
Planificación
Agraria

OSPA

Apoio a la
Oficina
Sectorial de
Estadística

OSE

Capacitación

OSA

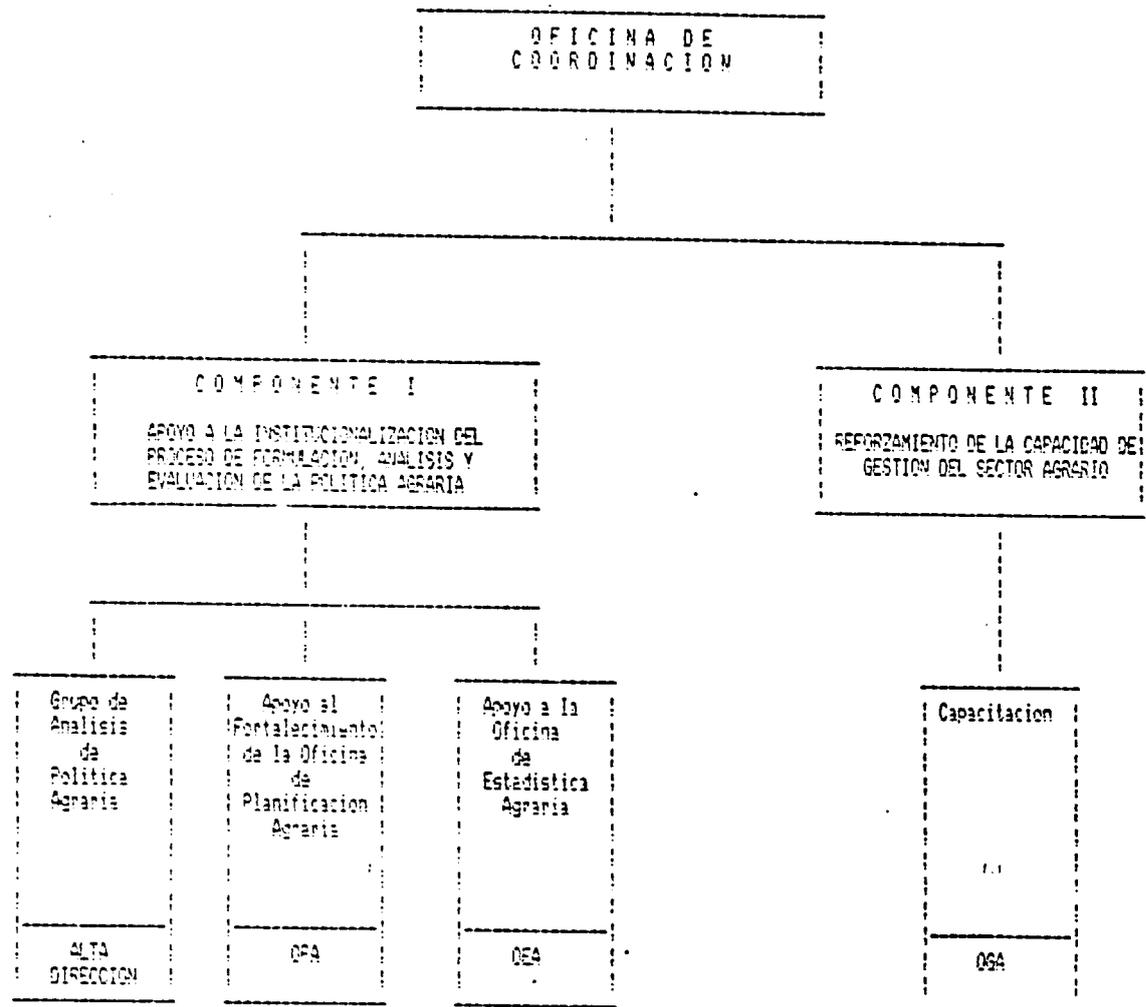
Apoio a la
Universidad
Nacional
Agraria
La
Molina

UNALM

PROYECTO "PLANIFICACION AGRICOLA Y DESARROLLO INSTITUCIONAL" - PAOI

COMPONENTES Y ACTIVIDADES DEL PROYECTO

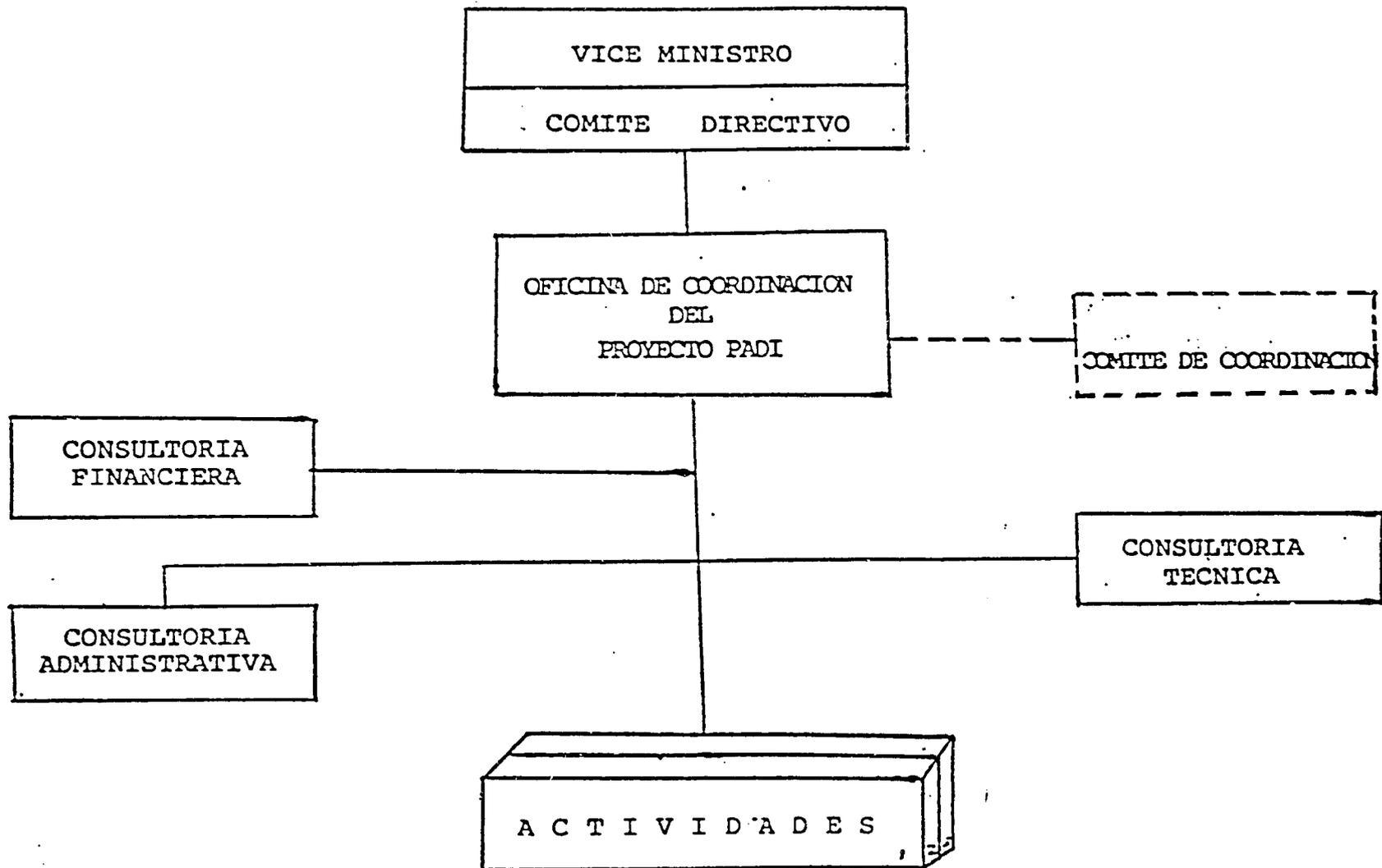
PERIODO 1991



ESTRUCTURA VIGENTE

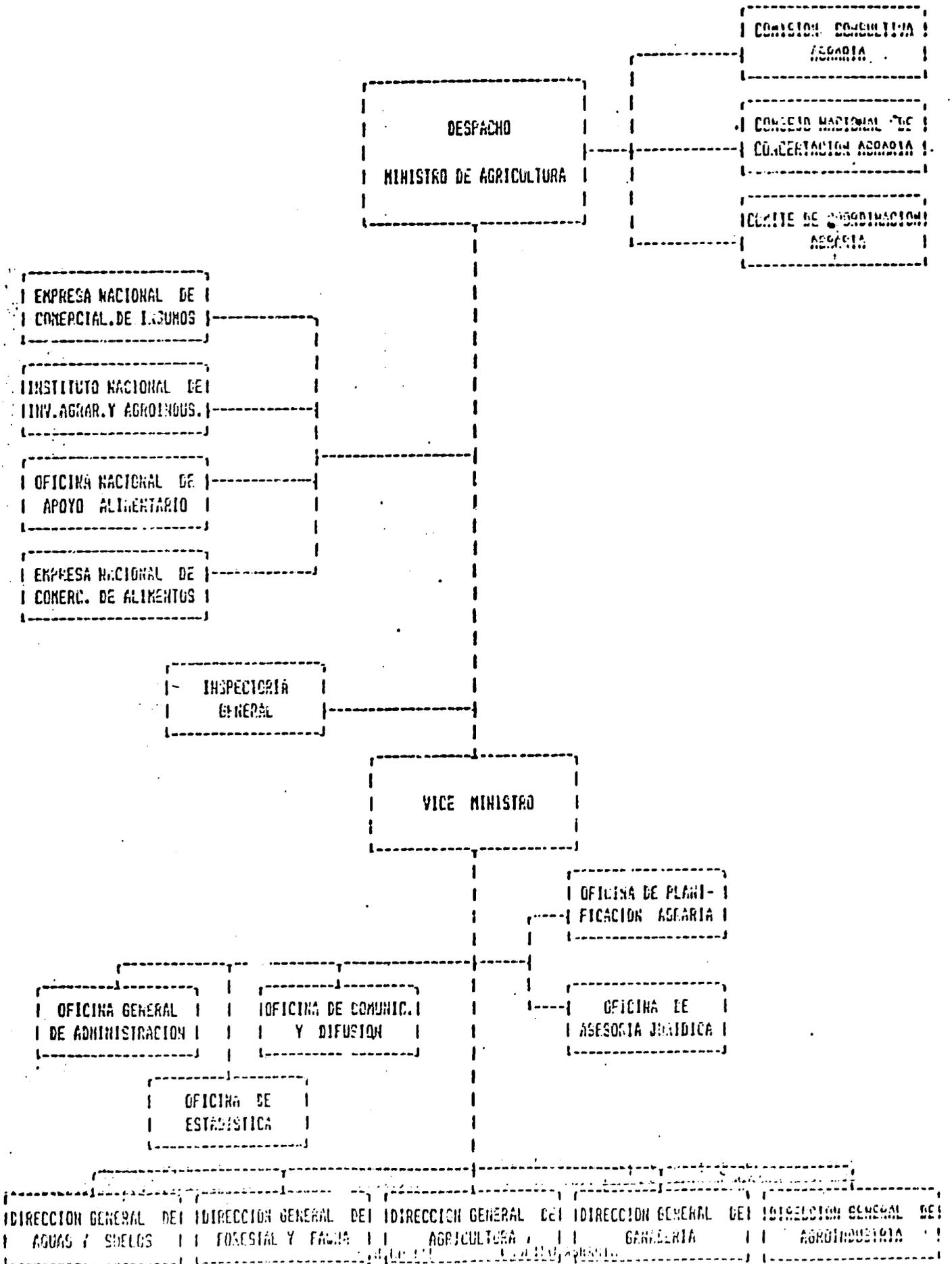
PROYECTO "PLANIFICACION AGRICOLA Y DESARROLLO INSTITUCIONAL" - PADI
OFICINA DE COORDINACION

ORGANIGRAMA ESTRUCTURAL



ORGANIGRAMA DEL SECTOR PUBLICO AGRARIO

DECRETO LEGISLATIVO N° 565



ANNEX 6
Achievements of Activity 7a:
Administrative Improvements at Ministry of Agriculture

AVANCES Y LOGROS DE LA ACTIVIDAD " MEJORAMIENTO DE LA ADMINISTRACION DEL MINISTERIO DE AGRICULTURA" (7a)

Organo Ejecutor : Oficina General de Racionalización
(Incorporada a la Oficina de Planificación Agraria-
mediante D.L. N° 565)

1. FIN

Desarrollar acciones orientadas a mejorar e incrementar la capacidad del Sector Público Agrario, para formular e implementar eficientemente sus políticas.

2. PROPOSITO

Mejorar la capacidad administrativa y operativa del Ministerio de Agricultura para proporcionar adecuados servicios a los usuarios.

3. METAS

- Políticas y programas administrativos mejorados : Estructura Institucional para identificar limitaciones clave, Estructura de Políticas Administrativas para identificar y ayudar a fortalecer las operaciones del Ministerio de Agricultura.
- Estudios elaborados sobre la coordinación de los vínculos entre Unidades Organizativas del Ministerio de Agricultura y cambios necesarios para mejorar su eficiencia.
- Identificación de cuellos de botella que afecten tanto a las Direcciones de Línea como a las de apoyo y la prueba de nuevos procedimientos para eliminar tales cuellos de botella .
- Sistemas de Información Administrativa diseñados e instalados - que mejore el flujo y uso de datos para actividades prioritarias y centros de responsabilidad a nivel regional y nacional.

4. AVANCES Y LOGROS DE LA ACTIVIDAD EN TERMINOS DE LOS RESULTADOS ESPERADOS

- Se mejoró la programación y evaluación de las actividades del Ministerio a través del desarrollo de metodologías como el Marco Lógico y Técnica Grupal; y Normas difundidas en Eventos y consideradas en documentos del Plan Operativo Institucional.
- Compendios elaborados sobre Base Legal que norma los Servicios de las Actividades Sectoriales del Ministerio; y difusión de la metodología.
- Se aprobaron 486 Procedimientos Simplificados y Racionalizados de las Actividades Sectoriales y Sistemas Administrativos.

- Se ejecutó un Plan de Capacitación y Difusión, para obtener una mayor eficiencia de la función pública, así como para contar con funcionarios y servidores públicos especializados y motivados hacia la activa participación en el desarrollo sectorial. Se realizaron los siguientes eventos :
 - .Seminario para la elaboración del Plan de Capacitación del Ministerio de Agricultura.
 - .Seminario Taller de Racionalización - Huamantla.
 - .Seminario Taller de Simplificación de Procedimientos, a nivel Regional.
 - .Seminario para la modificación de la ley General de Aguas - Lima.
- Se elaboró un Programa de Desconcentración en concordancia con los objetivos y metas de Gobierno para edificar un Estado Descentralizado. Se formuló una propuesta de Desconcentración de Potencial Humano, como aporte a la mejor aplicación de la Ley de Bases de Regionalización y la Ley Organica del Sector Público Agrario, Programa que comprende tres grandes líneas de acción:
Motivación, Capacitación e Incentivos'

Motivación : Acciones orientadas a que el trabajador responda a las expectativas nacionales, especialmente en aquellas que sean convocadas a prestar sus servicios en los niveles Regional y Local.

Capacitación : Se formuló y aplicó regularmente el Plan de Capacitación en Acción para ejercitar, enriquecer y orientar las potencialidades de los trabajadores del Ministerio, comprendidos en el Grupo Ocupacional Técnico y Auxiliar.

Incentivos : Para el cumplimiento del Programa, se propuso un paquete de incentivos económicos, sociales y administrativos laborales, a efecto de conseguir que el trabajador se acoja al Programa de Desconcentración de Potencial Humano y satisfaga de alguna manera sus expectativas individuales.

- Realización de un Censo de los Trabajadores del Sector Público Agrario. Se determinó las características del potencial humano, tales como el nivel educativo, tiempo de servicios, ubicación, nivel remunerativo y otros.

5. PRINCIPALES RESTRICCIONES ENCONTRADAS PARA EL CUMPLIMIENTO DE LAS METAS

- Cambios Organizacionales constantes a nivel del Sector Público Agrario.
- Niveles bajos de preparación de los trabajadores que participaron en los eventos de capacitación.
- Inoportuna entrega de los Fondos Presupuestados (trámites - engorrosos).
- Falta de mayor participación y apoyo por parte de los Funcionarios a la realización de las diferentes actividades.

6. CONCLUSIONES

- El Desarrollo de la Actividad "Mejoramiento de la Administración del Ministerio de Agricultura" a cargo de la Oficina General de Racionalización ha permitido lograr que a nivel de Ministerio realicen y mejoren su Gestión Institucional en varias Líneas de Acción tales como :

"La Desconcentración y Descentralización de Niveles de Decisión", "Simplificación de Normas y Procedimientos", "Reordenamiento Institucional", "Capacitación y Motivación del Personal" y "Apoyo al Desarrollo de la Moralización en función a la conducta ciudadana".

- Existe una adecuada contribución por parte del Proyecto para la obtención de bienes y participación de profesionales y técnicos requeridos, para el buen funcionamiento de la actividad.

7. RECOMENDACIONES

Reforzar las acciones que mejoren la eficiencia y eficacia del desarrollo Institucional, en el marco de un sector público redimensionado y nuevas relaciones interinstitucionales.

- 10.6

ANNEX 7
Ministry of Agricultural Publications (Activity 7a)

1985 - 1988

Listado de Publicaciones (Manuales de Procedimientos y Guías de Servicios)

TRABAJOS	LOGROS	SITUACION
1. Lineamientos Generales para la Simplificación de trámites en los órganos del Ministerio de Agricultura	Documento	Distribuido a todos los órganos del Nivel Central y Regional del Ministerio de Agricultura.
2. Procedimientos Simplificados		
a) <u>Nivel Central</u>	77	
<u>Actividades</u>		
- Agricultura y Ganadería	21 Procedim.	Aprobado mediante R.M. 00189-AG-DGAG.
- Forestal y Fauna	17 Procedim.	Aprobado por R.M. 00190-AG-DGFF.
-- Agroindustria y Comercialización	13 Procedim.	Aprobado por R.M. 00187-86-86-AG.
- Reforma Agraria y Asentamiento Rural	10 Procedim.	Aprobado por R.M. 00188-86-AG-DGRA/AR.
- Aguas, Suelos e Irrigaciones	15 Procedim.	Aprobado por R.M. 00328-86-AG.DGASI
b) <u>Nivel Regional</u>		
<u>Organos</u>		
• Región Agraria VII .ICA	16 Procdm.	Aprobado por R.M. 541 .86. AG
• Región Agraria XX. Cusco	27 Procdm.	Aprobado por R.M. 539 .86. AG.
• Región Agraria XVIII Ayacucho	32 Procdm.	Aprobada por R.M .540 .86. AG
• Región Agraria X. Tacna	29 Procdm.	Aprobado por R.M. 704.86.
• Región Agraria XVI- Junín	21 Procdm.	Aprobado por R.M. 886.86.
• Región Agraria VIII - Arequipa	41 Procdm.	Aprobado por R.M. 0755.86.
• Región Agraria XXI -	22 Procdm.	Aprobado por R.M. 1144.86.
3. Guías de Servicio al Público		
a) <u>Nivel Central</u>		
<u>Actividades</u>		
• Agricultura y Ganadería	01 Guía	Aprobado por R.D. 047-86 - AG.DGAG.
• Forestal y fauna	01 Guía	Aprobada por R.D. 010 .86. AG.DGFF

TRABAJO	LOGROS	SITUACION
• Agroindustria y Comer	01 Guía	Aprobada por R.D. 076.86.AC DGAIC.
• Reforma Agraria y Asentamiento Rural	01 Guía	Aprobada por R.D. 278.DGRA AR
• Aguas y Suelos e Irrigaciones	01 Guía	Aprobado por R.D. 062.86. AG.DGASI.
b) Nivel Regional		
<u>Organos</u>		
• Región Agraria VII.ICA	01 Guía	Aprobada por R.D.R. 169.86
• Región Agraria XX. Cusco	01 Guía	Aprobada RDR. 0138.86.DRA. XX.Cusco
• Región Agraria XVIII. Ayacucho	01 Guía	Aprobado por R.D.R. 089.86.
• Región Agraria X.Tacna	01 Guía	Aprobada por R.D.R. 190.86.
• Región Agraria XVI. Junín	01 Guía	Aprobado por R.D.R. 347.86.
• Región Agraria VIII. Arequipa	01 Guía	Aprobado por R.D.R. 456.86.
• Región Agraria XXI.Puno	01 Guía	En Revisión
4. Desconcentración de Procedimientos e Instancias Administrativas	Documento con 6 propuestas de Desconcentración de las Actividades de Línea del Ministerio.	Se remitió Oficio N° a la Dirección General de Aguas a efecto de concertizar una propuesta
5. Organización del Sector Público Agrario	Impresión y Distribución de la Ley del Sector Público Agrario.	Organos del Ministerio de Agricultura
Motivación, Concurso de Afiche. La Nueva Imagen del Sector Público Agrario en su proyección a la Comunidad.	Afiche	1,000
Cartilla de Motivación del Proceso de Desburocratización	Cartilla	3,000 Ejem. (Sede Central) 1,000 Ejem. (ICA)
Boletín Informativo sobre Simplificación de Procedimientos	Boletín	1,000 (Sede Central)
Inventario de Dispositivos Legales que norman los Sistemas Administrativos de	Documento	40 Ejemplares

TRABAJO	LOGROS	SITUACION
• Reordenamiento del Sector Público Agrario	Documento Propuesta	400 Ejemplares
• Programa Institucional y Sectorial de Desburocratización	Documento Programa	150 Ejemplares
• Base Legal del Sector - tor Público Agrario	Documento	150 Ejemplares
• Evaluación de la Organización del Sector Público Agrario	Documento	20 Ejemplares
• Plan Operativo Institucional - POI	Documento	200 Ejemplares
• Capacitación en Acción	(1) PLAN	100 Ejemplares
• Normas Generales de los Sistemas de Tesorería y Contabilidad y Abastecimiento.	Documento	100 Ejemplares
• Directorio del Sector Público Agrario	Directorio	50 Ejemplares

LISTADO DE EVENTOS

DENOMINACION DE EVENTO	DIRIGIDO A:	SEDE	Nº PARTICIPANTES
Propuesta de Desconcentración - de la Actividad de Aguas	Funcionario Profesionales Técnicos de la Actividad de Aguas	JUNIN AREQUIPA	35
Simplificación de Procedimientos	IDEM	LIMA ICA LORETO CUSCO TACNA AYACUCHO JUNIN AREQUIPA MOQUEGUA	100

DENOMINACION DE EVENTO	DIRIGIDO A:	SEDE	Nº PARTICIPANTES
Administración de Programas de Capacitación	Funcionarios Profesionales Técnicos/Agua	LIMA	45
Formulación del Plan Operativo Institucional (POI)	Directores Profesionales	LIMA	45
Planteamiento de la Organización Micro-Regional	Funcionarios Profesionales Técnicos	AREQUIPA	100
Experiencia Piloto de Programación Integral para el Desarrollo Regional Agrario	Funcionario Profesionales	AYACUCHO	80
Propuesta de Organización Regional	Funcionarios Productores	LA LIBERTAD	100
Metodología para Diseño de Modelos Organizacionales	Funcionario Productores	CUSCO	100

ANNEX 8
Accomplishments of Activity 7b, 1984-1988

ANNEX VIII

REPORT OF ACTIVITIES UNDER SUB-ACTIVITY 7B PERSONNEL ADMINISTRATION STRATEGY

I. DETERMINATION OF THE HUMAN POTENTIAL OF THE MINISTRY OF AGRICULTURE

ACCOMPLISHMENT: A document was prepared through data compilation, tabulation, and analysis of the information about the employees of the Ministry of Agriculture. The purpose of the document was to determine the human resources potential to assist in making decisions about personnel and possible technical procedures. The number of individuals in various organizational groups also was determined:

LOCATION	LEVEL				TOTAL
	ADMIN.	PROFESSIONAL	TECHNICAL	ASSISTANT	
Central	231	289	1,028	871	2,419
Regional	638	612	3,653	2,282	7,185
TOTAL	869	901	4,681	3,153	9,604

II. PROGRAM TO STRENGTHEN THE ORGANIZATION OF THE PERSONNEL SYSTEM

ACCOMPLISHMENT: An organization chart was prepared for the Personnel Offices in 19 Agricultural Regions in order to standardize their structural organization and establish closer working relations with the Central Office. Likewise, daily operations were evaluated and an Office Improvement Program was implemented in the following Agricultural regions: II-Piura, IV-La Libertad, X-Tacna, XVI-Junín, XX-Cuzco, XXI-Puno, and XXII-Loreto. These regions were selected based on their problems from a total of 24 Agricultural Regions.

III. PERSONNEL MOTIVATION PROGRAM

In accordance with the objectives of the Personnel Administration Strategy with respect to the development of ways to provide low-cost, non-monetary incentives to improve office efficiency, motivation, and retention of employees, a study was undertaken by Dr. Eva Villaverde. The study, "Motivation Study of Ministry of Agriculture Employees," was an analysis of interpersonal relations, social services that

the Ministry of Agriculture provides, the extent to which these social services meet the needs of the employees, the effectiveness of communications between the director and employees, and impact of management changes in the completion of planned work and employee morale. It was decided to recommend non-monetary incentives based upon the well-being of the worker and his family. The following activities were selected:

- a. Construction and outfitting of two classrooms and kitchens, and the construction of a second floor to the MAG Nursery School. The benefits of this action would be to provide space for 70 students between 3-5 years of age, improve kitchen facilities, and expand administrative offices.
- b. Construction and outfitting of a mortuary for workers in the Agriculture Section (SERFUSA). Preliminary studies already had been undertaken and approved, but the project was delayed due to budgetary reasons.
- c. Construction and outfitting of game rooms, dressing rooms, and lockers, as well as repair and maintenance of the grounds, dining areas, and swimming pool of the La Molina Recreation Center, which pertains to the workers in the Agriculture Section.
- d. Sponsor activities that are part of the RED Games and Useful Vacations for workers and children.
- e. Among other activities, reference books have been obtained to be used as prizes for contests, Secretary Day, and Public Employee Day.
- f. Outfit the Affidavit Branch Office of the Social Benefits Office.

IV. DEVELOPMENT OF ADMINISTRATIVE POLICIES

ACCOMPLISHMENT: In order to supply Personnel System directors with an administrative manual, an "Administrative Policy Manual" has been prepared. The manual contains legal and administrative information regarding personnel management that will permit the standardization of procedures that apply to different actions in the central and regional offices. This will be especially useful to managers responsible for the application of these rules.

V. WORK TRAINING PLAN

The Work Training Plan follows the needs established in the evaluation undertaken by the Oficina General de Racionalización (Enhancement/Improvement Office), per Sub-

Activity 7a--Administrative Improvements. Two criteria determine the priority of the classes:

1. It must be compatible with the political policies of the government with respect to support to agriculture.
2. The worker must accept an obligation to assist in the assignment.

Sub-Activity 7b--Personnel Administration Strategy, through the Personnel Office, has administered the training in the following manner:

ACCOMPLISHMENT: DIRECT TRAINING

In accordance with the Evaluation of Training Needs prepared under Sub-Activity 7a--Administrative Improvements, for the Office of Enhancement/Improvement, and Sub-Activity 7b--Personnel Administration Strategy, the Personnel Office organizes, programs, and undertakes a series of training events at the level of the central and regional offices, with the objective of updating and increasing the technical skills of the workers. The goal of this training is to achieve an efficient and appropriate management plan for the institution to support the national development of agriculture.

In Annex I there is a list of courses and the percentage of workers per occupational groups.

ACCOMPLISHMENT: DELEGATED TRAINING

In order to expand the range of training coverage, deficient due to the lack of operational training at the Personnel Office for those who undertake the work under Sub-Activity 7b--Personnel Administrative Strategy, the appropriateness and need to delegate to prestigious academic institutions in the country was determined. The need was evaluated for group and individual training for Sector workers in areas identified as critical and essential to carry out their responsibilities. Some of the trainees were oriented toward providing the skills necessary for an improved technical/administrative management plan to the main administrators who have the function to direct the administrative and regional policies. Other trainees were oriented toward and update and recycling of skills of the professionals and technicians in the areas of their competence.

In Annex 2 the activities undertaken in this regard are listed, as well as the number of trainees in the Sector and their proportional in the total population of workers of the Ministry of Agriculture.

ACCOMPLISHMENT: ADMINISTRATIVE MODULES

The concept of Administrative Modules was proposed for the purpose of identifying and resolving administrative problems. A new technique was used and incorporated three techniques: "Nominal Group Techniques (TGN)," "In situ Training," and "Project Management System." The training hoped to achieve a change in the attitude of the workers that was necessary due to a change in the political needs of decentralization that the government, through the Agriculture Sector, must meet. The following objectives were set in undertaking the project:

Objectives

a. General

Improve the Administrative Systems of the Agricultural Regions, integrating itself and strengthening the Administrative System of the Ministry of Agriculture.

b. Specific

- Identify critical administrative areas using the Nominal Group Technique (TGN). Each area should be categorized by degree of difficulty (resolvable by training, resolvable by consultation with the main office, external problems).
- Administer in situ training with specialized instructors for each administrative area.
- Develop an ideal work plan following the Project Management System (SMP).

The Administrative Modules were undertaken in 24 Agricultural Regions and benefitted directly 330 professionals and technicians. This procedure permitted the identification and resolution of administrative problems in situ and in a direct way in the following areas: Document Procedures, Supplies and Auxiliary Services, Accounting and Budget, and Personnel. Alternative solutions were presented for prioritized problems.

In Annex III the events are indicated, as are their range, cost, and number of workers benefitted under this type of training.

GENERAL CONCLUSIONS

- a. The Personnel Office as designed by the Personnel Administration Strategy is given authority according to the terms of the PADI Project

Agreement. To date, the office has achieved some progress in action training, having trained 1,267 MAG workers, including 139 administrators, 590 professionals, 528 technicians, and 10 assistants; representing 16 percent, 65.48 percent, 11.28 percent, and 1 percent of the total population of workers with the Ministry of Agriculture.

- b. The training completed in the MAG, financed by the PADI Project, has benefitted proportionally more professionals and technicians. Administrators are second, while assistants were almost absent from this program. Likewise, it is evident by the percentage of trainees at the regional level that the training has met a need to update and perfect technical skills of the workers that carry on the development of agriculture at the local level.

ANNEX I. Action training events. Method: Direct administration.

<u>SUBJECT</u>	<u>LOCATION</u>	<u>NUMBER TRAINEES</u>	<u>OCCUPATIONAL GROUPS</u>				<u>AGRIC. REGION COVERAGE</u>
			<u>AD</u>	<u>PP</u>	<u>TT</u>	<u>AS</u>	
Social and economic development of farmers and ranchers	Cajamarca	42	0	12	30	0	I, II, III, IV, V, XI
Water measurement techniques	Lima	30	0	25	5	0	II, III, IV, VI, VII, VIII
Animal diet and health	Puno	40	0	40	0	0	VI, VII, VIII, IX, X, XX, XXIV
Planning and management of farm stores	Cuzco	30	0	10	20	0	VIII, XVII, XVIII, XX, XXI
Agroindustry methods and commercialization	Lima	46	0	20	26	0	I-XXIV, DGAC
Update of forest and wildlife administration	San Ramón and Pucallpa	120	0	100	20	0	I, II, III, IV, V, XI, XIII, XVI, XXII, XXIII
Planning and management cooperative farm stores and indigenous communities	Junín	42	0	10	32	0	VIII, XIX, XVIII, XX, XXI
Introduction to data processing and management	Lima	42	0	0	35	7	VI, OGA, OGCR, OSE

General statistics	Lima	40	0	20	20	0	VI, VII, VIII, XI
Agriculture and cattle commercialization	Lima	60	5	30	25	0	II, IV, XIV
Sheep, South American camels, and alpacas	Cuzco	36	0	16	20	0	VIII, XV, XVI, XVII, XVIII, XIX, XX, XXI
Production, quality control, seed certification, and agricultural sanitation	Chiclayo and Ica	100	15	40	45	0	III, IV, V, VI, VII, VIII, XI, XV, XVI, XVII

Total	12 events	628	20	323	278	7	
%		100	3.18	51.4	44.2	1.11	

I-Tumbes	XIII-San Martín	AD-Administrative
II-Piura	XIV-	PP-Professional
III-Lambayeque	XV-Pasco	TT-Technical
IV-La Libertad	XVI-Junín	AS-Assistants
V-Ancash	XVII-Huancavelica	
VI-Lima	XVIII-Ayacucho	
VII-Ica	XIX-Apurimac	
VIII-Arequipa	XX-Cuzco	
IX-Moquegua	XXI-Puno	
X-Tacna	XXII-Loreto	
XI-Cajamarca	XXIII-Ucayali	
XII-Amazonas	XXIV-Madre de Dios	

DGAC-Dirección General de Agroindustria y Comercialización
Office of Agroindustry and Commercialization

OGA-Oficina General de Administración/Administration Office

OGCR-Oficina General de Catastro Rural/Office of Rural Property Rolls

OSE-Oficina Sectorial de Estadística/Sectional Statistics Office

ANNEX IIa. Work training events. Method: Delegated training.

<u>NAME OF EVENT</u>	<u>LEVEL OF TRAINEES</u>	<u>NUMBER TRAINED</u>			<u>ORGANIZATION</u>
		<u>CENTRAL</u>	<u>REGIONAL</u>	<u>TOTAL</u>	
Upper management	Administrative	13	18	31	Public Adm. HS
Update of administrative systems	Administrative Professional	12	21	33	" "
Personnel system	Technicians	15	19	34	" "
Supplies and auxiliary services	Professional Technical	25	12	37	" "
Property roll inventories	Technical	20	20	40	UNA
III national meeting of water and soil coordinators	Administrative	20	0	20	DGAS
Identification techniques, problems, and strategic broadcast of solutions in the area of agriculture and ranching	Professional	20	0	20	CI-CA
Training program administration	Professional	10	50	60	OGR & OP
<hr/>					
Total	8 events	135	140	275	
%		49	50.9	100	

CI-CA=Colegio de Ingenieros-Capítulo de Agrónomos/College of Engineers--Agronomist Chapter

DGAS=Dirección General de Aguas y Suelos/Office of Water and Soils
OGR=Oficina General de Racionalización/Office of Enhancement
OP=Oficina de Personal/Personnel Office
Public Adm. HS=Escuela Superior de Administración Pública ESAP
UNA=Universidad Nacional Agraria La Molina

ANNEX Iib. Work training events. Method: Delegated training.

<u>NAME OF EVENT</u>	<u>LEVEL OF TRAINEES</u>	<u>NUMBER TRAINED</u>					<u>ORGANIZATION</u>
		<u>AD</u>	<u>PP</u>	<u>TT</u>	<u>AS</u>	<u>TOT</u>	
Financial audit	Professional		2			2	CCP
Congress of accountants	Professional		7			7	CCP
Operational audit	Professional		2			2	CCP
Personnel administration	Technician			12		12	UIGV
Data processing	Technician			6		6	IBM & IDAT
Data processing for executives	Professional		7			7	UCP
Congress of Psychology	Professional		3			3	CPP
Forum--Peru 1986/87	Administrative	22				22	INAP/ESAP
Formation in security	Technician			2		2	ADEC
Specialización in public administration	Administrative	1				1	ESAN
Project development	Professional		2			2	INDDA
Industrial relations	Professional		1			1	IPAE
Financial analysis	Professional		1			1	CIP
Secretarial efficiency	Assistant				2	2	CIEP

Telephone equipment	Assistant				1	1	INT
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Total	15 events	22	32	14	3	71	
%		30.9	45	19.7	4.2	100	

ADEC=

CCP=Colegio de Contadores Públicos/College of Public Accountants

CIP=Colegio de Ingenieros del Perú/Engineers College of Peru

CIEP=Colegio Interamericano de Eficiencia Profesional/
Interamerican College of Professional Efficiency

CPP=Colegio de Psicologos del Perú/College of Psychologists of Peru

ESAN=Escuela Superior de Negocios/Business High School

ESAP=Escuela Superior de Administración Pública/
Public Administration High School

IBM=

IDAT=

INAP=Instituto Nacional de Administración Pública/
National Institute of Public Administration

INDDA=Instituto Nacional de Desarrollo Agroindustrial/
National Institute for Agroindustrial Development

INT=Instituto Nacional en Telecomunicación/
National Institute for Telecommunication

IPAE=Instituto Peruano de Administración de Empresas/
Peruvian Institute for Business Administration

UCP=Universidad/University Católica del Perú

UIGV=Universidad/University Inca Garcilaso de la Vega

ANNEX III. Work training events. Method: Administrative modules.

<u>NAME OF MODULE</u>	<u>AGRIC. REGION COVERAGE</u>	<u>SITE</u>	<u>NUMBER TRAINED</u>					<u>COST</u>
			<u>AD</u>	<u>PP</u>	<u>TT</u>	<u>AS</u>	<u>TOT</u>	
Administrative module no. 1, Northeast	XIII, XIV, XXII, XXIII	Tarapoto	10	20	14		44	I/. 125,000.00
Administrative module no. 2, Highlands	XVIII, XIX, XX, XXI, XXIV	Cuzco	5	15	35		55	I/. 126,000.00
Administrative module no. 3, North coast	I, II, III, IV, XI, XII	Chiclayo	5	30	35		70	I/. 127,000.00
Administrative module no. 4, South coast	VII, VIII, IX, X	Moquegua	5	40	35		80	I/. 130,000.00
Administrative module no. 5, Main office	V, VI, XV, XVI, XVII	Lima	5	15	24		44	I/. 133,000.00
Total	24	5 events	30	120	143	0	293	I/. 641,000.00
%	agric. regions		10.2	40.9	48.8	0	100	

I-Tumbes
II-Piura
III-Lambayeque
IV-La Libertad
V-Ancash
VI-Lima
VII-Ica
VIII-Arequipa
IX-Moquegua
X-Tacna
XI-Cajamarca
XII-Amazonas

XIII-San Martín
XIV-
XV-Pasco
XVI-Junín
XVII-Huancavelica
XVIII-Ayacucho
XIX-Apurimac
XX-Cuzco
XXI-Puno
XXII-Loreto
XXIII-Ucayali
XXIV-Madre de Dios

AD-Administrative
PP-Professional
TT-Technical
AS-Assistants

SUMMARY OF WORKERS TRAINED AT THE MINISTRY OF AGRICULTURE
FINANCED PER SUB-ACTIVITY 7b--PERSONNEL ADMINISTRATION STRATEGY

LEVEL	OCUPATIONAL GROUP								TOTAL
	AD	%	PP	%	TT	%	AS	%	
Central									
Total # workers	231		289		1,028		871		2,419
Total # trainees	60		81		62		10		213
%		25.97		28.3		6.3		1.15	
Regional									
Total # workers	638		612		3,653		2,282		7,185
Total # trainees	79		509		466		0		1,054
%		12.38		83.17		1.26		0	
Ministry of Agriculture									
Total # workers	869		901		4,681		3,153		9,604
Total # trainees	139		590		528		10		1,267
%		16.0		65.48		11.28		0.32	

AD=Administrative
PP=Professional
TT=Technical
AS=Assistant

202

ANNEX 9
Advanced Training

C U A D R O 3

INFORMACION SOBRE GRADUACION Y SITUACION DE TESIS DE LOS
BECARIOS DE MAESTRIA EN UNIVERSIDADES DEL PAIS

A. UNIVERSIDAD NACIONAL AGRARIA LA MOLINA

Nombre	Organo Laboral	Especialidad	Término de Beca	Observaciones
. Huber Portella V.	UAD.III-Lambayeque	Eco.Agrícola	Ago.86	Grado obtenido en Junio de 1987
. Mario Laberry S.	UAD.II-Piura	Entomología	Ago.86	Retirado del Ministerio de Agricultura
. Luis Arteaga M.	UAD.XIV-Huánuco	Fitopatología	Ago.86	TNC
. Julio Picasso M.	Ofic.Planif.Agraria	Eco.Agrícola	Ago.86	TNC
. Jaime Butler R.	IGSA	Eco.Agrícola	Mar.87	TNC
. Antonia Caro R.	UAD.VI-Lima	Eco.Agrícola	Mar.87	TNC
. Antonio Sotil O.	Dir.Gral.de Ganaderia	Nutrición	Mar.87	TNC
. Eduardo Lago B.	Ofic.Planif.Agraria	Eco.Agrícola	Ago.87	TNC
. Erasmo Paredes P.	IGSA	Eco.Agrícola	Ago.87	Grado obtenido en Setiembre de 1987
. Pedro Jinés A.	UAD.XVI-Junín	Eco.Agrícola	Mar.88	TNC
. Ricardo Contreras P.	UAD.XVI-Junín	Eco.Agrícola	Mar.88	TNC
. Victor Noriega E.	UAD.XXI-Puno	Eco.Agrícola	Mar.88	TNC

TNC : tesis No Concluida

101

Nombre	Organo Laboral	Especialidad	Término de Beca	Observaciones
Héctor Gonzales P.	UAD.IV-La Libertad	Entomología	Mar.88	TNC
Juís Tume Chinchay	UAD.II-Piura	Entomología	Mar.88	TNC
Alberto Alva T.	UAD.IV-La Libertad	Ing.Rec.Ag.y Tierra	Mar.88	TNC
Julio Soplín R.	UAD.XXII-Loreto	Prod.Agrícola	Mar.88	Retirado del Ministerio de Agricultura
Roosevelt Castro S.	UAD.III-Lambayeque	Prod.y Ext.Agrícola	Mar.88	TNC
Juan Herrera M.	UAD.II-Piura	Prod.y Ext.Agrícola	Mar.88	TNC
Gabino López y Ch.	UAD.XIV-Huánuco	Prod.y Ext.Agrícola	Mar.88	TNC
Segundo Hernández C.	UAD.IV-La Libertad	Ing.Rec.Ag.y Tierra	Mar.88	TNC
Hildebrando Buendía R.	Ofic.Gral.Catas.Rural	Suelos	Mar.88	TNC
Juís Flores C.	UAD.XXI-Puno	Cons.Rec.Forestales	Ago.88	TNC
Guillermo Gutierrez C.	UAD.XXI-Puno	Ind.Forestales	Ago.88	TNC
Juís Avila Mariscal	UAD.XXI-Puno	Prod.Animal	Ago.88	TNC
Jesús Quispe C.	UAD.XXI-Puno	Prod.Animal	Ago.88	TNC
Alejandro Tepe S.	UAD.III-Lambayeque	Ing.Rec.Ag.y Tierra	Ago.88	TNC
Hilberto Díaz C.	UAD.XI-Cajamarca	Suelos	Ago.88	TNC
Carlos Olano F.	UAD.III-Lambayeque	Prod.Agrícola	Ago.88	TNC

Nombre	Organo Laboral	Especialidad	Término de Beca	Observaciones
Jaime Huerta Astorga	UAD.VIII-Arequipa	Prod.Agrícola	Ago.88	INC
Minimos Carhuas H.	UAD.XVI-Junín	Prod.Agrícola	Ago.88	INC
Carmen Blas Moreno	Ofic.Planif.Agraria	Eco.Agrícola.	Mar.89	INC
Eduardo Ciurlizza G.	Ofic.Planif.Agraria	Eco.Agrícola	Mar.89	INC
Carlos Bartra P.	Dir.Gral.de Ganadería	Entomología	Mar.89	Beca discontinuada
Jesús Díaz Quisocala	UAD.XXI-Puno	Prod.Agrícola	Mar.89	INC
Nicolás Tapia Angles	UAD.XXI-Puno	Prod.Agrícola	Mar.89	INC
Corpus Cerna Cabrera	UAD.XI-Cajamarca	Prod.Animal	Mar.89	Grado obtenido en Octubre de 1989
Amiro Lechuga Ch.	Ofic.Planif.Agraria	Prod.Animal	Mar.89	INC
Carlos Gutierrez C.	UAD.VI-Lima	Prod.y Ext.Agrícola	Mar.89	INC
José del Carmen Zeña	UAD.II-Piura	Ing.Rec.Ag.y Tierra	Ago.89	Grado obtenido en Enero de 1990
Audioso Toribio T.	UAD.XI-Cajamarca	Eco.Agrícola	Ago.89	INC
Juvenal Ormachea S.	UAD.XX-Cusco	Prod.y Ext.Agrícola	Ago.89	INC

100

Nombre	Organo Laboral	Especialidad	Término de Beca	Observaciones
Américo López Cárdenas	UAD.XXIII-Ucayali	Ind.Forestales	Ago.89	TNC
Ana Cordero Carrasco	Dir.Gral. de Agroindust.	Eco.Agrícola	Ago.89	TNC
Jesús Arcos Pineda	INIAA.E.E-PUNO	Fitopatología	Ago.89	TNC
Eufracio Condori M.	INIAA.E.E-PUNO	Prod.y Ext.Agrícola	Ago.89	TNC
Hérmán Gutierrez M.	D.G.Forestal y Fauna	Manejo Forestal	Ago.89	TNC
Edmundo Vilca Quispe	INIAA.E.E-PUNO	Ing.Rec.Ag.y Tierra	Abr.90	TNC
Enrique Espinoza L.	Dir.Gral.de Agroind.	Eco.Agrícola	Abr.90	TNC
Alberto Rojas Q.	UAD.XI-Cajamarca	Eco.Agrícola	Abr.90	TNC
Carlos Leiva Oliva	UAD.XI-Cajamarca	Entomología	Abr.90	TNC
Francisco Pineda A.	UAD.VII-Ica	Prod.Agrícola	Abr.90	Grado obtenido en Agosto de 1990
Carlos Condori A.	Ofic.Planif.Agraria	Eco.Agrícola	Dic.87	Grado obtenido en Febrero de 1989
Wilmer Abanto M.	Dir.Gral.Ganadería	Eco.Agrícola	Dic.87	Cesante del Ministerio de Agricultura

B. UNIVERSIDAD NACIONAL DEL ALTIPLANO-PUNO

Nombre	Orzono Laboral	Especialidad	Término de Beca	Observaciones
Hermógenes Chávez Ccalla	UAD.XXI-Puno	Desarrollo Rural	Jul.88	TNC
Arnulfo Serna Roman	UAD.V-Ancash	Desarrollo Rural	Jul.88	TNC
Abel Díaz Berríos	UAD.XI-Cajamarca	Desarrollo Rural	Jul.88	TNC
César Santana Baldeón	UAD.XIV-Huánuco	Desarrollo Rural	Jul.88	Grado obtenido en Diciembre de 1997
Hérmán Llerena Manrique	UAD.XXI-Puno	Desarrollo Rural	Jul.88	TNC
Isaías Rodríguez H.	UAD.XXI-Puno	Desarrollo Rural	Jul.88	TNC
Eduardo Paredes Ch.	UAD.XXI-Puno	Desarrollo Rural	Jul.88	TNC
Edmundo Paca Pantigoso	UAD.XXI-Puno	Desarrollo Rural	Jul.88	TNC

C. PONTIFICIA UNIVERSIDAD CATOLICA DEL PERU

Rosario Arcia Baca	Ofic.Gral.de Comun. y RRPP.	Sociología	mar.88	Retirada del Ministerio de Agricultura y Fomento
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D. UNIVERSIDAD INCA GARCILAZO DE LA VEGA

Nombre	Orzamo Laboral	Especialidad	Término de Beca	Observaciones
3. Marcos Díaz Torres	Inspec.Gral.MAG	Cont.con mención en Auditoría	Ago.89	Beca discontinuada en Mayo de 1989
4. Rinaldo García Pallarco	Ofic.Gral.Administ.	Cont.con mención en Auditoría	May.90	Retirado del Ministerio de Agricultura
5. Eduardo Arce Tello	Ofic.Personal-OGA	Psicología	Ago.89	TNC

E. ESCUELA DE ADMINISTRACION DE NEGOCIOS PARA GRADUADOS

6. Jorge Miranda Orrillo	UAD.III-Lambayeque	Administración	Ene.89	TNC
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F. UNIVERSIDAD NACIONAL DE INGENIERIA

7. Luis Fano Rodríguez	Ofic.Planif.Agraria	Planif.Nac. del Desarrollo	Ago.89	TNC
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CUADRO 7

RELACION DE PROFESIONALES CON BECAS DE MAESTRIA EN EL
COLEGIO DE POSTGRADUADOS DE CHAPINGÓ, MEXICO

NOMBRE	Organo Laboral	Especialidad	Término de Beca	Inicio de Beca
1. ALICIA VILLAR LOPEZ	UAD XI-Cajamarca	Fitopatología	Ene.89	Ene.87
2. FLORIBERTO QUISPE CACERES	UAD XVI-Junín	Eco. Forestal	Ene.89	Ene.87
3. CLODOWALDO PAGAN CUENCA	UAD XIX-Apurímac	Hidrociencias	Dic.89	Dic.87
4. ROBERTO PEREZ ARONES	UAD XVIII-Ayacucho	Ganadería	Dic.89	Dic.87
5. VICENTA TAFUR ANZUALDO	D.G.Forestal y Fana	Economía	Dic.89	Dic.87
6. ANDRES CASTRO ABANTO	D.G.de Agricultura	Fitopatología	Dic.89	Ene.88

C U A D R O 9

INFORMACION SOBRE BECARIOS GAPA-PADI SELECCIONADOS PARA
SEGUIR ESTUDIOS DE POST-GRADO EN ECONOMIA EN UNIVERSIDADES DE EEUU DE N.A.

Nombre	Universidad	Inicio de Beca	Grado Obtenido	
Fernando Larios Meoño	Iowa State University	Setiembre 84	M.S. en Economía	(1)
Luis Alberto Gonzales Zuñiga	Oklahoma State University	Marzo 85	M.S. en Economía Agrícola	(2)
Justo Henrique Gutierrez	Iowa State University	Marzo 85	M.S. en Economía	(3)
Geoffrey Cannock Torero	Oklahoma State University	Febrero 85	M.S. y Ph.D. en Economía	(4)
Daniel de la Torre Ugarte	Oklahoma State University	Marzo 85	M.S. en Economía Agrícola	(5)
Eduardo A. Briceño Lira	Boston University	Marzo 85	Falta concluir Tesis	(6)

- 1) Se reincorporó a GAPA en Setiembre 1987
- 2) Se reincorporó a GAPA en Enero 1988 y se retiró en Agosto de 1988. en proceso administrativo
- 3) Se reincorporó a GAPA en Noviembre 1988 y sin aviso abandonó labores en Enero 1989. En proceso administrativo
- 4) Se reincorporó a GAPA en Noviembre 1988 y actualmente es Director de GAPA
- 5) Regresó a Lira en Mayo 1988 y fué contratado por una empresa privada. En proceso administrativo
- 6) Se reincorporó a GAPA en Setiembre 1989. Proyecta concluir tesis en 1991

CUADRO 14

RELACION DE BECARIOS PARA GRADOS DE MAESTRIA EN EL PAIS

A. UNIVERSIDAD NACIONAL AGRARIA LA MOLINA

Nombre	Orzamo Laboral	Especialidad	Inicio de Beca	Término de Beca
1. Huber Portella V.	UAD.III-Lambayeque	Eco.Agrícola	Ago.84	Ago.86
2. Mario Laberry S.	UAD.II-Piura	Entomología	Ago.84	Ago.86
3. Luis Arteaga M.	UAD.XIV-Quánuo	Fitopatología	Ago.84	Ago.86
4. Julio Picasso M.	Of.Planif.Agraria	Eco.Agrícola	Ago.84	Ago.86
5. Jaime Butler R.	IGSA	Eco.Agrícola	Mar.85	Mar.87
6. Antonia Caro R.	UAD.VI-Lima	Eco.Agrícola	Mar.85	Mar.87
7. Antonio Sotil O.	Sir.Gral.de Ganaderia	Nutrición	Mar.85	Mar.87
8. Eduardo Lago B.	Of.Planif.Agraria	Eco.Agrícola	Ago.85	Ago.87
9. Erasmo Parades P.	IGSA	Eco.Agrícola	Ago.85	Ago.87
10. Pedro Jinés A.	UAD.XVI-Junin	Eco.Agrícola	Mar.86	Mar.88
11. Ricardo Contreras P.	UAD.XVI-Junin	Eco.Agrícola	Mar.86	Mar.88
12. Victor Noriega E.	UAD.XVI-Puno	Eco.Agrícola	Mar.86	Mar.88

12

	Nombre	Organo Laboral	Especialidad	Inicio de Beca	Término de Beca	
13.	Héctor Gonzales P.	UAD.IV-La Libertad	Entomología	Mar.86	Mar.88	312
14.	Luis Tuma Chinchay	UAD.II-Piura	Entomología	Mar.86	Mar.88	
15.	Alberto Alva T.	UAD.IV-La Libertad	Ing.Rec.Ag.y Tierra	Mar.86	Mar.88	
16.	Julio Soplín R.	UAD.XXII-Loreto	Prod.Agrícola	Mar.86	Mar.88	
17.	Roosevelt Castro S.	UAD.III-Lambayeque	Prod.y Ext.Agrícola	Mar.86	Mar.88	
18.	Juan Herrera M.	UAD.II-Piura	Prod.y Ext.Agrícola	Mar.86	Mar.88	
19.	Gabino López y Ch.	UAD.XIV-Huánuco	Prod.y Ext.Agrícola	Mar.86	Mar.88	
20.	Segundo Hernández C.	UAD.IV-La Libertad	Ing.Rec.Ag.y Tierra	Mar.86	Mar.88	
21.	Hildebrando Buendía R.	Ofic.Gral.Catas.Rural	Suelos	Mar.86	Mar.88	
22.	Luis Flores C.	UAD.XXI-Puno	Cons.Rec.Forestales	Ago.86	Ago.88	
23.	Guillermo Gutierrez C.	UAD.XXI-Puno	Ind.Forestales	Ago.86	Ago.88	
24.	Luis Avila Mariscal	UAD.XXI-Puno	Prod.Animal	Ago.86	Ago.88	
25.	Jesús Quispe C.	UAD.XXI-Puno	Prod.Animal	Ago.86	Ago.88	
26.	Alejandro Tepe S.	UAD.III-Lambayeque	Ing.Rec.Ag.y Tierra	Ago.86	Ago.88	
27.	Gilberto Díaz C.	UAD.XI-Cajamarca	Suelos	Ago.86	Ago.88	
28.	Carlos Olano F.	UAD.III-Lambayeque	Prod.Agrícola	Ago.86	Ago.88	

Nombre	Orzano Laboral	Especialidad	Inicio de Beca	Término de Beca
29. Jaime Huerta Astorga	UAD.VIII-Arequipa	Prod.Agrícola	Ago.86	Ago.88
30. Minimos Carhuas H.	UAD.XVI-Junín	Prod.Agrícola	Ago.86	Ago.88
31. Carmen Blas Moreno	Of.Planif.Agraria	Eco.Agrícola	Mar.87	Mar.89
32. Eduardo Ciurlizza G.	Of.Planif.Agraria	Eco.Agrícola	Mar.87	Mar.89
33. Carlos Bartra P.	Dir.Gral.de Ganadería	Entomología	Mar.87	Set.88
33. Jesús Díaz Quisocala	UAD.XXI-Puno	Prod.Agrícola	Mar.87	Mar.89
34. Nicolás Tapia Angles	UAD.XXI-Puno	Prod.Agrícola	Mar.87	Mar.89
35. Corpus Carra Cabrera	UAD.XI-Cajamarca	Prod.Animal	Mar.87	Mar.89
36. Ramiro Lechuga Ch.	Of.Planif.Agraria	Prod.Animal	Mar.87	Mar.89
37. Carlos Gutierrez C.	UAD.VI-Lima	Prod.y Ext.Agrícola	Mar.87	Mar.89
38. José del Carmen Zeña	UAD.II-Piura	Ing.Rec.Ag.y Tierra	Ago.87	Ago.89
39. Gaudioso Toribio Y.	UAD.XI-Cajamarca	Eco.Agrícola	Ago.87	Ago.89
40. Juvenal Ormachea S.	UAD.XX-Cusco	Prod.y Ext.Agrícola	Ago.87	Ago.89

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	Nombre	Oraño Laboral	Especialidad	Inicio de Beca	Término de Beca	
41.	Américo López Cárdenas	UAD.XXIII-Ucayali	Ind.Forestales	Ago.87	Ago.89	70
42.	Ana Cordero Carrasco	D.G.de Agroindustria	Eco.Agrícola	Ago.87	Ago.89	
43.	Jesús Arcos Pineda	INIAA.E.E-PUNO	Fitopatología	Ago.87	Ago.89	
44.	Eufracio Condori M.	INIAA.E.E-PUNO	Prod.y Ext.Agrícola	Ago.87	Ago.89	
45.	Hérmán Gutierrez M.	D.G.Forestal y Fauna	Manejo Forestal	Ago.87	Ago.89	
46.	Edmundo Vilca Quispe	INIAA.E.E-PUNO	Ing.Rec.Ag.y Tierra	Abr.88	Abr.90	
47.	Enrique Espinoza L.	Dir.Gral.de Agroind.	Eco.Agrícola	Abr.88	Abr.90	
48.	Alberto Rojas Q.	UAD.XI-Cajamarca	Eco.Agrícola	Abr.88	Abr.90	
49.	Carlos Leiva Oliva	UAD.XI-Cajamarca	Entomología	Abr.88	Abr.90	
50.	Francisco Pineda A.	UAD.VII-Ica	Prod.Agrícola	Abr.88	Abr.90	
51.	Carlos Condori A.	OF.Planif.Agraria	Eco.Agrícola	Mar.87	Dic.87	
52.	Gilmer Abanto M.	D.G.de Ganadería	Eco.Agrícola	Mar.87	Dic.87	

B. UNIVERSIDAD NACIONAL DEL ALTIPLANO - PUNO

Nombre	Cursos Laboral	Especialidad	Inicio de Beca	Término de Beca
53. Hermógenes Chávez Ccalla	UAD.XXI-Puno	Desarrollo Rural	Ago.86	Jul.88
54. Arnulfo Serna Roman	UAD.V-Ancash	Desarrollo Rural	Ago.86	Jul.88
55. Abel Díaz Berríos	UAD.XI-Cajamarca	Desarrollo Rural	Ago.86	Jul.88
56. César Santana Baldeón	UAD.XIV-Huánuco	Desarrollo Rural	Ago.86	Jul.88
57. Héran Llerena Manrique	UAD.XXI-Puno	Desarrollo Rural	Ago.86	Jul.88
58. Isaías Rodríguez H.	UAD.XXI-Puno	Desarrollo Rural	Ago.86	Jul.88
59. Eduardo Paredes Ch.	UAD.XXI-Puno	Desarrollo Rural	Ago.86	Jul.88
60. Edmundo Paca Pantigoso	UAD.XXI-Puno	Desarrollo Rural	Ago.86	Jul.88

C. PONTIFICIA UNIVERSIDAD CATOLICA DEL PERU

61. Rosario Arcia Baca	Ofic.Gral.de Comun. y RRPP.	Sociología	Abr.86	Mar.88
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D. UNIVERSIDAD INCA GARCILAZO DE LA VEGA

Nombre	Cursado Laboral	Especialidad	Inicio de Beca	Término de Beca
63. Marcos Díaz Torres	Inspes. Gral. MAG	Cont. con mención en Auditoría	Ago. 87	May. 88
62. Rinaldo García Pallarco	Of. Gral. Administ.	Cont. con mención en Auditoría	May. 88	May. 90
63. Eduardo Arce Tello	Ofic. Personal-OGA	Psicología	Ago. 87	Ago. 89

117

E. ESCUELA DE ADMINISTRACION DE NEGOCIOS PARA GRADUADOS

64. Jorge Miranda Orrillo	UAD III-Lambayeque	Administración	Ene. 87	Ene. 89	esc.
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F. UNIVERSIDAD NACIONAL DE INGENIERIA

65. Luis Fano Rodríguez	Of. Planif. Agraria	Planif. Nac. del Desarrollo	Ago. 87	Ago. 89	social.
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ANNEX 10
Short Courses and Seminars (Activity 10)

ACTIVIDAD 10: CAPACITACION

ENERO - DICIEMBRE 1989

- Seminario: "Políticas Macroeconómicas y Desarrollo Agroalimentario y Rural"
Participantes: 46

- Foro: "Desarrollo Agrario de la Región Grau - Perspectivas para el año 2,000"
Lugar: Piura
Fecha: 29 de junio - 01 de julio 1989
Participantes: Más de 200

- Foro: "Desarrollo Agrario de la Región Inca"
Lugar: Cuzco
Fecha: 03 - 06 de octubre 1989
Participantes: Más de 200

- "Control de Enfermedades y Plagas en los cultivos de café y plátano en la Selva Central"
Lugar: Villa Rica
Fecha: 20 - 23 de junio 1989
Participantes: 20 profesionales y 60 técnicos

- "Primer Ciclo de Conferencias sobre Ganadería Nacional 1989"
Fecha: 05 - 27 de junio 1989
Participantes: 38 profesionales

- "Formulación y Evaluación de Proyectos"
Lugar: Huánuco
Fecha: 28 de agosto - 01 de setiembre 1989
Participantes: 55 profesionales

- "Principios y Métodos de Extensión Agropecuaria"
Lugar: Huancavelica
Fecha: 28 de agosto - 01 de setiembre 1989
Participantes: 54 profesionales y técnicos

- "Primer Curso sobre Sistemas Administrativos"
Lugar: Huancavelica
Fecha: 28 de agosto - 01 de setiembre 1989
Participantes: 48 profesionales, técnicos y administrativos

- "Extensión Pecuaria y Ganadería"
Lugar: Cusco
Fecha: 11 - 16 de setiembre 1989
Participantes: 43 profesionales y técnicos

- Seminario: "Política sobre Uso y Conservación de los Recursos Naturales"

Lugar: Lima

Fecha: 25 - 27 de setiembre 1989

Participantes: 68 directivos y profesionales

- "Curso de Comercialización Agraria"

Lugar: Chiclayo

Fecha: 18 - 20 de agosto 1989

Participantes: 22 directivos, 13 profesionales y 1 técnico

- Seminario: "Rol de la Mujer en la Administración Pública para el Desarrollo Agrario"

Lugar: Lima

Fecha: 05 - 07 de diciembre 1989

Participantes: 72: 33 directivas, 36 profesionales y 3 técnicas

- Taller: "Simplificación Administrativa: Acciones Previstas al Proceso de Regionalización"

Lugar: Lima

Fecha: 11 - 15 de diciembre 1989

Participantes: 36: 16 directivos, 15 profesionales y 5 técnicos

Apoyo financiero al Programa Nacional de Capacitación (PRONACAPSA) para los siguientes eventos:

- "Seminario Taller sobre Política Laboral y Beneficios del Sector Público Agrario"

Fecha: 29 - 31 de mayo

Participantes: 71: 24 directivos, 23 profesionales y 24 técnicos

- "Bienestar Social"

Participantes: 44 asistentes sociales

- "Beneficios Sociales del Servidor Público"

Fecha: 07 - 11 de agosto 1989

Participantes: 28

- "Desarrollo Jerarural"

Fecha: 25 - 29 de setiembre 1989

Participantes: 41 directivos

- "Desarrollo Secretarial"

Fecha: 29 - 23 de noviembre 1989

Participantes: 60 secretarias

ACTIVIDAD 10: CAPACITACION
ENERO - JULIO 1990

- "Métodos y Técnicas para la Formulación de Políticas en el Sector Agrario"

Fecha: 04 - 14 de junio 1989

Participantes: 55

- Seminario: "Proceso de Regionalización en el Sector Agrario"

Fecha: 18 - 19 de enero 1990

Participantes: 50 directivos y profesionales

- Curso Taller sobre "Fortalecimiento de la Gestión Institucional en el MAG, en el Proceso de Simplificación Administrativa y de Regionalización"

Lugar: Lima

Fecha: 22 - 26 de enero 1990

Participantes: 80, directivos y profesionales

- "Primer Encuentro de Coordinadoras del Comité de Damas de las Unidades Agrarias Departamentales"

Lima: 17 - 19 de enero 1990

Participantes: 40

- Curso sobre "Los Medios de Comunicación y la Comercialización de Alimentos"

Fecha: 15 - 17 de febrero 1990

Participantes: 62

- Curso: "Administración del Agua"

Lugar: Chiclayo

Fecha: 28 de mayo - 01 de junio 1990

Participantes: 25

- "Curso Taller de Ingresos Propios"

Fecha: 04 - 05 de junio 1990

Participantes: 45

JULIO - SETIEMBRE 1990

- Curso: "Métodos y Técnicas para la Formulación de Políticas en el Sector Agrario"

Fecha: junio

Participantes: 55 becarios

- Curso de Contabilidad Gubernamental

Fecha: 11 de junio - 10 de julio

Participantes: 33

- Curso de Administración Integrada

Fecha: 11 de junio - 11 de julio 1990

- Curso Introducción a la Computación y DOS

Fecha: 11 - 31 de julio 1990

- Curso de Introducción a las Microcomputadoras

Fecha: 12 - 14 de setiembre

Participantes: 38

- Curso Sistema Operativo de Disco (D.O.S.)

Fecha: 24 - 26 de setiembre 1990

Participantes: 38

De Octubre a Diciembre:

- Curso de Capacitación en Microcomputadoras

Participantes: 61

- Curso de Capacitación en Sistema Wang - VS

Participantes: 34

- Curso de Capacitación en Sistema Wang - VS

Participantes: 16

272

CUADRO 18

Número de Cursos y Seminarios de Especialización
desarrollados durante el Período 1987-1990

Número de Cursos

Año	Area Administrativa	Area Técnica	Area de Políticas	TOTAL
1987	7	4	2	13
1988	3	5	2	10
1989	24	11	4	39
1990	<u>8</u>	<u>6</u>	<u>4</u>	<u>18</u>
TOTAL	42	26	12	80

CUADRO 23

PROGRAMA DE CAPACITACION AVANZADA

NIVEL Y GENERO DE BECARIOS EN CURSOS/SEMINARIOS DE ESPECIALIZACION

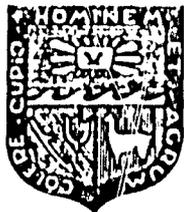
PERIODO 1987 - 1990

AREAS DE CAPACITACION	NIVEL DE BECARIOS			GENERO DE BECARIOS		NUMERO TOTAL DE BECARIOS
	Direc- tivo	Profe- sional	Téc- nico	Masculino	Femenino	
AREA ADMINISTRATIVA	175	158	245	342	236	578
AREA TECNICA	194	160	188	398	145	542
AREA DE POLITICAS	<u>305</u>	<u>144</u>	<u>25</u>	<u>322</u>	<u>152</u>	<u>474</u>
TOTAL	674	462	458	1061	533	1594

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ANNEX 11
Regional University Faculty at UNA (1984-1990)

2013



DOCENTES BECARIOS DE UNIVERSIDADES REGIONALES

**FACULTAD
(ESPECIALIDAD)**

NOMBRE DEL BECARIO

UNIVERSIDAD DE PROCEDENCIA

AGRONOMIA

Entomología

Ayala Huaytalla Mario
Bravo C. Manuel Genaro
Gallegos Garayaz Juan
Villacreal Palacios Julio

U.N. San Cristóbal de Huamanga
U.N. Pedro R. Gallo Lambayeque
U.N. San Cristóbal de Huamanga
U.N. De Piura

Fitopatología

Cedano Saavedra Carolina
Vallejos Vilchez Olga

U.N. de Tumbes
U.N. Pedro R. Gallo, Lambayeque

Mej.Gen.Plantas

Alvarez Cáceres Aquilino
Carreca Chumaceco Oscar
Collazos Saldaña Hernán
León Vega Fco. Javier
Puicón Añazco César

U.N. San Antonio Abad, Cuzco
U.N. de Piura
U.N. Amazonía Peruana, Loreto
U.N. de Piura
U.N. de Piura

Prod. Agrícola

Guzmán Farfán Javier
Jiménez Gamarra Miguel
Mateu Mateo Walter
Mendoza Abarca Juan W.
Palomino Malpartida Ramiro
Urrelo Correa Juan

U.N. de Piura
U.N. Pedro R. Gallo, Lambayeque
U.N. San Cristóbal de Huamanga
U.N. San Antonio Abad, Cuzco
U.N. San Cristóbal de Huamanga
U.N. Amazonía Peruana, Loreto

Prod.Ext.Agrícola

Machicao Rodrigo Rodolfo
Saavedra Chemcero David

U.N. del Altiplano, Puno
U.N. de Piura

Suelos

Aguirre Yato Víctor
Castillo Romero Guillermo
Cómez Zárate René
Mansilla Minaya Luis
Ríos Ramírez Julio
Sánchez Escalante José A.

U.N. San Cristóbal de Huamanga
U.N. S. Antúnez Mayolo, Ancash
U.N. San Antonio Abad, Cuzco
U.N. San Cristóbal de Huamanga
U.N. San Martín de Tarapoto
U.N. Agraria de la Selva Tingo M.



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FACULTAD

(ESPECIALIDAD)

NOMBRE DEL BECARIO

UNIVERSIDAD DE PROCEDENCIA

CIENCIAS FORESTALES

Conserv.Rec.For.	Campoverde Vigo Luis A.	U.N. San Martín de Tarapoto
	León Plasencia Víctor M.	U.N. de Ucayali
Ing.Forestales	Maldonado Tito Carlos	U.N. San Martín de Tarapoto
	Quinteros García Alfredo	U.N. San Martín de Tarapoto
	Torres Vásquez José	U.N. Amazonía Peruana, Loreto
Manejo Forestal	Solano Ramos Rómulo A.	U.N. San Cristóbal de Huamanga

ECONOMIA Y PLANIFICACION

Eco. Agrícola	Cáceres Fernández José G.	U.N. San Antonio Abad, Cuzco
	Charaja Ortega Midwar	U.N. del Altiplano, Puno
	Coila Calsin Julian	U.N. del Altiplano, Puno
	Esquivel Rodriguez César	U.N. Altiplano, Puno
	Huerta Barrios Enrique	U.N. S. Antúnez Mayolo, Ancash
	Ibañez Talledo Oscar M.	U.N. de Piura
	Ñañez Aiscorbe Máximo E.	U.N. de Piura
	Pachas Arias José D.	U.N. S. Antúnez Mayolo, Ancash
	Quispe Apaza Paulino F.	U.N. del Altiplano, Puno
	Salas Carrión Víctor O.	U.N. del Centro, Junín
	Souza Fernández Reniger	U.N. San Martín, Tarapoto
	Vílchez Pecaes Milton	U.N. del Centro, Junín

INDUSTRIAS ALIMENTARIAS

Tec.Alimentos	Alan Alcántara Rufino T.	U.N. Pedro R. Gallo, Lambayeque
	Ancasi Concha Victoria	U.N. del Centro, Junín
	Buendía Sotelo Luz M.	U.N. del Centro, Junín
	Casas Santos José D.	U.N. Enrique Guzmán y Valle
	Concha Tupa Mora T.	U.N. San Antonio Abad, Cuzco
	Del Valle Hanyaci Rubén A.	U.N. Agracia de la Selva T.M.
	Dueñas Sánchez Benigno F.	U.N. José Faustino Sánchez C.



UNIVERSIDAD NACIONAL AGRARIA LA MOLINA

TELEFONO 35-2035 - APDO. 456 - LA MOLINA LIMA PERU

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FACULTAD (ESPECIALIDAD)

NOMBRE DEL BECARIO

UNIVERSIDAD DE PROCEDENCIA

INDUSTRIA ALIMENTARIAS

Téc. Alimentos	García Pinchi Ricardo	U.N. Amazonía Peruana, Loreto
	Isique Calderón Julio C.	U.N. de Tacna
	Loaiza Becerra Aurora	U.N. San Antonio Abad, Cuzco
	Ordoñez Huaman Percy R.	U.N. Amazonía Peruana, Loreto
	Reynoso Albarracín Tiburcio	U.N. San Cristóbal de Huamanga
	Salas de la Torre Norma	U.N. San Antonia Abad, Cuzco
	Torres Luperdi Jorge A.	U.N. Amazonía Peruana, Loreto
	Vásquez Ribeiro Oscar	U.N. Amazonía Peruana, Loreto
	Velasco Hermosa Aida	U.N. San Antonio Abad, Cuzco

INGENIERIA AGRICOLA

I.R.A.T.	Díaz Peres Daniel	U.N. San Martín de Tarapoto
	Ingaluque Incacari Ernesto	U.N. del Altiplano, Puno
	Mejía Anaya Teofanes N.	U.N. S. Antúnez Mayolo, Ancash
	Ménez San Martín Emilio	U.N. San Martín de Tarapoto
	Perez Pachari Andrés V.	U.N. San Martín de Tarapoto
	Puño Lecarnaque Napoleón	U.N. de Tumbes

ZOOTECNIA

Nutrición	Arauco Paredes Fernando	U.N. Amazonía Peruana, Loreto
	Hidalgo Penadillo Nemesia	U.N. San Agustín, Arequipa
	Rodriguez Gavancho Francisco	U.N. Daniel A. Carrión, C. de Pasco
	Villa Pizacco Victoria	U.N. del Centro, Junín
	Villanueva Chávez César	U.N. Mayor de San Marcos, Lima
Prod. Animal	Apaza Zuñiga Róger	U.N. del Altiplano, Puno
	Astete Canal Constantino	U.N. San Antonio Abad, Cuzco
	Bernal Rubio Segundo F.	U.N. Pedro R. Gallo, Lambayeque
	Gallegos Acero Roberto F.	U.N. del Altiplano, Puno
	Guzmán Cabeza Luis B.	U.N. Daniel A. Carrión, C. de Pasco
	Manyari Leyva Elmer	U.N. Daniel A. Carrión, C. de Pasco



UNIVERSIDAD NACIONAL AGRARIA LA MOLINA

TELEFONO 35-2035 -APDO. 456 - LA MOLINA LIMA PERU

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FACULTAD (ESPECIALIDAD)	NOMBRE DEL BECERIO	UNIVERSIDAD DE PROCEDENCIA
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ZOOTECNIA

Prod. Animal	Requejo Díaz Epifanio	U.N. de Pisco
	Ruiz del Castillo Marín M.	U.N. San Antonio Abad, Cuzco
	Vásquez Ramirez Julio C.	U.N. Amazonía Peruana, Loreto
	Zapata Echegaray Benjamín	U.N. San Antonio Abad, Cuzco

RESUMEN

<u>Por Universidad de Procedencia</u>	<u>Becarios</u>
U.N. Agraria de la Selva, Tingo María - Huanuco	02
U.N. Amazonía Peruana, Loreto	09
U.N. Daniel A. Carrión, Cerro de Pasco	03
U.N. de Piura	09
U.N. de San Martín, Tarapoto	08
U.N. de Tacna	01
U.N. de Tumbes	02
U.N. de Ucayali	01
U.N. del Altiplano, Puno	08
U.N. del Centro, Junín	05
U.N. Enrique Guzmán y Valle, La Cantuta	01
U.N. José Faustino Sánchez Carrión, Huacho	01
U.N. Mayor de San Marcos, Lima	01
U.N. Pedro Ruiz Gallo, Lambayeque	05
U.N. Santiago Antúnez de Mayolo, Ancash	04
U.N. San Agustín, Arequipa	01
U.N. San Antonio de Abad, Cuzco	11
U.N. San Cristóbal de Humanya, Ayacucho	08
	—
TOTAL	80

229



UNIVERSIDAD NACIONAL AGRARIA LA MOLINA

TELEFONO 35-2035 - APDO. 456 - LA MOLINA LIMA PERU

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<u>Por Especialidad</u>	<u>Becarios</u>
1.- Entomología	04
2.- Fitopatología	02
3.- Mejoramiento Genético de Plantas	05
4.- Producción Agrícola	06
5.- Producción y Extensión Agrícola	02
6.- Suelos	06
7.- Conservación de Recursos Forestales	02
8.- Industrias Forestales	03
9.- Economía Agrícola	12
10.- Manejo Forestal	01
11.- Tecnología de Alimentos	16
12.- Ingeniería de Recursos de Agua y Tierra	06
13.- Nutrición	05
14.- Producción Animal	<u>10</u>
T O T A L	80

Becarios

Año 1985: 27 Becarios
Año 1986: 43 Becarios
Año 1987: 60 Becarios
Año 1988: 34 Becarios
Año 1989: 10 Becarios

Becas/Año: 174 Becarios

Becarios por año de Ingreso

Año 1985: 27 Becarios
Año 1986: 20 Becarios
Año 1987: 26 Becarios
Año 1989: 07 Becarios

Becas/Docentes: 80 Becarios

Becarios Docentes

Doctores

09

Caballeros

71

80

221

ANNEX 12
Project Budgets and Expenditures by Source and Activity

FUENTE: DONACION

COMACTACT	DESCRIPCION	PRESUPUESTO (a)	1984	1985	1986	1987	1988	1989	1990	AL 31.05.91	TOTAL EJECUCION	SALDO
I 1 1	ISAPA - Grupo de Analisis de Pol. Agri.	2,432,320.00	266,387.00	577,927.00	0.00	840,608.00	0.00	217,412.00	88,632.00	0.00	2,010,966.00	481,354.00
2 2	IMEFC - Apoyo a la Div. de Est. Econo.	363,920.00	171,855.00	192,060.00	0.00	0.00	0.00	0.00	0.00	0.00	363,915.00	5.00
3 3	IOSPA - Apoyo a la Cap. de Monit. y Eval.	410,860.00	197,984.00	204,534.00	0.00	10,000.00	0.00	0.00	0.00	0.00	412,518.00	(1,658.00)
0 0	OFIC. COOR - Oficina de Coordinacion	331,370.00	5,755.00	97,778.00	0.00	16,738.00	0.00	0.00	82,042.00	28,169.35	231,482.35	99,887.65
		3,598,470.00	641,981.00	1,092,299.00	0.00	867,346.00	0.00	217,412.00	171,674.00	28,169.35	3,018,881.35	579,588.65
II 4	Encuesta Nacional de Hogares Rurales	504,500.00	419,000.00	85,500.00	0.00	0.00	0.00	0.00	0.00	0.00	504,500.00	0.00
1 4a	INE - Manejo de Encuesta	504,500.00	419,000.00	85,500.00	0.00	0.00	0.00	0.00	0.00	0.00	504,500.00	0.00
1 4b	OSE - Trabajo de Campo	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2 5	OSE - SCEAP	732,100.00	457,255.00	258,408.00	0.00	0.00	0.00	0.00	16,435.00	0.00	732,098.00	2.00
3 6	Evaluacion del Impacto Agroclimatico	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 6a	SENAMHI - Base de Datos Climaticos	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 6b	OSE - Evaluacion del Impacto	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 6c	UNA - Diseno y Capacitacion	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		1,236,600.00	876,255.00	343,908.00	0.00	0.00	0.00	0.00	16,435.00	0.00	1,236,598.00	2.00
III 7	Mejoramiento en la Administracion del MAG	1,092,540.00	387,966.00	604,574.00	0.00	0.00	0.00	0.00	0.00	0.00	992,540.00	100,000.00
1 7a	OSR - Mejora en Manejo de Pol. y Progr.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1 7b	OPER - Est. de Administ. de Personal	1,092,540.00	387,966.00	604,574.00	0.00	0.00	0.00	0.00	0.00	0.00	992,540.00	100,000.00
2 8	Apoyo Salarial al Sector Agrario	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 9	INIPA - Forta. de la Efectividad Administ.	456,860.00	393,798.00	63,067.00	0.00	0.00	0.00	0.00	0.00	0.00	456,865.00	(5.00)
		1,549,400.00	781,764.00	667,641.00	0.00	0.00	0.00	0.00	0.00	0.00	1,449,405.00	99,995.00
IV L 110	OPER - Capacitacion Avanzada	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2 111	UNA - Apoyo a la Univer. Nacional Agraria	26,880.00	0.00	0.00	0.00	0.00	0.00	20,000.00	0.00	0.00	20,000.00	6,880.00
		26,880.00	0.00	0.00	0.00	0.00	0.00	20,000.00	0.00	0.00	20,000.00	6,880.00
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	SUB - TOTAL	6,411,350.00	2,300,000.00	2,103,848.00	0.00	867,346.00	0.00	237,412.00	188,109.00	28,169.35	5,724,884.35	686,465.65
	EVALUACION	136,150.00	0.00	46,151.00	0.00	0.00	0.00	0.00	90,000.00	0.00	136,151.00	(1.00)
	INFLACION Y CONTINGENCIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	COORD. ASIST. DEL PROYECTO PADI (AID)	102,500.00	0.00	30,000.00	0.00	2,654.00	0.00	0.00	31,563.00	0.00	64,217.00	38,283.00
	TOTAL	6,650,000.00	2,300,000.00	2,179,999.00	0.00	870,000.00	0.00	237,412.00	309,672.00	28,169.35	5,925,252.35	724,747.65

(a) FUENTE DE INFORMACION : CARTA DE EJECUCION Nro. 59

Nota: La Ejecucion de 1991, no incluye gastos efectuados por FRS.

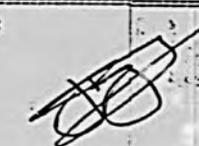
ELABORADO POR:

 FREDDY ALTAMIRANO FATTICIONI
 Especialista en Computación

REVISADO POR:

 CPC. MANUEL GONZALEZ SOTO
 Consultor Financiero PADI
 Mat. 4067

APROBADO POR:



FUENTE: ENDEUDAMIENTO EXTERNO

CONTRATO	DESCRIPCION	PRESUPUESTO (a)	1984	1985	1986	1987	1988	1989	1990	AL 31.05.91	TOTAL EJECUCION	SALDO
I 1 1	IGAPA - Grupo de Analisis de Pol. Agri.	2,935,690.00	485,071.00	251,037.95	470,849.95	247,556.43	76,104.17	491,212.02	203,915.83	10,944.52	2,236,691.87	698,998.13
2 2	MEFC - Apoyo a la Div. de Est. Econo.	71,420.00	0.00	0.00	31,333.14	33,635.58	6,455.47	0.00	0.00	0.00	71,424.19	(4.19)
3 3	OSPA - Apoyo a la Cap. de Monit. y Eval.	275,010.00	27,985.43	16,951.48	22,706.28	39,012.36	14,410.56	102,487.78	14,686.69	6,382.31	244,622.89	30,387.11
0 0	OFIC - COOR - Oficina de Coordinacion	101,100.00	0.00	0.00	50,022.66	0.00	0.00	28,508.89	14,876.28	1,100.00	94,507.83	6,592.17
		3,383,220.00	513,056.43	267,989.43	574,912.03	320,204.37	96,970.20	622,208.69	233,478.80	18,426.83	2,647,246.78	735,973.22
II 4	Encuesta Nacional de Hogares Rurales	652,090.00	508,203.09	120,690.18	0.00	0.00	22,539.00	0.00	0.00	0.00	651,432.27	657.73
1 4a	INE - Manejo de Encuesta	156,501.60	72,660.68	86,224.52	0.00	0.00	0.00	0.00	0.00	0.00	158,885.20	(2,383.60)
1 4b	OSE - Trabajo de Campo	495,588.40	435,542.41	34,465.66	0.00	0.00	22,539.00	0.00	0.00	0.00	492,547.07	3,041.33
2 5	IOSE - SCEAP	1,391,980.00	250,422.33	174,903.05	150,123.12	110,061.78	52,366.25	217,881.29	127,714.79	152,445.97	1,235,918.58	155,961.42
6	Evaluacion del Impacto Agroclimatico	751,750.00	84,968.39	150,870.60	185,986.44	164,600.85	47,732.24	0.00	0.00	0.00	634,158.52	117,591.48
3 6a	SEMPMI - Base de Datos Climaticos	397,299.88	12,679.53	76,633.49	91,083.95	82,955.38	21,619.02	0.00	0.00	0.00	284,971.37	112,328.51
3 6b	OSE - Evaluacion del Impacto	351,994.18	69,154.07	74,237.11	94,902.49	81,645.47	26,113.22	0.00	0.00	0.00	346,052.36	5,841.81
3 6c	UNA - Diseño y Capacitacion	2,555.95	3,134.79	0.00	0.00	0.00	0.00	(0.00)	(0.00)	0.00	3,134.79	(578.84)
		2,795,720.00	843,593.81	446,463.83	336,109.56	274,662.63	122,637.49	217,881.29	127,714.79	152,445.97	2,521,509.37	274,210.63
III 7	Mejoramiento en la Administracion del MAG	495,860.00	55,431.74	97,299.23	41,302.63	58,437.70	58,761.55	0.00	0.00	0.00	311,232.85	184,627.15
1 7a	OGP - Mejora en Manejo de Pol. y Progr.	228,095.60	50,559.02	39,874.06	21,186.64	25,242.46	7,528.64	0.00	0.00	0.00	144,390.82	83,704.78
1 7b	OPER - Est. de Administ. de Personal	267,764.40	4,872.72	57,425.17	20,115.99	33,195.24	51,232.91	0.00	0.00	0.00	166,842.03	100,922.37
2 8	Apoyo Salarial al Sector Agrario	48,450.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	48,450.00
3 9	INIPA - Forta. de la Efectividad Administ.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		544,310.00	55,431.74	97,299.23	41,302.63	58,437.70	58,761.55	0.00	0.00	0.00	311,232.85	233,077.15
IV 1 10	OPER - Capacitacion Avanzada	1,091,754.00	18,795.73	139,995.91	172,791.83	217,125.21	230,312.49	158,585.24	64,580.49	131,378.31	1,133,565.21	(41,811.21)
2 11	UNA - Apoyo a la Univer. Nacional Agraria	3,030,800.00	168,054.57	593,566.61	493,340.87	757,938.86	437,676.29	376,402.90	48,770.99	100,732.00	2,976,483.09	54,316.91
		4,122,554.00	186,850.30	733,562.52	666,132.70	975,064.07	667,988.78	534,988.14	113,351.48	232,110.31	4,110,048.30	12,505.70
173	Esther Ledesma	34,196.00	0.00	0.00	0.00	11,402.14	21,354.25	1,214.61	0.00	0.00	33,971.00	225.00
	SUB - TOTAL	10,880,000.00	1,598,932.28	1,545,315.01	1,618,456.92	1,639,770.91	967,712.27	1,376,292.73	474,545.07	402,983.11	9,624,008.30	1,255,991.70
	EVALUACION	120,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	120,000.00
	INFLACION Y CONTINGENCIA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	COORD. ASIST. DEL PROYECTO PADI (AID)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	TOTAL	11,000,000.00	1,598,932.28	1,545,315.01	1,618,456.92	1,639,770.91	967,712.27	1,376,292.73	474,545.07	402,983.11	9,624,008.30	1,375,991.70

(a) FUENTE DE INFORMACION : CARTA DE EJECUCION Nro. 59

ELABORADO POR:

REVISADO POR:

APROBADO POR:

Ejecucion 1991 : Gastos Directos AID al 31.03.91 → 153,556.00
 Gastos Locales al 31.05.91 → 249,427.11
 TOTAL: → 402,983.11

FREDDY ALTAMIRANO PATIACIONI
 Especialista en Computación

CPC MANUEL GONZALEZ SOTO
 Consultor Financiero PADI
 Met. 4067

Dr. JULIO ROJAS FLORES
 Coordinador del Proyecto PADI

APID PROJECT - BALANCE OF UNDISBURSED FUNDS
AS OF AUGUST 19, 1991
IN US\$

COMPONENTS	UNEARPAID			COMMITMENTS AVAILABLE			
	LOAN	GRANT	TOTAL	LOAN	GRANT	TOTAL	GRAND TOTAL
I. SUPPORT TO GAPA							
01 Creation of GAPA	155,761.00	9,225.80	164,986.80	657,293.25	144,172.38	801,465.63	966,452.43
02 Support of MEPC	—	—	—	—	—	—	—
03 Support to OSEA	—	—	—	41,697.43	—	41,697.43	41,697.43
04 Coordination	—	—	—	4,440.29	49,194.12	53,634.41	53,634.41
II. INFORMATION SUPPORT							
05 Nat. Rural Household Survey	—	—	—	—	—	—	—
06 Cont. System of area Prod.	128,586.46	—	128,586.46	107,011.07	—	107,011.07	235,597.53
07 Agroclimatic impact assessm.	—	—	—	65.00	—	65.00	65.00
III. MANAGEMENT SUPPORT							
08 Improvement Mgmt. of MOA	—	—	—	395.91	100,000.00	100,395.91	100,395.91
09 Salary Support	—	—	—	—	—	—	—
10 Mgmt. Support Strength INIPA	—	—	—	—	—	—	—
IV. HUMAN RESOURCES DEVELOPMENT							
11 Advanced Training	—	—	—	164,845.16	—	164,845.16	164,845.16
12 Support of URA	6,216.80	—	6,216.80	28,050.00	8,000.00	36,050.00	42,266.80
13 Evaluation	—	—	—	89,762.93	72,000.00	161,762.93	161,762.93
14 Inflation and Contingencies	—	—	—	—	—	—	—
15 Assistant Project Coord.	—	20,647.72	20,647.72	—	9,570.45	9,570.45	30,218.17
TOTALS	290,564.26	29,873.52	320,437.78	1,093,561.04	382,936.95	1,476,497.99	1,796,935.77

SUMMARY:

Total undischursed funds: Unearpaied + commitments available = 1,796,935.77
 Expected expenditures (Aug. 20, 1991 thru Dec. 31, 1991) = 590,000 to 790,000
 Balance of unused APID funds for decbligations: 1,200,000 to 1,000,000

APID PROJECT - BALANCE OF UNUSED FUNDS IN CY 91
 Projected as of December 31, 1991
 IN US\$

COMPONENTS	UNEXPENDED			FMS AND MOA BALANCE			
	LOAN	GRANT	TOTAL	LOAN	GRANT	TOTAL	GRAND TOTAL
I. SUPPORT TO GAPA							
01 Creation of GAPA	155,761.00	9,225.80	164,986.80	500,000.00*	50,000.00	550,000.00	714,986.80*
02 Support of MEPC	—	—	—	—	—	—	—
03 Support to OSPA (OPA)	—	—	—	10,000.00	—	10,000.00	10,000.00
04 Coordination	—	—	—	—	10,000.00	10,000.00	10,000.00
II. INFORMATION SUPPORT							
05 Nat. Rural Household Survey	—	—	—	—	—	—	—
06 Cont. System of area Prod.	128,586.46	—	128,586.46	25,000.00	—	25,000.00	153,586.46
07 Agroclimatic impact assessment	—	—	—	—	—	—	—
III. MANAGEMENT SUPPORT							
08 Improvement Mgmt. of MOA (OEA)	—	—	—	—	20,000.00**	20,000.00	20,000.00**
09 Salary Support	—	—	—	—	—	—	—
10 Mgmt. Support Strength INDEA	—	—	—	—	—	—	—
IV. HUMAN RESOURCES DEVELOPMENT							
11 Advanced Training (OGA)	—	—	—	80,000.00	—	80,000.00	80,000.00
12 Support of USA	6,216.80	—	6,216.80	—	—	—	6,216.80
13 Evaluation	—	—	—	—	—	—	—
14 Inflation and Contingencies	—	—	—	—	—	—	—
15 Assistant Project Coord.	—	20,647.72	20,647.72	—	—	—	20,647.72
TOTALS	290,564.26	29,873.52	320,437.78	615,000.00*	80,000.00**	695,000.00	1,015,437.78

NOTES:

Total undischursed funds: Unexpended + commitments available not used = 1,015,437.78 first approximation

*. Expected loan unexpenditures of FMS (Aug.20,1991 thru Dec.31,1991) = 01 Creation of GAPA Loan Funds 200,000

** . Expected grant unexpenditures of FMS (Aug.20,1991 thru Dec.31,1991) = 02 Imp.Mgmt. of MOA Grant Funds 20,000

Prepared by OPA/HIL/08-27-91.

CUADRO 8

TESIS DE LOS PROFESIONALES QUE CULMINARON BECAS DE MAESTRIA
EN EL COLEGIO DE POSTGRADUADOS DE CHAPINGO, MEXICO

<u>Nombres</u>	<u>Especialidad</u>	<u>Título de la Tesis</u>	<u>Fecha de Aprobación</u>
1. Floriberto Quispe Caceres	Economía Forestal		Mar.89
2. Alicia Villar López	Fitopatología	"Efecto de la Incorporación de las Crucíferas y Solarización Sobre <u>Sclerotium Cepivorum</u> "	May.89
3. Andrés Castro Abanto	Fitopatología	"Rotación e Incorporación de Tagetes - erecta linneo para el Control de Meloidogyne (KFOID & WHITE) Chitwood en Cultivos de Tomate (LYCOPERSICON ESCULENTUM MILL) y Chiler (Capsicum Annum Linneo) en Tecamachalco, Pue".	Nov.89
4. Vicenta Tafur Anzualdo	Economía	"Análisis Económico de la Industria Forestal de Madera Aserrada en Perú".	Dic.89
5. Clodowaldo Pagan Quenca	Hidrociencias	"Planeación de la Operación de Unidades de Riego para el Desarrollo Rural con Presas de Almacenamiento".	Dic.89
6. Roberto Perez Aronés	Ganadería	"Diagnóstico de la Producción Lechera - en las Comunidades de San Pedro de Tlaltenango y Juárez Coronaco del Estado de Puebla".	Dic.89

CUADRO 16

TESIS DE LOS PROFESIONALES QUE CULMINARON BECAS DE MAESTRIA

A. UNIVERSIDAD NACIONAL AGRARIA LA MOLINA

<u>NOMBRES</u>	<u>ESPECIALIDAD</u>	<u>TITULO DE LA TESIS</u>	<u>FECHA DE APROBACION</u>
1. Huber Portella Vejarano	Economía Agrícola	"Contribución al Análisis para la Planificación de la Seguridad Alimentaria en el Departamento de Lambayeque".	Jun.87
2. Erasmo Paredes Pacheco	Economía Agrícola	"La Demanda de Papa en el Perú"	Set.88
3. Carlos Condori Argandoña	Economía Agrícola	"Análisis y Perspectivas de la situación Ocupacional de la Fuerza Laboral Agropecuaria a Nivel del Trapecio Andino".	Feb.89
4. Corpus Cerma Cabrera	Producción Animal	"Estimación del Valor Genético de Vacas y Toros Holstein de la Cuenca Lechera de Cajamarca".	Oct.89
5. José Zeña Santamaría	Ing.Rec.Ag. y Tierra	"Metodología para Evaluación del Sistema de Riego por Goteo en Piura".	Ene.90
6. Francisco Pineda Alacne	Producción Agrícola	"Evaluación de los factores Ambientales - Sobre la Fenología - Tasa de Asimilación de Carbono y Rendimiento de Dos Cultivos de Maíz".	Ago.90
7. Minimos Carhuas Huamán	Producción Agrícola	"Desarrollo del Fruto y Momento Optimo de Cosecha de la Semilla de Cacao "Hibrido Forastero" (Theobroma) Cacao L. en el Valle de Satipo.	Mar.91
B. UNIVERSIDAD NACIONAL DEL ALTIPLANO-PUNO			
8. César Santana Baldeón	Desarrollo Rural	"El Crédito Formal e Informal en la Comunidad de Santa María".	Set.90