

PD-444-607

492-0302  
 492030200150  
 Attached 4920302002101

CLASSIFICATION  
**PROJECT EVALUATION SUMMARY (PES) - PART I**

Report Symbol U-447

1. PROJECT TITLE  Integrated Agricultural Production and Marketing Project		2. PROJECT NUMBER 492-0302	3. MISSION/AID/W OFFICE
		4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY)  <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY 77	B. Final Obligation Expected FY 82	C. Final Input Delivery FY 82	A. Total \$ 31.5 million B. U.S. \$ 11.2 million	From (month/yr.) 5/77 To (month/yr.) 12/31/78 Date of Evaluation Review

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR		
A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED

A. The Project Evaluation Summary (PES) is attached and consists of the following:

1. Joint GRP/AID Evaluation Report on the IAPM Project. Transmitted to USAID June 14, 1979.
2. IAPM Project Workshop Proceedings. These proceedings are directed at:
  - a. identifying courses of action for implementing IAPM Evaluation recommendations;
  - b. strengthening organizational and functional linkages within and among the various thrusts (or sub-projects);
  - c. strengthening the implementation of the Project's Monitoring/Evaluation System (this being done in conjunction with the log frame);
  - d. restructuring Appendix B of the GRP/KSU contract No. 492-0302-1 by updating projected technical assistance requirements (long and short term consultants) and participant training schedule;
  - e. rewriting (draft) the Extension Delivery System sub-activity of the Extension/Outreach Thrust or subproject part of the Project Paper; and
  - f. supporting materials (attachments).
3. Realignment of IAPM Project sub-activities.

B. Copies of the above-mentioned documents have been provided to appropriate GRP agencies.

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS		
<input checked="" type="checkbox"/> Project Paper Minor changes	<input checked="" type="checkbox"/> Implementation Plan e.g., CPI Network M/E plan	<input checked="" type="checkbox"/> Other (Specify) GRP/KSU Contract
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	<input type="checkbox"/> Other (Specify)
<input checked="" type="checkbox"/> Logical Framework Minor changes	<input type="checkbox"/> PIO/C	
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT	
A. <input checked="" type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Change Implementation Plan	
C. <input type="checkbox"/> Discontinue Project	

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)	
<u>John A. Foti</u> John A. Foti Project Officer IAPM	<u>Edgardo C. Quisumbing</u> Edgardo C. Quisumbing GRP Overall Coordinator IAPM

12. Mission/AID/W Office Director Approval	
Signature <u>Anthony M. Schwarzwalder</u>	
Typed Name Anthony Schwarzwalder	
Date 25 Sept 79	

4920302002/71

PROCEEDINGS: IAPM PROJECT WORKSHOP

Sun Valley Resort Hotel, Bauang, La Union

May 25-27, 1979

INTEGRATED AGRICULTURAL PRODUCTION & MARKETING PROJECT WORKSHOP  
Sun Valley Resort Hotel, Bauang, La Union  
May 25-27, 1979

**I. OBJECTIVES OF THE WORKSHOP**

1. To work out definite courses of action for the implementation of the Evaluation Team's recommendations which are identified to be suited for implementation;
2. To work out courses of action which are aimed at strengthening the following:
  - a) The organizational and functional linkages within each thrust,
  - b) The organizational and functional linkages among the various thrust, and
  - c) The implementation of the Project's Monitoring and Evaluation (M/E) System; and
3. To restructure the originally-projected staff (consulting services) and participant training (Ph. D., M.S., Non-degree, Faculty Fellowship - both in-country and abroad) schedules contained in Appendix B of the GRP-KSU Contract in order to meet the Project's current and projected needs.

**II. PARTICIPANTS**

AGENCY

**A. Academic Thrust**

- |                            |   |          |
|----------------------------|---|----------|
| 1. Ms. Flordeliza Lantican | - | UFLB     |
| 2. Dr. Marcelo Roguel      | - | CLSU     |
| 3. Dr. Pedro Sandoval      | - | UFLB     |
| 4. Dr. James Snell         | - | KSU-UFLB |

**B. Extension/Outreach Thrust**

- |                              |   |            |
|------------------------------|---|------------|
| 1. Dir. Jesus Alix           | - | MA/BAEcon  |
| 2. Ms. Clara Aljibe          | - | MLGCD/BCOD |
| 3. Mr. Guilarde Baes         | - | MA/BAEx    |
| 4. Ms. Angela Gatan          | - | MA/BAEx    |
| 5. Mr. Mario Hiwatig         | - | MA/BAEcon  |
| 6. Ms. Maritess D. Ingles    | - | MA         |
| 7. Ms. Teresita Lalap        | - | NFAC       |
| 8. Mr. Domingo Lingbawan     | - | MA/BAEcon  |
| 9. Ms. Mila Macaranas        | - | MLGCD/BCOD |
| 10. Dr. Richard Maxon        | - | KSU-MA     |
| 11. Ms. Aurora Peralta       | - | MA/BAEcon  |
| 12. Mr. William Stone        | - | KSU-BAEx   |
| 13. Dir. Clemente Terso, Jr. | - | MLGCD/BCOD |
| 14. Mr. Louie Villa-Real     | - | MA         |

**C. National Policy Thrust**

- |                              |   |           |
|------------------------------|---|-----------|
| 1. Dr. Rex Daly              | - | KSU-MA    |
| 2. Mr. Mamerto Damasco       | - | MA/BAEcon |
| 3. Ms. Gloria Diño           | - | MA        |
| 4. Dr. Leo Gonzales          | - | MA/BAEcon |
| 5. Dr. Gil Rodriguez         | - | MA/BAEcon |
| 6. Dr. Mark Rosegrant        | - | KSU-MA    |
| 7. Mr. Roderico Serra        | - | MA        |
| 8. Mr. Manuel Torres         | - | MA/BAEcon |
| 9. Asst. Sec. Miguel M. Zosa | - | MA        |

D. Technological Package Thrust (CLSU)

- |                       |                        |
|-----------------------|------------------------|
| 1. Ms. Ruth Balgos    | 7. Dr. Ernest Mader    |
| 2. Mr. Romy Cabanilla | 8. Dr. Salvador Neric  |
| 3. Pres. Amado Campos | 9. Dr. Fermina Rivera  |
| 4. Dr. Josue Irabagon | 10. Dr. Cesar Salas    |
| 5. Dr. Berl Koch      | 11. Dr. Rodolfo Undan  |
| 6. Dr. George Larson  | 12. Dr. Warren Viucant |

E. USAID-Manila

- |                        |                        |
|------------------------|------------------------|
| 1. Dr. Martin Billings | 3. Mr. Lane Holdcroft  |
| 2. Mr. John Foti       | 4. Ms. Reine Villarosa |

F. NEDA

1. Dr. Cayetano Sarmago

G. KSU

1. Dr. Carroll Hess
2. Mr. Gary Lewis
3. Ms. Libertad de Pedro

H. GRP-OPCO

- |                                 |          |
|---------------------------------|----------|
| 1. Dr. Edgardo C. Quisumbing    | - MA/FAC |
| 2. Ms. Remedios V. Baclig       |          |
| 3. Ms. Jindra L. Demeterio      |          |
| 4. Mr. Herminigildo M. Montalvo |          |
| 5. Mr. Cesar B. Umali, Jr.      |          |
| 6. Ms. Ciosena L. Ungson        |          |

Secretariat

1. Ms. Julia Concepcion
2. Ms. Flor de Luna
3. Mr. Alvaro Obispo
4. Ms. Virginia Prenda
5. Ms. Lilia Reyes
6. Mr. Benny Tolentino

I. GUESTS

- |                        |                  |
|------------------------|------------------|
| 1. Ms. Elsa Bayani     | - MA/NFAC        |
| 2. Mr. C. Cabacungan   | - MA/BAEcon      |
| 3. Mr. Paul Nazareno   | - MA             |
| 4. Dir. Manuel Varquez | - BPI, Region II |

III. EXECUTIVE SUMMARY OF PROCEEDINGS

A. Follow-up on the Evaluation Team's Recommendations

1. Academic Thrust

- On curriculum development, UPLB presented the alternative of incorporating the proposed M.S. Food Systems Program as a major field under the existing Master in Professional Studies (MPS) or the Proposed Master in Management.
- Expansion of the Academic Thrust activities to include training of extension students and agents in technology packaging will necessitate the conduct of a seminar-work-

shop for the design of appropriate courses. Necessary funding will also have to be provided to implement this activity.

- Conduct of the M.S. level training at UPLB or any other local university would be feasible except in cases where highly specialized M.S. trainings are required.
- The recommended combination scheme for Ph. D. training, i.e., the participant would register for Ph. D. studies at UPLB (or another local university), but would be given the opportunity to take a year of course work abroad, to be credited towards his Ph. D. degree, would likewise be feasible only for certain areas or fields of specialization where no sophisticated laboratory or equipment are necessary for the conduct of the Ph. D. research.

## 2. National Policy Thrust

- To address the need for institutionalizing a policy development system for long-term policy research needs, the Policy Analysis Staff was created. Initial representations have been made with the Budget Commission in order to obtain permanent positions for the staff members. Short-term policy issues, on the other hand, is handled by the Management staff.
- It is felt that a short-term consultant to define total sector data needs for policy and program evaluation is not needed at the moment since this function is satisfactorily being covered by the different sub-groups of the Thrust, particularly the Policy Analysis Staff.
- On staff development, regular seminars are being conducted by Dr. Rex Daly (Long-term consultant, National Policy Thrust) with the assistance of Dr. Mark Rosegrant to familiarize the Policy Analysis Staff with effective research and analytical techniques. This staff development program will be expanded later to include seminar on different fields by both local and foreign experts.

## 3. Tech Pack Thrust

- The Technical Advisory Committee (TAC) has been reactivated through the holding of a second meeting at NFAC on April 25, 1979. The committee members were oriented on their advisory roles in connection with the thrust's tech pack development, testing and adoption activities. The members were also given the chance to review the thrust's 1978 accomplishments and plan of activities for CY 1979. The Committee will meet regularly every last Wednesday of each month.
- The thrust has re-examined the conceptualization and operating plan for the Food, Feed and Grains Processing Center (FFGPC) in the context of the LAPMP's objectives and CLSU's expected capabilities and plans for the future. Said FFGPC will render direct support to the instructional and research component needs of the thrust with respect to food and feed processing. Maintenance and operating expenses for the Center will be shouldered by CLSU out of its allocation from the national government, although the feasibility of the FFGPC being operated as a separate corporation or foundation will be studied.

- The thrust has also determined its future consultancy needs for the remaining years of the Project.
- CLSU has reviewed the feasibility of the proposal for the involvement of students' cooperatives in the operation of the university farm and processing center. Student enterprises may be in the form of cooperatives which will serve as medium for testing tech packs, for training students in the use and adoption of tech packs and for providing students a share of the net income from the enterprise.
- On the recommended inclusion of some technologies suitable for farmers' subsistence purposes, the following tech packs are being developed, also for commercial purposes:
  - a) Sorghum-Fish-Duck raising
  - b) Mushroom production
  - c) Backyard poultry or swine production
  - d) Rice-Vegetables (tomato, onion, garlic, cabbage)
  - e) Rice-Fish culture
- To strengthen the integrative aspects or linkages among the production, processing and marketing components in any tech pack, the Market Assistance Center (MAC) which will be put up in Muñoz, Nueva Ecija, is envisioned to be a source of market information and feedback on the utilization and acceptability of products. The thrust also plans to conduct surveys on the acceptability and utilization of products for further improvement or development of tech packs that will meet the needs of consumers.

#### 4. Extension/Outreach Thrust

- Director Francisco Rentutar (BAEx) is being recommended for the position of coordinator for the entire thrust. However, Minister Tanco's reaction to this recommendation has not yet been received. At the moment, the GFP-Overall Project Coordinator is coordinating the activities of the thrust while Dir. Rentutar is in-charge of the Extension Delivery System Sub-thrust.
- The recommended operationalization as one thrust of the various sub-thrust activities is being looked into. Presently, the Agribusiness Development, Cooperative Development and Market Assistance Centers sub-thrusts are coordinating their activities closely, through joint membership in each sub-thrusts implementing/management committees.
- The Extension Delivery System (EDS) Committee has been expanded to include representatives from the Academic and Tech Pack Thrusts.
- For a greater functional fusion of the Tech Pack and Extension/Outreach Thrusts with respect to identification, development and pilot-testing of potential technologies, work on the establishment of the proper linkages between the two thrusts has been started. Exchange visits to project sites are now going on to acquaint each other of project activities.
- The recommended development of a staffing pattern for both thrusts particularly for the operating manpower of the FFGPC has been presented and is now under review.

B. Recommendations for strengthening Organizational and Functional Linkages Among the Thrusts of the Project

1. Coordinate and share manpower and other training package facilities among the various thrusts.
2. Encourage the participation of agricultural universities, financing institutions, government and private sector agencies in the Project's local M.S. degree programs.
3. Share profiles/studies prepared by the Policy Analysis Group on the priority commodities identified by the Minister with the Thrust Coordinators/Sub-thrust Leaders to facilitate identification of areas to which the thrusts/sub-thrusts can lend support.
4. Establish strong linkage between the Agribusiness Sub-thrust (of the Extension/Outreach Thrust) and the National Policy Thrust due to common data requirements and agribusiness contribution to the National Policy Thrust in terms of conducting economic and market evaluations.
5. Seek inputs/participation of other government and private agencies and research institutions in the development/generation and verification of technological packages.
6. Re-evaluate the Tech Pack Thrust - Technical Advisory Committee linkage and make distinctions between the Advisory role provided by agency representatives in regular meetings and the supporting roles which may be provided to the Tech Pack Thrust in program implementation at the field level.
7. Legitimize provincial level personnel of the Bureau of Agricultural Extension (BAEx), Bureau of Plant Industry (BPI) and Bureau of Soils (B.S.) for planning and implementation of the Tech Pack programs in the 15-km. radius area of CLSU.
8. Involve all relevant infrastructural agencies on an on-going basis in the Tech Pack target area for the implementation of a fully integrated Tech Pack program.
9. For representatives from the Tech Pack Thrust and the National Policy Thrust to meet and identify areas of common concern: particular attention to be paid on a) establishing procedures for informing the Tech Pack Thrust, of the Ministry of Agriculture's directives and priorities; b) common data requirements and data sources; and c) methodologies for analysis of impacts of the thrusts on the targeted clientele.
10. Hold seminar programs in which plans, procedures and/or results of individuals/units are presented for critical review by the members of the total Project staff.
11. Increase participation of personnel across thrust boundaries in order to maximize benefits which may be derived from project personnel's expertise.
12. Creation of an Extension/Outreach Coordinating Committee composed of sub-thrust leaders (Extension Delivery System, Market Assistance Centers, Agribusiness Development, Cooperatives Development and NFAC-MIS) with the Thrust Coordinator as Committee Chairman.

13. Concretization of linkages within the Extension/Outreach Thrust with the establishment of a pilot project to be implemented by a Local E/O Coordinating Committee in an area where all the sub-thrusts can muster their capabilities and resources to support common, unified activities.
14. Facilitate a regular exchange of progress reports and similar information within the various thrusts
15. Effect timely submission of training requirements of thrusts and maintain continuing dialogue with Academic Thrust leaders.
16. Establish an Extension/Outreach pilot project in the IAPMT target area in Nueva Ecija.
17. Transfer the NFAC-MIS Sub-thrust to the National Policy Thrust so it could better service the Project.

May 25, 1979 (Friday)  
OPENING SESSION  
1:45 P.M.

Ms. Ungson (GRP-OPCO) briefly discussed the schedule of workshop activities as contained in the Workshop Guidelines attached to the letters of invitation which were sent out earlier.

Dr. E. C. Quisumbing, GRP Overall Project Coordinator, expressed his appreciation for the participants' presence in the workshop and for the support they have been extending towards the attainment of the Project's objectives. He indicated the Joint Filipino-American Evaluation Team's (February 1979) favorable rating of the Project. However, in spite of this encouraging assessment, the complexity of the Project still necessitates the participants' special focus on the interrelation of the directions and activities of the various thrusts and sub-thrusts.

Dr. C. V. Ness, KSU Team Leader, on behalf of the KSU Home Office and the KSU Consultants, thanked the GRP for the invitation to participate in the workshop. He stressed KSU's role in project implementation in terms of providing consultancy services, purchasing equipment out of the Project's dollar funds and placement and support of training participants abroad. He further explained that the Team Leader is also concerned with maintaining a harmonious working relationship with the GRP Overall Project Coordinator's Office, the various Thrust Coordinators and Sub-Thrust Leaders and USAID. He expressed his appreciation for the opportunity for each and everyone concerned to air his problems/views during the workshop and requested that more opportunities for dialogue be provided in the future.

Mr. L. E. Woldercroft, Chief, Office of Agricultural Development, USAID, briefly touched on USAID's role in project implementation. He pointed out that the complexity of the Project makes it hard to manage. This, therefore, necessitates more vigorous efforts from the participating agencies concerned. He also expressed his hope to achieve the planned outputs from the workshop.

Dr. Quisumbing then opened the floor for a dialogue on whatever problems/gripes the project participants may have. Mr. John Foti (USAID), encouraged the members of the body to be frank and open about any problems being encountered as the objective of this particular session is to iron out kinks in working relationships, logistical support, etc.

Dr. Rodolfo Udan (CISU) suggested that consultants be encouraged to take up their problems with their local counterparts and Thrust Coordinators

first instead of airing these problems at once to the KSU Team Leader. In most instances, these problems can readily be threshed out at the Thrust or Sub-thrust level.

Dr. Quisumbing urged the Thrust Coordinators/Sub-thrust Leaders and the KSU Consultants concerned to keep their communication lines open to facilitate the solution of implementation problems.

Asst. Minister Miguel M. Zosa (Min. of Agriculture) added that in cases where Thrust Coordinators/Sub-thrust Leaders are busy with other responsibilities and are therefore not always available for dialogue, consultants may resort to the use of short memos/notes to communicate their problems.

Pres. Campos presented the diffculty posed by the short period allotted to the completion of the Project's degree training programs.

Dr. James Snell (Long-term Consultant, Academic Thrust, UPLB), also raised the question of whether or not a consultant in place can be allowed to become a member of a scholar's graduate committee. It was indicated that this depends on the policies of the Graduate School of the University concerned.

Asst. Minister Zosa suggested that an executive session be held in the evening for a further discussion of implementation problems.

Dr. Quisumbing then requested the body to move on the next item in the afternoon's agenda.

#### FOLLOW UP ON THE EVALUATION TEAM'S RECOMMENDATIONS

##### I. ACADEMIC THRUST

Dean Pedro Sandoval (UPLB) presented the following reactions to the Evaluation Team's recommendations concerning the Academic Thrust:

1. Review the need for developing separate curricula for master and bachelor degrees in "Food Systems" as against "Food Systems" simply being major fields in existing degree programs.

Curriculum Development - UPLB concurs with the team's observations, as it had pointed out in the past, that there is an alternative to the institution and offering of a separate and specialized masters degree program in food systems. As an alternative and to achieve the objective of the Project, the proposed food systems program\* can be built into the masters' programs, i.e. as a major field in the existing Master in Professional Studies (MPS).

Similarly, the B.S. in Food Systems could be a major field in B.S. programs. However, the acceptability of such a proposal will depend upon the educational policy of the faculty of the University concerned.

2. Seek inputs from private agribusiness and cooperatives (the targeted job markets) in curricula development.

In its curriculum development, UPLB has, from time to time, sought the opinion of representatives from these sectors.

3. Expand thrust to include training of extension students and agents in technological packaging.

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\* The program title has recently been changed from MPS in "food systems" to MPS in "ag marketing" in view of actual and anticipated difficulties regarding the definition of "food systems". .../9

Training of extension students and extension agents in technology packaging - This is a desirable role that can be undertaken as a supportive activity by the academic thrust. As recommended, there is a need to conduct a seminar-workshop on this issue to design a training program for the purpose. To achieve the objective of this program, it is obvious that there will be a need for financial support to implement the training activity.

4. Where possible, training at the M.S. level should be done at UPLB or any other university in the country.

In some fields of specializations, this type of training is feasible at the UPLB or other university in the country. However, in fields that are highly specialized or no training is offered in any university in the country, then the participant should be sent abroad for the master's degree program.

5. Where possible, training at the Ph. D. level should be done at the UPLB or any other university in the country, but with an opportunity to take a year of course work abroad, credited towards the Ph. D. degree to minimize inbreeding.

This scheme, wherein a participant registers for the Ph. D. training locally, is given an opportunity to take course work abroad for a year or more and returns to complete the degree requirements locally, has been tried at the UPLB. This practice, as observed, has distinct advantage such as reduction in service contract, time and training costs, etc. The scheme, however, is feasible only for certain areas or fields of specialization where no sophisticated laboratory or equipment are necessary in the conduct of the Ph. D. research. If such facilities are not available in the Philippines, then the scheme may not be recommended.

6. Increase time allotment for international training to 18 months for M.S. and 36 months for Ph. D.

The adjustment of M.S. and Ph. D. training from 12 to 18 months and from 24 to 36 months, respectively is obviously necessary. In the case of the Ph. D. degree, however, the original intention of having only two years of study abroad is for the participant to complete only two years of course work and then return to the Philippines to conduct his thesis research. As mentioned earlier, this scheme is possible where no specialized equipment or research facilities are needed by the participant in the conduct of his thesis research.

7. Consider in-country short-term training programs involving local and foreign trainers in lieu of some foreign fellowship slots.

Specially designed short-term training programs to be offered locally, in lieu of fellowships abroad, are recommended by the team provided that financial resources as well as expert support are made available when necessary, this recommendation is worthy of favorable consideration.

## II. NATIONAL POLICY THRUST

Asst. Minister Miguel M. Zosa discussed the following:

1. Crystallize the plans for institutionalizing a two-pronged policy development system both for short-term crisis management and for long-term policy research needs.

The Policy Analysis Staff was created last September 1978, precisely to serve the function of addressing the Ministry of

Agriculture's need to develop a long-term policy research and evaluation capability. A proposal was submitted to the Budget Commission last April to secure permanent positions for the staff members at NFAC.

The Policy Analysis Staff is basically envisioned to provide the Office of the Minister on a regular basis, with industry profiles for selected commodities and position papers on major agricultural issues as the need arises. A direct linkage has been established between the Staff and the key decision makers of the Ministry, to ensure that the group is in tune with current developments and issues in agriculture, which is necessary if the Staff will make valid analyses and policy recommendations. In addition, an informal linkage has been established between the Staff and other agencies within and outside the Ministry to enable the group to get access to available information relevant to their activities.

Short-term policy analysis, on the other hand, is performed by the Management Staff. The National Policy Thrust has identified the nature of the operational relationship which should exist between the Management Staff and the Policy Analysis Staff. The Project's (IAPMP) responsibility ends at that point, and it should perhaps not attempt to identify a "development policy" for the Management Staff.

2. Identify the indicators which will be used to evaluate progress towards the system mentioned above.

The present monitoring system and the log frame just accomplished (perhaps with needed modifications) should be sufficient in providing indicators to evaluate the progress in accomplishing the goals of the National Policy Thrust and the IAPMP.

3. Engage a short-term consultant to define total sector data needs for policy and program evaluation.

Definition of total sector data needs requires close familiarity with development in Philippine economy in general, and in Philippine agriculture in particular. If the short-time consultant envisioned in the recommendation is suppose to be a foreigner, the objective may not be accomplished, for the reason mentioned above. If at all, a local consultant will have to be considered.

In any case, it is felt that no such consultant is needed at present, since the function of defining data needs is satisfactorily being performed by the different sub-groups of the Thrust, particularly by the Policy Analysis Staff.

4. Develop a Staff development program for the information sub-system.

A staff development "program" is at present being done for the Policy Analysis Staff, through the regular seminars being conducted by Drs. Daly and Rosegrant to familiarize the group with effective research and analytical techniques. This program will be expanded further to include seminars by experts in different fields, both local and foreign.

The Minister has also suggested that perhaps, the IAPMP should sponsor training seminars to be conducted by leading agricultural/Agribusiness specialists abroad, for the benefit of not only the National Policy Thrust, but also for the other employees of the Ministry.

Asst. Min. Zosa also informed the body of the Ministry's new thrust on the following protein-rich commodities:

- |                      |                     |
|----------------------|---------------------|
| 1. Mingo             | 8. Cassava          |
| 2. White/Yellow Corn | 9. Lettuce          |
| 3. Legumes           | 10. Winged Bean     |
| 4. Sorghum           | 11. Peanuts         |
| 5. Soybeans          | 12. Rice-fish       |
| 6. Beef              | 13. Poultry and egg |
| 7. Cattle            |                     |

He indicated that profiles on the above commodities will have to be prepared for the Minister.

Dr. Rex Daly (Long-term Consultant for the National Policy Thrust) aired that the two main problems being encountered by the Policy Analysis Sub-thrust are the inavailability of adequate data on which to base a meaningful and useful analysis and the relative inexperience of the Policy Analysis Staff in analytical work.

Asst. Minister Zosa replied that the thing to do under this situation is to work as best possible with data which may be presently available from various agencies.

Dr. Cayetano Sarmago (Director, Agriculture Staff, NEDA) inquired if a proposal on the upgrading of policy analysis on agricultural issues has been made. He further expressed his interest in knowing what linkages have been established between the Bureau of Agricultural Economics Staff and the Policy Analysis Staff. Dr. Sarmago indicated that the Policy Analysis Staff which was formed seems to take on an ad hoc nature. He sought to be clarified on whether the intention of the thrust is to strengthen the policy analysis capability of some other unit within the Ministry or to organize a new unit within the Office of the Minister in order to institutionalize the capability for policy analysis.

Asst. Min. Zosa added that another important consideration here is the ability of the Policy Analysis Staff to gain the confidence of the Minister. At present, the staff are now working on the priority areas established by the Minister.

### III. TECH PACK THRUST

1. Activate the Technical Advisory Committee to provide overall policy and technical guidance.

Dr. Warren Vincent (Long-term Consultant) reported that the Technical Advisory Committee (TAC) composed of representatives from Philippine Council for Agriculture & Resources Research (PCARR), Bureau of Animal Industry (BAI), Bureau of Agricultural Extension (BAEx), National Grains Authority (NGA), Bureau of Fisheries & Aquatic Resources (BFAR), Bureau of Plant Industry (BPI), University of the Philippines at Los Baños (UPLB) has been reactivated through the holding of a second meeting at NFAC on April 25, 1979. In said meeting, the Committee members were oriented on their responsibility of providing overall policy and technical guidance in tech pack development, testing and adoption and on the thrust's 1978 accomplishments and proposed plan of activities for CY 1979. The following salient points were also discussed during the meeting:

1. Financing scheme for the operationalization of tech pack testing in farmers' fields.
2. Selection of appropriate technologies for various agro-climatic conditions.

3. Cooperative tech packaging - extension undertakings in the Tech Pack Thrust areas; and
4. Significance of varietal trials in legumes since Nueva Ecija is not a legume-producing area.

In order to insure the active participation of the TAC in the thrust's endeavors, it was agreed upon that the Committee would meet regularly every last Wednesday of each month. The venue for the June meeting will be CLSU to familiarize the committee members with the thrust's on-going activities within the 15-km. radius area of CLSU.

Dr. Quisumbing explained to the body that the TAC is envisioned to serve as the mechanism by which the Project can be assured that the Tech Pack directions are aligned to the Ministry of Agriculture's various priorities.

Asst. Minister Zosa and CLSU President Campos have both requested that Mr. Louie Villa-Real (Supervising Consultant, Management Staff, Office of the Minister) be made a member of the TAC.

2. Examine once again the conceptualization and operating plan for the Food, Feed and Grains Processing Center in the context of IAP's objectives and CLSU's expected capabilities and plans for the future.

Dr. Cesar Salas (FFGPC Project Management Officer) informed the body that the Food, Feed and Grains Processing Center (FFGPC) to be established at CLSU will lend direct support to the instructional and research components of the Tech Pack Thrust. The Center is also envisioned to serve the needs of the student enterprises, small farmers' organizations and potential investors who may want to operate processing plants. Maintenance and operating expenses for the Center will be shouldered by CLSU out of its allocation from the national government. Supplementary funding allocation to cover personnel and operating expenses has been requested from the Budget Commission. A Project Management Staff is currently overseeing the construction of the FFGPC buildings and making preparations for the receipt of incoming equipment. About 12% of the work on the construction of the Food Processing building and the Center's facilities for power and water has been completed.

3. Determine soon the future consultancy needs for CLSU in view of the forthcoming completion of the incumbents' tour of duty.

CLSU has already identified its consultancy needs for the remaining years of the Project.

4. Review the feasibility of the proposal for students' cooperatives to operate the university farm and processing center and study alternative approaches.

Pres. Amado C. Campos assigned Dean Marcelo Roguel and Dr. Rodolfo C. Udan to a committee charged with the responsibility of addressing this particular recommendation. The following concepts were arrived at during the committee's initial brainstorming sessions:

- a. Review the available University land areas and other income-generating projects to determine their present utilization and output capabilities to supply the needed raw materials for the plant.

- b. Review the facilities and capacities of the FFGPC and estimate the area/size of the enterprise/project that will supply the raw material needed for break-even or full operation of the plant.
- c. Review the total complement of personnel needed for an 8-hour shift indicating the required number of technical expertise for each sub-process.
- d. Make a study to establish the time and schedule needed to complete the production-processing-marketing cycle for priority commodities.
- e. Establish a scheme that will fully utilize the Administration Farm and other units for production by:
  - i. Initially engaging the two-in-one curriculum students (BSA major in Farm Management or Agri-Management) in farming enterprises during the first two years of their schooling. This is being practiced now.
  - ii. Extending the experiment on faculty members' Integrated Farm Approach to other student/faculty groups.
  - iii. Establishing a cropping pattern appropriate to the land use and climate in the area.
- f. Determine the areas outside the University and the amount of priority commodities needed to augment the supply of raw material for the processing plants. Initial involvement will be with the Tech Pack Project farmer-cooperators and later with the other farmer-clienteles.
- g. Institutionalize the tech pack approach by:
  - i. Putting up a new curriculum that will involve students or student enterprises in the production-processing-marketing activities. A BS Food System curriculum is being fashioned for possible offering next year.
  - ii. Revise some of the existing curricula so that farm practice could be a substitute to undergraduate thesis work and some course offerings could jibe with plant operation or vice-versa.
  - iii. Student enterprises may be in the form of cooperative which will (1) serve as a medium for testing technological packages, (2) train students in the use and adoption of the package, and (3) provide the students a share of the net income from the farm enterprise.
- h. Integrate the plan of the University of putting up a Market Assistance (or Outlet) Center where students and cooperating farmers can be involved in finding a good market for their processed or unprocessed farm products. Banking institutions may be encouraged to provide financing for the student and farmer farm enterprises.
- i. Explore the possibility and mechanics of a CLSU Foundation to operate and manage the University Farm and FFGPC. The Foundation will raise funds for the operation of the projects and will manage them in a business-like manner with its income to be used for paying rent on University land and facilities and

as well as salaries and wages of personnel employed in the various projects. The University administration, faculty members, and students should be represented in the Foundation Governing Board.

- j. A University committee will work out the details of the operationalization of the above concept.
5. Include in the technology packaging some technologies suitable for subsistence purposes as a cushion for the small farmer against market failure.

Dr. R. Undan reported that the following are some tech packs being developed which are suited for both commercial and subsistence purposes:

<u>Tech Packs</u>	<u>Nature</u>
a. Sorghum-Fish-Puck raising	- for irrigated and rainfed, low cost, commercial and subsistence
b. Mushroom production	- for irrigated and rainfed, low cost, commercial and subsistence
c. Backyard poultry, or swine	- low cost, commercial and subsistence
d. Rice-Vegetables (tomato, onion, garlic, cabbage)	- irrigated and rainfed, low cost, commercial and subsistence
e. Rice... culture	- for irrigated areas, low cost, for commercial or subsistence

6. Strengthen the integrative aspects or linkages among production, processing and marketing in any tech pack.

Dr. Irabaon proposed the use of Market Assistance Center (MAC) as a possible linkage between production-processing and marketing of any tech pack being developed by CLSU. As shown in the attached flow chart (Attachment "A"), the MAC will serve as a source of market information on what is being produced by the Processing Center for the consumers as well as other marketing channels. On the other end of the line, feedback on the acceptability and utilization of the said product will be received by the Tech Pack Thrust through surveys conducted or through the MAC for further improvement or development of new tech pack that will suit the needs of the consumers.

#### IV. EXTENSION/OUTREACH THRUST

Dir. Jesus Alix of the Bureau of Agricultural Economics (BAEcon) reported on the thrust's reactions to the Evaluation Team's recommendations pertaining to the Extension/Outreach Thrust.

- 1. Appoint a specific coordinator for the entire thrust.

Dir. Francisco Pentutar of the Bureau of Agricultural Extension (BAExt) is being eyed to take over this responsibility. However, feedback on the reaction of the Minister to this move was not yet available during the time of the workshop.

- 2. Conceptualize and operationalize as one thrust, the sub-project activities of the extension delivery system, the agribusiness, the Market Assistance Centers and the Cooperatives Development which are presently being pursued independently of each other.

This is being looked into. The Market Assistance Centers and the Agribusiness Development sub-projects have, in fact, been closely working together. Likewise, the Cooperative Development sub-project people are also coordinating closely with the Benguet MAC.

3. Expand the Extension Delivery Systems Committee to include representatives from the Academic and Tech Pack Thrusts.

This has already been done.

4. Consider greater functional fusion of the Tech Pack and Extension/Outreach Thrusts with respect to identification, development and pilot-testing of potential technologies.

Work on the establishment of the proper linkages between the Tech Pack Thrust and the Extension Delivery Systems Sub-project have been started. Earlier consultations with the Ministry's agencies in Nueva Ecija have also been made by CLSU in support of the Tech Pack Thrust activities.

5. Develop a staffing pattern for both thrusts particularly for the operating manpower of the FFGPC.

The staffing pattern for the operation of the FFGPC is being developed by CLSU.

May 26 (Saturday)

3:00 A.M.

The participants broke into thrust groups for discussions on how to strengthen linkages within the respective thrusts and how to integrate the respective thrust's directions and activities with those of the other thrusts.

10:00 A.M.

The groups then assembled into a General Body for the presentation of respective proposals on how to strengthen operational and functional linkages within the thrust and with the other thrusts.

#### I. ACADEMIC THRUST

Dean Sandoval reported that in order to meet the academic thrust's major objective of developing a continuous supply of professionally-trained people in Philippine agricultural and food systems development for government agencies, agricultural education institutions, small farmers' cooperatives, and agribusiness enterprises - specifically with skills in agricultural marketing, development planning and management, cooperative management, resource economics, finance and credit, international trade, regional development economics and processing of agricultural products, the strengthening of linkages within and among the LAPF thrusts must be done. A review of the academic thrust programs at UPLB and its linkages within and with the other thrusts is therefore in order.

The training programs in agricultural marketing and agribusiness which are conducted simultaneously every year service various agencies/institutions involved in the Project. The said programs are outreach-oriented in that they provide short training courses for market research staff, crop managers, agribusiness entrepreneurs, and extension workers. To ensure the attainment

of maximum benefits from these short-term training programs certain strategies have been formulated:

1. Pre-screening of prospective trainees to gain maximum utilization of manpower.
2. Conduct of post-training evaluation to get the feedbacks of the participants, e.g., whether the knowledge gained from the trainings can be applied in their market research, management and extension activities.
3. Coordination and sharing of manpower and other training package facilities among thrusts.

The Academic Thrust is also institution-building in the sense that it will develop MS degree programs in agribusiness management, marketing, cooperatives and food systems development at the University of the Philippines at Los Baños. The participation of agricultural universities and financing institutions and agencies from government and private sectors in these training programs is encouraged.

The following strategies have been designed to maximize the benefits to be derived out of the above master's degree programs:

1. Sponsorship of local fellowship for the summer courses in Economics, Statistics and Mathematics.
2. Development of a strong program of study for each scholar.
3. Close supervision and guidance of fellows particularly in the selection of major field of study, i.e., Marketing, Food Systems, Agribusiness or Cooperatives.
4. Periodic evaluation of a scholar's academic performance and reports to heads and directors of agencies/institutions which he represents.

The development of curricula in Food Systems, Marketing and Agribusiness management, cooperatives management, and agricultural development administration will cater to the in-country training needs of the different thrusts. While CLSU is responsible for the development of BS programs in Food Systems and Marketing, UPLB, on the other hand, is concerned on the masteral level of these fields of specialization.

The steps to be undertaken in the development of the above programs are:

1. Conceptualization of the curricula based on the existing graduate programs offered at UPLB.
2. Curriculum preparation and development.
3. Submission to academic channels for further study and evaluation.
4. Implementation.
5. Periodic evaluation of curriculum content to meet the needs of clientele.

For the local fellowship, participants are required to submit a certificate of assurance from their mother agency in order to ensure that after the training they will be absorbed back into their mother agency.

With regard to the schedule for the nomination and screening of participants, Dr. Quisumbing said that a candidate is normally given enough lead time to prepare for his departure in case he has been accepted. However, there are exceptional cases which are giving KSU a lot of problems in trying to accommodate our scholars given a very limited time.

Dean Sandoval had indicated that the summer program in economics is a joint undertaking with 2 other colleges. Dr. Quisumbing commented that if these 2 other colleges will not be able to participate in offering this course during the regular school year, UPLB should not be prevented from offering the program, as College of Development, Economics & Management (CDEM) courses. It was further indicated that once the merits of this course reaches the awareness of certain agencies, these agencies will fund their own scholars and the Project will not have to shoulder anything.

Dr. Quisumbing continued by saying that while we do have overseas fellowships for UPLB and CLSU faculty and senior government officials, the low stipend being provided is turning-off a lot of potential participants.

Mr. John Foti emphasized that the Participant Screening Committee's primary role is to review the documents to make sure that these are complete. The various thrust coordinators and agency heads are responsible in making sure that the training requested is consistent with Project objectives and also responsible in reviewing some recommendations/suggestions that may be forwarded by the Committee.

Dr. A. Campos suggested that when there are problems that confronts the committee, it should request for a representative from the thrust to ensure that time is not wasted.

Mr. Gary Lewis replied that the Screening Committee has never in any way caused a delay in the processing of nominees' papers even though the Committee may seek certain clarifications and present some recommendations.

Dr. Quisumbing commented that the Screening Committee's work has been very useful to his Office and NEDA because the screening process helps ensure that everything is in order. He added that his Office never turned down any nominee whom a thrust has insisted on sending as long as the questions which the Screening Committee has raised are adequately answered. Mr. Lewis suggested that during the pre-screening process, the thrust coordinator or his representative can be present so that when questions are raised, these can be answered immediately. Mr. Foti supported this recommendation. It was indicated that this is the ideal rule to follow although it may take a lot of time on the part of the thrust representative.

Asst. Sec. Miguel M. Zosa said that as a matter of policy in the Ministry of Agriculture, they consider a nominee for scholarship only after he has already gained admission into the graduate school selected. He feels that this will cut down on paper work. In this regard, Dr. Quisumbing said that he know of a participant under the GRP/AID Research I Project whose grant had to be forfeited because he was unable to meet the requirement that they should first find a university to which they will be acceptable.

## II. NATIONAL POLICY THRUST

The discussions were centered on the priority areas given by Minister Tanco regarding the development of industries producing protein-rich commodities such as mungo, white/yellow corn, legumes, sorghum, soybeans, beef, cattle, cassava, lettuce, sesuidillas (winged-bean), and peanuts for domestic food and feed requirements as well as rice-fish culture and possibly

poultry and egg. Asst. Sec. Miguel Zosa instructed the National Policy members to prepare a short overview/profile of the above-named commodities in ~~con-weeks~~. The concentration of such overview should be on market supply and demand, the situation on research and technology transfer on production, the economics of production and marketing and processing. The documents resulting from these should be made available to the Thrust Coordinators so that they can pin-point the area where they can participate. Linking of UPLE with the attached bureaus and agencies of the Ministry will have to be established by the designated commodity team leader in order that university people can be involved in preparation of the overview report as well as in the development programs to accelerate production in the priority areas. There is a heavy linkage between the Agribusiness sub-thrust of Extension/Outreach and the Policy Thrust due to the common data requirement and agribusiness contribution to Policy Thrust in terms of economic and market evaluation.

### III. TECH PACK THRUST

Dr. Undan reported on the recommendations of the Technological Packages Thrust in strengthening linkages within the thrust. Linkages within the thrust was viewed as involving three levels, namely:

1. Tech Pack Thrust personnel;
2. Tech Pack Thrust personnel with the CLSU Academic Community; and
3. Tech Pack Thrust personnel with the Cooperatives within the Tech Pack impact areas (within 15 km-radius of CLSU).

Broken down into more detailed steps, attainment of strong linkages within these three levels was viewed as follows:

#### A. Tech Pack Thrust Personnel

1. Review the organic chart to further emphasize working relationship and close interaction.
2. Continue working on a common term of reference or implementation plan so that group roles, whether leading or supporting, are well spelled out.
3. Improve the exchange of ideas/information by:
  - a. Each group furnishing the other with the reports of outputs or results.
  - b. Conducting a seminar on papers written or research results obtained.
  - c. Continuously conducting periodic meetings and dialogues to review the progress of the project and iron out problems/difficulties.
4. Remind everyone on the proper procedure and channel for relaying problems related to personnel and logistic needs within the Project.

#### B. Tech Pack Thrust Personnel with CLSU Academic Community

1. With CLSU Academic Thrust, IAPMP
  - a. Collaborate closely with the thrust with respect to training programs and curriculum development.

- b. Involve them in very important Tech Pack Thrust meetings.
  - 2. With students and faculty members of the different colleges
    - a. Continue involving students and faculty members in the Project.
    - b. Continue sharing manpower with respective colleges.
    - c. Conduct seminar in the different colleges regarding the Tech Pack Thrust activities.
    - d. Conduct regular tour/field trips for students and faculty members on tech pack programs.
  - 3. With CLSU administrative services
    - a. If possible, share benefits or provide incentives to personnel involved.
- C. Tech Pack Thrust Personnel with Cooperators within the Target Area
- 1. With farmer-cooperators
    - a. Continue making frequent contacts with them and provide needed technical expertise.
    - b. Provide adequate information about the Project.
      - i. Conducting meetings and seminars;
      - ii. Sharing with them some local publications;
      - iii. Conducting tours on projects inside and outside the University campus.
    - c. Try to Participate in some other programs being implemented in the barrios.
    - d. Get adequate feedback/inputs for new programs from farmers.
    - e. Identify respected farmer-leaders as contact persons in pilot barrios.
  - 2. With Government and Private Agencies
    - a. Identify the other agencies which may be involved in the Tech Pack Projects and liaison with them.
    - b. Seek inputs/participation of these agencies in the development/generation and verification of technological packages.
    - c. Establish a mechanism for the exchange of relevant technical information, between these agencies and the Tech Pack Thrust.
    - d. Involve them in meetings and seminars and in the selection of farmer-cooperators.
  - 3. With Research Institutions in the area
    - a. Seek inputs from these research institutions.

- b. Establish a mechanism for the exchange of relevant technical information between these institutions and the Tech Pack Thrust.
- c. Identify contact persons in these different research institutions.

Recommendations for strengthening linkages among the different thrusts of the IAPMP as perceived by the Tech Pack Thrust was reported on by Dr. W. H. Vincent and Dr. F. Rivera.

A Paper entitled: Strategies for Strengthening Linkages within and Among the IAPMP Thrusts (copy attached for reference) Attachment "B") written by Dr. W. H. Vincent and Dr. F. T. Rivera was distributed to the participants of the workshop.

Dr. Vincent discussed in detail the ways and means by which strengthening of linkages among thrusts could be achieved. These are enumerated as follows:

A. Tech Packages Thrust/Technical Advisory Committee Relationships

This is not an inter-thrust relationship but is one of the most crucial external linkages for the Tech Pack Thrust.

Recommendation

1. That the agency (institutional) representation and individual membership on the technical advisory committee be re-examined keeping in mind the full range of activities from the design of Tech Pack components and/or complete technological packages through testing and final adoption.

Discussion: Several possible further linkages were identified including farmer's association, Nueva Ecija Integrated Development Project and others.

2. As re-evaluation of the Tech Pack/TAC linkage is made, distinction needs to be made between the advisory role provided to agency representatives in regularly scheduled meetings and the supporting roles that may be provided to the Tech Pack Thrust in implementation of programs at the field level.

B. Tech Pack Thrust/Extension-Outreach Thrust Relationships

Meetings held May 16 and May 22, 1979 involving representatives of the Tech Pack and the Extension/Outreach Thrust led to decisions to strengthen the linkage between these thrusts.

1. The addition of a tech pack representative to the EDS Advisory Committee.
2. The identification of Tech Pack needs at the local level with regards to support and participation of Ministry of Agriculture line agencies (Bureau of Agricultural Extension (BAFx), Bureau of Animal Industry (BAI), Bureau of Plant Industry (BPI), Bureau of Soils (BS) and Bureau of Agricultural Economics (BAFcon), which are also involved in Extension/Outreach Thrust activities.
3. The legitimization of provincial level personnel of BAFx, BPI, and BS for planning and implementation of the Tech Pack programs in the 15-km. radius from CLSU, target population.

4. The development of an organizational set-up/scheme whereby line agencies are kept informed of Tech Pack activities and developments, thereby making them feel part of the team. The holding of regular meetings (either bi-monthly or quarterly), consultations, seminars and workshops of Tech Pack and Extension/Outreach teams would help facilitate a steady exchange of information and closer coordination.
5. The suggestion was made for a fully integrated program of Tech Pack in the target area to include all relevant infra-structural agencies on on-going basis.

Recommendation: That the actions taken May 22 and reported to be implemented at the earliest possible time.

C. Tech Pack/Policy Thrust Relationships

Recommendations: That the representatives of Tech Pack and Policy Thrust meet to explore areas of common concerns and to develop a plan to strengthen the thrust linkage. Particular attention should be paid to a) procedures for releasing MA directives directly to Tech Pack; b) common data requirements and sources for the two thrusts; and c) methodologies for analysis of impacts of respective thrusts on the targeted clientele.

D. Non-specific Thrust Relationships

The following are offered as suggestions for strengthening total project linkages among all thrusts.

- a) Instigate a seminar program in which plans, procedures and/or results of individuals or units are presented for critical review by other members of the total project staff.
- b) Use total project evaluation as a vehicle for coordinated effort.
- c) Employ, where appropriate, a problem solving approach in the total project effort wherein the best talent of the project staff come to grips with the problem. This implies the need to increase participation of personnel across thrust boundaries and to diminish undue allegiance to individual thrust identification/loyalties.

IV. EXTENSION/OUTREACH THRUST

Dir. Clemente Terso, Jr., who acted as chairman of the E/O group, presented to the general body the following recommendations of the participating agencies regarding the strengthening of linkages:

A. Within Extension/Outreach

1. Creation of an Extension/Outreach Coordinating Committee composed of the subthrust leaders (extension delivery system, market assistance centers, agribusiness development, cooperatives development and MIS), with the Thrust Coordinator as committee chairman. Members of the coordinating committee are to name their alternates and vest them with the authority to make decisions and/or commitments.
2. Concretization of linkages with the establishment of a pilot project in an area where all the subthrusts can muster their capabilities and resources to support common, united acti-

vities. A local Extension/Outreach coordinating committee with the same representation as the national coordinating committee will be charged with implementation of the pilot project.

B. With Thrusts

Better communication with the rest of the thrust groups through regular exchange of progress reports and similar information.

1. With Academic Thrust

Timely submission of training requirements of the thrust to the Academic group and a continuing dialogue with academic thrust leaders.

2. With National Policy

Getting signals regularly from the NP Thrust and whenever necessary, issuance of memoranda of agreement to implement national policies.

3. With Tech Pack

Establishment of the Extension/Outreach pilot projects in the IAPM project target area in Nueva Ecija.

Asst. Minister Zosa had this to say about the agribusiness component: Agribusiness is heavily linked-up with the Policy Thrust because of the common requirement for data and the contribution that the Agribusiness component can give to the Policy Thrust in terms of economic evaluation and market evaluation. Agribusiness should also be heavily linked up with the Tech Pack group particularly if it involves small farmer participation. Whenever big jobs are involved, then the Agribusiness subthrust can link up directly with the private sector.

Another recommendation articulated during the Extension/Outreach thrust work session was the transfer of the MIS subthrust to the National Policy Thrust where it could better service the Integrated Project.

Dr. Quisumbing explained that in the original project paper the E/O was envisioned to be involved mainly in the development of an extension delivery system which would be the mechanism of the transfer of technological packages to the farmers. The lead agency that was chosen for this was the NFAC mainly because it is an umbrella organization with access to the many extension agents in the Ministry of Agriculture. The NFAC was thus selected for wider coverage. The challenge now is to integrate all the subthrusts that are on-going.

Dr. Quisumbing said that the recommendation to transfer MIS to the National Policy thrust sounded logical although it should be considered that the MIS referred to is the MIS of NFAC. With regards to the absence of a pilot project on extension delivery system in the area within the 15-km. radius of CLSU, he remarked that this was deliberate. What is necessary is contact between DAFx, BPI, BAI, Bureau of Soils in the locality so that they could work together with the Tech Pack group at CLSU and develop a total program for the target area.

Dr. Quisumbing also commented that Muñoz was one of the sites identified for the MAC project. Initially there was the problem of having two marketing projects in the area with UPLB also putting up a marketing information and assistance center. The MAC group did not want to duplicate

activities so the problem was resolved by creating a management committee to integrate and run the MPLB and the MAC project. Arrangements are now being worked out to locate a Market Assistance Center in Nueva Ecija.

WORKGROUP NO. 1 - Finalization of the Logical Framework and Strengthening of the Monitoring and Evaluation (M/E) System

PRESENT: Ministry of Agriculture (MA)

- |                                  |                          |
|----------------------------------|--------------------------|
| 1. Asst. Minister Miguel M. Zosa | 4. Dr. Mark W. Rosegrant |
| 2. Ms. Gloria A. Diño            | 5. Mr. Roderico Serra    |
| 3. Ms. Maritess D. Ingles        |                          |

Central Luzon State University (CLSU)

- |                       |                        |
|-----------------------|------------------------|
| 1. Ms. Puch Balgos    | 3. Dean Marcelo Roguel |
| 2. Dr. Fermina Rivera | 4. Dr. Warren Vincent  |

U. P. Los Baños (UPLB)

1. Ms. Flor Lantican

Bureau of Agricultural Economics (BAEcon)

- |                      |                       |
|----------------------|-----------------------|
| 1. Dir. Jesus Alix   | 4. Ms. Aurora Peralta |
| 2. Dr. Leo Gonzales  | 5. Dr. Gil Rodriguez  |
| 3. Mr. Manuel Torres |                       |

National Food & Agriculture Council (NFAC)

1. Ms. Teresita Lalap

Bureau of Cooperatives Development (BCOD)

1. Ms. Clara Aljibe
2. Ms. Milagros Macaranas

National Economics & Development Authority (NEDA)

1. Dr. Cayetano Sarmago

USAID

1. Dr. Martin Billings
2. Mr. Lane Holdcroft
3. Ms. Reine Villarosa

GFP Overall Project Coordinator's Office (GRP-OPCO)

1. Ms. Ciosena L. Unxon

Bureau of Agricultural Extension (BAEx)

1. Mr. Guilarido Baes

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The body decided to leave to the Technical Monitoring & Evaluation (M/E) Committee, the task of strengthening the monitoring system of the LAPM Project in such a way as to facilitate the reflection of percentages of progress in the thrusts/sub-thrusts' attainment of respective implementation

plans for the year. Later in Manila, through the consultative assistance of Dr. Martin Billings and Ms. Jetty Ryan, both of USAID, a new monthly reporting format was devised (please see Attachment "C"). This reporting form will be tried out starting with the July reporting.

Discussions on the evaluation aspect of the Project centered on the need for differentiating project participants from non-participants. Mr. Lane Foldcroft suggested the possible conduct of an evaluation of different sets of participants as may be required by the complex nature of the Project. Dr. Ferrina Rivera also brought up for consideration, a combination scheme of separate evaluations of individual thrusts and an evaluation of convergence points among the various thrusts. As to the evaluation of the larger target group (500,000 farmers all over the country) Dir. Jesus Alix indicated that BAEcon may be able to conduct the survey given adequate funding.

Most of the remaining time was spent on discussions on the goal and purpose levels of the Project's Logical Framework. Since no specific percentage for indicators were agreed upon during the session, Dir. J. Alix, Dr. Billings, Dr. Daly, Dr. Gonzales and Dr. Sarmao were requested to continue their discussions in Manila.

The Technical M/E Committee, headed by Ms. Unson was likewise requested to continue refining the input-output portions of the thrusts'/sub-thrusts' Logical Frameworks. Dr. Martin Billings and Ms. Reine Villarosa, both from USAID, provided guidance to the M/E representatives in the refinement of their respective input-output portions of the Logical Framework (please see Attachments D and E for the outputs<sup>1</sup> of this particular work-group).

WORKGROUP NO. 2 - Restructuring the Project Consultancies

PRESENT: Dr. Edgardo C. Ouisumbing  
Pres. Amado C. Campos  
Mr. John A. Foti  
Dr. Carroll V. Hess  
Dr. Ernest Mader  
Dr. Rex Daly  
Dr. Jim Snell  
Dean Marcelo Rogual  
Ms. Remedios V. Bacilig  
Mr. Herminigildo M. Montalvo

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Discussion was first focused on the KSU Home Office support to the Project. Some of the consultants present aired their complaints that they are not receiving enough administrative support from KSU Home Office. As a result of succeeding discussions the group arrived at a conclusion that the current KSU Home Office Staffing is excessive considering the services being rendered by them. Based on this, they then agreed to make representations with the KSU Home Office to reduce the present staffing in the following manner:

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<sup>1</sup> Input-output portions of the Logical Frameworks for the Policy Analysis Sub-thrust and Agribusiness Development Sub-thrust not available as of the time the Workshop proceedings were compiled.

<u>Incumbents</u>	<u>Present % of Involvement</u>	<u>Recommendation</u>
Kaiser - Secretary	100	75
Schurr - Secretary	100	75
Dodge - Fiscal Officer	30	10
Jorns - Campus Coordinator	100	100
Larson - Int'l. Prog. Dir.	40	20
Phillips - Ag. Econ. Dept.	50	Eliminate
Sorenson - Ag. Econ. Dept.	30	30
Stevens - Feed Grains	20	20

The highlights of group discussion on Project consultancies are as follows:

A. Long Term Consultants

1. Tech Pack was asking for 4 additional consultancies on the following fields:

a. Food Processing	-	24 months
b. Feed Processing	-	24 months
c. Vegetable Production	-	24 months
d. Seed Tech/Prod.	-	15 months
TOTAL		<u>87</u> months

This would require an additional 59 man-months since there are only 28 man-months left unused based on the contract. The 59 man-months should come from Tech Pack and Academic Thrusts short-term consultancies of CLSU.

2. National Policy was asking for the extension of services of Drs. Daly and Rosegrant up to 1992. This would need 53.5 man-months and since only 39 man-months were left unused, the additional 14.5 man-months should come from National Policy short-term consultancies.
3. Academic Thrust requested for 2 consultancies (both Ag. Econ. and for CLSU, one for Marketing Cooperatives and the other for Farm Management). This would entail 45 man-months and since only 43 man-months were left unused, the additional two (2) months should come from Academic Thrust short-term consultancies of CLSU.
4. The Extension/Outreach Thrust did not request for any consultant under the Project since there is a bigger on-going project which can accommodate such consultancies.

B. Short Term Consultants

1. Tech Pack Thrust requested for 5 short-term consultants on the following fields:

a. Food Processing	-	2 man-months
b. Feed Processing	-	2 man-months
c. Veg. Prod/Post Harvest	-	2 man-months
d. Seed Tech/Prod.	-	5 man-months
e. Pest Management	-	6 man-months
TOTAL	-	<u>17</u> man-months

2. National Policy Thrust requested for 3 short-term consultants on the following fields:

a. Sr. Stat.	-	18 man-months
b. Stat.	-	6 man-months
c. Computer	-	1 man-month
d. Poultry, egg breaking	-	2 man-months
e. Veg. Processing	-	6 man-months
f. Dairy Dev.	-	3 man-months
g. Planning & Linkages	-	3 man-months
h. Feed Grain Prod. & Mktg. Specialist	-	12 man-months
TOTAL	-	<u>51 man-months</u>

3. Academic Thrust requested for six (6) short-term consultants on the following fields:

a. Ag. Econ (Mktg. Coop., CLSU)	-	3 man-months
b. Coop., UPLB	-	6 man-months
c. Ag. Econ., UPLB	-	5 man-months
d. Ag. Reform, UPLB	-	5 man-months
e. Ag. Business, UPLB	-	6 man-months
f. Ag. Econ., Land & Res. Econ., UPLB	-	6 man-months
TOTAL	-	<u>31 man-months</u>

4. Extension/Outreach Thrust requested for eight (8) short-term consultants on the following fields:

a. Communication	-	6 man-months
b. H.E.	-	6 man-months
c. R. Y. D.	-	3 man-months
d. Extension Adm.	-	.7 man-months
e. Rural Sociologist	-	18 man-months
f. Ag. Econ.	-	18 man-months
g. Ag. Bus. Dev.	-	24 man-months
h. M. I. S.	-	10 man-months
TOTAL	-	<u>35.7 man-months</u>

(Please see Attachment "F").

WORKGROUP NO. 3 - Participant Training

PRESENT: Ms. Elsa Bayani Dean Marcelo Roguel  
Ms. Jindra L. Demeterio Dr. Cezar Salas  
Ms. Angie Gatan Dean Pedro Sandoval  
Dr. Berl Koch Dir. Clemente Terso, Jr.  
Mr. Mario Piwatig Mr. Cesar B. Umali, Jr.  
Mr. Gary E. Lewis Dr. Rodolfo C. Undan  
Mr. Paul Nazareno Mr. Romeo Cabanilla  
Dir. Arturo Sarmiento  
Mr. Domingo Lingbawan

1. Overseas Participant Training Program

Since the primary task of the participant training workgroup was to come-up with a restructured overseas and in-country scholarship

program, the various thrusts were requested to submit and actually presented during the workshop, a proposal for the utilization of their remaining training slots through the life of the Project.

Attached is a table which shows the proposed overseas participant training schedule for the Academic, National Policy and Tech Pack Thrusts (Attachment "G"). In the case of the Extension/Outreach Thrust, the raw inputs (Attachment "H") from some of the various sub-thrusts still need to be integrated for the thrust as a whole.

2. In-country Participant Training Program

Schedule 3 (Attachment "I") shows the proposed in-country degree scholarship program for the Academic, National Policy, and Tech Pack Thrusts. As in the case of the overseas program, the raw inputs from some of the various sub-thrusts under the Extension/Outreach Thrust (Attachment "I") still need to be integrated for the thrust as a whole.

Out of the total number of in-country master's degree training slots (246), the UPLB College of Development Economics and Management (CDEM) has programmed 95 M.S. slots and 5 Ph. D. slots over the years 1979-1982 (Attachment "I"). Graduate student participants can avail themselves of UPLB grants in the fields of ag. economics and agribusiness and soon, in the fields of cooperatives and food systems.

The possibility of utilizing some of these in-country training slots to support the junior and senior years of some GLSU undergraduate students was also brought up during the workshop session.

3. Duration of the M.S. Degree Program

The participant training workgroup fully endorsed the joint GRP-KSU-USAID proposal to extend the Project's M.S. degree program from 12 to 18 months on a case-by-case basis, as well as the following supportive guidelines:

- a. All remedial work should be done in the Philippines prior to a participant's departure for abroad;
- b. A scholar should have identified a Philippine-related research topic, as well as data sources, prior to departure for abroad;
- c. The university selected, on the basis of advance information provided by the GRP-OPCO through the KSU-TLC, should initiate the development of the scholar's academic program which will be finalized upon the scholar's arrival on campus;
- d. The "TYPE B" program (which requires the submission of a paper instead of thesis) would be more suitable (than the "TYPE A" program which requires a thesis) to the proposed 18-month duration. Whenever appropriate, the university selected will be requested to justify why the "Type B" program may not be feasible and to propose an alternative program through the letter of acceptance.

4. Adequacy of Advance Information Sent to the KSU Home Office as Basis for the development of Tentative Graduate Programs

In response to a query as to the possibility that GRP may be providing the KSU Home Office with advance information which is not adequate to effect the development of a desirable graduate program, the workgroup, after examining the contents of the IAPM Project Application for Participant Training (which is included in the packet of

documentation being provided by GRP to the KSU Home Office), concluded that adequate information is being provided to KSU and other universities abroad to effect the development of the desired graduate programs. Anyhow, the workgroup recommended that the KSU Home Office should be consulted to find out if any additional information may be deemed vital to the development of an academic program (more appropriately, the KSU Home Office should inform the KSU-TLO of their desire for additional information).

5. Timetable for Nominating, Screening and Processing of Papers of Participants

In view of the aforementioned conclusion by the workgroup, i.e., the KSU Home Office is being provided with adequate advance information on each participant, the workgroup shifted its attention to the possibility that lack of sufficient lead time, rather than lack of sufficient information, may be the key to problems concerning the graduate programs of scholars. It was theorized that probably, the KSU Home Office and the graduate school faculty of various U.S. universities may be finding very little time to study and discuss applications.

After discussing the present timetable, the workgroup recommended that applications for Ph. D. and M.S. degree training in all universities abroad should be submitted to the GRP-OPCO by January (this should not be a problem, because all participants are required to be considered for acceptance on the following fall semester; corollary, applications for the spring semester should be in by June of the year preceding the spring semester being considered. With regards to degree scholarships for Ministry of Agriculture personnel, it was subsequently recommended that applications should be submitted to the GRP-OPCO one year prior to the expected date of enrollment owing to the additional requirement that MA personnel have to be acceptable into US universities chosen before these candidates can be formally nominated to the GRP-OPCO for scholarship.

For non-degree training and faculty fellowship, a four-month lead time was deemed adequate. Applications which fail to meet the preceding timetable may be considered for the next semester in the case of degree candidates, and for the following year's course offering in the case of non-degree participants.

6. Assessment of Training Needs of Participating Agencies

For UPLB to be able to plan and develop relevant training programs, including special short courses, the training needs of participating agencies have to be known.

## EXTENSION DELIVERY SYSTEM

### A SUMMARY

#### Background

The project was conceived as part of the implementation of the memorandum of Understanding, Contract No. 492-0302-1, dated 19 August, 1977, between the Government of the Republic of the Philippines and the Kansas State University, Manhattan, Kansas, U.S.A.

The Extension Delivery System (EDS) is one of the five sub-projects of the Extension Outreach Thrust of the Integrated Agricultural Production and Marketing Project. It will be responsible for the transfer of research results to farmers' field and of improved home-making practices to their homes.

#### Project Purpose & Objectives

Generally, it is aimed at increasing agricultural production and income through the promotion of farm management practices and methods, at improving the nutritional status and at developing better citizenship of the rural people through farm family services.

more specifically, the program aims:

- i) To increase farm productivity by maximizing land use through diversified farming;
- ii) To increase agricultural production of major crops such as rice, corn and feedgrains;
- iii) To assist in the development and production of import substitutes and export crops;

- iv) To improve the nutritional status of the rural people thru farm family services;
- v) To promote the development of better citizenship, leadership and self-reliance;
- vi) To develop the rural institutions/organizations as venue for extension delivery system;
- vii) To establish an effective and efficient linkage between research agencies and agricultural extension system; and
- viii) To provide an effective communication support for all extension activities.

Project Component

The system will be composed of three major programs such as farm extension (lowland crops, upland crops and multiple cropping), home economics extension and rural youth development, all of which will be supported by a mass communication program. Technology verification, staff development program, training of extension contact leaders and information dissemination will be among the other components of the DS Sub-Project.

Farm Extension - a program which provides for extension services to farmers both in upland and lowland areas in order to increase food production of basic and marketable crops in relation to the thrusts of the Ministry of Agriculture.

Technology Verification - a project and an extension method itself, adaptive trials shall be put up on the farms of selected farmer-operators under the supervision either of the agricultural extension specialist in the province or of the agricultural extension worker. The program shall provide all the material inputs.

The technology to be tested under different regional conditions in the four pilot districts are the following:

- i) Rice and Corn Varietal x Crop Protection Trials
- ii) Rice and Corn Varietal x Fertilizer Trials
- iii) Irrigated Cropping Schemes such as Continuous Cropping, Staggered Cropping and Rice-Fish Culture
- iv) Rainfed Cropping system such as Rainfed Lowland Multiple Cropping Pattern and Upland multiple Cropping system

Home Economics Extension - a program which provides for extension services to rural homemakers. It is geared towards the development of better farm family life. The emphasis is on the prevention of malnutrition and improvement of the nutritional status of the rural people through nutrition education, backyard production of nutritionally rich foods and supplementary feeding.

Rural Youth Development Program - A program where the rural youth will be engaged in cattle and carabao fattening, mango and peanut production. The program is supported with a financing scheme.

Mass Communication Support - The program will provide for the publication of technical and semi-technical bulleting, brochures, etc. It will also utilize press, radio and television to create general awareness on the innovation in agriculture, home economics and youth development. It shall also provide audio-visual services in support of all extension activities.

Staff Development Program - a program which will provide training opportunities and facilities for the present manpower of the bureau.

Training of Extension Contact Leaders - Extension contact leaders shall be given training at the Farmers Training Center.

Most of these activities shall be implemented by the ministry of agriculture itself should the ministry-wide Regionalization come about. The BaEx, as a staff bureau, however, shall undertake some activities which require less dependency on the regional and field offices but which shall be supportive of the total extension delivery system. These activities are the short Training Courses in Agricultural Extension, Administration and Supervision for Extension Workers; Short Training Course for Extension Contact Leaders; and the Adaptive Trials.

The whole program shall be for the benefit of 174 extensionists, 3,000 extension contact leaders, 18,000 farmers, 18,000 homemakers and 6,000 out-of-school rural youth who are all direct beneficiaries.

#### Mechanics of Implementation

Location of the Project - This Sub-Project shall be carried out initially in four pilot districts: San Carlos City in Pangasinan for Region I; Bagabag, Nueva Vizcaya for Region II; Pilar and Dalanga, Bataan for Region III; and Naujan, Oriental Mindoro for Region IV.

Baseline Survey - Before the start of the project, a baseline survey of the pilot districts shall be conducted in order to establish a benchmark.

Adaptive Trials - The kits shall be prepared at the Central Office ~~under the supervision of the Agricultural Program Division. These shall~~ *and* be distributed directly to the agricultural extension specialist of the province who shall, in turn, give <sup>them</sup> ~~the same~~ to the extension workers concerned.

Training of Personnel - Personnel involved will be reoriented at the start of the year so that they will understand what the project is all about. Specialized training and degree-oriented courses shall be also be

conducted by the B&E itself, other agencies and universities here and abroad.

Assignment of Personnel - Each district shall have ten Farm management Technologists (FMT), five Home management Technicians (HMT) and two to three Rural Youth Development Officers (RYDO). Each FMT shall be assigned to cover five barangays, ten barangays for the HMT, and twenty barangays for the RYDO. Around fifty barangays shall compose a district. Each district shall be under the supervision of a District agricultural extension Supervisor (DAES) as Team Leader. In the municipality, there shall be a designated Municipal Program Officer who shall act as Assistant Team Leader to the DAES.

Extension Approaches - a wide array of extension methods and approaches shall be employed to achieve the desired changes by spreading out the information to a large number of people as fast as they are needed. Most extension activities will be done largely through group methods such as organization meetings, classes, method and result demonstrations, field days and educational tours. However, before these activities commence, each extension worker shall organize one association per barangay to serve as the main venue for extension teachings.

Mass Communication Support - Largely supportive of all extension activities is the dissemination of information through the use of mass media such as printed matters, press, radio and television and audio-visual services.

Use of Contact Leaders - There shall be five sectoral leaders for every leaders; five for agriculture, five for home economics and five rural youth development. They shall be given appropriate training. They can be of immense help in the dissemination of timely information

to their own group of about ten neighbors, friends and relatives whom they have daily contact.

Integrated Agricultural Financing - Production loans shall be made available to bonafide recipients of the program wherein the farmers shall be provided with a one-year credit line for the major crops they are going to plant within a year.

Monitoring and Evaluation - Periodic reports shall be required from different levels. Monthly progress report of accomplishment shall be prepared and submitted by grassroots technicians on or before the 19th of every month. The D&S shall prepare a consolidated district report and submit the same on or before the 22nd day of every month to the Provincial Office. The Provincial Office shall prepare and submit a consolidated provincial report to the Regional Office not later than the 25th day of the month covered by the report. The Central Office shall be furnished with a copy. The Regional Office shall also prepare and submit a consolidated regional report to reach the Central Office not later than the 30th day of the month covered by the report. An agency report shall be prepared and submitted to the L&R2 Office on or before the 6th day of the following month, to NEDA on or before the 8th of the ensuing month, and to M& and BC not later than the 15th day of the ensuing month.

Adequate personnel shall be assigned to conduct periodic evaluation. A Management Task Force may be created on an ad hoc basis for this purpose. The services of the consultant shall be most needed along this line.

#### Implementing Agencies and Principal Responsibilities

<u>Agency</u>	<u>Responsibilities</u>
1. NEDA	Overall coordination of activities and source of fund

<u>Agency</u>	<u>Responsibilities</u>
2. BPI - - - - -	Basic researches and regulatory services on crops.
3. BAI - - - - -	Researches and regulatory services on livestock.
4. BS - - - - -	Source of experimental data on cropping system, fertilizer recommendations, and soil analysis.
5. UPLB- - - - -	Training opportunities and facilities and source of experimental information.
6. BAEcon - - - - -	Provide agricultural marketing information and assistance in developing statistical designs for data collection, analysis and interpretation.
7. CB-RB - - - - -	Management of Credit
8. BAEx - - - - -	Organize action team in the district to develop and carry out the improved extension programs.

Organization Structure

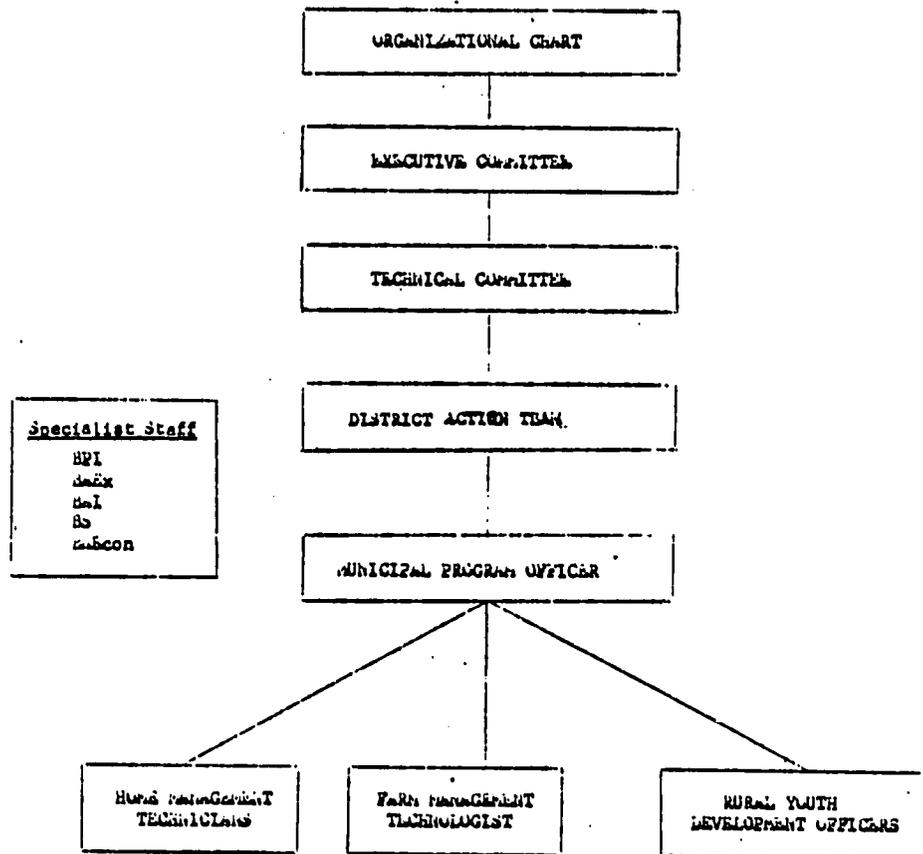
There shall be an Executive Committee composed of the Director of BAEx as Chairman with the BPI, Asst. Director, BAI, Asst. Director and BS Asst. Director, BAEcon Asst. Director, UPCA representative and CB-RB representative as members. They shall set the policies, direction and operational priorities of the EDS Sub-Project.

There shall also be a Technical Council who shall be responsible for planning, organizing and conducting the project, in accordance with the policies and priorities set by the Executive Committee. The BAEx Chief of Agricultural Programs Division shall be the Chairman with the UPLB representative as the Co-Chairman. Other members will be representatives from BPI, NFAC, SAI, BS, BAEcon M/E Officer plus BAEx Agricultural Extension Specialist II, MA Regional Directors and MA Provincial Directors.

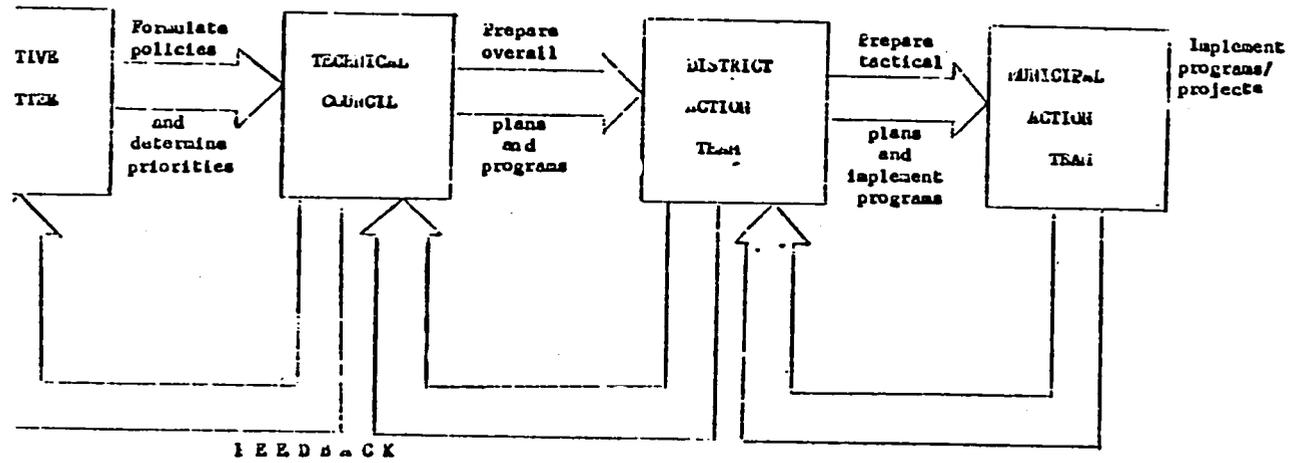
At the frontline shall be a District Action Team to take charge of the implementation of the project. The DAES shall act as the Team Leader with the designated Municipal Program Officer as his Asst. Team Leader. The members are the Farm Management Technologists, Home Management Technicians and Rural Youth Development Officers. The District Action Team shall be provided with specialists' support from the BPI, BAEx, BS, BAI, and BAEcon.

#### Resource Requirement

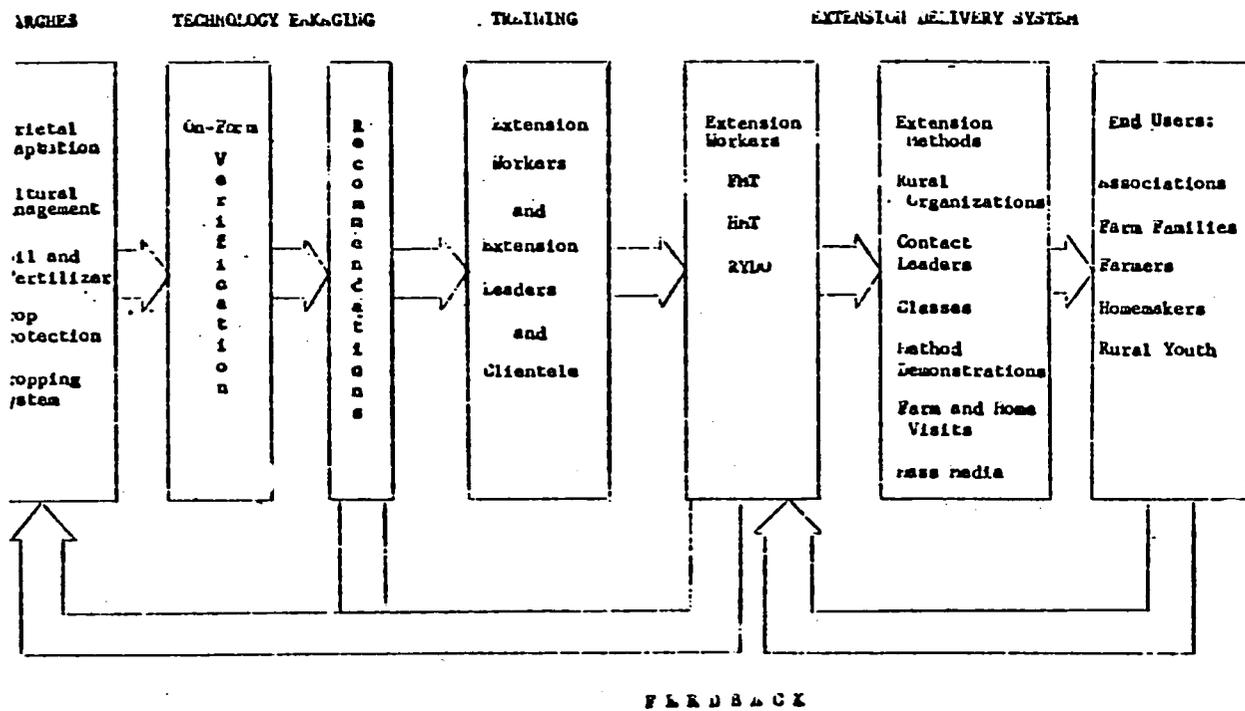
Apart from the already mentioned members of the Committee/Council, the District Action Team shall have one DAES, ten FMTs, five HMTs and two to three RYDOs. An estimated amount of ₱3,517,358 shall be needed to implement the project. The UAEx shall finance all items except honoraria, equipment outlay, and part of the training of extension workers and contact leaders. The NFAC shall provide an amount of ₱500,000 to be taken from P/P/A 2.2.34 KBI 14. The USAID shall take care of some specialized short courses and degree-oriented courses.



FLOW OF ACTIVITIES



TECHNOLOGY TRANSFER MODEL

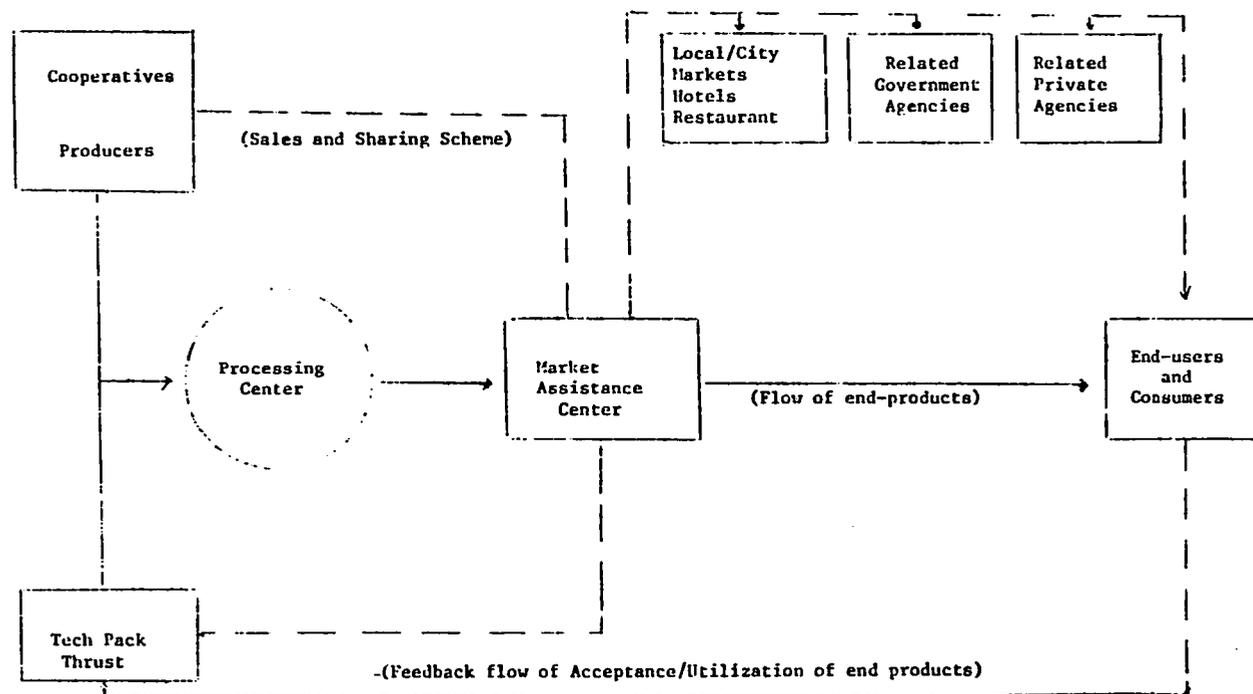






ATTACHMENTS

- A. Proposed Market Assistance Center to Strengthen the Production-Marketing Processes Affecting the Tech Pack Project
- B. Strategies for Strengthening with and among the LAFM Thrusts
- C. New Reporting Format
- D. Project Input-Output Portions
- E. Thrusts/Sub-Thrusts Output Portions
- F. Schedule of Consultancies by Thrust Over the Lifespan of the LAFM Project
- G. Proposed Foreign Scholarship Schedule - All Thrusts
- H. Proposed Foreign Scholarship Schedule - Extension/Outreach Thrust
- I. Proposed Local Scholarship Schedule - All Thrusts; Proposed Local Scholarship Thrust - Extension/Outreach Thrust



Proposed Market Assistance Center to Strengthen the Production-Marketing Processes Affecting the Tech Pack Project.

Strategies for Strengthening Linkages  
with and Among the IAPMP Thrusts

By

W. H. Vincent and F. T. Rivera

1.0 Introduction and Elements of Integrative Linkages

The principles of linkage in the Integrated Agricultural Production and Marketing Project are founded on the concepts of integration. Linkage, for present purposes, means continuity in funds and commitments with the further inclusion of the legitimacy of such funding and commitments.

This discussion paper with recommendations is based on the proposition that deliberate efforts to operationalize linkages in clear terms within and among the IAPMP thrusts must be done with recognition of at least the following aspects of the integration problem:

- 1.1 An understanding of the perceived roles of individuals and agencies in the project organization.
- 1.2 An understanding of the nature of actual and potential linkage relationships among individuals and agencies in the project organization.
- 1.3 An understanding of the role of incentives in bring about the desired intra-and inter-thrust communication and operational linkages.
- 1.4 An understanding of possible integrative models for adaptation to the IAPMP.
- 1.5 The need to delineate in some detail potential areas for integration among the various IAPMP thrusts.

The first four of these are presented in this paper with the fifth being dealt with as an example of integrative possibilities between the Tech Pack and Extension/Outreach Thrusts.

2.0 The Perceived Poles of Individuals and Agencies in the Project Organization.

2.1 Organic Relationships

The many organizational charts of the complex Integrated Agricultural Production and Marketing Project (IAPMP) provide

clues as to how the various sub-units of the project relate to each other administratively. At least, these only suggest super ordinate - subordinate relationships and communication channels/flows. The annual Plans of Work for Thrusts and their sub-units, as well as consultants terms of reference, provide the basis for examining the relationship among the various thrust activities conducted in pursuit of the common overall project goals. Neither of these kinds of information, however provide clearcut guidelines as to the optimum level of energy to be expended by individuals in evaluating whether the output of their efforts does or should have implications beyond the domain or scope of the individual thrust plan of work.

## 2.2 Participative relationships

The level of participation in integrative functions for an individual is a human behavioral matter that is not resolved in tables of organization and plans of work. It entails such matters as vested interests, incentives and rewards. It involves the personal costs of gaining information about the work of others and in evaluating the benefits and losses that accrue from substituting joint effort for individual effort. At the administrative level the issue is one of ascertaining whether the fulfillment of individual thrust and sub-thrust objectives add to the fulfillment of overall project goals, or whether there is undue or inadequate duplication of effort in the pursuit of a common sub-project goal. From an economic perspective, there is a cost to coordination and the providing of information for all program actors and the payoff to this cost needs to be evaluated.

One's perception of his/her role in the project and the level of his/her vested interest in the success or failure of the project are key elements in the human behavioral matrix.

If the perceived role of an individual is one of limited interdependence on and responsibility to other units in the project, then his/her activities and performance will be governed by this perception. Alternatively, if one views it as his/her responsibility to coordinate work with those of common concerns, then effort will be expended to identify the common concerns and to exploit the cooperative relationship.

### 2.3 Interest group relationships

The matter of vested interest is closely allied with the incentive/reward scheme. The level of one's vested interest in the outcomes of the project may be related to positions of authority and/or perceived career/professional payoffs. But they also may be enhanced or diminished by both monetary (honoraria perquisites to the job) and non-monetary (prestige, recognition, sense of security, etc.) rewards and incentives.

One's response to the rewards/incentives (in a Skinnerian sense) may be closely related to his/her assessment of the economic nature of the actual and potential linkage relationships among individuals and agencies in the project organization.

### 3.0 The Economic Nature of Actual and Potential Linkage Relationships

Before a determination of the form of the economic linkages relationships that are or could be between/among individuals and units in the project there must be an awareness/understanding of what other individuals are doing or attempting to do. It must be recognized that to acquire the requisite awareness/understanding, an investment must be made. Any time or money spent on acquiring such awareness/understanding is lost for employment in any alternative activity.

Assuming that the aforementioned investment in gaining knowledge has been made, the three potential economic relationships are (a) supplementary relationship (b) complementary relationship and (c) competitive relationships.

### 3.1 Supplementary relationships

#### 3.1.1 Supplementary relationships defined.

Let A (see diagram below) represent an individual or group of interface with another individual or group, represented by B. By definition, the relationship is supplementary if for a given amount of committed resources, the output of B increases with no change in the output of A and is illustrated in Figure 1.

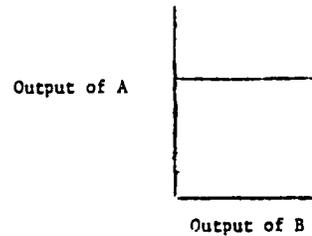


Figure 1. Supplementary Relationship.

#### 3.1.2 Examples of supplementary relationships

The output of B is enhanced if, for a minimal effort, B is able to utilize a by-product effort of A. If A provides to B, at little or no cost, something needed by B, then, it is possible for B's output to be increased without having to duplicate the effort of A.

Example 1. Price data generated by BAEcon (A) may be routinely provided to the Policy Thrust ( $B_1$ ) for use in policy analysis and to the Tech Pack Thrust ( $B_2$ ) for use in the economic analysis of tech packs.

Example 2. Comparable training requirements for two institutions (say CLSU and UPLB) are met utilizing the resources of a single institution.

It should be noted that supplementary relationships may become competitive if it is not possible for the unit offering the by-product to the other unit cannot do so with-

out a loss in total product for its given budget constraint.

### 3.2 Complementary relationships

#### 3.2.1 Complementary relationships defined

Let A represent an individual or group in interface with another individual or group B. By definition, the relationship is complementary if the output of A increases with an increase in the output of B as illustrated in Figure 2.

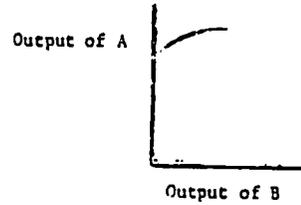


Figure 2. Complementary Relationship

#### 3.2.2 Examples of complementary relationships

The most common form of complementary relationship is to be found in collaborative effort (although collaboration does not insure complementarity).

Example 1. A measure of sub-project performance is needed for both the EDS program of the Extension/Outreach Thrust and the Diffusion phase of the Tech Pack Testing and Adoption Unit of the Tech Pack Thrust. Methodologies for measurement and evaluation may be common to both thrusts. By collaboration, resources may be saved and the product improved by collaboration between personnel of the two thrusts.

Example 2. Complementarity always exists where the output from a group exceeds that of the sum of the output of the individuals of group working independently.

Again, it should be noted that collaboration does not ensure complementarity but it is difficult to find complementarity without it. Furthermore, ineffective collaboration

or excessive resources devoted to it can result in a competitive relationship.

### 3.3 Competitive relationships

#### 3.3.1 Competitive relationships defined

Let A represent one individual or group in interface with another individual or group B. By definition, for a given resource commitment, an increase in the output of A results in a decrease in the output of B. Possible competitive relationships are illustrated in Figure 3 (a), (b) and (c).

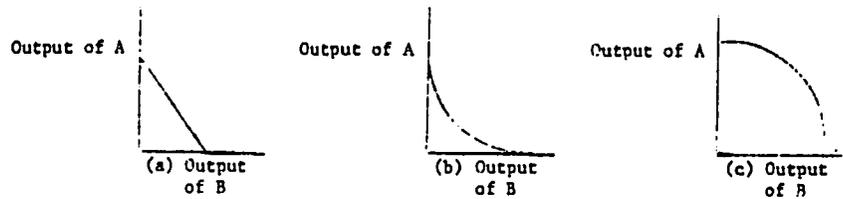


Figure 3. Competitive relationships

Competitive relationships if duplicative tend to be redundant and are therefore costly in the long run and may even block the efficient diffusion of useful ideas.

#### 3.3.2 Some generalizations about competitive relationships

- 3.3.2.1. A reallocation of available resources may be required to achieve the desired output mix.
- 3.3.2.2. Participants in a complex organization may perceive many activities involving others to be competitive. That is, A perceives that B progresses at the expense of A.
- 3.3.2.3. In a competitive relationship, necessary reallocations of resources may require a variety of strategies such as (a) the exercise of authority (b) a formal agreement such as a Memorandum of Understanding (c) special incentives or inducements.

3.3.3 Some examples of competitive relationships

Because of limited resources in the form of money, personnel and their specialized skills, competitive relationships are extremely common.

Example 1. The work load of university faculty members is very heavy. All that they would like to do and expected of them appear impossible. If a new activity is to be added to the work load some activity must be given up or some other strategem must be employed (such as a financial incentive to make the work day/week longer).

Example 2. Increased involvement in an understanding of the work of another thrust by the participants of one thrust may be regarded as 'something else to contend with', an interruption in one's own program of work, in short a competitive relationship.

4.0 The Role of Incentives in Bringing about Desired Intra- and Inter Thrust Linkages.

4.1 Incentives and vested interests.

4.1.1 The higher the level of perceived vested interest in the success of the overall project by a unit or any individual, the lower is the necessary incentives needed for full participation of the individual or unit for the achievement of project goals. Conversely, the lower the level of perceived vested interest in the success of the overall project by a unit or an individual, the higher is the level of necessary incentives needed for full participation by the unit or individual for the achievement of project goals.

4.1.2 The conclusion from 4.1.1 is that the development of vested interest is a substitute for incentives.

4.1.3 There are implications in 4.1.2 for the use of technical and advisory committees. The most economical way to achieve full

participation by committee members may be to develop or clarify the vested interest of the individual representatives and their agencies.

4.2 Incentives and supplementary relationships

4.2.1 Whenever one individual or unit is better off without another individual or unit being worse off, this is a situation to be exploited.

4.2.2 The only incentives required are the incentives needed to identify the supplementary relationships and those needed to satisfy the donor of by-products that he/she/it is no worse off by allowing others to utilize the by-product than by not allowing the utilization.

4.3 Incentives and complementary relationships

4.3.1 Whenever it is possible, for a given level of resource commitment, for the total output to be greater when individual or units work in concert rather than would be the case when they work independently this situation should be exploited.

4.3.2 The only incentives required for complementary relationships are those needed for potential collaborative groups/individuals to recognize and clearly identify the areas of complementarity and to motivate relevant participants to collaborate in a common effort.

One specific proposal of this type will be offered involving a relationships between the Extension/Outreach Thrust and the Tech Pack Thrust of the IATTP.

4.4. Incentives and competitive relationships

4.4.1 Relationships may be perceived as competitive when after gaining more information and understanding, this may be seen as complementary.

4.4.2 To transform a perceived competitive to a perceived complementary relation, incentives may be needed to change attitudes about the relevance or possible threats coming from the

activities on other member of the total project may be needed.

4.4.3 Whenever actual or potential program participants view their own program as being overloaded and rigid, it may be necessary to employ incentives to encourage a program realignment and to introduce flexibility.

5.0 Strategies/Activities to Strengthen Linkages within and Among IAPMP Thrusts  
(Recommendations)

5.1 Program planning, implementation and evaluation for all thrusts should be guided by common documents. The latest Project Paper (green cover) is the most comprehensive document concerned with the project.

Recommendation 1. At the earliest possible time, enough copies of the Project Paper should be reproduced to permit ready access to it by all individuals involved in the Project with a position level of Senior Pro-part (counterpart) or above.

Note: It is recognized that even the latest version of the Project Paper has been subject to modification in details of logical framework and administrative arrangements. Implied in the above recommendation is that modifications of the Project Paper are subject to the same accessibility principle.

5.2 Areas of program complementarity and program supplementarity should be exploited. This begins by identification of such areas.

Recommendation 2. A working level committee composed of selected representatives of each thrust should be organized to (1) examine project documentation (including the Project Paper and its revisions, Work Plans for Thrust, Progress and Annual Reports of Thrusts, M/F documentation and others) to identify the areas of (a) common information needs, (b) common purposes, (c) common implementation methodologies and (d) common performance indicators, (2) make recommendations to the Overall Project Coordinator directed toward

- b) A full utilization of the skills and talents of project personnel for the sake of fulfilling total project objective even to the extent of permitting specialized talents being utilized across Thrust or agency boundaries as deemed desirable.
- c) A common understanding and utilization of methodologies and data (for example, baseline studies, special studies, evaluation indicators, etc.).

The work of this committee is seen limited in life and not a part of the permanent organizational structure unless experience indicates that coordination by such a committee is desirable.

It is proposed that the work of such a committee would be enhanced by following models of the types offered in Sections 6.0 where various models for adaptation to the LAPMP are described and 6.1 where a Tech Package - Extension/Outreach linkage is described.

#### 6.0 Linkage Models

- 6.1 Inter-agency of the inter-organizational type, i.e., Integrated Development Program (IDP) of provincial and municipal planning and development offices. These are cross-organizational activities but the accountabilities of each member in the fused system strictly speaking, are legitimized only, at the particular organization level, not the newly formed IDP committee or council, which is usually headed by someone not in the line organization chart of the agency to where he/she belongs.
- 6.2 Consortium. This is usually characterized by program alignment which may form a part of the overall agency/institution overall program, or an adjunct to existing ones pursued by two or more agencies/institutions. An inter-agency linkage may also be a program linkage likened to a consortium.
- 6.3 Referral linkage system. The Social Laboratory and the FAO/ASSARD projects are carried out on a referral linkage system which means

linking target clientele to other agencies/institutions closest to need/problem situations. Both are end-users oriented and designs of project rely heavily on rural people's inputs.

- 6.4 Network linkage system. The PCARR network system is a case in point where the agencies/institutions within a geographical area are grouped together for the purpose of undertaking local, regional as well as national research priorities to accomplish the self-sufficiency in food goal.

The present IAPMP inter and intra linkages are of a kind that encompass elements of these several models quite vaguely and should therefore be more clearly spelled out, especially in terms of legitimization of accountabilities. In this way, maximization of resource utilization is attained.

- 7.0 Tech packaging-extension/outreach linkage.

The main rationale: extension/outreach strategy as methodology of tech pack release is viewed as a tech packaging component and an input into policy/academic thrusts.

- 7.1 Fusion of extension/Outreach and tech packaging programmes into a unified programme, and especially so at some research/development level of both thrusts (of a type similar to social-action-in-action research) seems warranted. Following the principles of integration, more specifically, parallelism and convergence, sequencing and simultaneity, of certain common project phases, suggested steps of tech packaging that may be utilized by both thrust actors consisted of:

- 7.1.1 Descriptive stage. This is the stage in which the tech packages, packaging and extension systems as well as their end-users are being simultaneously examined in order to ascertain what are the real constraints of farmers and extension workers to their wider use of the new science and technologies, and therefore what type of tech packs (including extension strategies as methodologies of tech pack release) are required to overcome them.

Suggested Steps:

- a) Familiarization with existing relevant empirically based information (which are locale/time and program specific tech packs actually being utilized as well as their experiences with others that are no longer in use and why they gave them up, measures of changes/impact as a result of projects in which they participated, and end-users perceptions as the contribution of both indigenous and newly introduced technologies to the improvement of their lives and transformation of communities through
- <sup>a</sup><sub>1</sub> baseline/special studies.
  - <sup>a</sup><sub>2</sub> inventory/documentation/analysis of technology-use and processes involved in their dissemination and utilization, and the extent to which they are finally adopted; and
  - <sup>a</sup><sub>3</sub> case studies of selected tech packs and extension systems to gain further insights as to the ingredients of successes and failures in their operation.

Major objectives of the familiarization steps are to: identify target area/clientele/end-users purpose; identify constraints to tech pack use and wider adoption; and specify relevant information that may help in the design of tech packs which is the next stage after the descriptive stage above.

7.1.2 Design stage. This is the stage in which a range of technologies that are relevant in overcoming the constraints arising from the Descriptive Stage are considered and tested under experimental conditions.

Suggested steps:

- <sup>b</sup><sub>1</sub> Conceptualization of tech packs, packaging and extension methodologies of tech pack release and specification of tech packs, testing, and extension design.

b<sub>2</sub> University/farm experiments on relevant components and complete packages;

b<sub>3</sub> Development and testing of adoption methods for specific technologies.

The major objectives here are to initiate a "dialogical confrontation" among researchers, extension workers and end-users so that the best features of what are possible are incorporated in the tech pack design/designs.

7.1.3 Testing stage This is the stage in which a number of the more hopeful technologies arising from the Design Stage are examined and evaluated on farmer cooperators' fields.

Suggested steps:

c<sub>1</sub> University testing involving students, researchers, teachers, extension workers and farmers as part of the exercise of technology/extension-packaging.

c<sub>2</sub> Farm trials involving students, researchers, teachers, extension workers and farmers as part of the exercise of technology/extension packaging.

c<sub>3</sub> Tech packaging of relevant components.

The major objective here is to screen tech pack components/complete packages in "ideal/real world" situations under various management operations and testing different tech pack designs.

7.1.4 Extension stage. This is the stage in which the technology or technologies which were found during the Design and Testing stages to best overcome the constraints delineated in the Descriptive Stage, are extended to farmers.

Suggested steps

1 Test of release methodology: training/demonstration

d<sub>2</sub> Wider scale dissemination and use of tech packs;

d<sub>3</sub> Tech packaging of completed packages.

<sup>d</sup><sub>4</sub> Inputing into policy and academic thrusts.

The major objective is to deliver tech packs to direct to target clientele as intervention in wider dissemination and utilization of promising tech packs.

7.1.5 Evaluation stage. This is the stage in which measures of change/impact as a result of the IAPMP are determined and defined.

Suggested steps

- <sup>e</sup><sub>1</sub> Review existing project evaluation scheme that have relevance to present evaluative research work; review overall program design, including logical framework.
- <sup>e</sup><sub>2</sub> Review suggested quantifiable/objectively verifiable indicators found in project documents.
- <sup>e</sup><sub>3</sub> Using "principle of dialogical confrontation among policy-makers, researchers, extension workers teachers and farmers further modify/firm up measures of change/impact as a result of the project.
- <sup>e</sup><sub>4</sub> Formulate evaluative research design/timetable using indicators in setting up criteria of project success.
- <sup>e</sup><sub>5</sub> Test run measures and finalize evaluative research plan.
- <sup>e</sup><sub>6</sub> Implement and report as inputs into other IAPMP thrusts conceptualization/operationalization.

The major objective here is to find out what happens during/after IAPMP, or a part(s) of it, results of which are considered inputs into improvement of its design and other related projects in the future.



# BEST AVAILABLE DOCUMENT

PROJECT IN AID OF AGRICULTURE  
 (1950-51)

1951-52 PROJECT  
 1951-52  
 1951-52  
 1951-52

PROJECT TITLE & NUMBER: INTEGRATED AGRICULTURAL PRODUCTION & MARKETING - 642-0102

## PROPOSED SYSTEM

Program or Factor Goal: The broader objective to which this project contributes. (A-1)

- To achieve national self-sufficiency in key food commodities.
- To increase small farmer real income through expanded output, improved opportunities and generally improved levels of living.

The 1951-52 data is given to be identical with the end of the current time period which is also 1952. The major goal are consistent with the standard goals.

Project Sub-System Goal: (B-1)

- Overall, expanded planning, implementation, institutional, environmental in some areas; absorptive capacity for new technology and production related activities, with particular regard to the small holder sector.

Major Program

- Increase production (small farm, and agro-business, cooperative, etc.) and income, through expanded output, employment, etc. in project areas (Punjab, Bihar, Karnataka, West Bengal, etc.).

- Improve overall capability to formulate national integrated agricultural policy.

In-kind, technical capacity to develop integrated packages of food related technology.

- Improve capacity to extend new techniques to target groups.

## Technical Package

- Provide institutional capacity to develop and apply production management/extension techniques for extension, small farmer.

- Provide trained, appropriate technical packages for animal, crop production, etc. water, etc. for small farmers, and food storage, pest control, soil fertility, power, etc. within specified project impact areas.

- Establish area of concentration for extension.

## Activities

- Provide a continuous supply of professionally-trained people in the areas of technical and food systems development for government agencies, agricultural extension institutions, small farmers, cooperatives, and agro-business enterprises, especially with skills in agricultural marketing, development planning and management, cooperative management, extension, income and credit, investment and development, and development of agricultural products.

## IMPLEMENTATION STRATEGY (C-1)

New area of Goal Achievement: (A-2)

1. 1.22 Increase in production of major food commodities annually;
2. 2.10 Increase in income;
3. 3.02 Reduction in food losses while in storage;
4. Operational increase for total farm (not 1 ha.) as a consequence of increase income and production; given available statistics but likely 10% increase in income by 1953 (not 1952) years after adoption. Date of onset a function of policy, availability of inputs, weather, etc.

Including wheat, dairy

Conditions that will indicate sub-goal has been achieved:

1. 10% participant income increase, those who adopt full range of recommendations for years before end of project.

End of Project Situation:

1. Farmers, cooperatives, agro-business, etc., in project areas have accepted significant elements of new activities and interrelated them.
2. To be able to integrate better agricultural data and develop informed agricultural policies with computer support, formulate alternatives, establish strong linkages between analysis and policy advice.
3. Institute identify production/marketing problems and develop ideas to help solve them in future.
4. Research.
5. Outreach program provide continuing flow of information to target population.

(A-3) Evaluation: 1952

1. Annual income evaluation.
2. End of project evaluation.

(B-3) Activities:

1. Institute monthly, quarterly, annual problem oriented systems implemented and sustained.

## Policy

1. Operate agricultural policy without capabilities to M and regional agricultural planning/extension in the field, etc. (e.g., wheat, maize, etc.).

## Extension

1. Upgrade extension delivery system in first phase (Punjab, Bihar, Karnataka, West Bengal, etc.).

Area Development: 1952, etc.

1. Upgrade extension delivery system in first phase (Punjab, Bihar, Karnataka, West Bengal, etc.).
2. Upgrade extension delivery system in second phase (Bihar, Karnataka, West Bengal, etc.).
3. Upgrade extension delivery system in third phase (Bihar, Karnataka, West Bengal, etc.).

## TYPE OF INVESTIGATION

The policy thrust will be produced a series of positive papers which will show the way for the first time which can be used both in planning and subsequent monitoring. This system will cover some production, commodity production, income or price systems and also provide information mainly in extension workers, farmers, and possibly industrial income information in order to better understand the impact by beneficiary groups.

## IMPLICATIONS AND ASSUMPTIONS

Assumptions for achieving goal objectives: (A-3)

1. 1952 follows possible policies, relative to extension, income, production, extension, research, etc. including price, trade, technical activities, etc.
2. Extension 1952 continued to extend capacity in agricultural policies and practices.

Assumptions for achieving program: (B-3)

1. 1952 and similar years and generally funded national level activities.

Assumptions for achieving program: (C-3)

1. 1952 takes up and utilizes expanded policy making capabilities.
2. Limited program related system in extension and training, etc.
3. Suitable pre-ferential environment to induce change.

Assumptions for production inputs: (D-3)

1. 1952 takes up and utilizes expanded policy making capabilities.
2. Limited program related system in extension and training, etc.
3. Suitable pre-ferential environment to induce change.

**PROJECT TITLE: Academic Thrust**

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<b>Thrust Purpose: (B-1)</b>	<b>End of Project Status (B-2)</b>	<b>(B-3)</b>	<b>(B-4)</b>
<p>1. To develop a continuing supply of professionally-trained people in Philippine agricultural &amp; food systems development for government agencies, agricultural education institutes, small farmers' cooperatives, and agri-business enterprises—especially with skills in agricultural marketing development planning &amp; management, cooperative management, resource economics, finance and credit, international trade, regional development economics and processing of agricultural products</p>	<ul style="list-style-type: none"> <li>- Professionally trained people participating in this project will help solving real-world problems which limit food systems development and conduct short courses to transfer the needed knowledge for food systems development to those engaged in agriculture and agri-business activities.</li> <li>- Number of participants returning are working in fields that will help achieve the Project's goal and are providing the outputs expected from them.</li> </ul>	<ol style="list-style-type: none"> <li>1. UPLB/GRP-IAPMP Documentation and M/E Records.</li> <li>2. Interview trained employees and employers.</li> <li>3. Annual Project evaluation.</li> </ol>	<ul style="list-style-type: none"> <li>- That people are willing to participate in graduate programs &amp; non-degree training courses.</li> <li>- There are demands for professionally trained people along these fields of specialization.</li> <li>- Adequate and competitive incentives are provided to attract and retain participants.</li> </ul>
<b>Project Output (C-1)</b>	<b>Magnitude of Outputs (C-2)</b>	<b>(C-3)</b>	<b>(C-4)</b>
<ol style="list-style-type: none"> <li>1. Developed &amp; institutionalized curriculum in Food Systems &amp; Agribusiness at CDEM.</li> <li>2. Provided local graduate fellowships for qualified staff from different institutions/agencies at UPLB.</li> <li>3. Designed &amp; established non-degree training programs in Agricultural Marketing &amp; Agribusiness.</li> </ol>	<ul style="list-style-type: none"> <li>- Two curricula developed &amp; institutionalized at CDEM.</li> <li>- At least 20 local fellows graduated annually at UPLB with Master's degree in Ag. Econ., Marketing &amp; Food Systems, Agribusiness and Cooperative Management.</li> <li>- Non-degree training programs in Agricultural Marketing &amp; Agribusiness developed &amp; established annually through this program for different employees &amp; managers of</li> </ul>	<p>CDEM and its department records.</p> <p>UPLB records in Registrar's Office.</p> <p>Interview graduates and their employers.</p> <p>Post-training evaluation.</p>	<ul style="list-style-type: none"> <li>- Services of foreign consultants and CDEM graduate faculty members are made available on a timely basis.</li> <li>- Qualified participants for local fellowships and non-degree training courses are selected on a timely basis.</li> <li>- GRP provides adequate incentives to make local fellowship attractive to junior staff &amp; managers of different institutions/agencies.</li> </ul>

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
	various institutions/agencies.		
4. Trained extension workers, marketing staff, cooperatives and bank employees and managers.	- At least 40 participants trained annually in Ag Marketing & Agribusiness courses at UPLB.		- Required staffing and budget are supplied by GRP.
5. Supported summer program in economics, mathematics & statistics as refresher courses for new graduate students in CHER.	- At least 20 students supported annually through this program.		
Project Inputs (A-1)	Implementation Targets (Type & Quantity) (D-2)	(D-3)	(D-4)
U. S.	Technical Assistant '79 '80 '81 '82	KSU/AID	
A. <u>Technical Assistance</u>	A. Long Term Consultants (TM)	1. Project monitoring/evaluation records.	- KSU can provide all the technical assistance needed by the Project.
	1. Ag. Economist 12 12 - -		
	B. Short-term Consultants (TM)	GRP	- AID and GRP funding for UPLB are sufficiently provided on a timely basis.
	1. Cooperatives 3 3 - -	1. Project records/reports.	
	2. Ag Econ (Ag Finance) - 5 - -	2. UPLB budget, staff & financial records.	- Locally human resources supplied are adequate to attain target outputs.
	3. Agrarian Reform - - 5 -		
	4. Agribusiness - - 6 -	3. Annual Project Evaluation.	
	5. Ag Econ (land & resource econ) - - - 6		
B. <u>Participant Training/Fellowship</u>	(UPLB Budgetary Support)		
	1978 1979 1980 1981 1982		
	In Pesos		
1. Consultants	61,208 72,496 163,000 220,000 106,500		
2. Non-degree trainings & summer programs	60,000 100,000 150,000 200,000 320,000		
3. Graduate Fellowship	- 200,000 550,000 600,000 1,031,600		
4. Local participants support	7,500 20,000 100,000 200,000 480,000		

## ACADEMIC THRUST

page 3.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS				MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
5. Program administration	<u>138,292</u>	<u>117,504</u>	<u>297,000</u>	<u>642,330</u>	<u>1,210,000</u>	
TOTAL	267,000	510,000	1,260,000	1,862,330	3,148,100	

## C. Commodities &amp; Equipment for non-degree training programs\*

1. 1 unit overhead projector for transparencies, 311 or equivalent, preferably 220-230 volts with at least 12 spare bulbs.
2. 1 unit slide projector, Kodak with circular & stacking trays, preferably 220-230 volts with at least 12 spare bulbs.
3. 1 unit portable screen.
4. 1 unit 16 mm movie projector.
5. 1 unit 3" wallensak reel to reel tapes recorder player.
6. 1 set training management film:
  - a) Critical Path in Use - Roundtable Films, Inc., 113 N. San Vicente Blvd. Beverly Hills CA 90211
  - b) Concept of Management )
  - c) Management Organization & Job Description ) American Management Association  
135 West 50th Street
  - d) Standards of Performance for Managers ) New York, N.Y. 10020
  - e) Performance Appraisal for Managers )
7. 1 filing cabinet

\* Request for these equipment has been forwarded to GRP & KSU office for approval and appropriate actions.

PROJECT TITLE: EXTENSION/OUTREACH, Extension Delivery System Sub-Thrust

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program Goal (A-1)</p> <ol style="list-style-type: none"> <li>To increase production of major crops &amp; livestock.</li> <li>To increase farm family's real income.</li> <li>To improve nutritional status of farm families.</li> <li>To train and prepare rural to become better farmers and homemakers in the future and to help them establish a backyard project of their own.</li> </ol>	<p>Measures of Goals Achievement (A-2)</p> <ol style="list-style-type: none"> <li>Production of major feeds increased by at least 3.7% annually.</li> <li>Real farm family's income increased by 10% per annum.</li> <li>Improved nutritional status of about 50% of infants aged 0-16 months.</li> <li>Some 75% of Anak-Bukid Club members engaged in cattle/carabao fattening, legume production or other income-generating projects.</li> </ol>	<p>(A-3)</p> <ol style="list-style-type: none"> <li>Quarterly survey of pilot districts and control areas.</li> <li>Periodic progress reports (monthly, quarterly, semestrally, annually).</li> <li>MSSD, NCP and NNC evaluation.</li> </ol>	<p>(A-4)</p> <ol style="list-style-type: none"> <li>Favorable weather condition.</li> <li>Direct involvement and active participation of extension leaders and clientele.</li> <li>Adequate administration support.</li> <li>Good transport and adequate post-harvest facilities.</li> <li>Sure marketing outlets and better marketing systems.</li> <li>Peace and order situation normal.</li> <li>Relatively stable price of product and cost of inputs.</li> </ol>
<p>Sub-Thrust Purpose (B-1)</p> <ol style="list-style-type: none"> <li>To systematize extension delivery system.</li> <li>To effect a systematic and relatively faster transfer of technology with small farmers in the pilot districts and other designated areas.</li> <li>To effect a widespread and faster rate of adoption of the package of modern technology.</li> </ol>	<p>End of Project Status (B-2)</p> <ol style="list-style-type: none"> <li>More systematic extension delivery system.</li> <li>90% (1,280,000) of the farmers reached adopted the multiple cropping system and followed at least 80% of the recommended practices.</li> <li>Low incidence of malnutrition.</li> <li>Continuous transfer of technology and its rapid rate of adoption.</li> </ol>	<p>(B-3)</p> <ol style="list-style-type: none"> <li>Semestral survey (Pilot vs. control areas).</li> <li>Periodic progress reports.</li> <li>Special evaluation possibly by IAPM Project Evaluation Committee.</li> <li>Other agencies reports (BCOD, RB, DRP, CB, LB, etc.).</li> </ol>	<p>(B-4)</p> <ol style="list-style-type: none"> <li>Administration support at all levels.</li> <li>Full support from the National Extension Project.</li> <li>Adequately trained technologists back tapped by specialists.</li> <li>Properly trained volunteer adult leaders &amp; extension contact leaders.</li> <li>Available technology.</li> <li>Adequate credit scheme.</li> </ol>

Extension Delivery System Sub-Thrust

page 2.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
4. To sensitize clientele to extension teaching on agriculture, home economics and rural youth development.	5. 1,570,500 housewives enrolled in Nutrition Education. 6. 1,046,000 rural youth engaged in backyard projects.	(C-3) 1. Supervisors' reports. 2. Periodic progress reports and evaluation. 3. On-the-spot verification. 4. Surveys.	(C-4) 1. Proper training, active recruitment and orientation in-service system. 2. Training opportunities available. 3. Adequate incentives and higher salaries. 4. Profitable innovations. 5. Inputs readily available. 6. Better career opportunities.
Project Outputs (C-1) 1. Better trained extension workers. 2. Well trained and cooperative 3. Organized farmers associations PIC and Anak-Lakid Clubs. 4. Multiple cropping system recommended advanced. 5. Adaptive trials undertaken.	Magnitude of Outputs (C-2) 1. 15,000 personnel trained. 2. 523,500 extension leaders trained. 3. 34,900 FAs, 34,900 RICs, 34,900 ARCs. 4. 10,470 results demonstrations.	(D-3) 1. Cash Disbursement Ceiling and Budget. 2. Reports	(D-4) (Philippine Counterpart) 1. 15,000 extensionists (technical men and administrative support). 2. 500 rural extension centers. 3. Miscellaneous audio-visual, communications and printing equipment. 4. Miscellaneous equipment for specialists' support. 5. Various vehicles.
Project Inputs (D-1) (Foreign Counterpart) 1. Budgetary Support 2. Training opportunities. 3. Technical consultants.	Implementation Target (Type & Quantity) (D-2) ₱458,856,229. 25 masteral courses and 5 doctoral courses. 60 man-months for 1 long-term consultant. 49 man-months for 8 short-term consultant.	1. Cash Disbursement Ceiling and Budget. 2. Reports	(D-4) (Philippine Counterpart) 1. 15,000 extensionists (technical men and administrative support). 2. 500 rural extension centers. 3. Miscellaneous audio-visual, communications and printing equipment. 4. Miscellaneous equipment for specialists' support. 5. Various vehicles.

PROJECT TITLE: EXTENSION/OUTREACH, Cooperatives Development Sub-Thrust

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Outputs (C-1)	Magnitude of Outputs (C-2)	(C-3)	(C-4)
a. Strengthened cooperative inter-agency linkages.	a. Strengthened linkages with the 5 agencies involved with RCOD: Land Bank, Central Bank, Nat'l. Grains Authority, Ministry of Education & Culture (MEC), Ministry of Agrarian Reform and the Ministry of Agriculture.	1. Project records of CMP (BCOD, CB, CFPI, CESP, NFDA). 2. Periodic evaluations - conducted by CB, CMP, CB-CFC (coop finance group). 3. Farm records of participating farmers. 4. Records of AMC/CRB, covered by the project. 5. Periodical - in relation with the development plan. 6. Evaluation of all financial statement and other related documents.	1. Support from implementing agency. 2. Clear-cut understanding of the project by the beneficiaries - AMCs and SN members. 3. Effective supervision by MLCOD personnel directly involved in the project.
b. An institutionalized marketing information system for the cooperative sector.	b. An institutionalized marketing information system for 1,500 Samahang Nayons composed of 90,000 small farmers.		
c. Developed Cooperative Rural banks to a point of full operation.	c. Eight fully operating Cooperative Rural Banks.		
d. Adequately staffed, financed and developed Area Marketing Cooperatives (AMCs) to serve a wide range of farmer needs.	d. Fifteen adequately staffed, financed and developed AMCs.		
e. Established functional national cooperative finance system.	e. One functional national cooperative finance system.		
f. Established central cooperative marketing and supply distribution.	f. One central cooperative finance system.		
g. Increased farmer-member investments in Coop Mtg. Project - supported cooperatives.	g. Thirty percent annual increase in farmer-member investments in CMP-supported cooperatives.		
Project Inputs (D-1)	Implementation Target (Type & Quantity (D-2))	(D-3)	(D-4)
a. Technical assistance.	a. In-kind assistance (eqpt., supplies, rentals, etc.)	a. Technical assistance consultant: ₱2.93M in-kind assistance.	1. National budget record. 2. RCOD, CMP budget, staff and financial records.  Release of AID funds and budget appropriations for CMP are made on time.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
b. Participant Training.	1. Budgetary support.	1. Long-term Advisor	
c. Commodities (machineries trucks, milling facilities, etc.)	c. Capital investment through cooperative equity.	1.1 Sr. Coop Marketing Specialist (1 person, 26 months)	
d. Loan funds through foreign exchange.	d. Counterpart funding for the establishment of the cooperative finance system.	1.2 Coop Finance Specialist (1 person, 26 months)	
		2. Short-term (24 months)	
		2.1 Coop Finance Mgt. Consultant	
		2.2 Coop Mkt. Mgt. System Specialist	
		2.3 Central Coop Mktg. & Supply Team	
		2.4 Central Coop Mktg. & Supply Specialist	
		b. Participant training. (Pls. see attached list)	b. P11.25M budgetary support.
		c. Commodities	c. P35.78 capital

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
	(Pls. see attached list)  d. \$ _____ loan funds	investment through cooperative equity  d. ₱50.02 counterpart funding for the establishment of the cooperative finance system.	

B. Participant Training

	<u>Total</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>
<u>Training</u>	<u>35 Slots</u>	<u>15</u>	<u>15</u>	<u>5</u>
1. Coop Management	12	5	5	2
2. Finance Mgt.	14	6	6	2
3. Coop. Org. Establish- ment	2	1	1	
4. Central Coop Mktg. Coop	3	1	1	1
5. Market Information System	4	2	2	

C. Estimated Commodity requirements \*

<u>Commodity</u>	<u>Specification</u>	<u>No.</u>
1. Jeeps	1/4 ton	48
2. Trucks	3/4 ton	60
3. Trucks	2-1/2 ton	15
4. Trailer	1 ton cap.	30
5. Scales	Platform (500-kilo)	20
6. Scales	Platform (250-kilo)	10
7. Fork Lift	5-ton cap.	3
8. Grain Sacks	Hemp	100,000
9. Bag Closers	Electric	15
10. Typewriter	Electric & manual	60
11. Safe	Floor	15
12. Desks	Steel	40
13. File Cabinets	Steel	40

14. Adding Machines	Manual & Electric	20
15. Calculator	Manual & Electric	20
16. Slide Projector	Automatic, Kodak or equivalent	5
17. Radio	Single side band	25

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\* To be acquired through excess property if available.  
The above list represents only a tentative listing  
of types of commodities to be procured under the  
project and is not inclusive in nature.

PROJECT TITLE: EXTENSION/OUTREACH, Market Assistance Centers Sub-Thrust :

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Program Goal (A-1)	Measures of Goals Achievement (A-2)	(A-3)	(A-4)
<ol style="list-style-type: none"> <li>To increase small farmers' income.</li> <li>To establish an efficient marketing system for agricultural products.</li> </ol>	<ol style="list-style-type: none"> <li>Farm incomes of participating farmers to increase by 10% each year after the establishment of Market Assistance Centers (MACs).</li> <li>Fifty percent of the participating farmers to conduct direct trading with institutional users and wholesale buyers.</li> </ol>	<p>Baseline survey.</p> <p>Project Records</p> <p>Evaluation Reports</p>	<p>Small farmers, trader and institutional users are willing to participate in the Project.</p>
Sub-Thrust Purpose (B-1)	End of Project Status (B-2)	(B-3)	(B-4)
<ol style="list-style-type: none"> <li>To facilitate the extension of technical services on marketing, production and financing to farmers and traders.</li> <li>To serve as market information centers.</li> </ol>	<ol style="list-style-type: none"> <li>Four effectively functioning Market Assistance Centers shall have been established.</li> <li>The operations of the MACs so established will be institutionalized.</li> </ol>	<p>Project records</p>	<p>Inter-agency coordination is smooth.</p>
Project Outputs (C-1)	Magnitude of Outputs (C-2)	(C-3)	(C-4)
<ol style="list-style-type: none"> <li>Marketing contracts arranged.</li> <li>Direct sale of agricultural commodities arranged.</li> <li>Selected commodity production programmed.</li> <li>Market information disseminated.</li> <li>Marketing loans facilitated.</li> <li>Production loans facilitated.</li> <li>Purchase of production in-</li> </ol>	<ol style="list-style-type: none"> <li>20-30 marketing contracts arranged..</li> <li>20-30 programmed production of selected agricultural commodities.</li> <li>Daily market information disseminated.</li> <li>20-40 marketing loans facilitated.</li> <li>50 production loans facilitated.</li> <li>Assisted 100-200 farmers in the purchase of production inputs.</li> </ol>	<ol style="list-style-type: none"> <li>Project records.</li> <li>Evaluation reports.</li> <li>Farm records of farmers.</li> </ol>	<ol style="list-style-type: none"> <li>Small farmers can be motivated to program their production and deal directly with big traders and institutional users.</li> <li>Traders will cooperate in the project.</li> <li>Sufficient funds are available for credit.</li> <li>Necessary inputs are available on time.</li> </ol>

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION					IMPORTANT ASSUMPTIONS
puts facilitated.	7. 100 shipments of farm products facilitated.						
Project Inputs (D-1)	Implementation Target (Type & Quantity (D-2))	(D-3)					(D-4)
<u>G O P</u>	<u>G O P</u> (Peso Value: 000)	a. Project reports b. Evaluation reports					Required inputs will be provided on time.
		1978	1979	1980	1981	1982	Total
a. Personal Services P1.5M	a. available for personal services	141.4	284.9	456.6	317.1	300.0	1,500.0
b. Operating expenses 1.8M	b. available for operating expenses	59.3	196.0	236.0	608.7	700.0	1,800.0
c. Equipment 1.0M	c. available for equipment	29.7	0	55.4	690.0	314.9	1,000.0
	TOTAL	230.4	480.9	748.0	1525.8	1314.9	4,300.0
<u>A I D</u>	<u>A I D</u>						
a. Consultants - agribusiness specialist - agricultural marketing specialist - agricultural marketing intelligence specialist	a. Consultants b. Participants training - master's degree - non-degree	0	1	1	1	1	4
		0	1	1	1	1	4
		0	2	2	2	2	6
b. Participant Training	c. Equipment - SSB radio transceiver - Jeeps	0	1	1	1	1	4
		0	1	1	1	1	4
c. Equipment.	- Electronic calculators - Mimeo machine	0	1	1	1	1	4
		0	1	1	1	1	4

**PROJECT TITLE: EXTENSION/OUTREACH, NFAC-MIS Capability Enhancement**

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION'S	IMPORTANT ASSUMPTIONS																																
Sub Thrust Purpose (S-1)	End of Project Status (B-2)	(B-3)	(B-4)																																
A strengthened MIS for NFAC food programs.	1. Increase in usage from 60% to 75% by NFAC Management Committee for information, program corrective action and policy-decision making. 2. Increase in usage from 70% to 85% by the participating Provincial Governors and their Provincial Action Committee for their comparative review and necessary follow-up action.	- Number of special orders, memorandum circulars signed by the Executive Director/Deputy Executive Director. - Number of times forms were revised. - Number of memorandum circulars signed by the Provincial Program Officers (PPOs). - MIS Forms.	Monitoring will be made a significant part of field implementors' job.																																
Project Outputs (C-1)	Magnitude of Outputs (C-2)	(C-3)	(C-4)																																
Trained MIS Central Staff, report officers and production technicians.	45 central staff, 132 report officers and 6,300 production technicians in 12 regions.	Records of training.	Incentives will be granted for trained staff to stay on the job.																																
Project Inputs (I-1)	Implementation Target (Type & Quantity) (D-2)	(D-3)	(D-4)																																
Technical Consultant	1 MIS consultant for a period of 8-10 months (July 1979-April 1980) at \$_____.	Records from GRP-OPCO Office.	Previous project has built an adequate base.																																
Equipment (calculators)	162 units for central and field offices.	Number of memorandum receipt (MR) issued.	Calculators will be made available by GRP in 1979.																																
Participant Training	<table border="1"> <thead> <tr> <th></th> <th>1978</th> <th>1979</th> <th>1980</th> <th>1981</th> </tr> </thead> <tbody> <tr> <td>Foreign</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. Degree Training estimated at \$1,000/mo/trainee</td> <td>7</td> <td>5</td> <td></td> <td></td> </tr> <tr> <td></td> <td>\$84,000</td> <td>\$60,000</td> <td></td> <td></td> </tr> </tbody> </table>		1978	1979	1980	1981	Foreign					1. Degree Training estimated at \$1,000/mo/trainee	7	5				\$84,000	\$60,000			<table border="1"> <thead> <tr> <th></th> <th>1982</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td>12</td> </tr> <tr> <td></td> <td></td> <td>\$144,000</td> </tr> </tbody> </table>		1982	Total						12			\$144,000	
	1978	1979	1980	1981																															
Foreign																																			
1. Degree Training estimated at \$1,000/mo/trainee	7	5																																	
	\$84,000	\$60,000																																	
	1982	Total																																	
		12																																	
		\$144,000																																	

APPARATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS				MEANS OF VERIFICATIONS		IMPORTANT ASSUMPTIONS
2. Non-degree estimated at \$2,000/trainee	4 \$ 8,000	3 \$ 6,000	2 \$ 4,000	2 \$ 4,000	13 \$ 48,000		
<u>Local</u>							
Ph. D. Training Estimated at P1,000/mo/ Trainee			2 \$24,000	2 \$24,000	4 \$ 48,000		Based on current prices.
<u>Non Degree</u>							
Program Management, Evaluation & Systems Analysis			45 P45,000		45 P 45,000		
MIS & Basic Statistics (Report Officers)			132 P66,000		132 P 66,000		
Production Technicians			2,100 P105,000	2,100 P105,000	2,100 P 05,000	6,300 P315,000	

**PROJECT TITLE: NATIONAL POLICY, Computer Enhancement Sub-Thrust**

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Outputs (C-1)	Magnitude of Outputs (C-2)	(C-3)	(C-4)
Enhanced capability and capacity of the LA Computer Center.	- Increased volume and complexity of jobs and systems processed at the Center to support the MA's requirements.	- Computer system delivered, installed and operational at MA-CSC. - SPEED Package installed and operational at MA-CSC.	- \$400,000 loan and 2.5 M additional outlay contracted for computer acquisition. - TDY's provided. - Staff assistance made available.
Project Inputs (D-1)	Implementation Target (Type & Quantity (D-2))	(D-3)	(D-4)
- \$400,000 equipment loan (USAID).	- Financial outlays disbursed by June 30, 1979.	- Formal approval of proposal for \$400,000 loan.	- Proposal on computer acquisition submitted to USAID is approved.
- \$2.5 additional outlay (GRP)	- SPEED Package fully developed by August 1979.	- Records of TDY's used.	- Additional equipment outlay is obtained.
- 9 man-months TDY (Speed Package Development)	- Computer consultant 1st - March 1978 2nd - July-August 1979	- Records of MACSC assistance provided.	- Requests for TDY's are met.

PROJECT TITLE: NATIONAL POLICY, Data Systems Improvement Sub-Thrust

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATIONS	IMPORTANT ASSUMPTIONS
Sub-Thrust Purpose (B-1)	End of Project Status (B-2)	(B-3)	(B-4)
<ul style="list-style-type: none"> <li>- To introduce improvements in on-going surveys and reporting systems, including conduct of new surveys, to enumerate all data and information as are desired by policy makers and other data users.</li> <li>- Provide objective information on crop yields which will be used to validate yield data obtained through interviews.</li> <li>- To develop an inexpensive method of collecting barangay data to meet the need of the Bureau in designing efficient agricultural surveys.</li> <li>- To develop a system of stratifying the geographical coverage of the survey and segmenting such strata into units containing the minimum number of farms as possible.</li> </ul>	<ul style="list-style-type: none"> <li>- Capability of the data systems to provide all data and information in the form desired by data users.</li> <li>- Availability of such statistical model regarding the relationship between data taken by objective measurement and through interviews.</li> <li>- An updated file containing ancillary barangay data will be available for immediate use in designing national as well as local agricultural surveys.</li> <li>- Availability of information or system on how to stratify the coverage of the survey geographically and a survey design for the estimation of palay and corn production and hectareage using area frame.</li> <li>- Ability to forecast the yield of palay crop based on vegetative growth, cultural practices and climatic conditions.</li> </ul>	<ul style="list-style-type: none"> <li>- Validation shall be done by comparing information generated with historical services as well as results of other independent e.g., census results.</li> <li>- Accuracy of model shall be determined by comparing estimates with actual harvest after threshing as reported by farmers.</li> <li>- Accuracy of barangay data shall be verified by comparison with barangay data obtained in probability surveys as well as census data.</li> <li>- Justification to be done with the aid of geographic maps and aerial photos.</li> <li>- Accuracy of model shall be determined by comparing estimates with actual harvest after threshing as reported by farmers.</li> </ul>	<ul style="list-style-type: none"> <li>- Continuous support in terms of technical assistance, funding equipment and facilities as well as the availability of trained manpower.</li> </ul>
Project Outputs (C-1)	Magnitude of Outputs (C-2)	(C-3)	(C-4)
<ul style="list-style-type: none"> <li>- Comprehensive statistical data of information in agriculture.</li> <li>- Validated yield data of palay, corn and other important crops.</li> </ul>	<ul style="list-style-type: none"> <li>- National, regional, provincial and municipal levels of data of information generated.</li> <li>- Statistical model for all provinces.</li> <li>- Updated barangay data shall be made for all the 44,000 barangays.</li> </ul>	<ul style="list-style-type: none"> <li>- Validation shall be done by comparing information generated with historical services as well as results of other independent surveys e. g., census results.</li> <li>- Accuracy of model shall be determined by comparison with barangay</li> </ul>	<ul style="list-style-type: none"> <li>- Continuous support in terms of technical assistance, funding, equipment and facilities as well as the availability of trained manpower.</li> </ul>

Data Systems Improvement Sub-Thrust

page 2.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<ul style="list-style-type: none"> <li>- Updated ancillary data at barangay level.</li> <li>- Area frame for all provinces.</li> </ul>	<ul style="list-style-type: none"> <li>- Frame for, province completed in 6 months (as pilot) for all provinces in 5 years.</li> <li>- Complete pilot study in one province in 4 years.</li> </ul>	<ul style="list-style-type: none"> <li>- data obtained in probability surveys as well as common data.</li> <li>- Verification to be done with the aid of topographic maps and aerial photos.</li> <li>- Accuracy of model shall be determined by comparing estimates with actual harvest after threshing as reported by farmers.</li> </ul>	
<p>Project Inputs (D-1)</p>	<p>Implementation Targets (Type &amp; Quantity (D-2))</p>	<p>(D-3)</p>	<p>(D-4)</p>
<ul style="list-style-type: none"> <li>- Technical Assistance</li> <li>- Training programs</li> <li>- Budgetary support</li> <li>- Commodities (crop-cutting kits, surveying equipments, photo mapping equipments, maps and aerial photos, planimeters and electronic calculators)</li> </ul>	<ul style="list-style-type: none"> <li>- Consultants: 1 consultant for a period of 12 months</li> <li>- 300 C.O. and Field Personnel trained.</li> <li>- Commodities (2 of each kind will be provided to all provinces)</li> </ul>	<ul style="list-style-type: none"> <li>- BAEcon roster of statistical personnel.</li> <li>- BAEcon budget as approved by Budget Commission.</li> <li>- Evaluation of accomplishment of consultants.</li> <li>- Physical inventory.</li> <li>- Records of training.</li> </ul>	<ul style="list-style-type: none"> <li>- Request for additional field personnel approved and achieved the training of all field personnel and CO technician either at BAEcon and/or under the IAPMP.</li> <li>- Request for budgetary support approved by Budget Commission.</li> <li>- KSU/USAID succeeds in employing qualified consultants.</li> <li>- Expect approval of request for equipment outlay by Budget Commission.</li> <li>- AID Funds will be made available.</li> </ul>

PROJECT TITLE: NATIONAL POLICY, Planning Analysis and Linkages

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Sub-Thrust Purpose (B-1)	End of Project Status (B-2)	(B-3)	(B-4)
<p>To enhance planning &amp; budgeting capability for a systematic program/project/activity implementation in the regions and see to it that these are in line with the Ministry's trust and the over-all national goal.</p>	<ul style="list-style-type: none"> <li>- By this time, budgeting of agricultural programs and projects will be synchronized with development planning.</li> <li>- It will be easier to pinpoint what programs and projects thrive best in a particular region/province/municipality.</li> <li>- Less difficulty in implementing, monitoring and evaluation of agricultural programs and projects.</li> </ul>	<ul style="list-style-type: none"> <li>- PS-MA/GRP-IAPMP Evaluation Reports.</li> <li>- Survey run through the bureau offices in the regions.</li> <li>- Annual project evaluation.</li> <li>- Assessment of the Philippine 5-Year Development Plan.</li> </ul>	<ul style="list-style-type: none"> <li>- GRP will ensure the availability of funds and supplies.</li> <li>- There are technical people who will train the regional planning and budget staff.</li> <li>- There is cooperation among the regional staff.</li> <li>- Adequate incentives are provided to participating staff.</li> <li>- Results from the regions will be used by the Minister in formulating policies and/or guidelines re-agricultural programs and project.</li> </ul>
Project Outputs (C-1)	Magnitude of Outputs (C-2)	(C-3)	(C-4)
<ul style="list-style-type: none"> <li>- Updated planning and budgeting processes in the regions.</li> <li>- Trained PS staff.</li> <li>- Operational data bank</li> <li>- Improved interfacing of budget with development planning among the Ministry's bureaus and agencies.</li> <li>- Improved monitoring and evaluation system.</li> <li>- Trained regional/provincial planning and budget staff.</li> </ul>	<ul style="list-style-type: none"> <li>- 12 Integrated Regional Agricultural Development plans.</li> <li>- At least 1 PS staff with a master's degree in any of the related fields every 2 years.</li> <li>- Non-degree training in Development Economics, Development Communication, Agricultural Marketing, Project Development, Feasibility Study and Agribusiness.</li> <li>- At least 8 PS staff trained annually for PERT/CPM and planning and budgeting linkages.</li> <li>- At least 120 regional staff oriented by PS staff.</li> </ul>	<ul style="list-style-type: none"> <li>- PS records.</li> <li>- Interview graduates.</li> <li>- Post-training evaluation.</li> <li>- Interview the regional staff.</li> <li>- BAPcon-NEDA records.</li> </ul>	<ul style="list-style-type: none"> <li>- Services of consultants/resource persons made available on a timely basis.</li> <li>- Qualified participants selected for both local and foreign scholarships (degree and non-degree) selected on a timely basis.</li> <li>- GRP budget (TEV's and supplies) provided on a timely basis.</li> </ul>

SUMMARY	OBJECTIVE	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project I. (I-1)	Implementation Target (Type & Quantity) (D-2)	(D-3)	(D-4)	
<b>USAID</b>				
A. Technical Assistance	Technical Assistance			
1. Long & short term US consultants in various disciplines.	Long-term consultant Short-term consultant - Dev. Eco. - Proj. Dev. - Agric'l. Marketing - Agri-business Resource persons	'79 '80 '81 '82 '83 '84 1 - - - - - - - - - - - 1 - - - - - 1 - - - - - 1 - - - - 2 3 - - - -	- Project monitoring/evaluation records. - Feedbacks from the regions. - PS-MA budget staff and financial records. - Annual project evaluation (done twice a year, consolidated yearly).	- KSI can provide technical assistance. - AID-GRP funding for PS-MA staff are sufficiently provided on a timely basis. - Locally human resources/supplies are adequate to attain target outputs.
<b>PP</b>				
1. PS staff build-up (plan preparation, implementation, monitoring and evaluation, operational data bank).	Assistant Staff Service	1979 1980 1981 1982 1983 1984 Total		
	Chief III	2 - - - - -		2
	Chief Planning Officer	2 - - - - -		2
	Supervising Planning Officer	1 2 - - - -		3
	Senior Planning Officer	4 2 1 1 1 1		10
	Planning Officer II	7 5 1 1 1 1		16
	Planning Assistants	4 - 2 2 2 2		12
	Clerk II	2 1 - - - -		3
	Stenographer	1 - - - - -		1
	Artist-Illustrator II	- 1 - - - -		1
2. Staff Training Program (local currency support)		1979 1980 1981 1982 1983 1984 Total		
	- Planning Service Staff build-up	159.5(5) 151.7(5) 40.2(4) 40.2(3) 40.2(2) 40.2(1)		1,958.0
	- Regional planning & budget workshops (1week)	172.0(5) 48.0(5) 31.2(4) 35.9(3) 41.3(2) 47.5(1)		-
	- PERT/CPM Network Ana-	41.0(5) 31.2(4) 35.9(3) 41.3(2) 47.5(1)		2,627.8

OBJECTIVE	VERIFIABLE INDICATORS		MEANS OF VERIFICATION					IMPORTANT ASSUMPTIONS
	1979	1980	1981	1982	1983	1984	Total	
Analysis								
- Seminar on Agribusiness project feasibility		48.0)	31.2)	35.9)	41.3)	47.5)		
- Development economic rural and urban development, project development and other relevant short and long term courses (degree and non-degree)	7.4 <sup>a/</sup>	9.0	4.5	9.0	4.5	9.0	36.0	
- Incentive allowance		72.0	72.0	72.0	72.0	72.0	360.0	4,981.8)
1. Commodities and Equipments (local currency support)								
- Pocket calculators		3.5	6.6	1.4	4.3	1.7		
- Table calculators		5.0	5.8	6.6	7.5	-		
- Manual typewriters		5.0	-	-	6.5	7.5		
- Steel cabinet		1.0	-	-	1.6	1.8		
- Processing camera (20" x 24")		2.7	-	-	-	4.3		
- Tape recorder		4.0	2.0	2.5	1.5	1.5		
- Overhead projector		2.0	-	-	-	-		
- Artist's materials		8.0	1.2	1.3	1.5	1.7		
- Supplies and materials		25.0	28.0	34.0	38.0	43.0		
		56.2	43.6	45.8	60.9	61.5	268.0	
								GRAND TOTAL
								¥5,256.0

<sup>a/</sup> Stipend and allowance only.

PROJECT TITLE: TECHNOLOGICAL PACKAGE

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Thrust Purpose (B-1)</p> <ul style="list-style-type: none"> <li>- Establish institutional capacity to develop packages of production/processing/marketing technology for adoption for small farmers.</li> <li>- To provide tested tech packs for optimized farm production and farm product management to small farmers, processors, distributors and exporters within specified project impact area.</li> </ul>	<p>End of Project Status (B-2)</p> <ul style="list-style-type: none"> <li>- Small farmers participating in integrated food production and marketing systems initiated under this project will accrue gross profits per production unit of at least 50% more than non-participants.</li> </ul>	<p>(B-3)</p> <ul style="list-style-type: none"> <li>- TPP/GRP-IAPMP Documentation and M/E records.</li> <li>- Interview farmer-cooperators/cooperative members.</li> <li>- Project reports.</li> <li>- Periodic project evaluation.</li> <li>- MA/NFAC records on small farmer and agro-entrepreneurs productivity and incomes.</li> <li>- BAEcon/computer center records.</li> <li>- Projections/implementation plans/schedule of activities.</li> </ul>	<p>(B-4)</p> <ul style="list-style-type: none"> <li>- Small farmers can be motivated to adopt new technological packages developed under the Project.</li> <li>- Sufficient investment opportunity exists to attract small rural entrepreneurs into tech pack process.</li> <li>- GRP will insure availability of agricultural inputs on a timely basis.</li> <li>- Adequate amounts of credit will be readily available to participating small farmers and small agro-entrepreneurs.</li> </ul>
<p>Project Outputs (C-1)</p> <ul style="list-style-type: none"> <li>- Tested tech packs on integrated food systems (processing, marketing) for use by small farmers, processors, distributors and exports.</li> <li>- Trained and experienced student-producers/motivators to assist small farmers; trained and experienced student entrepreneurs/motivators to assist small entrepreneurs.</li> <li>- Established on-campus motivation and training program for cooperative members/farmer-cooperators.</li> <li>- Model student/farmer operated campus production areas and campus agri-business facilities.</li> </ul>	<p>Magnitude of Inputs (C-2)</p> <ul style="list-style-type: none"> <li>- At least 10 proven tech packs for production, processing, storage, domestic marketing or export of specified crops that maximize small farmer earnings.</li> <li>- At least 4,000 small farms will directly benefit from tech packaging activities initiated at CLSU.</li> <li>- At least 500 student/motivators trained and available to assist small farmers and small agro-entrepreneurs.</li> <li>- At least 100 student entrepreneurs-motivators trained and available to assist small business processors/marketers.</li> </ul>	<p>(C-3)</p> <ul style="list-style-type: none"> <li>- CLSU budget, project financial and staff records.</li> <li>- Farm records of farmer-cooperator.</li> <li>- Records of participating student/farmer cooperators.</li> <li>- USAID/NEDA records.</li> <li>- Periodic evaluation/internal/external evaluation.</li> <li>- Farm management records of the Samahang Nayons.</li> <li>- Evaluation of all published data/documents.</li> <li>- Survey of small farmers and agro-entrepreneurs in project impact area as a part of an overall im-</li> </ul>	<p>(C-4)</p> <ul style="list-style-type: none"> <li>- Qualified participant trainees are screened on timely basis.</li> <li>- Expatriate technical consultants can be fielded on a timely basis.</li> <li>- Small farmers will adopt improved tech packs that are shown to be technically feasible.</li> <li>- Required staffing and budget are supplied by GRP.</li> <li>- GRP pursues policies that provide adequate incentive to make alternative tech packs attractive to small farmers/entrepreneurs.</li> <li>- Campus enterprises operate at a net profit.</li> </ul>

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>ties for processing, storing and marketing campus products.</p> <ul style="list-style-type: none"> <li>- Formulated/tested marketing/extension strategies/methodology of tech pack release.</li> </ul>	<ul style="list-style-type: none"> <li>- On-campus motivation and training programs for cooperative members established and at least 1,000 members trained through this program.</li> <li>- Model campus production areas organized and operating for key food commodities and at least 10 model student/faculty-operated campus agribusiness facilities for processing, storing and marketing campus products operating at a net profit.</li> <li>- At least 25 undergraduate students per year serve in on-the-job internships as processing/marketing advisors to Samahang Nayons.</li> </ul>	<ul style="list-style-type: none"> <li>- Impact evaluation.</li> <li>- Interview with agricultural extension agents.</li> </ul>	
Project Inputs (D-1)	Implementation Target (Type & Quantity (D-2))	(D-3)	(D-4)
<ul style="list-style-type: none"> <li>- Technical assistance.</li> <li>- Participant training/fellowships.</li> <li>- Commodities and equipment.</li> <li>- Manpower impact of project in terms of degree/non-degree training in identified fields (Agronomy, Aquaculture, Computer Sc., Grain Science, Grain Processing, Rural Sociology, Food Chemistry).</li> <li>- Research support staff.</li> <li>- Local currency support.</li> <li>- Administrative services/support.</li> </ul>	<ul style="list-style-type: none"> <li>- 190 Man-months for hiring long and short term US advisors in various disciplines.</li> <li>- 7 MS and 11 Ph. D. foreign slots, 56 MS local slots and 11 slots for faculty fellowships.</li> <li>- GRP physical facilities/material sources/offices, laboratories, 10 has. for crops, fish, animals and ₱1,200,000 for commodities and equipment.</li> <li>- 30 Research staff (Stat., Ag. Econ., Agronomy, Ag. En., An. Sc., Fisheries).</li> <li>- ₱28,660,000 local currency support.</li> <li>- ₱850,000 CLSU administrative support throughout the duration of the project.</li> </ul>	<ul style="list-style-type: none"> <li>- USAID/NEDA records.</li> <li>- Project Paper-Contract.</li> <li>- KSU Home Office and Phil. Office records.</li> <li>- Records of participant trainees.</li> <li>- Budget of IAPMP-TPP, financial records.</li> <li>- Proceedings of seminar/workshops and other pertinent seminar/workshop records.</li> <li>- Interview with homecoming scholars as part of overall impact evaluation.</li> <li>- Project monitoring/evaluation records.</li> <li>- Project records/reports.</li> <li>- Periodic evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>- Undergraduate students in internships as processing/marketing advisors to Samahang Nayons.</li> <li>- Both foreign and local supplied human and material resources are sufficient to attain target outputs.</li> </ul>

Technological Package Thrust

page 3.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Policy formulation and coordination support. - Seminar/workshops.	- A close/strong coordination/linkage with other IREMP thrusts with ¥500,000. - Workshop series.		

**SCHEDULE OF CONSULTANCIES BY THRUST OVER  
THE LIFESPAN OF THE IAPM PROJECT**

	1st <sup>1/</sup> year (1978)	2nd <sup>2/</sup> year (1979)	3rd year (1980)	4th year (1981)	5th year (1982)	TOTAL
<b>RESIDENT STAFF (in MM)</b>						
<b>1. Tech Pack Thrust</b>						
a) Ag Econ	-	9	12	3	-	24
b) Agron.	11	12	1	-	-	24
c) An. Science	11	12	1	-	-	24
d) Ag. Eng.	11	12	1	-	-	24
e) Food Proc.	-	-	12	-	-	24
f) Feed Proc.	-	-	12	-	-	24
g) Veg. Prod/Post Harvest	-	-	-	12	12	24
h) Seed Prod/Tech.	-	-	12	3	-	15
TOTAL	33	45	51	42	12	183 <sup>3/</sup>
<b>2. National Policy Thrust</b>						
a) Ag. Econ (Senior Analyst)	-	10.5	12	12	12	46.5
b) Ag Econ (Policy Analyst)	7	12	12	12	12	55
c) Stat.	-	6	12	-	-	18
TOTAL	7	28.5	36	24	24	119.5 <sup>4/</sup>
<b>3. Academic Thrust</b>						
a) Ag Econ (UPLB)	-	12	12	-	-	24
b) Ag Econ (Mkkg. - CLSU)	-	-	12	12	-	24
c) Ag Econ (Farm Mgt. - CLSU)	-	-	-	9	12	21
TOTAL	-	12	24	21	12	69 <sup>5/</sup>
<b>4. Extension/Outreach Thrust</b>						
a) Ag Econ (Agribusiness)	6	12	6	-	-	24
b) Ag Econ (Coops)	10	12	2	-	-	24
c) Ag Extensionist	-	12	12	-	-	24
TOTAL	16	36	20	0	0	72 <sup>6/</sup>

<sup>1/</sup> Services provided in CY 1978.

<sup>2/</sup> Services provided and or planned for CY 1979.

<sup>3/</sup> 59 MM of CLSU's ST consultancies (44 MM from Tech Pack and 15 MM from Academic) are converted to LT consultancies for a total of 183 MM over the life of the project.

<sup>4/</sup> 32.5 MM of Policy ST consultancies are converted to LT consultancies for a total of 119.5 MM over the life of the project.

<sup>5/</sup> 2 MM of CLSU Academic LT consultancies are converted to E/O consultancies for a total of 69 MM over the life of the project.

<sup>6/</sup> 21 MM of E/O LT consultancies remain unprogrammed and can be converted to E/O ST consultancies if necessary.

ATTACHMENT "F"

.../2

	1st <sup>1/</sup> year (1978)	2nd <sup>2/</sup> year (1979)	3rd year (1980)	4th year (1981)	5th year (1982)	TOTAL
<b>SHORT TERM STAFF (in MM)</b>						
<b>1. Tech Pack Thrust</b>						
a) Grains & Food Science	1.0	-	-	-	-	1.0
b) Ag Economists <sup>7/</sup>	3.0	-	-	-	-	3.0
c) Library	1.0	-	-	-	-	1.0
d) Food Processing	-	2	-	-	-	2.0
e) Feed Processing	-	2	-	-	-	2.0
f) Vet. Prod/Post Harvest	-	2	-	-	-	2.0
g) Seed Prod. & Technology	-	5	-	-	-	5.0
h) Pest Management	-	6	-	-	-	6.0
TOTAL	5	17	-	-	-	22.0 <sup>8/</sup>
<b>2. National Policy Thrust</b>						
a) Ag Economist <sup>9/</sup>	6.7	-	-	-	-	6.7
b) Computer <sup>10/</sup>	5.0	6	-	-	-	11.0
c) Pesticide <sup>11/</sup>	2.0	-	-	-	-	2.0
d) Ag Mktg.	2.8	-	-	-	-	2.8
e) Statistician	-	2	4	-	-	6.0
f) Poultry/Egg Breaking	-	2	-	-	-	2.0
g) Veg. Processing	-	-	6	-	-	6.0
h) Dairy Dev.	-	-	-	3	-	3.0
i) Planning & Linkages	-	-	3	-	-	3.0
j) Feed Grain Prod. & Mktg. Specialist	-	-	12	-	-	12.0
TOTAL	16.5	10	25	3	-	54.5 <sup>12/</sup>
<b>3. Extension/Outreach Thrust</b>						
a) Extension	.7	-	-	-	-	.7
b) Cooperative	3	-	-	-	-	3
c) M I S	-	7	3	-	-	10.0
d) Communication	-	6	-	-	-	6.0
e) Home Economics	-	3	3	-	-	6.0
f) Rural Youth Dev.	-	3	-	-	-	3.0
g) Extension Adm.	-	.7	-	-	-	.7
h) Rural Sociologist	-	-	6	6	6	18.0

<sup>7/</sup> Drs. Norman & Vincent.

<sup>8/</sup> See footnote no. 3.

<sup>9/</sup> Drs. Phillips, Kunkel, Kelly and Daly.

<sup>10/</sup> Dr. Driskell and Mr. Miller.

<sup>11/</sup> Mr. Hutton and Ms. Koehler.

<sup>12/</sup> There is still a balance of 9 MM unprogrammed. For the 10.0 of 11 MM converted to LT consultancies, see footnote no. 4.

	1st <sup>1/</sup> year (1978)	2nd <sup>2/</sup> year (1979)	3rd year (1980)	4th year (1981)	5th year (1982)	TOTAL
i) Ag Econ	-	-	6	6	6	18.0
j) Ag Bus. Dev.	-	-	-	12	12	24.0
TOTAL	3.7	19.7	18	24	24	89.4 <sup>13</sup>
<b>4. Academic Thrust</b>						
<u>CLSU</u>						
a) Ag Econ (Mktg. Coop)	-	3	-	-	-	3
Sub-Total	-	3	-	-	-	3 <sup>14/</sup>
<u>UPLB</u>						
a) Cooperatives	-	3	3	-	-	6
b) Ag Econ (Finance)	-	-	5	-	-	5
c) Ag Reform	-	-	-	5	-	5
d) Ag Business	-	-	-	6	-	6
e) Ag Econ (Land & Res. Econ)	-	-	-	-	6	6
Sub-Total	-	3	8	11	6	28
TOTAL	-	6	8	11	6	31

<sup>13/</sup> E/O has exceeded their ST MM allotments by 17.4 MM. This deficiency can be satisfied by the unprogrammed 21 LT MM as indicated in footnote no. 6.

<sup>14/</sup> See footnote nos. 3 and 5.

PROPOSED FOREIGN SCHOLARSHIP SCHEDULE

ALL THRUSTS

	SUMMARY			RESTRUCTURED SCHEDULE											
				YEAR 2 JAN.-DEC. '79			YEAR 3 JAN.-DEC. '80			YEAR 4 JAN.-DEC. '81			YEAR 5 JAN.-DEC. '82		
	Allocated for 5 years	Used on year 1	Balance at the end of year 1	Programmed	Reserved for nominees	Balance	Programmed	Reserved	Balance	Programmed	Reserved	Balance	Programmed	Reserved	Balance
UPLB, A.T.	Ph. D.	7	2	5	3	3	0	2				-			
	M. S.	1	4	9	2	2	0	3				4			
		-			-			-				-			
	T. T.	9	2	7	2	2	0	2				3			
CLSU, A.T.		4	1	3	2	2	0	1				-			
		7	0	7	5	1	4	2				-			
		-			-			-				-			
		9	1	8	2	0	2	2				4			
N. P.	M. F.	5	2	3	3	3	0					-			
	M. S.	17	4	13	7	6	1	6				-			
	M. F.	16	2	14	6	6	0	4				4			
	T. T.	3	0	3	3	0	3					-			

		RESTRUCTURED SCHEDULE														
		SUMMARY			YEAR 2 JAN.-DEC. '79			YEAR 3 JAN.-DEC. '80			YEAR 4 JAN.-DEC. '81			YEAR 5 JAN.-DEC. '82		
		Allocated for 5 years			Programmed			Programmed			Programmed			Programmed		
		Used on year 1			Reserved for non- reps			Reserved			Reserved			Reserved		
		Balance at the end of year 1			Balance			Balance			Balance			Balance		
T. P.	Ph. D.	7	3	4	0			4	3	1	-			-		
	M. S.	10	5	5	3	3	0	2			-			-		
	H. D.	-			-			-			-			-		
	E. F.	11	1	10	3	1	2	3			4			-		
E/O	Ph. D.	-			-			-			-			-		
	M. S.	31	8	23	13	6	7									
	H. D.	90	22	68	26	12	14									
	E. F.	3	0	3												

**PROPOSED FOREIGN SCHOLARSHIP SCHEDULE  
EXTENSION/OUTREACH THRUST**

	SUMMARY			PROGRAMMED FOR YFAP 2 (JAN.-DEC. 1979)			Total No. of un-programmed slots as of 8/30/79	PROPOSED SCHEDULE		
	Allocated for 5 years	Used on year 1	Balance at the end of year 1	Number of slots Reserved for nominees	Balance	YEAR 3 JAN.-DEC. '80		YEAR 4 JAN.-DEC. '81	YEAR 5 JAN.-DEC '82	
ii. S.										
FDS		1		1	1	0		3	3	-
FAC				3	0	3		2	2	2
AGRI-BUSINESS				4	0	4				
MFAC-MIS		7		5	5	0				
COOPS				-				-		-
<b>TOTAL</b>	<b>31</b>	<b>8</b>	<b>23</b>	<b>13</b>	<b>6</b>	<b>7</b>	<b>17</b>			
N. D.										
FDS		14		1	1	0		5	7	4
FAC		1		2	2	0				
AGRI-BUSINESS				2	0	2				
MFAC-MIS		4		3*	3	0		2	2	-
COOPS	35	3		18	6	12	11	3		-
<b>TOTAL</b>	<b>90</b>	<b>22</b>	<b>68</b>	<b>26</b>	<b>12</b>	<b>14</b>	<b>56</b>			

\* An additional non-degree slot has been requested for by MFAC.

F. F.	SUMMARY			PROGRAMMED FOR YEAR 2 (JAN.-DEC. 1979)			PROPOSED SCHEDULE		
	Allocated for 5 Years	Used on Year 1	Balance at the end of Year 1	Number of slots Reserved for nominees	Balance	Total No. of un-programmed slots as of 05/30/79	YEAR 3 JAN.-DEC. '80	YEAR 4 JAN.-DEC. '81	YEAR 5 JAN.-DEC. '82
EDS									
LAC									
AGRI-BUSINESS									
FFAC-HIS									
COOPS									
TOTAL	3	0	3						

PROPOSED LOCAL SCHOLARSHIP PROGRAM  
ALL THRUSTS

Ph. D. Degree

	1979	1980	1981	1982	TOTAL
AT, UPLB	-	-	-	5	5*
AT, CLSU	-	-	-	-	-
HP	-	-	-	-	-
E/O	-	-	-	-	-
TOTAL	-	-	-	-	5

M. S. DEGREE

	1979	1980	1981	1982	TOTAL
AT, UPLB	2	18	35	40	95*
AT, CLSU	-	-	-	-	-
HP	-	-	8	8	16
TP	-	10	20	18	56
E/O	-	-	-	-	-
TOTAL	2	28	63	66	167

\* Revised projected number of graduates (coming from various agencies) for advanced degree programs at UPLB (per status report of 4-25-79).

SCHEDULE 3

PROPOSED LOCAL SCHOLARSHIP PROGRAM  
EXTENSION/OUTREACH THRUST

Ph. D. Degree

	1979	1980	1981	1982	TOTAL
EDS (BAEx)	-	-	-	-	-
MAC (BAEcon)	-	1	1	-	2
AGRIBUSINESS	-	-	-	-	-
NFAC-MIS	-	-	-	-	-
COOPS	-	-	-	-	-
BPI	-	1	5	10	16
TOTAL	-	2	6	10	18

M. S. DEGREE

	1979	1980	1981	1982	TOTAL
EDS (BAEx)	-	17	17	17	51
MAC (BAEcon)	-	2	2	2	6
AGRIBUSINESS	-	-	-	-	-
NFAC-MIS	-	6	6	-	12
COOPS	-	5	6	5	17
BPI	-	5	20	20	45
TOTAL	-	35	51	45	131

SCHEDULE 4

Realignment of IAPM Project Activities

In response to a series of recommendations made by the joint IAPM Evaluation Team, some realignment of project activities was considered and is being implemented following consultations with the Minister of Agriculture. The agreed changes are summarized in the matrix below:

<u>PREVIOUS PROJECT SET-UP</u>	<u>NEW REALIGNMENT</u>
<b>I. <u>NATIONAL POLICY THRUST</u></b> 1. Policy Analysis 2. Computer Enhancement 3. Data Systems Improvement 4. Planning Analysis & Linkages	<b>I. <u>NATIONAL POLICY THRUST</u></b> 1. Policy Analysis 2. Computer Enhancement 3. Data Systems Improvement 4. Planning Analysis & Linkages 5. NFAC-MIS Capability Enhancement 6. Agribusiness Development a. Market Assistance Centers b. Cooperatives Development c. MA Agribusiness Development 7. Credit Policy
<b>II. <u>ACADEMIC THRUST</u></b> Curriculum Development & Training	<b>II. <u>ACADEMIC THRUST</u></b> Curriculum Development & Training
<b>III. <u>TECH PACK THRUST</u></b> <u>GLSU as Lead Agency</u> 1. Socio-Economic Research 2. Tech Pack Testing & Adoption 3. Food, Feed & Grains Processing Centers	<b>III. <u>TECH PACK THRUST</u></b> <u>GLSU as Lead Agency</u> 1. Socio-Economic Research 2. Tech Pack Testing & Adoption 3. Food, Feed & Grains Processing Centers
<b>IV. <u>EXTENSION/OUTREACH THRUST</u></b> 1. Extension Delivery Systems 2. Market Assistance Centers 3. Agribusiness Development 4. Cooperative Development 5. NFAC-MIS Capability Enhancement	<b>IV. <u>EXTENSION/OUTREACH THRUST</u></b> Continue with only the Extension Delivery Systems Sub-Thrust for eventual assimilation into and support by the World Bank loan-funded National Extension Project.