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# TIPAN

**Transformation and  
Integration of the  
Provincial  
Agricultural  
Network**



**Northwest Frontier Province, Pakistan**

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**Office of International Agriculture  
University of Illinois at Urbana-Champaign**

**In collaboration with  
Southern Illinois University at Carbondale**

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**END OF TOUR REPORT**  
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**APRIL 1990 - APRIL 1993**

**Submitted to the  
Northwest Frontier Province  
Agricultural University  
Peshawar, NWFP, Pakistan**

**and**

**the U.S. Agency for International Development  
Mission to Pakistan**

**A Report of Contract 391-0488-C-00-5001-00  
The Transformation and Integration of the Provincial  
Agricultural Network (TIPAN) Project**

**by**

**Office of International Agriculture  
University of Illinois at Urbana-Champaign  
Southern Illinois University at Carbondale**

## INTRODUCTION

These three years have passed quickly. Counterparts have used me well, and I have felt productive. It has also been an enjoyable assignment, with opportunity to evolve and try out fresh approaches with intelligent, socially concerned persons. Genuine friendships have formed that I would like to continue in the future.

In this report I first provide some background about the social sciences at NWFP AU, and early TIPAN efforts and plans to help. Then I summarize the main strengthening initiatives taken by myself, TIPAN and USAID, counterparts, and other groups during the 1990-93 period. Thirdly I focus on the "state" of the three main groups with whom I have worked: 1) the Institute of Development Studies, 2) the Agricultural Economics and Rural Sociology cum Extension Education and Communication Department, and 3) agricultural specialists and administrators on campus and at the research stations. Finally, I unload some thoughts about future challenges and opportunities.

### A. BACKGROUND ON THE SOCIAL SCIENCES AT AU

#### Pre-1990 social sciences strengthening

TIPAN plans included a three-year rural social sciences specialist during Phase II of the project. Before then, three senior faculty members from the University of Illinois helped pave the way via short-term assignments in NWFP:

Rural social sciences	Fred Fliegel	4 weeks	1985
Production economics	Duane Erickson	4 weeks	1986
Rural sociology	Andrew Sofranko	4 weeks	1987

In follow-up to these, TIPAN provided two senior leaders from AU with short-term programs in the U.S.:

Development economics	Nurul-Islam Mian	1 month	1989
IDS research plans	Muhammad Ahmad Khan	6 months	1989-90

Also, two younger faculty members -- Farman Ali and Liaqat Ali -- went to Bangkok for two months in 1988 to learn a computer package (FARMAP) useful for tabulating farm management data.

By late 1989, four TIPAN participants had returned from, and four more had begun, graduate studies in the U.S. in agricultural economics, rural sociology, or extension education. Three more economists had recently returned from graduate studies in the United Kingdom, through a special relationship with Strathclyde University.

#### The long-term social sciences specialist

In August 1989 Dr. Fred Fliegel began work as the long-term TIPAN social scientist, but he died only two weeks later. Reflecting the Phase I evaluation of Summer 1989, the role was redefined to emphasize farm management and production economics. I was hired to fill that post, arriving Peshawar April 6, 1990, following an interview visit in December 1989 and March 1990 briefings at Urbana and Carbondale. I had not been on the Illinois faculty, but my previous overseas and technical backstopping work had spanned 32 years and had included university development and -- especially for the AID 211-d grant program in India -- many interactions with Illinois people.

The (now-retired) Dean of Social Sciences and IDS Director, Dr. Nurul-Islam Mian, provided me with a nice private office in the IDS Building. He did much to set the stage for a productive assignment. He included me in program discussions and had me invited to an important off-campus meetings. He also asked faculty members and junior staff to come to me for guidance in forming research

proposals, analyzing data, and presenting results. The Chairman of Agricultural Economics and Rural Sociology, Dr. Jameel Siddiqi (also now retired), opened doors to a lesser extent but gradually I was able to establish working relationships with individual faculty members.

My terms of reference, as set out in the TIPAN Phase II plans, were:

The Rural Social Sciences Specialist shall serve as a counterpart to the Dean of the Faculty of Rural Social Sciences and the Head of the Department of Agricultural Economics, Extension Education and Rural Sociology. The Specialist shall assist in strengthening the teaching, research, and outreach programs of the faculty of Rural Social Sciences with special emphasis in production economics and farm management. In addition to Agricultural Economics, Extension Education and Rural Sociology, the faculty includes the Institute of Development Studies, and Agricultural Communication, as well as Departments of Mathematics, Statistics and Computer Applications, English, Islamic Studies, and Pakistan Studies. A Division of Study of Rural Households is Planned [discussed but never developed]. Specifically, this specialist shall:

- a) assist in strengthening the B.S. and M.S. curriculum, courses, and teaching methods in the rural social sciences with special attention to farm management/production economics, research methodology and quantitative methods in the social sciences;
- b) assist in developing the research and outreach programs in the rural social sciences;
- c) encourage and assist in the integration of the social sciences in technical fields in other faculties and their departments;
- d) conduct research and give leadership to others in research in farm management/production economics;
- e) assist in organizing and conducting seminars and short courses;
- f) participate in the selection of faculty and staff, identification of individuals for advanced degree and nondegree training, and in-service training of those identified for training under the TIPAN Project and with support from other sources; and
- g) identify needs for library materials, equipment and supplies and assist in procurement from TIPAN Project and other sources.

#### Social sciences counterparts

A profile of the main groups with whom I was to be working is as follows:

##### *Agricultural Economics and Rural Sociology*

- \*\* Chaired by Prof Jameel Siddiqi until August 1991, since then by Prof Nawab Khan.
- \*\* 3 other faculty on board early 1990; 3 studying in the U.S. under TIPAN.
- \*\* Was mainly teaching and guiding MSc students with unsponsored individual studies. About 15 students in the graduate program. The Chairman had a contract study on irrigation management problems involving 3 students.
- \*\* Was located in very poor facilities. Had 2 computers, often not working.

### *Extension Education and Communication*

- \*\* Had been part of the Ag Econ/Rural Soc Department. Became a separate 2-man department in mid 1990, chaired by recent TIPAN returnee, Dr Asmatullah Khan. In early 1991 Dr Asmatullah was killed in a family feud. Since then the group has been administered by the Ag Econ/Rural Soc Chairman.
- \*\* Was teaching some courses to all AU students. Offered MSc program, with only 2-4 students at any one time.

### *Institute of Development Studies*

- \*\* Headed by the energetic IDS founding director, Dr Nurul-Islam Mian until early 1991. Long-time chief researcher, Muhammad Ahmad Khan, has been the Director since then.
- \*\* 14 economists, sociologists and anthropologists on board early 1990. 4 studying in the US under TIPAN, 2 studying in the UK.
- \*\* Among the 20 professionals, 5 women.
- \*\* About 6 field investigators (some with long experience, others recent graduates), plus well educated clerical workers, supported the work.
- \*\* Unlike other AU units (which mostly recruited their own graduates), many of the staff had their degrees from non-agricultural departments of Peshawar University and other institutions.
- \*\* Much of the research centered around surveys of small farmers, rural households and villages. Mostly was descriptive. Relatively little analysis.
- \*\* Producing research reports and The Journal of Development Studies.
- \*\* Considerable staff time was being devoted to an Rural Development MSc, which had only 5 students.
- \*\* Had a good building that was well maintained, a library, a computer lab and 2 vehicles for field work.

In general, the Ag Econ/Rural Soc group was oriented more to farm production and marketing economics, and IDS more to needs of disadvantaged rural groups.

Tense personal relationships between the Ag Econ/Rural Soc and IDS heads were impeding cooperation.

## **B. MAIN EMPHASES OF 1990-93 SOCIAL SCIENCES STRENGTHENING**

During the first three months, I developed a preliminary work plan with my lead counterparts. It centered around three phases. It used a rolling-plan approach, where there was sharp focus on the strengthening and institutionalization goals, yet flexibility to blend into and build upon unforeseen felt-needs and opportunities that might come along. My contributions would be at two levels: 1) work on overall planning and linkages with other entities with administrators and 2) day-to-day help to individual and small groups of faculty on research design and methodology, course content, teaching and training methods, better reports and visual aids, etc.

Things have moved pretty much along the lines foreseen in the original plan. Counterparts have been more responsive than I dared hope. The January-April 1991 Gulf War evacuation did forestall some activities, but being in Urbana those months did provide opportunity to work with some TIPAN Participants in economics and sociology there, as well as to obtain resource materials useful for improved teaching, research, and outreach in Peshawar.

Since 1991, USAID monitoring and evaluation exercises have brought pressures to divert to some things not in my work plan and terms of reference -- several revamps of the overall TAT plan and the format for presenting it ... help to the newly formed AU research planning cell ... quantitative indicators

... a survey to start a data base on AU professional staff activities and progress. I have tried to contribute to these, but have also felt obligation to keep my main focus on social sciences strengthening.

There have been some counterpart pressures to get involved in actual teaching, graduate student advising, or help with design and writing related to their consulting work. I have generally resisted this, but have done so occasionally when it would be a way to introduce some fresh approaches or to get a better feel for things.

It was felt that three departments in the Rural Social Sciences Faculty need not receive emphasis in my work plan because they were being covered by other facets of the TIPAN program--English, Islamiat/Pakistan Studies, and Mathematics/Statistics/Physics/Computer Science. As things evolved, I did find myself having productive interactions with the chairmen of these latter two departments.

The following table summarizes strengthening "inputs" of my own, from TIPAN, and from other sources these past three years that seem worth noting:

	Phase 1, 1990-91	Phase 2, 1991-92	Phase 3, 1992-93
Overall strengthening emphases	Stimulation of new ideas, methods & links to NWFP needs	Concerted focus on selected aspects found to be needed	Consolidation, institutionalization & networking
David Brown's main activities	<p><u>Teaching</u> "Seeded" course materials, simple systems software, examples &amp; exercises.</p> <p><u>Research</u> Worked on better IDS research planning &amp; project design, with more links to each other &amp; action needs. Pushed for more attention to problem diagnosis &amp; solutions. Encouraged use of farm budgeting, cross-tabulation, regression, rapid appraisal.</p> <p><u>Outreach</u> Demonstrated use of econ analysis (farm budgeting &amp; simple production functions) of experiments &amp; on-farm trials. With IDS, designed low-cost Farming Systems Improvement approach.</p>	<p><u>Teaching</u> Helped Idris develop new entrepreneurship course. More emphasis on basic course design. Worked with some MSc students to demonstrate good thesis project design.</p> <p><u>Research</u> Helped crop, soils &amp; livestock specialists at AU &amp; Tarnab expand econ analysis of agr research data. With IDS, started thrust to do budgeting &amp; linear programming for farming systems at various NWFP sites. Concentrated more on better IDS analysis &amp; presentation of research results.</p> <p><u>Outreach</u> With Tarnab &amp; outreach staff, planned &amp; initiated workshop series on farm economic analysis.</p>	<p><u>Teaching</u> Reinforced recent returnees' efforts to improve courses, and obtain needed texts &amp; reference materials. Helped outline TIPAN text on farm mgt.</p> <p><u>Research</u> Pushed for more farming systems &amp; commodity-futures orientation, and use of economists in ag research planning. Helped returnees form research plans. Worked with IDS with future programming plans, mgt improvement &amp; links to other groups.</p> <p><u>Outreach</u> Promoted ag econ outreach program emphasizing ag market &amp; employment outlook information. Promoted "social marketing" (integrated communications) approach, Continued help to IDS FSI program in Mansehra.</p> <p><u>Overall AU System</u> Worked with AU P&amp;D Cell on ag research planning &amp; monitoring, staff activity data base. Helped develop brochures for IDS &amp; AgEcon/Rural Soc.</p>
Other TIPAN contributions	<p>** TIPAN/IDS policy analysis workshop (de Janvry-Saudalet, U California, 2 weeks).</p> <p>** Design of research on local socio-econ effects of overseas work (Sofranko, U Illinois, 3 weeks).</p> <p>** Seminars &amp; advisee follow-up help on econometric analyses applied to farming efficiency (Carl Nelson, U Illinois, 3 weeks).</p>	<p>** 4 more IDS staff began graduate studies in USA via TIPAN.</p> <p>** 5 TIPAN-sponsored workshops on farm econ analysis for agri extension, credit &amp; research workers in NWFP (led by Erickson, U Illinois, 4 weeks, with Nawab, Ag Econ &amp; Iqbal, IDS).</p>	<p>** TIPAN provided math co-processors to enable use of computers for econometric analyses.</p> <p>** TIPAN helped obtain some teaching materials.</p>

<p>Complementary steps taken by counterparts and other groups</p>	<p>** Faculty started to have more research &amp; training links with NWFP projects on irrigation, credit, planning, rural development, etc.  ** Retiring IDS Director Mian had each staff member firm up near-future research plans.  ** IDS an active participant in national workshop series on future links to Central Asia.  ** IDS began "village profile" series &amp; household panel for cross-section of NWFP situations.</p>	<p>** IDS found good farmer response to pilot low-cost Farming Systems Improvement program in 5 Mansehra villages.  ** Dutch NWFP P&amp;D Strengthening Project sponsored 5 ag econ MSc students to collect data for demonstration linear programming of farm income potentials; young Dutch economists trained them.  ** Some faculty took part in USAID course on policy teaching in Islamabad.  ** IDS evolved more involvements with USAID &amp; other rural devel work in NWFP.  ** Prof Nawab catalyzed student internships with area development &amp; national economic analysis projects.</p>	<p>** USAID/Chemonics project in Agr Min Econ Wing, Islamabad, gave internships to 4 students &amp; is arranging for computer data base on agr trends to be installed at NWFAU.  ** USAID/Islamabad arranged for useful workshops in Peshawar on policy analysis by IFPRI team and by Gary Ender of Abt.  ** Dutch PATA project involved AU ag economists in Malakand FSR work &amp; program design. Is interested in helping AU to extend &amp; continue the work elsewhere in NWFP, via the research station network.  ** Prof Nawab began annual alumni-student-faculty get-together to stimulate continuing feedback &amp; communication.</p>
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### C. HOW THE MAIN COUNTERPART GROUPS HAVE PROGRESSED

#### Agricultural Economics/Rural Sociology and Extension Education/Communication Departments (jointly administered)

##### **Notable advances since 1989**

- ◆ Stronger faculty skills in price, marketing, and commodity systems analysis; natural resource economics; econometrics; sociological analysis. 6 of the 9 have studied abroad.
- ◆ More cooperation and better spirit among faculty.
- ◆ Faculty active all year long, not just when teaching.
- ◆ Good informal relationships with students; open-door policy.
- ◆ Girls now being encouraged to major in the department.
- ◆ Fresh attention to course content and curriculum.
- ◆ More research initiatives and teamwork.
- ◆ Closer links with other agencies and projects, both within NWFP and at national level.
- ◆ Entrepreneurship course started.
- ◆ Reference collection started.
- ◆ Department brochure now available.
- ◆ Chairman active in placing students in new kinds of internships and jobs.
- ◆ Effort being made to stay in touch with alumni and their employers.

##### **Aspects that may merit further attention**

- ◆ Still potentials for more use of case examples, practice exercises, computers and visual aids in courses.
- ◆ Stronger communications courses needed -- for all AU students, and with actual practice in using new communications technologies.
- ◆ A program of teaching, research and outreach related to emerging agribusiness needs and potentials in NWFP deserves further development. The department could well have a lead role in this.
- ◆ Could still be more linking of thesis topics to one another, to theses in other departments, and to an overall research plan.
- ◆ Could have closer cooperation with IDS.

- ◆ Need to boil down and disseminate findings from theses and other research.
- ◆ An outreach program still needs to be firmed up. Could include both department-led activities and support to other AU specialty groups.
- ◆ Better facilities for the department are much needed.

### The Institute of Development Studies

#### **Notable advances since 1989**

- ◆ New staff skills in data tabulation, regression analyses, farm budgeting and linear programming, computer use and desktop editing, economic analysis of prices and policies, rapid appraisal, analysis of sociological variables, baseline studies, program evaluation. 7 of the 20 professional staff have returned from advanced studies abroad, and 7 more are now completing their overseas studies.
- ◆ Stronger analytical capacities related to women's problems and potentials. 2 women have returned with MS degrees in economics from Illinois, and 1 more will be returning with PhD in sociology.
- ◆ Closer links with NWFP agencies and projects, and some help to them in obtaining and analyzing information.
- ◆ Research activities that still emphasize grassroots information, but relate more closely to program and policy needs.
- ◆ More attention to analysis of problem causes and solutions, instead of just describing situations.
- ◆ A "farming systems improvement" project that is providing local-level insights and also testing low-cost ways to stimulate changes.
- ◆ More cooperation with other departments at AU. IDS taking on a lead role as a vehicle for contractual and interdisciplinary study work.
- ◆ More experience in doing contractual baseline, design and evaluation studies for donor-sponsored projects in NWFP.
- ◆ A new "staff paper" series to serve as informal publication outlet for preliminary ideas and findings.
- ◆ A good start on a regular program planning and management process in which staff members participate.
- ◆ Has defined a program with three major components: 1) IDS-initiated research, 2) program-support studies, and 3) dissemination of new insights.

### **Aspects that may merit further attention**

- ◆ Still need for scheduling of activities, using a "rolling plan" approach, to encourage good meshing of field work and timely completion of studies, as well as to avoid slack, overload or too much diversion to meet "brushfire" requests.
- ◆ Need readier means of funding report publication and mailing.
- ◆ Ways to handle day-to-day management could still stand more streamlining, especially need at both senior and clerical levels to have roles "covered" by a substitute when a key person is absent.
- ◆ Could have more sharing of talents with the Ag Econ/Rural Soc group and other AU units, and closer links to the ag research stations.
- ◆ Policies and financial arrangements need to be worked out for contractual studies, consulting, use of facilities. (Needs to be consistent for the entire AU system.)
- ◆ If or not to continue the IDS journal deserves careful review. At least, sharper definition of its unique focus and audience seems in order.
- ◆ If or not to reactivate the IDS Rural Development MSc program. Maybe efforts would be better directed toward evolution of training modules stemming from specific IDS skills that can be taught in other AU courses and in courses for off-campus groups?

### Technical agriculture specialists on campus and at the research stations

#### **Notable advances since 1989**

- ◆ About 60 agronomists on campus and at research stations have been exposed to simple economic analysis of experiments and on-farm trials.
- ◆ Several are making use of this in their reports and papers.
- ◆ The Research Director is taking steps to add farm economists to station staffs, and to stimulate farm management and marketing analysis, as a regular part of the program.
- ◆ The AU P&D Cell includes two capable young ag economists.

#### **Aspects that may need further attention**

- ◆ Ag economists and rural sociologists are still not being involved very much in research/outreach planning, field days or training courses for off-campus groups.
- ◆ There should be more attention to future commodity demand patterns and farmers' situations in research/outreach planning.
- ◆ There is still improper use of "benefit-cost" analysis.

- ◆ There should be deeper thinking about the aims of agricultural research and outreach. Higher yields and "self-sufficiency" may or may not be consistent with goals of increasing earnings and employment.
- ◆ There is need for more attention to ecological effects, low-input agriculture, fuel conservation, risks faced by limited-resource farmers, enterprises suited to women, and other social concerns in research and outreach work. AU economists and sociologists could help.
- ◆ There is need to digest, synthesize and update regularly ag research results in a farmer decision-making (cost-returns) framework. One way to do this would be to produce a joint research-outreach "farm management handbook" for NWFP.

The "inputs" and "milestones" highlighted in the preceding lists make these strengthening efforts appear to be more mechanical than they really have been. The style that works best for me, at least, has been to keep agri-rural development needs and institution-building aims strongly in mind, but to "stay loose" about exactly how, when, with whom, and in what context to push ahead on any one aspect. Regular informal contact with counterparts, as well as people with other projects, often brings out some unforeseen "handholds" (interests, ideas, activities, or contacts of their own) that one can build upon and parlay into a thrust that fits right into TIPAN aims.

Similarly, the real benefits from an outsider like myself being here may be more subtle and long-lasting, one feels, than any list or quantitative indicator can ever reveal. A lot of it has to do with stimulation of fresh ideas, spirit of endeavour, and readiness to work together with others ... with demonstration of work styles ... with reinforcement of desire to overcome obstacles in order to get launched on a productive trajectory ... with evolution of problem-solving, decision-making, and human-motivation mentalities that have uses far beyond their professional work.

#### **D. FUTURE CHALLENGES AND OPPORTUNITIES**

In closing, I would call attention to the dynamic changes taking place in NWFP, Pakistan as a whole, and elsewhere in the world and the need for teaching, research and outreach in the AU System to reflect these. This was the theme of the talk I gave on April 15th to the First Annual Get-Together of the NWFP Association of Agricultural Economists. The press summary is reproduced below:

##### **Challenges and Opportunities for Agricultural Economists in NWFP**

"Unprecedented economic and social changes have started to take place in NWFP that will have great impacts on sources of livelihood for its farmers and rural people, as well as the educational and action programmes serving them. Agricultural economists -- if they work closely with sociologists, communications specialists and agricultural scientists -- can have important roles in helping these groups to anticipate and respond to such changes." This was the main theme of David Brown's remarks as guest speaker at the AGRECONS Get-Together.

Dr. Brown, who has been the Social Sciences Specialist with the TIPAN Project these past three years, called attention to several underlying forces of change that are now affecting our province -- urbanization trends, changes in consumer tastes, closer economic links to neighbouring regions and other countries, more exposure to

fluctuating supply and demand conditions, less money for government subsidies and projects, more entrepreneurial and off-farm work opportunities for those who have the right training, more pressures and conflicts related to use of scarce natural resources, and new social concerns about the environmental and health effects of agricultural practices.

Brown saw need for farmers, extension workers, investors, agribusinessmen, rural young people and others to have better outlook information concerning future markets, technologies and employment outlets. He felt that economists at NWFP AU could well make this an important part of their research and outreach work. As time goes on, there could be demand for commercial outlook services, combined with help to farmers and agribusinessmen in systems analysis and financial management.

These changes carry important implications also for agricultural researchers, Brown said. They should avoid the mistake of being concerned only with higher yields, food-self-sufficiency, and traditional crops. Research planning needs to be "demand led," in which due account is taken of the kinds and qualities of crop and livestock products that consumers will want in the future, access to markets and inputs, commodity and input price trends, and NWFP's emerging comparative advantages. The usual statistical analyses of experiments and on-farm trials need to be augmented with assessments of costs and returns, farmers' risks, employment effects, chemical and soil runoff, and suitability of the new practices for farmers with limited resources and education. It will be important also to do more work on integrated farming systems and land use, rather than single commodities or practices.

Brown predicted that economists and planners in government agencies will also face transitions that can be both vexing and exciting. Urbanization and privatization does not mean that government agricultural agencies will no longer be needed. But it does mean that they will have take on new roles and scope, he said. Rather than being so much preoccupied with costly subsidies, input supplies, and complicated regulations, their task should become that of providing information and making the path easier for farmers, entrepreneurs, women, rural youth and community leaders to take advantage of new opportunities in agriculture and rural areas. At policy levels, there will have to be careful balancing of attention to sustainable development of commercial agriculture, urbanizing areas, and human resources.

Brown observed that, more so than in many regions, there is need in NWFP to take traditional values, family life styles, roles of women and local leadership patterns into account when analyzing alternatives for the future and designing assistance programmes. This does not mean that such social systems and attitudes will forever be the same; they have evolved over the centuries and will continue to change. But this makes it important for every economist, agricultural specialist, administrator and planner to have locally adapted skills in rural sociology, consensus-building and communications, so as to minimize conflicts and misunderstandings in these times of rapid transition.

Dr. Brown felt that the Rural Social Sciences at NWFP AU had made much progress during the past three years. He noted particularly the strengthening of skills in quantitative analysis and computer use, better faculty-student communication, closer links to projects and study centers elsewhere in Pakistan and abroad, the encouragement of women students to major in agricultural economics, and the help being given to placement of students in non-traditional kinds of internships and jobs.

He shared the Department's feeling that progress could still be made in use of more case examples and practice exercises in teaching, more attention to training needs of students going into private-sector careers, and formation of an outreach programme.

Dr. Brown, who is returning to the U.S. in May, expressed appreciation to the faculty, alumni and students for having made his stay such a productive and enjoyable one. He said he will continue to take much interest in the progress of the University and the people of the Province. He indicated readiness to collaborate informally with persons who would like assistance in preparing articles, teaching materials and other writings related to NWFP needs and experiences.