

# EPA PROJECT OFFICE

AGRICULTURE SECTOR SUPPORT PROGRAM: PAKISTAN

95083

No. 33, Blue Area, P.O. Box 2075, Islamabad. Telephone No. 813019. Telex: 54124 EAN PK

## **ECONOMIC WING MISSION, ORGANIZATION, STAFFING PLAN AND JOB DESCRIPTIONS**

Pakistan Economic and Policy Analysis Project

Economic Wing, MINFA

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## FOREWORD

This document presents a summary of the mission of the Economic Wing, Ministry of Food, Agriculture and Cooperatives (MINFA), GOP, the purpose of each of its subordinate units in fulfilling that mission, assignment of professional officers and their job descriptions. Following the summary text, an appendix contains the PC-1 issued by the Government of Pakistan establishing the Economic Wing.

This activity represents the output of several activities undertaken in the first year of the Economic Policy Analysis (EPA) project to strengthen the EW organization and management. Building on the PC 1 issued by the GOP for the Establishment of the EW, these activities will help the management and staff more fully operationalize the mission of the EW as specified in the PC 1 and create an understanding of the role of each subordinate unit and professional staff. Other such management information system building activities include the Economic Wing Work Plan, Training Plan, and Computer Plan.

The purpose statements and job descriptions were drafted by the Directors and Deputy Directors of the EW in consultation with the EPA Advisors, reviewed, discussed at EW staff meetings, and then finalized. The mission, organization, purpose statements, and job descriptions will be annually reviewed and revised as necessary.

A. H. Maan  
Director General

**ECONOMIC WING PROFESSIONAL STAFF**

Dr. A. H. Maan, Director General

**DIRECTORATE OF AGRICULTURAL STATISTICS (DAS)**

Mohammad Aslam Jafri	Director
Bashir Malik	Deputy Director
Nighat Alam (Mrs.)	Research Officer
Sajjad Makik	Research Officer
<u>Data Assembly Section (DAAS)</u>	
Taj Muhammad Shah	Liaison Officer & Statistical Officer
Mohammad Mujahid Khan	Research Officer
Mohammad Akram	Research Officer
Muhammed Wasil	Field Investigator
<u>Data Processing and Crop Forecasting Section (DAPF)</u>	
Noor Mohammad	Liaison Officer & Statistical Officer
Abdur Rashid	Research Officer
Fayyaz Ahmad	Research Investigator
Yousaf Haleem	Research Officer
Muhammad Younas	Field Investigator
Aleem Khan	Research Officer
Mohammad Ramzan	Statistical Assistant

**DIRECTORATE OF ECONOMIC RESEARCH (DER)**

Nazar Hussain

Director

Commodity Situation Section (COSI)

Syed Nasiruddin

Deputy Director

Bashir Ahmad Bhatti

Research Officer

Natiq Hussain Naqvi

Research Officer

Mubasher Ahmed

Field Investigator

Farm Finance Section (FAFI)

Aurangzeb Abbasi

Deputy Director

S. A. Awan

Research Officer

Habib Ahmad

Research Officer

Saleem Akhtar

Field Investigator

Agribusiness Section (AGBU)

Khawaja Shabbir Ahmad

Deputy Director

Abdul Quddus Paracha

Research Officer

Iftikharullah

Survey Officer

Abdul Majheed

Field Investigator

**DIRECTORATE OF AGRICULTURAL POLICY (DAP)**

Bashir Ahmad Malik

Director (Acting)

Mohammad Ibrar

Deputy Director

Abdual Majeed

Field Investigator

**Farm Input & Farm Production Section (FAIP)**

Mian Bashir Ahmad

Liaison Officer &  
Research Officer

Rafatullah Burki

Research Officer

Muhammad Aslam (Seconded to DER Commodities)

Shoaib Bashir

Research Officer

**Aggregate Analysis Section (AGAN)**

Sabri Abdul Shakoor

Liaison Officer &  
Research Officer

Tanveer Aktar Butt

Research Officer

Mohammed Nawas

Field Investigator

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**ECONOMIC WING MISSION,  
ORGANIZATION, STAFFING PLAN  
AND JOB DESCRIPTIONS**

**1.0. INTRODUCTION**

Pakistan is in the process of implementing the Seventh Mid-Term Plan (1988-93) and second Perspective Plan (1988-2003) to achieve national goals of (a) poverty alleviation (b) increasing opportunities for employment (c) social development (d) increasing food self-reliance and (e) improving the technological base in agriculture. Towards this end, the role of agriculture as a driving force of the national economy needs no emphasis. It has been and is still the major source of labor for the industrial sector, capital for new business, revenue for the federal and provincial governments and exports essential to balance the imports required for other developing sectors. The total agricultural economy now accounts for a little less than half of the gross national product; farming alone accounts for half of the agricultural economy while non-farm agricultural businesses make up the other half. Thus the development of agriculture inter-alia means the development of the country's economy.

Pakistan's traditional agricultural economy has entered in a new but complex phase of economic development. It requires continuous in depth study of policies and programs if Pakistan is to realize the potential of its agriculture in contributing to the achievement of stated national goals. The government has moved progressively to introduce a host of policies to promote the agricultural sector and make it more competitive and export oriented. Such policies include the gradual withdrawal of subsidies and implicit taxes, aligning output prices with border prices and striking a reasonable relationship between prices received and prices paid by farmers. However, much remains to be done. Continuous evaluation, review and monitoring of agricultural policies and programs on a regular basis is needed to identify gaps and to develop alternative ideas which will make the policies and programs more effective. More policy oriented research and analytical work is needed to ensure the rational and efficient use of the country's resources to achieve sustainable growth. The transition to a more industrial and trade oriented agriculture also requires a thorough insight to identify and resolve issues likely to emerge.

### 1.1. Economic Wing Mission

The primary mission of the Economic Wing is to supply the Ministry of Food, Agriculture and Cooperatives (MINFA) with timely, relevant economic and policy analysis in support of MINFA's role in strengthening Pakistan's food security. The mission will be achieved by:

- a. Assembling and analyzing relevant agricultural economic statistics;
- b. Describing major agriculture and agricultural business policy options;
- c. Providing statistical and economic analysis on agriculture and agricultural business problems through:
  - 1) Economic situation reports on essential agricultural commodities.
  - 2) Early warning systems from economic and crop forecasts, and
  - 3) Economic sector reports on the food and fiber system.

The Economic Wing is functionally organized under an Office of the Director General and three directorates: Agricultural Statistics, Economic Research, and Agricultural Policy as depicted in Figure 1.

## 2.0. OFFICE OF THE DIRECTOR GENERAL

### 2.0.1. Job Description

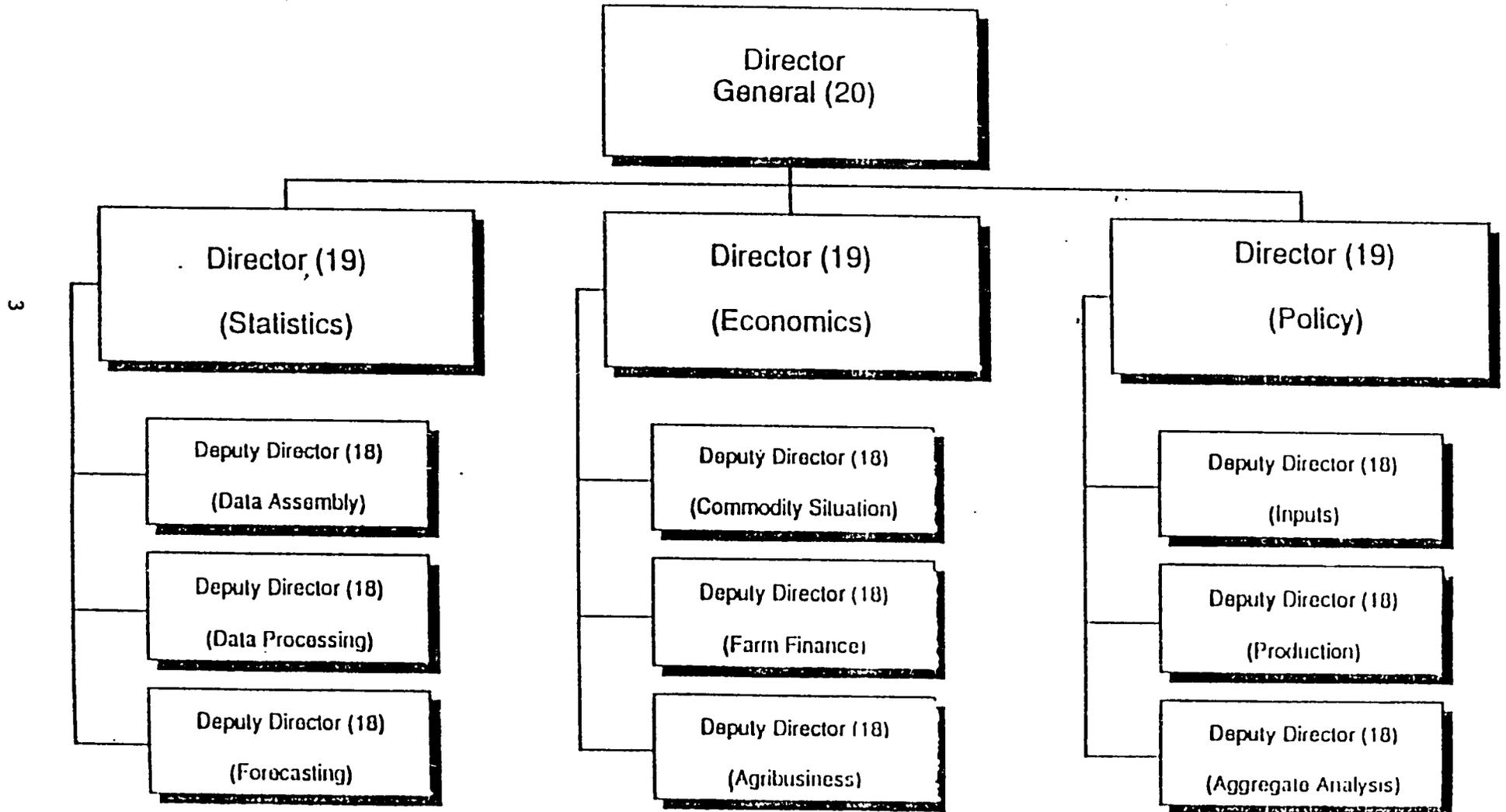
A. H. Maan

Director General

As Director General, EW, Dr. Maan provides strategies planning and direction for the EW and supervises the Division Directors in planning, implementing, monitoring, and evaluating successive annual EW work plans. He promotes the EW as the GOP agency providing economic intelligence on food and agriculture to MINFA, other GOP ministries; private organizations and the general public and directs the EW in providing the best possible such intelligence. Dr. Maan is one of MINFA's most senior economists. He advises the Secretary on the economics of food and agriculture and on GOP policies for enhancing farm income, food and fiber production and national food self reliance. In

Figure 1

## Economic Wing Organization Chart



addition, Dr. Maan implements GOP file and committee assignments as directed by the Secretary and represents MINFA and the GOP in matters pertaining to food and agriculture at the national and international levels.

### 3.0. DIRECTORATE OF AGRICULTURAL STATISTICS

The Directorate of Agricultural Statistics (DAS) assembles, processes and disseminates secondary data and develops statistical models for use in forecasting crop area, yield and production. Data are obtained from various National and Provincial departments and organizations. The Directorate develops, maintains, and uses the Agricultural Information Management System (AMIS) as a tool for imputing and processing data in appropriate tables, charts, and graphs for disseminating, on line, to researchers and policy analysts in the Economic Wing and to broader food and agricultural audiences in various statistical publications such as agricultural statistics of Pakistan, an annual publication.

#### 3.0.1. Job Descriptions

Mohammad Aslam Jafri

Director

Under the supervision of the Director General, the incumbent provides leadership and direction to the Directorate of Agricultural Statistics. He is the formal supervisor of all staff in the DAS. In collaboration with his staff, he recommends program of work activities for the Directorate, monitors the accomplishment of work plans, and serves as the Economic Wings principle coordinator for EW responses to staff requests from the Secretary, Additional Secretary, and other MINFA Officials relating to agricultural Statistics. He reviews and approves all EW publications, reports and briefings relating to agricultural statistics and serves as the Director General's principle representative in GOP committee meetings and other forums relating to agricultural statistics, especially with respect to the Agricultural Data Collection Project, Federal Bureau of Statistics.

Mrs. Nighat Alam

Research Officer

Under the supervision of the Director, DAS, the incumbent conducts special assignments in assembling and processing agricultural statistics.

Sajjad Malik

Statistical Assistant

Under the direct supervision of the Director, DAS, the incumbent conducts special assignments in assembling and processing agricultural statistics. For example, he is currently assembling, checking and imputing into computer

spreadsheets, data on Pakistan agricultural trade including exports, imports, unit prices, duties, tariffs, surcharges, etc. Such data is not presently included in the AMIS.

3.1. Data Assembly

The Data Assembly Section (DAAS) collects secondary data relating to agricultural land availability and use, manufactured input use, agricultural prices, crop and livestock production, imports, exports, total supply and utilization, agricultural credit, forestry, and fisheries. Data bases are developed, updated, and expanded for imputing into the Data Base Management System (DBMS), a component of the Agricultural Management Information System (AMIS), and checked for accuracy. Major data sources include Provincial Agriculture Departments, the Federal Bureau of Statistics, and other National and Provincial organizations.

3.1.1. Job Descriptions

Taj Muhammad Shah

Statistical Officer  
and Liaison Officer

Under the formal supervision of the Director, the incumbent is responsible for the day to day supervision of Officers in the DAAS Section. In addition, he is responsible for the assembly checking and imputing into AMIS, data on minor crops excluding pulses, agricultural prices, land use and related data. Mr. Shah also represents the DAS and EW for special staff requests, the budget, agricultural income tax, and observation and implementation of the principles of policy.

Mujahid Khan

Research Officer

Under the formal supervision of the Director and informal day to day supervision of the Section Liaison Officer, the incumbent is responsible for assembling and checking data

on farm inputs, livestock, fisheries, forestry, credit and agricultural machinery. He also represents the Directorate and EW in matters pertaining to area sampling frame, FCA briefs, National Accounts Committee, improvement of statistics, trade statistics, collection of Ushr, country briefs, etc.

Mohammad Akram

Statistical Assistant

Under the Formal supervision of the Director and informal day to day supervision of the Section Liaison Officer, the incumbent assembles, checks for accuracy, and inputs into the AMIS, data on major crops, pulses, fruits, vegetables and condiments. The incumbent is also responsible for estimating per capita availabilities of crops, the review of the crop calendar, mill-wise sugar cane crushed and sugar produced, cotton ginning and pressing industry data, world grain statistics, and represents the DAS and EW in matters pertaining to National Productivity Organization and on the procurement of crops. Mr. Akram also provides on the job training to Mr. Mohammad Wasil who assists him in the preceding duties.

Muhammed Wasil

Field Investigator

Under the Formal supervision of the Director and informal day to day supervision of the Section Liaison Officer, the incumbent receives on the job training from and assists Mr. Akram in assembling, checking for accuracy, and imputing into the AMIS, data on major crops, pulses, fruits, vegetables and condiments, mill-wise sugar cane crushed and sugar produced, cotton ginning and pressing industry data, world grain statistics, reviewing the crop calendar, in estimating per capita availabilities of crops, and representing the DAS and EW in matters pertaining to National Productivity Organization and on the procurement of crops.

### 3.2. Data Processing and Forecasting

#### 3.2.1. Data Processing

The Data Processing Section (DAPR) develops, maintains and provides training relative to the Agricultural Management Information System (AMIS) which has been designed to include crop production system, procurement and disposition, weather, prices and

publication systems for the Economic Wing. The Section publishes Agricultural Statistics of Pakistan, Pakistan Agricultural Chart Book, Fruit, Vegetables and Condiments Statistics, and Crop, Area and Production Statistics by Districts, as well as occasional statistical publications. AMIS will be expanded to generate standard data forms such as commodity supply and utilization

accounts, farm inputs, economic accounts for agriculture, farm costs and returns, farm income, marketing margins, Pakistan agricultural trade, the food and agricultural marketing bill, producer and consumer subsidy equivalents, and other analytical forms specified by the Economic Research and Agricultural Policy Directorates.

### 3.2.2. Data Forecasting

The Data Forecasting Section (DAFO) develops crop forecasting models in cooperation with other sections of the Economic Wing. Using such models and current values of exogenous variables, it makes routine forecasts of area, yield and production of wheat which will be later extended to rice, cotton and other major and minor crops.

### 3.2.3. Job Descriptions.

Noor Mohammad

Liaison Officer and  
Statistical Officer

Under the supervision of the Director, DAS, the incumbent is responsible for supervising the officers of the combined Data Processing and Data Forecasting (DAPF) Sections in processing all statistics assembled by DAS. This includes developing, documenting, using, and providing training on the Agricultural Management Information System (AMIS), the preparation for publication all statistics published by DAS, and providing late winter forecasts of the area, yield and production of wheat in Pakistan. In addition to his broad supervisory responsibilities, Mr. Muhammed is personally responsible for maintaining and using the crop production system of AMIS and the wheat forecasting model.

Abdul Rashid

Research Officer

Under the formal supervision of the Director, DAS, and

Liaison Officer, DAPF, the incumbent maintains the weather information system and its data bases: rainfall, temperature and canal withdrawals.

Fayyaz Ahmad

Research Officer

Under the formal supervision of the Director, DAS, and informal day to day supervision of the Liaison Officer, DAPF, the incumbent maintains the agricultural prices system and the procurement and disposition system.

Yousaf Haleem

Research Officer

Under the supervision of the section Liaison Officer, the incumbent is responsible for data processing functions including maintaining and operating the AMIS Publications System, the use of graphics software including Gallery, and the preparation of slides, charts, graphs, etc. In addition, Mr. Haleem provides on the job training to Mr. Younas, who assists him in the preceding duties.

Mohammad Younus

Field Investigator

Under the supervision of the section Liaison Officer, the incumbent receives on the job training from, and assists Mr. Yousaf Haleem in data processing functions including maintaining and operating the AMIS Publications System, the use of graphics software including Gallery, and the preparation of slides, charts, graphs, etc.

Aleem Khan

Research Officer

Under the formal supervision of the Director, DAS, and informal day to day supervision of the Section Liaison Officer, DAAS Section, the incumbent is responsible for preparing FAO questionnaires and assembling data for the Economic Survey. In addition, the incumbent represents DAS in matters pertaining to the Annual Development Program, Five Year Plans, National Assembly and Senate questions, trade policy, implementation of the development programs in the agriculture sector, external assistance and technical cooperation in agriculture, meetings of economic research committees, SAARC press cuttings, mid-plan review, Standing Committee of National Assembly 'on Food and Agriculture, International Fund Agricultural Development, and the National Economic

Council. In addition, Mr. Khan provides on the job training to Mr. Mohammad Ramzan who assists him in the preceding duties.

Mohammad Ramzan

Statistical  
Assistant

Under the formal supervision of the Director, DAS, and informal day to day supervision of the Section Liaison Officer, DAAS, the incumbent assists, and receives on the job training from, Mr. Aleem Khan in preparing FAO questionnaires, assembling data for the Economic Survey; and in representing DAS in matters pertaining to the Annual Development Program, Five Year Plans, National Assembly and Senate questions, trade policy,

implementation of the development programs in the agriculture sector, external assistance and technical cooperation in agriculture, meetings of economic research committees, SAARC press cuttings, mid-plan review, Standing Committee of National Assembly on Food and Agriculture, International Fund Agricultural Development, and the National Economic Council.

#### 4.0. DIRECTORATE OF ECONOMIC RESEARCH

The Directorate of Economic Research (DER) will support the efforts of its three Sections concerning commodity situation, farm finance, and agribusiness; anticipate and assess the impact of economic events on Pakistani agriculture and; provide the staff support necessary for the EW to be effective in accomplishing its mission.

##### 4.0.1. Job Description

Miss. MahjaBeen Hamid

Director

Under the supervision of the Director General, the incumbent provides leadership and direction to the Directorate of Economic Research (DER). She is the formal supervisor of all staff in the DER. In collaboration with her staff, she recommends program of work activities for the Directorate, monitors the accomplishment of work plans, and serves as the Economic Wings principle coordinator for EW responses to staff requests from the Secretary, Additional Secretary, and other MINFA Officials for the areas of commodity situation and outlook, farm income, and agribusiness. She reviews and

approves all EW publications, reports and briefings relating to economic research and serves as the Director General's principle representative in GOP committee meetings and other forums relating to economic research.

#### 4.1. Commodity Situation

The Commodity Situation Section (COSI) provides MINFA, other GOP officials and the general public with Commodity Situation Reports containing appropriate economic information on a commodity basis which is needed to understand the current and prospective situations and to propose alternative ways of dealing with unfavorable situations. The economic information includes annual Commodity Situation Reports (CSRs) on major crops and periodic CSRs on minor crops and livestock.

##### 4.1.1. Job Descriptions

Syed Nasiruddin

Deputy Director

Under the supervision of the Director, the incumbent plans and coordinates and monitors the work of the Commodity Situation and Outlook Section (COSI), DER. He supervises the work of individual commodity situation and outlook officers in a working team environment. He reviews and edits commodity situation and outlook reports drafted by commodity situation and outlook officers and makes recommendations to the Director, DER, on changes in the sections program of work. In addition, he assigns special staff assignment given to the section to appropriate commodity specialist for completion and reviews their responses before submitting them for the Director's approval.

Bashir Ahmad Bhatti

Research Officer

Under the supervision of the Deputy Director, the incumbent conceptualizes technical and economic relationships determining the prices, production and utilization of selected major crops with emphasis on wheat, rice, cotton and sugarcane; works with the DAS to assemble, process and forecast relevant data; and prepares situation and outlook reports for major crops. He maintains informal liaison and cooperation with commodity specialists in other GOP and private sector organizations by exchanging data and other information on commodity situations. In addition, the incumbent prepares background analysis on the structure of major crop sectors, works with the DAP to identify and analyze policy issues relating to major crops and drafts

responses to information requests from MINFA officials concerning major crops.

Natiq Hussain Nagvi

Research Officer

Under the supervision of the Deputy Director, the incumbent conceptualizes technical and economic relationships determining the prices, production and utilization of selected major crops with emphasis on wheat, rice, cotton and sugarcane; works with the DAS to assemble, process and forecast relevant data; and prepares situation and outlook reports for major crops. He maintains informal liaison and cooperation with commodity specialists in other GOP and private sector organizations by exchanging data and other information on commodity situations. In addition, the incumbent prepares background analysis on the structure of major crop sectors, works with the DAP to identify and analyze policy issues relating to major crops and drafts responses to information requests from MINFA officials concerning major crops.

Mubasher Ahmed

Field Investigator

Under the supervision of the Deputy Director, the incumbent conceptualizes technical and economic relationships determining the prices, production and utilization of selected minor crops with emphasis on potatoes, onions, tomatoes and chilies; works with the DAS to assemble, process and forecast relevant data; and prepares situation and outlook reports for minor crops. In addition, the incumbent prepares background analysis on the structure of minor crop sectors and drafts responses to information requests from MINFA officials concerning minor crops.

#### 4.2. Farm Finance

The Farm Finance Section (FAFI) will estimate, analyze and report time series of Pakistani farm costs and income at the national, provincial and regional level. This information will provide the basis for suggesting and analyzing alternative agricultural policies and programs.

##### 4.2.1. Job Descriptions

Aurangzeb Abbasi

Deputy Director

Under the supervision of the Director, DER, the incumbent supervises the FAFI staff in accomplishing the section purpose. this includes: 1.) Recommending EW work plan activities and resource needs in the area of farm finance; 2.) conceptualizing relationships in the farm sector and general economy that determine farm income; 3.) establishing data bases for the purpose of estimating farm income and the underlying causal relationships; 4.) preparing estimates of farm costs, gross farm income; net farm income; agricultural finance situation, inputs demand, and policy options; 5.) preparing periodic EW reports on farm income and related phenomena; 6.) preparing and conducting appropriate EW seminars on farm income; 7.) planning and conducting special statistical surveys to collect data regarding the costs and use of various inputs for producing major and minor crops and livestock for the purpose of verifying enterprise costs and returns budgets at the farm production zone and provincial levels; and providing EW responses to staff requests from MINFA and other GOP and private parties relating to farm finance.

S. A. Awan

Research Officer

Under the supervision of the Deputy Director for Farm Finance, DER, the incumbent: 1.) collects secondary data on crop and livestock production inputs, crop and livestock production, crop and livestock prices received by farmers, fertilizer prices and offtake, the quantities and value of pesticides imports; 2.) inputs the above data into standardized computer spreadsheets for the derivation of farm income estimates on zonal, provincial and national levels, and 3.) responds, as directed, to special staff requests from MINFA, other GOP officials, and private parties concerning farm production costs and income.

Habib Ahmad

Research Officer

Under the formal supervision of the Director, DER, and the day to day supervision of the Deputy Director for Farm Finance, DER, the incumbent, with the extensive use of microcomputers: 1.) revises and updates enterprise costs and returns budgets for various farm size categories under different cropping systems; 2.) prepares estimates of gross farm income, production costs and net farm income from the production of crops and livestock by farm categories at the production zone, provincial and national levels; and 4.) responds, as directed, to special staff requests from MINFA, other GOP officials, and private parties concerning farm production costs and income.

Saleem Akhtar

Field Investigator

Under the supervision of the Deputy Director for Farm Finance, DER, the incumbent: 1.) collects secondary data on the area and production of crops, crops and livestock

production. prices received by farmers for crops and livestock, fertilizer prices and offtake, and the quantities and value of pesticides imports; 2.) inputs the above data into standardized computer spreadsheets for the derivation of farm income estimates, and 3.) responds, as directed, to special staff requests from MINFA, other GOP officials, and private parties concerning farm production costs and income.

#### 4.3. Agribusiness

The Agribusiness Section (AGBU) will provide timely and relevant information on: marketing margins, the costs of marketing food and fiber, total expenditure budget for food and fiber periodic reports on significant agricultural business issues and will cooperate with the Directorate of Agricultural Policy in analyzing issues of international trade in Pakistani food and fiber products. The Section will provide MINFA, including the Agribusiness Cell, with economic intelligence that will contribute towards the formulation, analysis and execution of effective agribusiness policies and programs.

##### 4.3.1. Job Descriptions

###### K. Shabbir Ahmad

Deputy Director

Under the supervision of the Director, the incumbent plans and coordinates the work of the Agribusiness Section. He is the supervisor of each Agribusiness Section staff member and monitors and evaluates their work in a team environment. He works with his staff in a team environment to identify relevant issues to be researched, conceptualize the relevant technical and economic relationships, select appropriate data and analytical tools, analyze the data and prepare appropriate reports and briefings. In the preparation of reports, the incumbent emphasizes the development of report outlines, assigning drafting responsibilities and reviewing and editing draft materials prepared by his staff.

###### Abdul Qaddus Piracha

Research Officer

Under the supervision of the Deputy Director, the incumbent conceptualizes technical and economic relationships, assembles data, estimates and analyzes: 1) marketing margins for food and fiber commodities; price spreads for a representative consumer basket in Pakistan; the marketing bill for commodities; and the total cost of marketing food and fiber. In addition the incumbent drafts reports and responses to staff requests of the section from the MINFA relating to agribusiness issues.

###### Iftikharullah

Survey Officer

Under the supervision of the Deputy Director, the incumbent reviews literature and assembles data pertaining to marketing margins of food and fiber commodities.

## 5.0. DIRECTORATE OF AGRICULTURAL POLICY

The Directorate of Agricultural Policy (DAP) supports the efforts of its three Sections covering farm inputs, farm production and aggregate analysis in anticipating and assessing the impact of alternative agricultural and trade policies and programs in Pakistani agriculture; and provides staff support necessary for the EW to be effective in accomplishing its mission.

### 5.0.1. Job Descriptions

Bashir Ahmad Malik

Director (Acting)

Under the supervision of the Director General, the incumbent provides leadership and direction to the Directorate of Agricultural Policy. He is the formal supervisor of all staff in the DAP. In collaboration with his staff, he recommends program of work activities for the Directorate, monitors the accomplishment of work plans, and serves as the Economic Wings principle coordinator for EW responses to staff requests from the Secretary, Additional Secretary, and other MINFA Officials relating to agricultural policy. He reviews and approves all EW publications, reports and briefings relating to agricultural policy and serves as the Director General's principle representative in GOP committee meetings and other forums relating to Agricultural policy.

Mohammad Ibrar

Deputy Director

Under the supervision of the Director, the incumbent provides day to day informal supervision of the section liaison officers and monitors progress in accomplishing the DAP work plan. He serves as the principle analyst of policy analysis and responses to staff requests from the Secretary, Additional Secretary and other MINFA officials relating to government support to food and agriculture (PSEs and CSEs) and the Uruguay round of multilateral trade negotiations. He assists the Director in coordinating the analysis for, drafting, review and publication of all EW policy publications, reports and briefings.

## 5.1. Farm Inputs and Farm Production

The Farm Inputs Section (FAIN) will analyze alternative farm input policies, prepare analytical reports on the farm input sector and provided briefing papers on farm input issues and policies.

The Farm Production Section (FAPR) will monitor developments in the farm production sector and analyze alternative farm policies by determining their impact on the achievement of GOP goals and objectives, prepare reports on the farm production sector and provide briefing papers on farm production issues and policies.

#### 5.1.1. Job descriptions

Mian Bashir Ahmad

Liaison Officer and  
Research Officer

Under the formal supervision of the Director and informal supervision of the Deputy Director, the incumbent plans and coordinates the work of the temporarily combined Farm Inputs and Production Sections. He is responsible for day to day informal supervision of the section staff and monitoring of the sections work plan activities and special staff requests. He reviews and edits policy publications, reports and briefs prepared by DAP sections.

Abdul Majeed

Field Investigator

The incumbent reviews agricultural trade data and literature with emphasis on Pakistan agricultural trade. He inventories GOP policies impacting on agricultural trade, and conceptualized an EW program of work in agricultural trade. He will periodically conduct informal EW seminars on agricultural trade and assist the Director in making recommendations to the DG for changes in the EW organization and work plan to effect appropriate agricultural trade work. The incumbent also prepares drafts to special requests from MINFA officials regarding agricultural trade.

Rafatullah Burki

Research Officer

Under the formal supervision of the Director and informal supervision of the Deputy Director, the incumbent conceptualizes functional relationships, assembles data, estimates functional coefficients, identifies policy issues and conducts economic analysis of policy issues relating to the farm production sector. He drafts publications, reports and responses to staff requests from the Secretary, Additional Secretary and other MINFA

officials policy issues relating to the farm production sector.

Muhammad Aslam

Field Investigator

Under the formal supervision of the Director and informal supervision of the Deputy Director, the incumbent conceptualizes functional relationships, assembles data, estimates functional coefficients, identifies issues and conducts policy analysis relating to farm inputs. The incumbent also drafts publications, reports and responses to staff requests from the Secretary, Additional Secretary and other MINFA officials relating to farm inputs.

Shoaib Bashir

Research Officer

Under the formal supervision of the Director and informal supervision of the Deputy Director, the incumbent conceptualizes functional relationships, assembles data, estimates functional coefficients, identifies issues and conducts policy analysis relating to farm inputs. The incumbent also drafts publications, reports and responses to staff requests from the Secretary, Additional Secretary and other MINFA officials relating to farm inputs.

### 5.3. Aggregate Analysis

The Aggregate Analysis Section (AGAN) conducts analysis and prepares reports and policy briefs on: linkages between agriculture, agribusiness and the general economy, the impact of Pakistan's food and fiber system on the general economy and the impact of GOP policies on the aggregate food and fiber system.

#### 5.3.1. Job Descriptions

Sabri Abdul Shakoor

Liaison Officer and  
Research Officer

Under the supervision of the Director, the incumbent plans and coordinates the work of the section. He is responsible for monitoring overall growth and adjustment in the food and fiber system and identifying and analyzing policy issues relative to the food and fiber system. He is responsible for day to day informal supervision of the section staff, documentation, maintenance and improvement of the Pakistan Agricultural

Input/Output Model (PAIOM) and the Pakistan Agricultural Sector Model (PASM), and for reviewing and editing analytical reports utilizing the I/O model and PASM. In addition, he is responsible for conducting most staff analysis work of an aggregate food and fiber system nature that is requested of the EW by the Secretary, Additional secretary and other MINFA officials.

Tanveer Akhtar Butt

Research Officer

Under the formal supervision of the Director and informal supervision of the Section Liaison Officer, the incumbent is responsible for documenting, maintaining, updating, and using the Pakistan Agricultural Sector Model (PASM) and for drafting analytical reports utilizing the PASM. Specifically, the incumbent is responsible for suggesting and implementing EW work plan activities relating to the PASM. In addition, he is responsible for drafting replies to staff requests pertaining to aggregate adjustment in the food and fiber system from the Secretary, Additional Secretary and other MINFA officials.

Mohammed Nawaz

Field Investigator

Under the formal supervision of the Director and informal supervision of the Section Liaison Officer, the incumbent is responsible for conducting policy analysis covering interrelationships between the agricultural production sector, agribusiness and the general economy. As a tool for such analysis, the incumbent is responsible for documenting, and using the Pakistan Agricultural Input/Output Model (PAIOM) and for drafting analytical reports utilizing the PAIOM. Specifically, the incumbent is responsible for suggesting and implementing EW work plan activities relating to the PAIOM. In addition, he is responsible for drafting replies to staff requests pertaining to aggregate adjustment in the food and fiber system from the Secretary, Additional Secretary and other MINFA officials.

**APPENDIX: ECONOMIC WING PC-1, GOP**

## PC-1 FORM

Code No. for Project .....  
(To be filled in by Planning  
and Development Division)

PART-APROJECT DIGEST

1. Name of the Project. Economic and Policy Analysis Project (Phase-11).
2. Authorities Responsible for:
  - i) Sponsoring:
    - a) Ministry of Food, Agriculture and Cooperatives.
    - b) USAID
  - ii) Execution: Ministry of Food, Agriculture and Cooperatives, Economic Wing
  - iii) Operation and Maintenance: Ministry of Food, Agriculture and Cooperatives, Economic Wing.
3. Time required for operation of the Project (in months).
 

Phase I ...	60 months (7/85 - 6/90)
Phase II...	36 months (7/90 - 6/93)
4. A) Plan provision:
  - i) If the Project is in current 5-years plan, specify actual allocation. The first phase of Economic and Policy Analysis Component of the Food Security Management (FSM) Project was approved by ECNEC on 5/9/85 with an estimated cost of Rs. 151.04 million with FEC Rs. 147.02. It was included in the Sixth five year plan mainly because of the fact that its objectives and strategies for agricultural development were consistent and supportive of the objectives & strategies of the medium term Plan. The financial allocation for the scheme were shown in the Seventh Plan under the "Agricultural Economics and Statistics" Sub-

sector. The original Project (Phase-I) made small demand on domestic resources. However, no additional demand will be on domestic resources for phase-II. The Project meets the high priority need for timely and reliable economic and policy analysis to support the MINFA policy formulation process. The Project also supports and complements the Agriculture Data collection (ADC) Component of FSM (in the Federal Bureau of Statistics) in that the Agricultural Statistics developed by the ADC project will provide raw data over and above its own programme of Economic Research Studies for policy and economic analysis to be done by the Economic Wing (EW) of MINFA. Phase II of the project will be funded under the Agricultural Sector Support Programme as part of the Technical Assistance and Training (TATA) Component.

ii) If not included in the current plan, how is it now proposed to be accommodated (inter/intra-sectoral adjustments in allocation of other resources may be indicated).

Not applicable.

iii) If the project is proposed to be financed out of block provision for a programme, indicate.

Not applicable.

Total Block Provi- sion	Amount already commi- tted	Amount proposed for this project	Balance Avail
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B) If the project is not in the plan, what warrants its inclusion in the Plan?

Not applicable.

Relationship of the Project with the objectives of the sector, indicate contribution of the Project.

Pakistan's traditional Agricultural Economy has entered into a transitional phase where policy changes are envisaged. Moreover, the performance of agriculture sector has been much below the real potentials because of multidimensional problems. The genesis of these problems lies in technical, organizational and structural constraints. A new Agricultural Policy is on the anvil. The basic thrust of the new policy is to create and establish a macro policy climate to improve agriculture performance to enlarge efficiency & responsiveness to the market forces and to induct private corporate sector to commercialize and industrialize agriculture sector. It also requires translation of programmes into reality to achieve goals of social equity, self-reliance and export orientation. For this, indepth economic analyses is required based on research studies programme to come up with alternate policy options. These functions will be performed by the newly established "Economic Wing" to supply MINFA with timely, relevant economic and policy analyses. The project (Phase-II) therefore, will help in building such capabilities, besides providing an institutional frame work for conducting Economic Analysis of the sector and improving decision making process.

Capital Cost of the Project (Million Rs.)	Original PC-I (Phase-I)	Revised PC-I (Phase-II)
i) Local Cost:	4.02	0.00
ii) Foreign Exc:	147.02	109.65
a. local currency	(82.13)	(29.85)
b. foreign currency	(64.89)	(79.80)
Total Cost	151.04	109.65

Exchange rate \$ 1.00 = Pak. Rs.22.00

Cost will be met out of Training and Technical Assistance (TATA) component of Agricultural Sector Support Programme (ASSP) funded by USAID. [(Detail break up given in Annexure I(a) and I(b)].

7. Annual recurring expenditure after completion:

NIL

8. Objectives of the Project in quantitative terms.

The primary objective of the Economic and Policy Analysis (EPA) component of FSM Project was to strengthen the analytical capabilities of MINFA/GOP and other cooperating institutions. The main purpose of the Phase-II of the Project is, however, to meet the short-falls of the Phase-I of the Project through strengthening the analytical capabilities of newly established Economic Wing which is the result of merger of the Planning Unit and the Directorate of Agriculture Policy under Phase-I of EPA Project. The Economic Wing is still in its early stages of development. The Phase-II will provide technical assistance, on the job and formal training and commodities so that it becomes a viable, productive and sustainable organization cooperating with other GOP and private organizations in providing MINFA with best possible economic intelligence, agricultural economic research agenda, farm budget coefficients, farm income estimates and analysis based on secondary data to guide planners and policy makers to arrive at best possible policy alternatives and to facilitate decision making process. This can best be done by developing an Economic Wing capable of a timely and relevant response presented in an effective manners to meet the needs of MINFA officials. In working towards these objectives, Phase-II of the EPA project will:

a. ensure that existing operational capabilities are maintained and strengthened;

b. utilize the economic research and policy analysis activities and publications completed under Phase-I as prototypes to guide the institutionalization of similar activities in Economic Wing;

c. complete some of the incomplete activities initiated under Phase-I such as Input/Output model for the economy along with spreadsheet based budget generators to provide estimate of crops and livestock production cost and a spreadsheet model to estimate National and Provincial income;

d. continue newly initiated activities of Phase-I in respect of commodity situation reporting, national food marketing bill estimation and national farm income and cost estimates;

e. review the research studies undertaken during Phase-I and categorize their recommendations under various policy options for implementation;

f. conduct new economic research and policy analysis activities particularly in needy areas to provide prototype procedures and publications to improve the Economic Wing capabilities;

g. develop databases and economic models which deal with anticipated agricultural policy issues and problems.

h. strengthen the ability of Economic Wing Staff to develop ways of presenting information, with particular emphasis on the use of graphics, which can be readily used by MINFA policy makers in both the decision making process and presenting MINFA proposals to other Federal and Provincial organizations, legislation bodies and the public.

i. provide more in-country and foreign short term and long term training facilities to Economic Wing and other cooperating institutions.

*Thus, the success or failure of Phase-II of the EPA Project will be judged by the quality, timeliness, appropriateness and quantity of analyses, reports and publications of the Economic Wing as required by its mission.*

Prepared by	Director (AP)
Checked by	Economic Consultant
Approved by	Secretary (Food & Agriculture)

## PART-B

### PROJECT DESCRIPTION AND FINANCING

9. Location of the Project.

ISLAMABAD.

a) Place and Administrative Districts in which the Project will be located.

The project will be located in Economic Wing of MINFA, Islamabad.

b) Description of the Project.

The scope of its activities is nation-wide. The project would assist Economic Wing (EW) to achieve its mission to the extent it serves three major client groups: MINFA, key agricultural economic interests groups and federal and provincial legislators with strong interests in the agricultural policy. The Economic Wing's major client is the MINFA secretariat specially the Directorate of Agricultural Policy which has a major role in formulating and implementing the nations's agricultural policies. Within MINFA, the EW will maintain close liaison with all middle and higher level technical and non-technical personnels engaged in processing, formulation and decision making process which interalia include Joint Secretaries and other equivalent technical officers like Crop Commissioners, the Agricultural Development Commissioner, the Chairman APCOM, and the Inspector General of Forests and provide them ready access to the analyses conducted by the Economic Wing in the relevant field and resultantly receiving/obtaining views on current and new policy problems. Liaison will also be maintained with all government agencies having complementary interest in MINFA's policy process. These agencies include Pakistan Agricultural Research Council, Federal Ministries of Finance, Planning and Development, Commerce and Industries and relevant Provincial Departments. Economic interest groups are important clients because they are directly affected by the

policies formulated and implemented by MINFA. The Economic Wing must, therefore, have a keen appreciation for their concerns and understanding of the policy environment. These groups include farmers, inputs suppliers, agri-business and consumers. MNA/MPA with agricultural background or having interest in the field of agriculture and specially those on the National Assembly and Senate Sub-Committee of Agriculture, will be a prime educational target of the Economic Wing. They and other will be provided with the material/reports prepared by the Economic Wing for their better understanding the issues and problems and receiving guidance for meaningful deliberations.

**INSTITUTIONALIZING OF POLICY ANALYSIS:** With the induction of the new democratic government, more and more policy reforms are contemplated to boost up agricultural production. As 'farm production expands to generate a surplus for the export market, policies must be based on sound economic analyses to play a vital role in ensuring the rational and efficient use of the nation's resources. The transition to a more industrial and trade oriented agriculture raises a range of important issues that must be addressed if the economy is to grow on sound footings. Under the current set-up of MINFA, no single agency is responsible for conducting economic analyses which contributes to agricultural policy making at the Federal level. To develop the required information and policy guidance MINFA relies on analytical resources from a range of institutions, namely Apcom, Social Sciences Division of PARC, Livestock Division, Agriculture Development Commissioner. Research on agricultural issues, carried out through these agencies, is generally of primary analysis. Secondary and tertiary analyses are theoretic, with little relevance to issues of importance to policy makers. The principal constraints to more and higher quality analysis on priority issues are: lack of trained manpower; inadequate data; limited processing capability and inadequate support and guidance from the policy level managers.

Realizing the need for an institutionalized policy agency, MINFA has merged the planning Unit and DAP into a streamlined Economic Wing with a well defined mission to be carried out by its three Directorates as detailed below. The major achievements of Phase-I of EPA Project are enclosed as Annexures II, II(a), II(b) & II(c).



The Directorate of Agriculture Statistics (DAS) assembles, processes and disseminates secondary agricultural data, develops statistical forecasting models and releases crop area, yield and production estimates at National level. These functions will be performed by three sub-units viz: i) Data Assembly Section responsible to disseminate Agricultural Statistics at national level and collect secondary data relating to Land use, Input use, Agriculture Prices, Crop and Livestock production, Imports, Exports, total supply and utilization, Agriculture Credit, Forestry and Fisheries. It also develops, up-dates and expands data bases for use through Data Base Management System (DBMS); ii) Data Processing Section: it develops, maintains and provides training related to the Agricultural Management Information System (AMIS) and also prepares and publish the publications i.e. Agricultural Statistics of Pakistan, Pakistan Agricultural Chart Book, Fruit, Vegetable and Condiments Statistics, and Crop, Area and Production Statistics by Districts, as well as other occasional statistical publications and iii) Data Forecasting Section is responsible to undertake research on developing forecasting models.

The Directorate of Economic Research: supports the efforts of its three Sections, anticipates and assesses the impact of fiscal and economic events occurring at national and international horizon on agricultural production and sociological changes in the farming community. It comprises of three sections namely; i) Agri-business Section which provides timely and relevant information (1) marketing margins, (2) estimates of costs of marketing food and fibre (3) estimates of the total expenditure budget for food and fibre (4) periodic reports on significant agricultural business; ii) Commodity Situation Section which provides MINFA and other GOP officials with appropriate economic information on commodity basis; iii) Farm Finance Section which provides time series reliable estimate of Pakistani farm costs and incomes at the national, provincial and regional levels.

The Directorate of Agricultural Policy: is responsible for: i) analyzing on-going farm input policies; ii) preparing analytical reports on the farm input sector; iii) developing alternate policy options based on research programmes; iv) studying the farm sector as a whole and to identify gaps and

v) providing macro-agricultural economic analyses for agriculture sector as a whole and its linkage with other sectors. The main functions of the Directorate are to carry out continuous review of implementing National Agricultural Policy and thus contribute directly to policy making functions of the Ministry. For this, formulation of research programmes and conduct of research studies either through contract or itself will be closely geared to its basic functions.

To develop and sustain the EW, it is imperative to support this institution with technical assistance, training and commodities. Keeping in view the policy activities of the Economic Wing particularly with regard to identifying policy goals, policy problems, evaluating current policies and research results, identifying gaps and new topics, priorities, research programs and translating results into policy options, highly qualified and well-trained personnel resources are required to meet this challenge. Based on the performance of EPA and the first Phase of ADC, the Government of Pakistan and USAID agreed to finance and extend the EPA and ADC component of FSM under the Training And Technical Assistance (TATA) component of Agricultural Sector Support Program (ASSP). The brief summary of the ASSP is attached at Annexure-III.

As per decision of CDWP in its meeting held on 27-2-90, the evaluation of Phase-I was carried out by a team constituted by the Planning and Development Division. The recommendations of this committee are at Annexure-IV. The PC-I of Phase-II was revised in accordance with the recommendations made in the Evaluation Report. The revised PC-I was considered by the CDWP in its meeting held on 31-3-91. The requisite information called for in the meeting held on 31-3-91 has been inserted/annexed in the PC-I of Phase-II.

**INSTITUTIONAL ARRANGEMENTS:** The preliminary work plan has been designed keeping in view the recommendations of evaluation team of Planning and Development Division particularly restricting the Phase-II to meet the shortfall of Phase-I of the Project. Similarly future research activities contemplated in the light of functions of Economic Wing particularly in needy areas have also been planned accordingly. The list of activities to be undertaken during the Project life i.e 1990-93 is at Annexure-V. These will continue to be updated

and revised in the light of new emerging issues, demands of ECC/Cabinet and other relevant organizations.

Counterpart agency on behalf of the Government of Pakistan will be Economic Wing, Ministry of Food and Agriculture. Phase-II will speed up the operational and institutional aspects of EW and will meet the shortfalls of Phase-I of the project. These mainly include: (i) Reviewing the research studies under-taken during Phase-1 and categorization of their recommendations under various policy options for implementation at Federal and provincial level in order to optimize benefit of conducting these studies; ii) The shortfall occurred in the first Phase particularly in respect of long-term training will be met in Phase-II and further training will be imparted to enhance the capabilities of Economic Wing.

#### **Inputs Required for Carrying Out Project Activities.**

1. **Government Input:** The Economic Wing will provide necessary government input in kind.
2. **USAID INPUTS:** It will include:
  - (i) **Long Term Technical Assistance:** Two long term (LT) expatriate advisors - one Chief of the Party and the other as Statistical Advisor will be provided for a period of up to 36 person months each. The two expatriate will assist the Director General/Economic Wing and the Advisory Committee on Agricultural policy, render advice to the Secretary MINFA on key agricultural policy issues and provide technical and institutional support to the newly established Directorates in the Economic Wing. These will provide guidance to generate prototypes of situation reports, policy briefing papers, agricultural statistical publications, etc. Much of their work will be on-job training for the staff of the Economic Wing, and they will also organize workshops and seminars on various technical and managerial subjects as the need arises. They will be responsible for quality control in respect of all reports and publications published by the Economic Wing during the currency of the project and will establish such a standard of credibility of the EW which will enable the EW to command respect with

regard to its output amongst its target classes. Their success will be judged by the quality, timeliness, appropriateness and quantity of the reports and publications that the EW produces and distributes during the life of this project.

The first Long-term Advisor/Chief of Party shall serve as team leader and provide overall technical support to the Director General of the EW, who will be the GOP counterpart. This advisor shall provide technical support to the Directorates of Agricultural Policy and Economic Research in analyzing agriculture sector and agri-business situations, preparing commodity reports, developing farm budget generators, Input-Output model refinements for estimating National and Provincial farm income, National food marketing margin estimation, monitoring contract studies, analysis of current farm policies and developing alternate policy options and monitoring and evaluating the progress of both Directorates towards strengthening MINFA's capability to conduct economic and policy analysis of the major agricultural issues.

The primary responsibility of the second Long term advisor shall be to assist the team leader in supporting the Director General of the EW and to provide technical support to the Directorate of Agricultural Statistics. The Director of the Directorate of Agricultural Statistics will be this advisor's counterpart. This advisor will assist in developing statistical description of agriculture and agri-business, organize secondary data into appropriate categories for information dissemination and research purpose, developing data-base management systems, data transfer services. He will also be responsible for economic and commodity situation reporting, on-job training, organizing workshops, identifying computer and training needs. He will coordinate closely with the Agriculture Data collection project in the Federal Bureau of Statistics with regard to acreage, production and price data. Finally, this advisor shall provide technical support for all data processing and word processing operations, including computer hardware and software, required by the Economic Wing. By

At the end of project all reports and documents including routine correspondence and memos, should be done on a computer word processor.

A secondary responsibility of both EW Advisors shall be to help the EW establish strong working relationships with MINFA's key economic and policy agencies such as APCOM, ALMA, Commodity commissioners, social Sciences Division of PARC and its agricultural economic units established in the provinces. This is necessary because these organizations are both providers of data and users of the information produced in reports. They have data and information which may be needed by the EW, and these organizations would be involved in proper reviews before papers are finally published.

(ii) **Short-Term Technical Assistance:** Approximately 15 person-months of short term expatriate advisors and 30 person months of local experts will be provided to support EW in areas of agricultural policy, farm business, production economics, econometrics, organizational management and organizational development. They may conduct short-term studies as needed or provide training, workshop and seminars on various subjects. The short term policy studies will be commissioned on the advice of the Economic Coordination committee of the Cabinet (ECC), P&D Division and MINFA.

(iii) **Economic Wing contract studies:** Under the Phase-I of the project a number of studies were contracted out to private sector consulting agencies and research institutions. Based on this experience, MINFA included contract research studies in the merger plan as one of the operational features of the Economic Wing. This flexibility will enable the EW to respond to directives/decisions received from Cabinet, ECC and other high powered agencies. Contracts for these studies shall be awarded only to those firms which have been prequalified by the Advisory Committee on Agriculture Policy. These studies would be three to six months duration but in no case their duration would be more than a period of twelve months. No study will be undertaken without the prior approval of

competent authority and the staff of EW will be fully associated in determining the criteria and rationale to judge the quality and correctness of the data/information being used in carrying out the studies following the procedures developed and parameters laid down in the first phase of the project.

Funding for Economic Wing contract studies of Phase-II will be provided by USAID through a non-lapsable PLA account established by the MINFA - ECONOMIC WING. The expenditures will be reimbursed by USAID. The "seed money" of Rs 2 million already provided by the G.O.P. to open PLA account during Phase-I will continue to be utilized for operation of PLA account in the Phase-II. The EW shall evaluate its contract research program at the end of each year. After the completion of the Phase-II, GOP will be requested to provide necessary fund to continue this activity under the aegis of EW.

(iv) Training of Staff: There will be five kinds of training under this project: (1) short-term in-country training, workshops and seminars, (2) long-term in-country training of approximately one year to the MA level, (3) short-term foreign training, (4) long-term foreign training at the MS and/or Ph.D. level and (5) on-Job training.

a) Short-Term In-Country Training:

-----  
 Because of the successful completion of the in-country training component of the EPA/FSM project in phase I, approximately 80 person months of training per year will be conducted (total of about 240 person months). The LT expatriate advisors along with the ST technical assistance instructors will organize in-country 8-10 workshops of 2-3 weeks duration for 20 participants in each workshop from all 20 cooperating institutions. The fields of these workshops will cover econometric modeling, research methods, farm economics, commodity analysis, agricultural pricing, agricultural business, data management, agricultural policy, applied economic analysis. The advisors will also provide some training in management, technical writing, communications and organizational development.

b) Long-Term In-Country Training:  
-----

Approximately 25 participants per year will be trained at the MS level in agricultural economics from a local University in coordination with the Academy for Educational Development (AED), already under USAID contract). AED will make arrangements with a local institution and provide expatriate instructors along with local instructors to teach a ten-twelve month intensive full-time course in Agricultural Economics. The subjects would include micro and macro economics, production economics, agri-business, agricultural policy, econometrics and research methods in addition to other requirements of the degree program. The target participants will be from the Economic Wing MINFA, other MINFA organizations, provincial agriculture and planning ministries and other cooperating institutions. Successful participants will receive MS in Agricultural Economics and receive priority towards foreign Ph.D training at a later date. An in-country training programme of 10 months for 20 participants (as per list attached at Annexure-VI) at Quaid-e-Azam University Islamabad remained in progress since October, 1990.

c) Short-Term Foreign Training:  
-----

Under the ASSP approximately 18 man months (6 persons per year) of short-term training will be provided in specialized areas of agri-business, agricultural policy, agricultural economic development, statistics and agri-marketing. The participating institutions will be PARC (2 man month), P&D Division (2 man month), APCom (1 man month), Provinces (4 man months), Agricultural universities (3 man months) and Economic Wing (6 man months). Institute-wise allocation for this training is given in Annexure-VII.

d) Long-Term Foreign Training:  
-----

Under the ASSP program long term training at the Ph.D or MS level will be provided for up to 15 participants; 4 from the Economic Wing and 11 from EPA network institutions, subject to TOEFL clearance and approval of the Econo-

mic Affairs Division. The field of studies will mainly cover Agricultural Economics, Agricultural Statistics, Computer Science etc. (Annexure-VIII).

e) On-The-Job Training:

-----  
The LT and ST technical advisors will work closely with the staff of the Economic Wing to develop and provide prototypes of the reports, briefing papers and other publications needed by MINFA and the target clients. They will serve as the quality control for all reports and publications put out by the Economic Wing. They will also conduct workshops and seminars on various technical and managerial subjects as the need arises.

(v) Implementation: The primary financial and implementing responsibility for the EPA project Phase-II will rest with the Economic Wing, MINFA headed by the Director General along with the Directors of three EW Directorates, namely Agricultural Policy, Economic Research, and Agricultural Statistics.

ADVISORY COMMITTEE ON AGRICULTURE POLICY: In place of the Advisory Committee on Policy Analysis in Agriculture (ACPAA), set up in the Phase-I of the Project EW/MINFA will reshape the Committee and rename it as Advisory Committee on Agricultural Policy (ACAP) comprised of not more than 5 members in order to make it more effective with Secretary, MINFA as its Chairman including Chairman APCOM, Member Social Sciences, PARC, Agricultural Development Commissioner, ALMA, Director General Federal Bureau Of Statistics, and Director General Economic Wing as member Secretary. This Committee will meet at least twice a year to review the work plan, approve and revise the research agenda as needed.

The USAID Pakistan office of Agriculture and Rural Development (O/ARD) will have overall counterpart responsibility for managing this project. The Mission Project manager for this project will be assisted by professional Pakistani staff and Economic Wing/MINFA will be the key force to implement the project.

- 33

(vi) Financing: The estimated cost of first Phase as approved by ECNEC on 5.9.1985 was Rs. 151.04 million out of which Rs.4.02 million was local cost and Rs.147.02 million was A.I.D contribution. For implementation of Phase-II of the project A.I.D. will provide about Rs. 110 million to support technical assistance, training and commodities. The implementation of the project will be under overall supervision and control of Project Director who will ensure adherence to work programme and priorities laid down in PC-I. Flow of aid will be through proper government channels.

10. Give date when capital expenditure estimates were prepared. If prepared for more than one year ago, confirm if they are still valid. Revised in January, 1991 at the time of revising the PC-I in accordance with Evaluation Report.

11. Summary of the capital covering whole of the investment period as indicated below:

YEARLY ESTIMATED EXPENDITURE  
(million Rs.)

Economic Wing	FY 90/91		FY 91/92		FY 92/93		TOTAL
	FX	LC	FX	LC	FX	LC	
<b>Foreign assistance</b>							
USAID Advisors/ Home Office	13.26	2.25	13.53	1.52	14.86	3.67	49.09
<b>Training</b>							
In-country							
Short-term		0.61		1.28		1.42	3.31
Long-term	5.36	5.93	5.65	6.19			23.13
U.S.							
Short-term	0.91		0.91		0.91		2.73
Long-term	6.50		6.51		6.51		19.52

Commodities	1.54						1.54
-----							
Other cost	3.34		2.38		1.12		6.84
-----							
Contingency	0.89	0.27	0.86	0.20	0.90	0.37	3.49
-----							
Total:	26.92	13.94	27.46	11.57	23.18	6.58	109.65
-----							

Exchange Rate: \$ 1.00 = Pak. Rs. 22.00

Cost will be met out of Training and Technical Assistance (TATA) Component of (ASSP).

The details of project's costs (GOP & USAID) are given at Annexure-1 (a & b).

12. Basis of cost Estimates.

The estimates have been prepared at prevailing USAID illustrative rates and market prices. Inflation factor is also included in it.

13. Annual operational Cost after completion:

Not Applicable

14. Unit cost for each category:

Not Applicable

15. If any Income accrues, give estimates of annual income and basis for calculation:

Not Applicable

16. Annual phasing of Physical work and financial requirements for the project.

Not Applicable

17. Indicate any result of the project not mentioned earlier. Give details of revenue likely to accrue to the government.

Not Applicable.

PART-C

18.

- (a) Manpower: The local manpower requirements will be met out of staff of the Economic Wing. The expatriate manpower consisting of the 72 person months of LTTA and 15 person months of STTA will be from USAID. In addition, there will be up to 30 person months of local Pakistani STTA.
- (b) Likely shortage of manpower: No shortage is expected since all the EW positions have been sanctioned and qualified persons are available.
- (c) Steps to be taken to assure availability of manpower. Not applicable
- (d) Approximate number of persons required to be trained per year (locally and abroad and the kind of skills to be acquired.
- |                        |  |
|------------------------|--|
| ST In-country Training | 80 person months/year (240 person months). |
| LT In-country Training | 25 persons/year(75 person months).         |
| ST Foreign Training    | 6 persons/year (18 person months).         |
| LT Foreign Training    | 15 persons total for MS/Ph.D.              |
- (e) Give total capital outlay. Give the capital cost of mobilizing the workers for one shift. Not Applicable

19. Physical and other facilities required for the project. Not Applicable
20. Material, supplies and equipment requirements.

NAME OF THE ARTICLE	NO. REQUIRED	ALREADY IN HAND	TO BE PROVIDED
-----	-----	-----	-----
Micro computers	56	41(Phase-I)	15*
Vehicles	3	3	-
Off-set Printing Machines	1	Nil	1
Photocopier	4	3	1
Electric type writers	10	4	6

\* Distribution of computers is given in Annexure-IX.

21. In case of imported material and equipment of execution, indicate source, etc. The funds will be provided by the USAID Mission in Pakistan in FEC.

ANNEXURE-1(a)

PROJECT BUDGET COVERING USAID CONTRIBUTIONS FOR  
ECONOMIC POLICY ANALYSIS PROJECT (IN US \$)

<u>FOREIGN ASSISTANCE</u>	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>Total</u>
<u>USAID ADVISORS</u>				
Long Term	296,232.00	365,932.00	383,358.00	1,045,522.00
Short Term	119,930.00	148,148.00	155,202.00	423,280.00
Support Personnel	16,957.00	18,653.00	20,518.00	56,128.00
Official travel of Advisors	271,216.00	151,448.00	284,329.00	706,993.00
Other cost	151,904.00	108,095.00	50,952.00	310,951.00
Training	878,352.00	933,620.00	401,345.00	2,213,317.00
Commodities & Services	70,000.00	-----	-----	70,000.00
Contingency	52,857.00	48,095.00	57,143.00	158,095.00
Total	1,857,448.00	1,773,991.00	1,352,847.00	4,984,286.00

NOTE: One US Dollar is equal to 22 Pak Rupees

PROJECT BUDGET COVERING USAID CONTRIBUTIONS FOR  
ECONOMIC POLICY ANALYSIS PROJECT (IN PAK Rs.)

<u>FOREIGN ASSISTENCE</u>	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>Total</u>
<u>USAID ADVISORS</u>				
Long Term	6,517,104.00	8,050,504.00	8,433,876.00	23,001,484.00
Short Term	2,638,460.00	3,259,256.00	3,414,444.00	9,312,160.00
Support Personnel	373,054.00	410,366.00	451,396.00	1,234,816.00
Official travel of Advisors	5,966,752.00	3,331,856.00	6,255,238.00	15,553,846.00
Other cost	3,341,888.00	2,378,090.00	1,120,944.00	6,840,922.00
Training	19,323,744.00	20,539,640.00	8,829,590.00	48,692,974.00
Commodities & Services	1,540,000.00	-----	-----	1,540,000.00
Contingency	1,162,854.00	1,058,090.00	1,257,146.00	3,478,090.00
Total	40,363,856.00	39,027,802.00	29,762,634.00	109,654,292.00

NOTE: One US Dollar is equal to 22 Pak Rupees

MAIN ACHIEVEMENTS OF PHASE-I  
^^

The major achievement of Phase-I was the merger of Planning Unit and EPA Component of FSM Project. The new organization namely "Economic Wing" has been in operation since July, 1990. The assigned mission of the Economic Wing is to supply MINFA with timely, relevant economic and policy analysis in support of its role in strengthening Pakistan's efforts towards food security, self reliance and export orientation. Under the new set up the Economic Wing consists of the following Directorates:

- i) Directorate of Agricultural Statistics;
- ii) Directorate of Economic Research;
- iii) Directorate of Agricultural Policy.

The Phase-I of EPA component of FSM Project made a good beginning in establishing the Economic Analysis Network (EAN) of cooperating institutions at Federal and Provincial levels. About 20 private and public sector institutions were enrolled as active members of the EAN (see Annexure II-a). Nearly 18 special technical reports/policy papers and 8 contractual studies were completed and published (please see Annexure II-b). Some 450 economists are currently members of national network of agricultural economists who serve as a panel of experts. 19 issues of a bimonthly news letters namely ECONOGRAM and 10 brochures on "Talks With Economic Experts" were published. About 60 long/short-term participants drawn from federal and provincial governments and autonomous bodies received training in USA. 300 participants were trained in 10 local workshops in the areas of agriculture policy, agricultural marketing, technical report writing, applied economic analysis and computer applications. Besides this, 41 micro-computers were installed in various public and private institutions (see Annexure II-c).

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LIST OF COOPERATING INSTITUTIONS  
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- 1) Planning Unit/MINFA, Islamabad;
- 2) Pakistan Institute of Development Economics, Islamabad.
- 3) Agricultural Prices Commission, MINFA, Islamabad.
- 4) Agricultural Livestock, Marketing and Grading Directorate, MINFA, Karachi.
- 5) University of Agriculture, Faisalabad.
- 6) Sindh Agricultural University, Tandojam.
- 7) University of Agriculture, Peshawar.
- 8) Punjab Economic Research Institute (PERI), Lahore.
- 9) Applied Economic Research Centre (AERC), University of Karachi, Karachi.
- 10) Centre for Applied Economic Studies (CAPES), University of Peshawar, Peshawar.
- 11) Planning & Development Department, Government of Punjab, Lahore.
- 12) Planning & Development Department, Government of Sindh, Karachi.
- 13) Planning & Development Department, Government of NWFP, Peshawar.
- 14) Planning & Development Department, Government of Balochistan, Quetta.
- 15) Department of Agriculture, Government of Punjab, Lahore.
- 16) Department of Agriculture, Government of Sindh, Karachi.
- 17) Department of Agriculture, Government of NWFP, Peshawar.
- 18) Department of Agriculture, Government of Balochistan, Quetta.
- 19) Agriculture and Food Section, P&D Division, Islamabad.
- 20) Social Sciences Division, Pakistan Agriculture Research Council (PARI), Islamabad.

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LIST OF STUDIES CONDUCTED BY EPA PROJECT PHASE-I  
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Sl. NO.	NAME OF STUDY
1.	Projections of Long-term demand for Food up to year 2000.
2.	Food supply management with particular reference to partial provisioning system of wheat in the context of food security and minimum requirements of food.
3.	Application of fertilizer & yield response of important crops by size of farm & mode of irrigation for different ecological zones.
4.	Impact of Mechanization on productivity and employment by farm size and tenure for different ecological zones. Economic assessment of various levels of mechanization.
5.	Constraints to the development of co-operatives in the country in the light of examples of successful cooperatives in other countries specially farming cooperatives and marketing cooperatives of perishable commodities.
6.	Study of trade, price and institutional policies needed for procurement, processing, marketing and export of perishable commodities.
7.	Study of farm productivity by size & tenure and estimation of domestic resource costs for major crops.
8.	Study of marketing margins of selected crops in the context of farming system & ecological zones.
9.	The Pakistan Poultry Industry: A Policy Analysis Framework.
10.	An Appraisal of Agricultural Price Statistics in Pakistan.

11. A Guide to Interindustry Analysis of the Pakistan Economy.
12. Agricultural Policy Research and Analysis.
13. Economic Analysis of the Agricultural Production Sector for Policy Formulation.
14. Pakistan poultry Data-book.
15. Production and Marketing of Wheat Seed in Punjab.
16. The Pakistan Sugar Industry: An Economic and Policy Analysis.
17. Rationalization of Irrigation Water charges in Pakistan: Answers to Some Policy Questions.
18. Economics of Past and Prospective O & M Investments in the Canal Irrigation System in Pakistan's Punjab.
19. Supply Response of Major Crops in Pakistan: A Simultaneous Equation Approach.
20. Contributions and Inter-Linkages of the Food and Fiber System in Pakistan's Economy.
21. Development of Updating Procedure for and Analysis of Pakistan Interindustry Relationships.
22. Pakistan's Dairy Industry: Issues and Policy Alternatives.
23. Privatization of SCARP Tubewells: Some Economic Considerations.
24. Style manual of Technical Writing.
25. The Pakistan Sugar Industry (Briefing Papers).
26. Benefits of O & M Expenditure in the Canal System in Punjab.

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DISTRIBUTION OF COMPUTERS DURING PHASE-I  
OF EPA/FCM PROJECT

S.NO	NAME OF THE INSTITUTE	COMPUTER UNITS ALLOCATED
1.	Planning Unit, (Economic Wing), MINFA	1 Unit
2.	University of Agriculture, Faisalabad.	6 Units
3.	Ayub Agricultural Research Institute, Faisalabad.	1 Unit
4.	Institute of Development Studies, NWFP Agricultural University, Peshawar.	1 Unit
5.	Center for Applied Economic Studies, University of Peshawar, Peshawar.	4 Units
6.	Punjab Economic Research Institute, Lahore.	2 Units
7.	Sind Agriculture University, Tandojam	4 Units
8.	Agriculture Prices Com- mission, Islamabad.	1 Unit
9.	National Commission on Agriculture, MINFA.	1 Unit
10.	Agriculture & Rural Develop- ment, USAID Mission, Islamabad.	1 Unit
11.	Applied Economic Research Centre, University of Karachi, Karachi.	3 Units
12.	Directorate of Agricultural Policy, MINFA.	3 Units
13.	Office of DS(IC), MINFA.	1 Unit
14.	Department of Agriculture, Govt. of Punjab, Lahore, Directorate of Economic & Marketing and Planning and Evaluation Cell.	1 Unit
15.	University of Baluchistan, Quetta.	1 Unit
16.	Pakistan Institute of Develop- ment Economics (PIDE), Islamabad.	1 Unit

## ASSP TRAINING AND TECHNICAL ASSISTANCE COMPONENT

The Training and Technical Assistance component will have two distinct elements:

- o A sectoral training program providing long- and short-term training to build up the research and training capabilities of Pakistani institutions in the agricultural sector and to expand the pool of skilled personnel available to the national agribusiness sector; and
- o A policy information and management program, which will continue and expand the program of policy analysis, data collection, and institution-building begun under the Food Security Management Project and provide technical support to the ASSP's policy dialogue.

### 1. Sectoral Training Program

The training component of ASSP works toward removing one of the key constraints to economic growth in the agriculture sector - the low level of education. There is little dissent to the proposition that Pakistan has been spending too little money on education. The GOP presently budgets less than 2% of the GNP for educational purposes. ASSP seeks to help Pakistan address this urgent need within agriculture-related sectors of the country by participating in a comprehensive training program to upgrade the educational level of personnel involved in agriculture-related businesses and institutions.

The training component of TATA is designed to provide opportunities for upgrading the professional and administrative skills of Pakistani nationals involved in the field of agriculture. The ASSP training program will have two major components:

- a. Public Sector training: long- and short-term training in the United States for university personnel and others in institutions supporting the agricultural sector, reinforced by short-term in-country training and visiting professorships for US faculty in Pakistani institutions; and
- b. Private sector training: long- and short-term training in the United States to upgrade the technical, professional, and administrative skills of individuals with a background in Pakistan's private sector production, processing, and marketing sectors, as well as short courses in-country to reach a wider agribusiness audience.

Training will be offered in a wide range of specialties needed to improve performance in the private and public sectors. While the specific categories will depend on the training needs expressed by local institutions (public and private) and the availability of suitable candidates, it is anticipated that degree training will be

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ffered in agricultural sciences (agronomy, plant pathology, genetics, etc.), livestock sciences, food processing, marketing and distribution, business management and public administration, and economics.

The public sector training program will provide scholarships for 44 individuals to complete Ph.Ds and 71 to complete M.S. degrees in the United States. The Ph.D training will be provided primarily to faculty members of Pakistani agricultural universities and public sector employees with direct responsibility for policy analysis and advice to senior officials. To the greatest extent possible, individuals will be identified in cooperation with local universities or other Pakistani centers of research and training, which will be encouraged to submit candidates in accordance with their institutional training plans. Some candidates will, however, be chosen for training to reinforce the institution-building activities being carried out by EAN and ADC. To further strengthen the impact on agricultural training and research in Pakistan, the program will also finance visiting professors from the United States, who will spend an academic year at a Pakistani university or other training institution. Approximately 12 person-years will be funded under this program, which will be an extension of USAID's Institutional Excellence Program (which will begin implementation in FY1988). An illustrative list of GOP institutions from which public sector scholarships will be identified can be found on pages 14-17 of this section.

The private sector training program will provide scholarships for Pakistanis in technical fields related to agricultural production, processing, and marketing. Nineteen Ph.D and 68 M.S. scholarships will be provided. Candidates will be chosen through open competition on the basis of proven commitment to agribusiness (with strong preference to individuals with an employment history in the sector or sponsorship by a local firm), academic preparation, and language skills.

Short-term US training will also be offered under both programs (some 1000 person-months under the public sector program and 300 under the private sector program). In addition, in-country training workshops and seminars will be funded under the ASSP, as well as a limited number of invitational travel tours, primarily in support of the EAN and ADC activities. The programmed levels of U.S. training are shown in Table I.6-I.

### c. US Training Activities

The long-term training program will be managed by ARD staff in cooperation with the mission's Office of Human Resources and Training (HRT), under the auspices of the Development Support Training Program (DSTP). A training manager (PSC) will be added to the ARD staff to handle the scholarship and training program, to set up selection criteria, and to carry the program through final selection of the first round of participants. This position will be funded from PDIF funds for a period of one year with the need for continued assistance assessed at the end of this period. It is

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Anticipated that mission staff should be able to manage the program once it is established, with assistance from the Academy for Educational Development (AED), the contractor for the DSTP, which administers all US and third country training for the mission. Representatives from MINFAC and EAD will participate in the interview process and approve the candidates prior to final approval by USAID.

PIO/Ps for the candidates selected will be prepared by USAID/HRT citing ASSP funds. Tuition costs and fees for the participants will be paid to the training institution concerned and health insurance premiums will also be paid. The GOP will pay the salaries of public sector employees. (Payment of private sector trainees' salaries will be regarded as a matter for negotiation between the trainee and his/her employer.) All other training costs will be paid by USAID.

#### d. Training Programs in Pakistan

In-country training will take the form of local scholarships, workshops, and seminars. While some in-country training programs will be carried out under the rubric of program training, particularly the visiting professor program outlined above and short courses in the agribusiness field, most of the activities in this area will be undertaken as part of the ADC and EAN activities.

ADC plans to provide specialized training in subjects closely related to collection of agricultural statistics such as the management of data systems, the training of trainers, and computer applications in statistics through a series of workshops and seminars conducted by local and expatriate consultants over the life of the ADC project.

ADC also plans to work toward the establishment of an in-service training institute for entry level and mid-career statisticians in Lahore. The institute, managed and operated by the Statistics Division of the Ministry of Finance, will offer a range of courses in statistics and related fields. ADC will support the institute through the provision of visiting lecturers, and purchase of textbooks, other training materials, and microcomputers to furnish a computer training laboratory. Procurement of goods and services in support of this activity will be implemented by USDA through its FASA agreement.

The EAN Project plans to conduct four applied economic analysis workshops annually. Each workshop will consist of approximately 17 training days over three calendar weeks, with each workshop costing about \$35,000. The principal topics of these workshops will include: applied economic analysis, agricultural marketing, econometrics, agricultural policy, and international trade. In addition, EAN plans to conduct two special local agricultural policy seminars each year. Each seminar will deal with key agricultural policy issues that have been analyzed during recent EAN contract research studies.

ARD will organize additional in-country training through its agri-business program. Two workshops are planned each year for five years, costing approximately \$100,000 each. US experts will be brought in to conduct these workshops. American educators will also be brought in to teach in Pakistani universities, technical institutes, and research institutions through a buy-in to the mission's Institutional Excellence Program.

e. Summary of Training Outputs

Table I.6-I indicates the training accomplishments expected over the ASSP's six-year life in the areas of long-term training and US short-term training.

Table I.6-I

Summary of Principal Training Outputs

Year Training Begins:	1987-1988	1989	1990	1991-93	TOTAL
<b>Public Sector Training</b>					
Ph.D (persons)	22	10	10	2	44
M.S. (persons)	26	14	19	12	71
Short-term US (PM)	221	180	216	396	1013
<b>Private Sector Training</b>					
Ph.D (persons)	9	5	5	--	19
M.S. (persons)	38	20	10	--	68
Short-term US (PM)	160	80	80	--	320

The proposed budget for the entire training program for the the period from 1987-1993 is provided in Table I.6-II. It is assumed that Ph.D's will be completed in three year and M.S.'s in two years. The budget assumes that each candidate is fully funded for the entire training program in the year of departure for the training. This means that the costs in the first half of the six-year period are substantially higher than the second half.

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ILLUSTRATIVE BUDGET FOR THE PROPOSED TRAINING PLAN  
AGRICULTURE SECTOR SUPPORT PROGRAM  
(U.S. \$'s)

EXPENSE CATEGORY	Unit	Unit Cost		FY 87		FY 88		FY 89		FY 90		FY 91-93		TOTAL		
		FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	FX	LC	FX+LC		
<b>TRAINING</b>																
<b>a. Long-term U.S.</b>																
i) Public Sector (EAM, ADC, ARD)	PH	1800	2516	1,276,000	60,384	1,382,100	65,416	1,252,800	60,384	1,360,800	67,932	648,000	35,224	5,940,000	289,310	6,229,310
ii) Private Sector (ARD)	PH	1800	2516	928,800	57,868	1,101,600	57,868	1,101,600	57,868	1,013,200	52,836			4,147,200	226,140	4,373,340
Sub-total				2,204,800	118,252	2,483,700	123,284	2,354,400	118,252	2,374,000	120,768	648,000	35,224	10,087,200	515,450	10,602,650
<b>b. Short-term B.S.</b>																
i) Public Sector (EAM, ADC, ARD)	PH	3500	2516	378,000	115,736	373,500	115,736	630,000	118,444	756,000	161,024	1,254,000	201,280	3,713,500	742,220	4,455,720
ii) Private Sector (ARD)		3500	2516	280,000	100,640	280,000	100,640	280,000	100,640	280,000	100,640			1,120,000	402,560	1,522,560
Sub-total				658,000	216,376	653,500	216,376	910,000	219,084	1,036,000	261,664	1,254,000	201,280	4,833,500	1,144,780	5,978,280
<b>c. Institutional Excellence Proj</b>																
	PH	1678	2278	125,600	41,000	125,600	41,000	125,600	41,000	125,600	41,000	251,200	82,000	733,600	246,000	979,600
<b>d. In-Country (EAM, ADC, ARD)</b>																
				180,000	150,000	180,000	182,381	180,000	209,310	180,000	209,310	180,000	328,330	900,000	1,077,931	1,977,931
<b>e. Study Tours (ARD)</b>																
				163,000	33,000	163,000	33,000	163,000	33,000	163,000	33,000	780,000	140,000	920,000	280,000	1,200,000
<b>f. Miscellaneous</b>																
					250,000		250,000		250,000		337,076			0	1,107,076	1,107,076
<b>TOTAL</b>				3,333,400	810,628	3,630,100	848,041	3,733,000	902,846	3,882,600	1,025,032	2,873,200	787,034	17,494,300	4,373,587	21,867,887

Notes: U.S. \$ 1.00 = Rs. 17.00

FILE: ASSPTRNG:04/07/87

Illustrative Budget of ASSP Training Program  
(1987-1993)

## 2. Policy Information and Management

The program of analysis, data collection, and institution-building begun under FSM will be continued and expanded under ASSP. The program will have two distinct elements:

- a. Institution-building activities, including technical assistance, formal and informal training, equipment, and other assistance to strengthen the capabilities of the Economic Analysis Network in the Ministry of Food and Agriculture, and the agricultural data collection and dissemination activities of the Federal Bureau of Statistics; and
- b. Analytic support to the identification and clarification of policy issues, the formulation of reform packages, and the development of consensus on actions to be taken.

While the institutional development component will largely build on existing activities under the FSM Project (particularly the Economic Analysis Network and Agricultural Data Collection activities), the analytic support will be provided through a number of mechanisms, including the EAN as well as a mission-managed policy analysis IQC (or other basic ordering agreement mechanism) and supplemental technical assistance.

Under the FSM Project, the Economic Analysis Network (EAN) demonstrated the value of drawing on Pakistani and expatriate expertise to generate high-quality analysis of priority policy issues. This experience has reinforced the lesson learned through policy dialogue under ACE and PL-480: success in encouraging the GOP to adopt needed policy reforms is much greater where the mission (and reform advocates within the GOP and the private sector) can draw on timely and relevant information. The bold steps taken by the GOP in recent months were based in part on the recommendations and findings of mission-funded studies, including IFPRI's analysis of ration shops funded under FSM and earlier studies of fertilizer and oilseeds policy.

This experience and other work under the EAN has also demonstrated the value of following up the analytic work with seminars and publications as a means of developing a consensus among government and private sector leaders. Under the ASSP, AID and the GOP will continue to draw on the EAN for analytic support to identify the costs and benefits of alternative reforms in the agricultural sector.

Finally, the EAN has proven the value of an informal network linking analysts in a wide range of Pakistani research and policy institutions. In addition to broadening the resources available to the GOP for analysis of agricultural issues, the network has proven to be a useful mechanism for providing training and technical assistance to these institutions.

Despite this positive experience, progress in institutionalizing the EAN within the Ministry of Food and Agriculture and building up the analytic capacity of MINFAC itself has been slower than anticipated.

Consequently, the extension of the EAN under the ASSP will give particular emphasis to establishment of a permanent capacity for policy analysis of agricultural issues, based on both in-house analysts in the GOP and improved ability to draw on the analytic capabilities of other Pakistani institutions, particularly agricultural universities. Greater attention will also be given to building up the capabilities of the latter institutions.

At the present time, development of in-house capacity is expected to continue to emphasize strengthening of the Directorate for Policy Analysis in MINFAC. The ASSP evaluation at the end of the program's first three years will reexamine this decision in preparation for extending the EAN activity into the 1990-93 period. If institutionalization of policy analysis capacity within MINFAC continues to lag, consideration will be given to broadening the institutional base to include other institutions, or otherwise redesigning the program to strengthen its institution-building impact.

Under the EAN, institution-building activities will include provision of long- and short-term technical assistance, U.S. and in-country training (with a strong emphasis on the latter), development of economic research facilities through provision of computers and libraries as well as improvements to the physical plant, and other assistance.

### 3. Post-1987 Economic Assistance Requirements for Economic Analysis Network (EAN) Project

The proposed strategy for the EAN Project after 1989 is based on the following assumptions:

- a. By 1990, the Directorate of Agricultural Policy (DAP) will employ a staff of at least 15, of whom at least 7 are staff economists or directors;
- b. By 1990, at least one-half of the DAP staff are in the GOP civil service;
- c. By 1990, at least 5 major sector-level policy analyses are completed under the EAN research program;
- d. Local economics training through applied economic analysis workshops and seminars will continue to be effective; and
- e. MINFAC will increasingly recognize the value of the DAP and rely on the DAP for most of its policy analysis needs.

By 1990, the DAP will have evolved to become MINFAC's primary supplier of relevant, credible economic and policy analyses. During the next three years, the DAP will develop three major research programs: economic analysis, price analysis, and farm management. These programs will be developed through support from the EAN PLA and concentrated technical assistance from a long term expatriate DAP Advisor, who will be fielded in the summer of 1987. During 1986-89, the EAN will continue to be strengthened through a series

of applied economic analysis workshops and financial and technical assistance to EAN studies conducted by cooperating EAN institutions.

The accomplishments of the EAN Project through 1989 will set the stage for the maturation of the DAP and the EAN during 1989-1994. Much of the research to be conducted after 1989 will use data collected by the ADC on agricultural prices, inputs, market linkages, labor, machinery, costs of production, and trade. Most economics training will be implemented through local applied economic analysis workshops and seminars because of continuing difficulty in placing participants in overseas academic programs. When necessary, EAN studies will supplement ADC data with rigorous, narrowly defined economic surveys of agricultural producers, households, processors, and marketers.

The analytical capability of the DAP and the EAN will be further strengthened by an additional 80 advanced microcomputer systems and five economic research libraries. In recognition of the premier role of the DAP as MINFAC's policy advisor, a permanent DAP office complex will be constructed for the GOP. Three long-term expatriate advisors will assist MINFAC in strengthening the DAP's staff economic capability, providing technical assistance to EAN institutions and EAN research projects, and coordinating local training programs for workshops and seminars. About 60 person-months of short-term expatriate technical assistance will be supplied to assist the EAN and the DAP to implement specific studies. Most of the technical assistance will be drawn from local expertise: 300 person-months of short-term consultancies, and 1,800 person-months of research support. The estimated cost of the donor assistance required for these activities is summarized in Table I.6-III. A detailed budget by project year is provided in Table V-I in the main text.

TABLE I.6-III

EAN Project Donor Assistance Needs For 1989-1995

COMPONENT		AMOUNT	COST
I.	Technical Assistance		\$ 4,738,000
A.	Long Term Expatriate Advisors	96 Person-Months	1,540,000
B.	Economic Studies	30 Studies	3,198,000
1.	Local Consultants	300 Person-Months	807,000
2.	Short-term Exp. Advisors	60 Person-Months	951,000
3.	Local Staff Support	1,800 Person-Months	884,000
4.	Local Indirect Costs		556,000
II.	Commodities		2,370,000
A.	Computers/Software	80 Systems	720,000
B.	Office Equipment		250,000
C.	DAP Office Construction		400,000
D.	Economic Research Libraries	4 (3,000 vol. @)	1,000,000
III.	Operating Expenses (est.)		208,000
<b>TOTAL COST (without inflation or contingencies)</b>			<b>\$7,316,000</b>

Below are specific activities planned under the EAN component.

## I. Technical Assistance

### A. Long Term Expatriate Advisors

Two long term advisors will be assigned annually to strengthen the DAP's capability to conduct economic analyses and monitor the EAN Contract Research Program, strengthen the economic research capabilities of key EAN cooperating institutions, such as the University of Faisalabad, and assist EAN cooperating institutions in conducting contract research in support of the EAN Annual Economic Research Agenda.

### B. Economic Studies

Thirty studies (five studies per year) will be contracted to cooperating EAN institutions. Each study will be designed to support the EAN Annual Economic Research Agenda. The studies will focus primarily on the following issues: sector analyses of specific commodities, sector analyses of specific agricultural resources or inputs, trade policy, investment policy, regulatory policy and marketing policy. Each study will generally be funded for four to six months. In no case will funding be provided for more than nine calendar months after a contract is signed.

The annual technical assistance support required for these studies will include 50 person-months of local consultants, 10 person-months of expatriate short term advisors, and 300 person-months of local research staff in the DAP. The local research staff will be mainly responsible for providing MINFAC with briefing papers developed from the results of the contract research studies.

## II. Training

### A. Local Workshops

Four applied economic analysis workshops are planned annually. The prime topics of these workshops will be applied economic analysis, agricultural marketing, econometrics, agricultural policy, and international trade. Each workshop will consist of approximately 17 training days over three calendar weeks. The estimated costs of per diem and transport for over 100 participants (20 per workshop) is \$85,000 the first project year, increasing at five percent per annum thereafter.

### B. Local Seminars

Two special local agricultural policy seminars are planned annually. Each seminar will deal with key agricultural policy issues that have been analyzed during recent EAN contract research studies.

### C. Local Instructors

All workshops will be conducted by local instructors who have been identified and trained during the initial phase of the EAN project. It is estimated that local instructors will be engaged for approximately 49 person-weeks per year.

### D. Overseas Study Tours

The first phase of the EAN project did not include responsibility for overseas training. In the post-87 program, it is anticipated that the EAN project will implement an overseas study program to supplement local workshop training. Study tours will include workshops and customized short term research training programs with US agricultural universities.

## III. Commodities

### A. Computers/Software

During the first year of the post-87 program, 80 micro-computer systems based on the Intel 80386, or later microprocessor technology, will be distributed throughout the EAN to supplement IBM-PC/AT systems supplied under the first phase of the EAN project. Each microcomputer will be supplied with standard word processing, spreadsheet, database, graphics, and econometrics software. Each microcomputer system will meet or exceed the computational capacities of most mainframe computer systems currently operating in Pakistan. The estimated cost of each system is \$12,000.

### B. Office Equipment

During the first year, ten photocopiers and other office equipment will be distributed among the DAP and key EAN cooperating institutions.

### C. DAP Office Construction

To further the institutionalization of the DAP, a DAP office will be constructed during the first two years of the post-87 program. The office will have approximately 30,000 square feet of space and will cost approximately \$400,000.

### D. Economic Research Libraries

During the first three years of the post-87 program four economic research libraries will be established in the EAN. It is expected that one of the libraries will be housed in the DAP. The other four libraries will be located in each province in a key EAN cooperating institution. Each library will be provided an initial acquisition of 3,000 volumes. The cooperating institutions will be expected to provide the floor space for each library. The estimated cost of 15,000 volumes, library furniture and equipment, and renovation of the facilities is \$1,000,000.

#### 4. Agricultural Data Collection (ADC) Project, 1986-89

The Agricultural Data Collection component of the FSM Project will also be continued under the ASSP. The ADC is assisting the GOP to modify the present agricultural statistics collection system to develop a more accurate and efficient system based in part on the area sampling frame methodology, but incorporating more traditional data collection and publication methods as well. By the end of the FSM Project, it is expected that the area sampling frame will have been fully implemented in the pilot areas, but due to a late start, a second phase will be needed to implement the area sampling frame nationwide.

The objectives of the Agricultural Data Collection activity are as follows:

- a. Completion of the area sampling frame for the original seven pilot districts (as revised; based on MOD restrictions) and one district in NWFP and Baluchistan (conditional upon the acquisition of aerial photography).
- b. Complete at least one area survey for major crops in the pilot districts.
- c. Initiate a demonstration objective yield survey for three major crops in at least one pilot district.

In the 1989-1993 period, the ADC should continue under the same organizational structure as the 1985-89 project because substantial work will remain to complete the national area sampling frame. The primary objective of ADC will continue to be the collection and publication of basic statistics on agriculture. The area sampling frame will be used as the sampling base for production statistics and other major agricultural surveys, however, the project should begin using several other methodologies in the collection of related basic agricultural statistics. All data generated by ADC will be made available on a timely basis to all users throughout the country for planning and decision making.

The outline below shows the proposed structure of ADC for the Agriculture Sector Support Program.

##### I. Production Statistics

- A. Complete national area frame
- B. Initiate yield estimates for major crops
- C. Investigate alternate methods for estimates on area and yield of minor crops
- D. Explore methods for providing interim livestock statistics between census, and livestock products data, i.e., milk production and slaughter.

## II. Economic Statistics

- A. Prices; farm, wholesale, retail
- B. Price of index series
- C. Cost of production and production inputs
- D. Agriculture labor; including labor force, cost and migration effects on labor supply
- E. Land tenure
- F. Farm credit, cost use availability, sources
- G. Cold storage
- H. On-farm grain stocks
- I. Marketing
  - a. Agriculture market structure
  - b. Market channels
  - c. Marketing costs
  - d. Losses in the market
  - e. Transportation
  - f. Export-Import trade (monitoring of international markets)

## III. Training

- A. Foreign degree training
- B. Foreign short-term training
- C. In-country training
- D. Statistical training institute

## IV. Technical Assistance

- A. Long-term technical assistance
- B. Short-term technical assistance

## V. Commodities

- A. Vehicles
- B. Computers, 100 microcomputers, 1 mainframe
- C. Miscellaneous: textbooks, training equipment, office equipment (typewriters, photocopiers, etc.)

## VI. Aerial Photography

- A. Photographic lab equipment
- B. Nationwide aerial photography

he table below shows estimated cost for the ADC activities.

Table I.6-IV  
Estimated Costs for ADC (1988-1993)

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A. Technical Assistance		4,729,000
1. Long-Term	2,503,000	
2. Short-term	2,151,000	
3. Long-term (in-country)	51,000	
4. Administrative Support	24,000	
B. Commodities		\$ 13,806,000
1. Vehicles	931,000	
2. Computers	1,080,000	
3. Miscellaneous	1,545,000	
4. Aerial Photography	8,000,000	
5. Laboratory Equip.	2,000,000	
6. Training Inst. Supplies	250,000	
C. Operating Expenses	2,231,000	2,231,000
<u>TOTAL COST (without inflation or contingencies)</u>		<u>\$20,766,000</u>

able V-2 in the main text provides information about the estimated expenditures of ADC in each year.

#### Post Harvest Management (PHM)

Some of the activities of the PHM component of the FSM project, including technical assistance and training for storage management, will continue at a smaller scale under ASSP. In addition, with the JOP planning to convert the existing bag handling and transportation of wheat system into a bulk handling system, a \$45 million pilot project exploring the feasibility of instituting a bulk storage system for the handling of commodities coming in-country under the JIP component of ASSP will be initiated. Specifically, a pilot project will be undertaken to determine such facts as existing constraints, operating costs, how bulk transport would function, and how the operations of a bulk system could be adopted within the current system.

It is anticipated that the pilot project would be implemented by the Pakistan Agricultural Storages and Services Corporation (PASSCO), a federal agency responsible for the procurement and storage of grains. Training as well as technical assistance would be required to assist PASSCO. Invitational study tours to observe bulk systems of other countries would also be helpful. Comprehensive in-country training would be available to management and operational staff of the proposed facility to understand the fundamentals of bulk grain storage, inventory control, quality preservation and overall management. Equipment for the pilot project, including installation and allied civil works, would also be required. A complete plan of work analyzing in greater detail the parameters of the proposed bulk storage pilot project is currently underway. Results will be evaluated for possible implementation under ASSP.

RECOMMENDATIONS OF THE EVALUATION REPORT  
PREPARED BY THE PROJECT WING, PLANNING &  
DEVELOPMENT DIVISION.

Implementation of the aided projects, irrespective of the fact whether the aid is in the form of grant or loan should be under the overall supervision and control of the Pakistani Project Director who may ensure adherence to the work programme and priorities laid down in the PC-I. Furthermore, to make the donor agencies observe financial discipline, flow of aid should be through proper government channels to the project rather than its utilization by the donor agency itself.

2. In view of the fact that re-organization of the Planning Unit has already been achieved, it is recommended that implementation of phase-II may be restricted to meet primarily the major shortfalls of phase-I of the project. Therefore, the PC-I of phase-II of the project needs to be revised/updated accordingly before submission to CDWP for reconsideration.

3. A total of 24 studies has been completed under the project. To ensure that their findings are used for future programming and policy action by the government, the studies may be examined by the MINFA with a view to identifying and implementing these programmes and policy actions.

4. Phase-II of the project may interalia, cater to the need of micro/mini computers and at least for the major participating units and equipment to improve the quality of crop forecast. . .

5. Provision of Pakistani consultancy for the period agreed to needs to be ensured.

6. It needs to be ensured that under Phase-II no study is undertaken without the approval of competent authority and that project staff is fully associated in determining the criteria and rationale and conducting the studies decided upon.

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Table 1. EPA Project Activities, Responsible Directorate, Priorities and Organizational Development Strategy

Act.	Description	Directorate	Priority	Strategy Eaphasis
01	Annual Work Plan (AWP)	All	Urgent	Org. development
02	Purpose Statements	All	Urgent	Org. development
03	Job Descriptions	All	Urgent	Org. development
04	Training Plan	All	Important	Org. development
05	Computer Operations Training	All	Urgent	Capacity enhancement
06	Seminars	All	Important	Org. development
07	Newsletter	All	Deferable	Org. development
08	Information Dissemination Policy	All	Important	Org. development
09	Work Plan Monitoring	All	Important	Org. development
10	Strategic Planning	All	Important	Org. development
11	Working Group on Agricultural Policy	All	Urgent	Org. development
12	Technical Editing Capacity	All	Important	Org. development
13	Computer Plan	All	Urgent	Org. development
14	Peer Review procedures - Quality Control	All	Important	Org. development
15	User Feedback for Reports and Briefings	All	Deferable	Org. development
16	Literature Documentation System	All	Deferable	Org. development
17	Library Acquisitions	All	Deferable	Org. development
18	Agricultural Prices Briefing Paper		Important	Capacity enhancement

(Continued)

Table 1. EPA Project Activities, Responsible Directorate, Priorities and Organizational Development Strategy (Continued)

Act.	Description	Directorate	Priority	Strategy Emphasis
19	Procurement Plan (PLA Account)	All	Important	Org. development
20	Policy Log	All	Urgent	Org. development
21	Agricultural Data System	DAS	Urgent	Operational product
22	Agricultural Statistics of Pakistan	DAS	Urgent	Operational product
23	Agricultural Chart Book	DAS	Important	Capacity enhancement
24	Trade Data	DAS	Urgent	Capacity enhancement
25	Wheat Forecasting Model	DAS	Urgent	Operational product
26	Additional Commodity Forecasting Models	DAS	Deferable	Capacity enhancement
27	Wheat Supply and Utilization Accounts	DER	Urgent	Capacity enhancement
28	Wheat Situation and Outlook Report	DER	Urgent	Capacity enhancement
29	Plan Situation Reports for Remaining Major Crops	DER	Important	Capacity Enhancement
30	Situation Reports for Minor Crops	DER	Important	Capacity enhancement
31	Livestock Situation	DER	Deferable	Capacity enhancement
32	Farm Income Estimates	DER	Urgent	Capacity enhancement
33	Contracts For Farm Budget Coefficients	DER	Priority	Capacity enhancement

(Continued)

Table 1. EPA Project Activities, Responsible Directorate, Priorities and Organizational Development Strategy (Continued)

Act.	Description	Directorate	Priority	Strategy Eaphasis
34	Farm Budget Coefficients	DER	Priority	Capacity enhancement
35	Agricultural Credit	DER	Deferable	Capacity enhancement
36	Margins and Marketing Bill Estimates	DER	Urgent	Capacity enhancement
37	Update I/O Model	DER	Urgent	Capacity enhancement
38	Farm and Agribusiness Inputs, Production and Productivity Index Updates	DER	Urgent	Capacity enhancement
39	Liaison with MINFA Agribusiness Cell	DER	Important	Org. development
40	Inventory of Pakistan Agricultural Policy Models	DAP	Important	Capacity enhancement
41	Agricultural Policy Project Compendium	DAP	Urgent	Capacity enhancement
42	Agricultural Policy Review	DAP	Important	Capacity enhancement
43	Producer and Consumer Subsidies	DAP	Urgent	Capacity enhancement
44	Agricultural Trade Policy	DAP	Important	Capacity enhancement
45	Wheat Policy Study	DAP	Important	Capacity enhancement
46	Wheat Seminar	DAP	Important	Capacity enhancement
47	Conceptualize the Food and Fiber System	DAP	Deferable	Capacity enhancement
48	Fertilizer Policy Study	DAP	Deferable	Capacity enhancement

(Continued)

Table 1. EPA Project Activities, Responsible Directorate, Priorities and Organizational Development Strategy (Continued)

Act.	Description	Directorate	Priority	Strategy Emphasis
49	Pakistan Agricultural Sector Model (PASH)	DAP	Urgent	Capacity enhancement
50	Agriculture in Pakistan (Revised)	DAP	Deferable	Capacity enhancement
51	Technical Assistance Plan	EPA	Urgent	EPA Contract
52	EPA Quarterly Report	EPA	Urgent	EPA Contract
53	EPA End of Project Report	EPA	Deferable	EPA Contract



ALLOCATION OF SHORT-TERM FOREIGN TRAINING FACILITIES

SL. NO.	NAME OF INSTITUTION	NO. OF FACILITIES ALLOCATED (Man months)
1.	PARC.	2
2.	P & D Division.	2
3.	APCOM.	1
4.	Provinces.	4
5.	Agriculture Universities.	3
6.	Economic Wing/MINFA.	6
<b>TOTAL:</b>		<u>18</u> =====

6/1

ANNEXURE VIII  
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ALLOCATION OF LONG-TERM FOREIGN TRAINING FACILITIES  
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SL. NO. -----	NAME OF INSTITUTION -----	NO. OF FACILITIES ALLOCATED -----
1.	Economic Wing/MINFA.	4
2.	Provinces.	4
3.	Agriculture Universities.	3
4.	Economic Institutes.	4
		-----
	TOTAL:	15
		=====

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PROPOSED DISTRIBUTION OF ADDITIONAL COMPUTERS  
AMONG THE COMPUTING INSTITUTIONS

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SL. NO.	NAME OF INSTITUTION	NO. OF UNITS PROPOSED TO BE ALLOCATED
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1.	F & D Division (Food & Agri. Section.	1
2.	P & D Division (Projects Wing).	2
3.	PARC (Social Sciences Division).	1
4.	APCom.	1
5.	Economic Wing, MINFA.	10
	<b>TOTAL:</b>	----- 15 =====