

EPA Project Office

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AGRICULTURE SECTOR, SUPPORT PROGRAM : PAKISTAN

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

QUARTERLY REPORT

July 1 - September 30, 1990

Economic and Policy Analysis Project

Economic Wing

Ministry of Food, Agriculture and Cooperatives

Islamabad, Pakistan

Chemonics International Consulting Division

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FIRST QUARTERLY EPA PROGRESS REPORT
(1 July through 30 September, 1990)

I. Start Up:

A. Start Up: Dr. Forest Walters, the former COP of EAN was on TDY to Pakistan from 16 July until 13 August, 1990, during which time he acted as COP of EPA. He was joined in Pakistan by 1) Dr. Allen Eisendrath (EPA Project Supervisor, Chemonics Home Office) from 30 July until 7 August, 1990, 2) Katie Milloy (EPA Project Administrator, Chemonics Home Office) from 1 August until 10 August, 1990 and R. J. McConnen, (EPA COP designate) from 30 July until 10 August, 1990.

Allen Eisendrath and R. J. McConnen developed a format for the EPA Quarterly Reports and for the EPA Work Plans. Allen Eisendrath also worked on other administrative matters related to the EPA start up process. Katie Milloy established the framework for an EPA filing system, established a financial relationship with a local bank, met with various USAID/Islamabad officials to clarify administrative matters and she and R. J. McConnen interviewed candidates and then hired an Administrative Officer for EPA. The EPA Senior Secretary and two Drivers for EPA were hired 1 July, 1990; they held the same positions under the EAN project. McConnen and Eisendrath met with various USAID/Islamabad officials including Zakir Hussain Rana (EPA Project Officer), Tom Olson (ASSP Administrator) and Pat Peterson (Chief - ARD). McConnen also applied for housing and a drivers license, contacted the Health Unit and dealt with various other personal matters. Walters and McConnen met with part of the EPA Research Agenda Committee, held several discussions with Dr. A. H. Maan (the Director General [DG] of the Economic Wing [EW]), met people in the EW and discussed EPA/EW related issues.

B. The two long term advisors, Drs. R. J. McConnen (COP and Advisor) and Leroy Quance (Advisor), arrived in Islamabad on 3 September, 1990. A significant amount of time was required for them to complete various administrative matters related to housing, required shot series, residency permits, Commissary membership etc.. On the day of their arrival, they met with Dr. Maan of the EW, the EPA office staff and began substantive work on EPA. McConnen and Quance also met with Zakir Hussain Rana, Tom Olson, Pat Peterson (Chief - ARD) and Arnold Radi (Deputy Chief - ARD) and discussed the intended purpose and approach to be taken by EPA. On the basis of these discussions and earlier work on the format for the EPA Work Plan by Eisendrath and McConnen during their August TDY, McConnen and Quance began to build an EPA Work Plan. Given the design of EPA, the EPA Work Plan will place major emphasis on building the capacity of the EW to carry out its mission, " - -to supply MINFAC with timely, relevant economic and policy analysis in support of MINFAC's role in strengthening Pakistan's food security." Quance and McConnen also identified several specific substantive EW efforts they would push towards completion.

II. Progress:

Most of the progress made during the month of September was of an organizational nature. Dr. Maan, DG of the EW, agreed with the proposal to hold regular Heads of Directorates Meetings and three meetings were held during September, the first such meetings held in the EW. McConnen and Quance prepare draft agendas for the meetings and after discussions with Dr. Maan and the directors, an agenda was finalized. The scheduled time for the meetings is one hour. Copies of the agendas are attached. The meetings have been only modestly productive in terms of specific accomplishments, but there has been progress. The Directors have made their first suggestions for making the meetings more effective. The three meetings so far have initiated the process of building a good working relationships between EPA and the EW Directors - a necessary development if EPA is to succeed. It was also agreed that monthly EW Staff meetings will be held and the first such meeting is scheduled for 9 October, 1990. Photographs have been taken of the personnel in each of the Directorates and the Administrative units in the EW. The DG and the Advisors were also in each photograph. The photographs will help establish some identity for two of the Directorates which only came into being on 1 July, 1990 and they will also help the Advisors match names and faces.

The DG and the Directors have agreed to an organizational improvement process which will involve the development of purpose statements and work plans for each of the EW units. This will be followed by the development of individual job descriptions and a resulting assessment of training needs. The first draft of the most of the purpose statements have been completed and the final drafts should be completed by mid October. This has not been an easy process for either the EW staff or the Advisors, but there has already been definite progress in helping to establish the purpose of the units of the new EW. As a by-product of the process, the Advisors, Directors and Deputy Directors have had an opportunity to work together on specific issues. The Advisors have gained a much better understanding of both the potentials and problems of the EW. The Advisors gained some understanding of two significant EW problems. First, EW staff were still carrying on with the jobs they had under the old organization. The Advisors discussed this problem with the DG and he has issued instructions that all EW staff are to work for their currently assigned supervisors and at their current jobs (which in most cases won't be well defined until individual job descriptions are written by each individual. Second, a significant portion of the time of EW staff is taken up by ad hoc assignments (referred to as special projects or commissioned studies). These commissioned studies are in addition to the regularly assigned EW responsibilities. The Directors are in the process of completing a retrospective log of all commissioned studies undertaken by the EW between July and September, 1990. Once we have this factual information, we will be able to identify the magnitude of the problems and to determine the alternative way which could be used to deal with the problem. We will investigate

the feasibility of the Directors keeping a computer based current log of such work.