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**PROGRESS MADE IN THE IMPLEMENTATION OF  
THE WORK PROGRAMME**

**AGRICULTURAL PLANNING ASSISTANCE AND TRAINING**

Note by the Secretariat

## TABLE OF CONTENTS

	Page
1. INTRODUCTION .....	1
2. ACTIVITIES COMPLETED .....	1
2.1 <u>Agricultural planning assistance</u> .....	1
2.1.1 Report on agricultural planning assistance/ project identification mission - Jordan .....	1
2.1.2 Report and formulation of project document for developing regional training programme in agricultural planning and project analysis in the Near East .....	4
2.1.3 Assessment of trained manpower needs in agricultural planning and project analysis .....	6
2.1.4 Organization and management of state farming in the Syrian Arab Republic .....	8
2.1.5 Actions to combat desertification .....	8
2.1.6 Assistance to UNEP in project formulation .....	9
2.2 <u>Training in agricultural planning and project analysis</u> .....	11
2.2.1 Participation in training programmes sponsored by regional training institutions .....	11
2.2.2 Case study on project analysis .....	12
2.2.3 National training workshop on use of computer in project analysis .....	13

## 1. INTRODUCTION

The past efforts of the Joint Division were focussed on the improvement of national agricultural planning capacities through the provision of a long-term perspective of agricultural development. With regard to regional adjustment and integration in agriculture, the bases for a more penetrating analysis were established and specific lines of action were formulated as a result of studies on trade expansion, comparative advantages, and agricultural adjustments. Training activities to improve the analytical skills of agricultural planners were carried out.

Generally, in the period prior to 1980 activities were concentrated on in-house general surveys and studies pertaining to assessment and perspectives of the agricultural economies of the ESCWA countries; a gradual shift in emphasis of programme strategy has been effected since 1980 in terms of more operational-type activities aimed to have maximum impact on agricultural development in the ESCWA countries. In this context, programme focus has been gradually shifted toward direct planning assistance to the countries, formulation of specific projects, undertaking specific studies at the request of governments, training and expert group meetings. During 1984-1985 a greater emphasis has been laid on practical training of national planners in agricultural planning and project analysis, including the use of relevant computer packages.

## 2. ACTIVITIES COMPLETED

The 1984-85 biennium activities can broadly be classified under the following two headings:

### (a) Agricultural planning assistance

Under this classification, activities such as project identification, project formulation and undertaking a specific study at the request of a government were carried out.

### (b) Training in agricultural planning and project analysis

Three sets of activities are reported under this section. First, participation in training workshops organized by ESCWA/Near East regional training institutions; secondly, organization of training workshop on a very specialized subject-matter in agricultural project analysis and thirdly, preparation of a case-study in Arabic to be used as training material.

### 2.1 Agricultural planning assistance

#### 2.1.1 Report on agricultural planning assistance/project identification mission - Jordan

At the request of the Government of Jordan, a planning assistance/project identification mission was undertaken to assess the present situation regarding agriculture, review the planning system and identify some

planning assistance areas or projects with which ESCWA can help in the formulation in order to meet short and long-term requirements. A report was prepared which is currently under review by the Government of Jordan. The report examined the planning system in Jordan and proposed strengthening of agricultural planning activities both in the Ministry of Planning and in the Ministry of Agriculture. Agricultural projects and policy issues relating to the preparation of the 1986-1990 agricultural development plan are also discussed in the report. Finally, it identifies some projects to be considered, in addition to the projects already identified by the Ministry of Agriculture for the 1986-1990 development plan. Salient features of the report are recapitulated briefly below.

Despite the completion of four development plans, the process of planning in the agricultural sector suffers from several shortcomings. These weaknesses are particularly apparent in project formulation and appraisal. Almost all of these inadequacies stem from the shortage of trained and experienced personnel in the areas of agricultural planning, programme budget and project analysis.

The mission report strongly recommends that immediate measures be taken to strengthen the planning system in the MOA (Ministry of Agriculture) so that effective agricultural policies and plans can be developed through policy analysis, programme and project formulation, and programme and project evaluation. The aim will be accomplished with the achievement of the following goals: when long-term planning systematically incorporates identified policies and priorities of MOA within the broader goals and priorities of GOJ (Government of Jordan); when the project formulation process is effective in determining the logical consistencies among alternative strategies for attaining objectives and is closely related to project evaluation, when annual budgets clearly reflect and are consistent with planning activity; and when planning activities in the MOA systematically incorporate long and short-term research and statistical information.

The first step in developing and strengthening the planning system is to concentrate on the four sections as a core of the Planning Directorate. These include, first, an agricultural policy analysis section staffed with senior professionals to be assigned the responsibility of examining the broad issues related to agricultural policy and their interrelationship to the general stability and development of Jordan. The section would: (i) identify, define, analyse and give priorities to issues; (ii) identify and evaluate alternative programmes to address issues; and (iii) evaluate alternative strategies within a programme.

The second step is to improve the project formulation and evaluation section so that it can draw upon inputs from technical divisions and from donors to ensure that projects reflect decisions on issues and meet the long-term priorities as defined by the appropriate bodies. This section should also be responsible for overseeing monitoring and evaluation of ongoing programmes and projects with special emphasis on incorporating evaluation findings into subsequent project formulation consideration.

The third step is the development of a marketing section. The marketing section should undertake activities related to both operations and marketing development and research. At present the section is involved mainly in issuing import-export licences. A project proposal to create a separate directorate of agricultural marketing is under active consideration. It would be highly desirable to keep the marketing section in the planning unit with the responsibility of marketing research and delegate operational functions to the proposed marketing directorate.

Whatever organizational structure emerges for marketing development, considering the important role that marketing should play in the development of the agricultural sector, the following are needed in both the short and long terms: (i) a periodic reconnaissance survey of actual marketing conditions; (ii) improvement of the marketing system for perishable commodities and livestock; (iii) a focal point for information studies on market intelligence; and (iv) the monitoring of stock reserves.

The section on statistics should be strengthened to co-ordinate the flow of agricultural statistics and establish and maintain an adequate base for planning and policy analysis, and to conduct field research on specific topics for which special studies are needed prior to policy and planning decisions.

In view of the above, a project is proposed which will provide technical assistance in the following four areas:

- (a) Agricultural policy;
- (b) Project formulation and evaluation;
- (c) Marketing;
- (d) Statistics and data analysis.

The project will provide 12 person-years of long-term technical assistance (four persons for three years) and approximately 16 person-months of short-term assistance. The project is expected to cost \$673,132. The project will be discussed with GOJ and if agreed, submitted to a suitable donor agency.

The mission report also includes a number of issues related to agricultural development in Jordan. The mission identified the following policy areas which the new development plan should address and focus upon:

- (a) Appropriate cropping pattern for both the Jordan Valley and the highlands;
- (b) Investment in the agriculture sector versus the highlands;
- (c) Strengthening food security through improving the marketing structure and through appropriate stock management policies (developing a national project on an early warning system (EWS));
- (d) Strengthening the institutional agencies involved in formulation and implementation of the agricultural development plan.

Given the fact that potential to increase agricultural production in irrigated areas is limited, the GOJ intends during the forthcoming development plan to develop a viable production programme in rainfed areas.

Jordan's food grain production is heavily dependent on rainfall, the variability and poor distribution of which frequently leads to shortfalls in production. Instability of field crop production is one of the major problems in the rainfed areas of Jordan. The instability index of production for Jordan is the highest in the region. The success of food security programmes or projects will depend on to a great deal on the latter's ability to reduce production instability. A number of corrective measures have been taken to provide necessary incentives to the farmers with a view to strengthening the food security situation.

The policy measures can be further strengthened by the creation of an early warning unit (EWU) in the Ministry of Agriculture with the purpose of providing advance information on crop production and food supplies and generally to alert all those concerned well in advance of an impending food shortage so that suitable and timely remedial actions can be taken. The EWU can be the focal point for information regarding the food situation. Such an advance knowledge on the expected production of a given crop in a particular year is of vital importance to the government for timely policy decisions, price subsidies and procurements on local and foreign trade for formulating import and aid plans particularly in the case of food grains. A detailed project idea is included in the report. It will be of interest to note that ESCWA, in collaboration with the Food and Agriculture Organization of the United Nations (FAO), plans to undertake pre-feasibility studies on establishing a national and, eventually, a regional EWS. Jordan is well qualified to be selected for a pilot project.

#### 2.1.2 Formulation of project document for developing regional training Programme in agricultural planning and project analysis in the Near East

FAO, ESCWA and the United Nations Development Programme (UNDP) have undertaken a joint effort to develop a regional training programme in agricultural planning and project analysis for countries in the Near East region. The programme is intended to complement and strengthen agricultural training activities of the specialized institutions in the region. The need for supporting and enhancing those activities is deemed urgent.

To this end, a mission to assess manpower needs and to formulate a regional training project was launched. The mission was led by an FAO representative and included representatives from ESCWA and UNDP. Since it was not possible to visit all countries in the Near East region during the limited time available, five countries were selected: Iraq, Kuwait, Egypt, the Sudan, and Saudi Arabia. The selected countries represent various needs for training in agricultural planning and project analysis.

The countries visited have commitments to agricultural planning and each has a Ministry of National Planning to guide the preparation and implementation of the development plan. However, different approaches are followed by the different countries in their agricultural planning.

In view of the complex nature of agricultural planning systems in most countries of the region, it has been observed that agricultural planners are employed by numerous agencies spread over the concerned ministries, regions/governorates and agricultural parastatal organizations. Because of the time constraint during the visits to the selected countries, it was not possible for the mission to assess in detail manpower availability and needs. Discussions with various officials and experienced planners, however, facilitated compilation of some broad data providing certain indications of quantitative dimensions of manpower availabilities among the countries visited.

The general feeling in all countries visited is that the annual supply of graduates/undergraduates eligible to be employed as agricultural planners is adequate. However, there is a problem in the structure of courses and course content offered in most universities' departments of agricultural economics. The majority of these courses have only a minor reference to agricultural planning and project analysis. Existing courses in agricultural economics need to be strengthened to enable graduates to tackle practical problems in agricultural planning and project analysis. In some cases, it would be also desirable to provide additional courses in agricultural planning and project analysis.

In the countries visited, the manpower data base proved to be inadequate to attempt a detailed assessment of manpower needs. In addition, only a limited amount of time was available to visit various agencies engaged in agricultural planning in each country. Thus, it was not possible for the mission to make a detailed quantitative assessment of trained manpower needs in agricultural planning and project analysis. However, on the basis of available information, it was possible to ascertain that the need is great.

These indicators are not, however, adequate to formulate a long-term training policy and there is an urgent need to carry out a detailed and reliable quantitative assessment of manpower availability and needs. To this end, the mission has outlined a methodology for quantitative assessment of manpower and training needs in agricultural planning and project analysis.

The proposed training programme is intended to be organized separately for two subregions within the Near East region. A detailed project document has been prepared at an estimated cost of \$877,000

The training programme in the project will have three major activities:

(a) One five-week course per annum in agricultural planning for professionals and agricultural planners in the Ministry of Planning and staff of the Department of Planning of the Ministry of Agriculture, irrigation and other related agencies. The course will be geared for top to middle-level officials of various institutions involved in the planning process.

(b) One five-week course per annum in agricultural project analysis and follow-up for staff in the Ministries of Agriculture and Planning and other related agencies and private and government financial institutions involved in planning for agricultural sector development.

(c) One five-week course on specialized subjects such as investment financing and agricultural credit, irrigation and drainage, livestock, fishery and forestry to professional staff in the technical departments and staff drawn from semi-government and private institutions. In the light of the pressing demand, during the first three years a specialized course will be organized in the area of investment financing and agricultural credit.

The Arab Planning Institute (API) in Kuwait is proposed to be the nucleus for the training programme, with the Director General as the programme co-ordinator. API has in principle agreed to extend its infrastructural facilities to the programme. The project is under review by UNDP for financing and they have agreed to finance part of the project proposal.

### 2.1.3 Assessment of trained manpower needs in agricultural planning and project analysis

The FAO/ESCWA/UNDP report on assessment of training needs in the Near East region strongly recommended that a detailed study be carried out on assessment of manpower needs in Agricultural Planning and Project Analysis in Iraq. It stems from the fact that training needs were enormous in relation to existing and future requirement of the country in this key area. The Iraqi Government supported the idea for such an undertaking.

The study reveals that the organizational structure is highly centralized. Furthermore, there are too many organizations and authorities (about 30) in the Ministry of Agriculture and Agrarian Reform (MAAR) which results in fragmented responsibilities and compartmentalized target orientation. There is, therefore, a great need to look into the whole organizational structure. This calls for a thorough investigation into the roles of various work groups and inter-work group relations starting from nahia (subdistrict) level and going up to the national level. At the national level also the interrelationships between MAAR and the Ministry of Planning need to be redefined. Some suggestions have been made in respect of reorganization of the Office of Planning and Follow-up of MAAR but this is only a partial exercise.

Project identification is being done mostly at the level of MAAR at Baghdad. Major projects are largely being implemented on a turnkey basis by expatriate contractors. In respect of medium scale and minor projects, ad hoc procedures are being adopted at the stage of project preparation, evaluation and monitoring.

The national government has been interested mainly in big agricultural investment projects involving huge investments. There is no mechanism or expertise to identify, evaluate, prepare, implement and monitor small localized projects. There is thus an urgent need to develop a mechanism to plan and implement small and localized projects. MAAR requires external assistance, in this regard, in the form of expert advice.



Functional roles currently being performed by various agencies in the planning process may not be exactly in conformity with the development philosophy of the Government. This could be one of the reasons why there have been some gaps between what was planned and what was actually accomplished. Some efforts has been made in this report to redefine the functional roles within the context of decentralized planning.

The requirements for manpower to perform the functional roles expected within a decentralized framework are great. The need is far more at the governorate and grass-root levels. There are some additional requirements at the MAAR level. The additional needs at the national level are 63 (which includes 43 vacant positions), at the governorate level 450, and at the qadha(district)/nahia level 618. As the needs are great, it is suggested that they may be met in a phased manner by 1995. A procedure of phasing has been suggested in this regard.

Manpower training needs for the whole organizational structure in Iraq are great at the national, district and subdistrict level. They ranged from 290 persons in 1985 to a predicted 1,280 in 2000. The needs include both additional manpower and manpower replacements.

The courses in which training is needed are also diversified. In all 11 fields of specialization have been recognized. The Centre for Training in Co-operation and Agricultural Extension (CTCAE) in Baghdad has limited facilities which could be expanded to cover training needs in 7 out of the 11 courses proposed. In this regard, CTCAE needs some external help in curriculum development, training methodology, development of course material and development of infrastructural facilities. International agencies could extend their help in this respect.

The Institute of National Planning (INP) is the centre of excellence in training in planning methodologies and related fields in Iraq. It has adequate facilities for training in planning methodologies, project evaluation and related fields. However, because it is expected to cover the training needs of many ministries at the same time, it cannot really cater exclusively to the training needs of MAAR, its branches, etc. In view of the fact that the training needs are great, MAAR should have its own Centre for Training in Agricultural Planning and Project Analysis (CTAPP) to be an associate centre of CTCAE so that there will be no need to create additional infrastructural facilities on a large scale. CTAPP could use the physical facilities available at CTCAE. It might only be necessary marginally to augment physical facilities at CTCAE, and then provide staff support to organize the required courses.

For establishing CTAPP there might be a need for assistance in the form of expert advice to draw up the curriculum and course content prepare course material, and design training methodologies.

The following areas are identified for support by the international agencies:

- (a) Organizational analysis and organizational design and development;

(b) Development of a permanent mechanism to review continuously organizational performance and effectiveness with a view to effecting organizational improvements on a regular basis;

(c) Development of a mechanism at local level to identify, evaluate, prepare, implement and monitor localized and small agricultural projects;

(d) Setting up of a centre for training in agricultural planning and project analysis, within the existing centre for training and agricultural extension.

#### 2.1.4 Organization and management of state farming in the Syrian Arab Republic

At the request of the Syrian Government a study on the organization and management of State farming in the Syrian Arab Republic was completed. The report examined the organizational, management and administrative system of State farming organizations, and reviewed and assessed the decision-making process, the planning system, financing and accounting procedures, wages and incentives and production process. The report recommended strengthening of economic principles in State farm management and a certain degree of decentralization. The report presented a number of proposals and recommendations regarding various aspects of the organization and management of State farms.

#### 2.1.5 Actions to combat desertification

At its sixth session, held at Baghdad in April-May 1979, the Economic Commission for Western Asia considered the issue of desertification and endorsed the course of action proposed by the secretariat through a regional plan of action to combat desertification. The Commission emphasized, in particular, the need to identify and implement a set of action-oriented, problem-solving activities and to convene late in 1980 a regional meeting in follow up the United Nations Conference on Desertification. In this regard, the Commission adopted a resolution 71(VI) "Combating desertification in the ECWA region" .

In pursuance of the above resolution, a regional Expert Meeting on Management Conservation, and Development of Agricultural Resources in the ESCWA Region was held in 1981 in Damascus. The secretariat is pursuing some of the recommendations of the Damascus meeting related to resource survey, resource use policies and identification of priority studies and projects for integrated management and development of agricultural resources.

The study on "Integrated Development Approach for Mountain Farming Areas of the ECWA Region" (E/ECWA/AGR/84/7) defines as precisely as possible the physical environment and extent of mountain farming areas in the ESCWA region. It identifies the main problems and development alternatives both in general terms applying to the ESCWA region as a whole and to particular countries such as Iraq, Lebanon, Jordan, Saudi Arabia, Syria, the Yemen Arab Republic and the People's Democratic Republic of Yemen. The study proposes solutions including ecological guidelines, watershed management guidelines and

policy measures. It also provides a list of current agricultural projects in the mountainous areas of the ESCWA region.

An in-depth case study on specific mountain area/watershed in the Yemen Arab Republic, entitled "Integrated Development of Mountain Farming Areas of the ECWA Region: A Case-Study of the Yemen Arab Republic" (E/ECWA/AGR/84/9), was completed with the objective of formulating a conceptual approach and strategy for the integrated development of mountain farming areas in the ESCWA region. The study described this essential feature of the selected watersheds of Al-Haymat Al-Kharjiyah and Al-Haymat Al-Dakhliyah, reviewed the current status of resource use and development in the study area, identified major constraints on agricultural development and outlined a comprehensive and integrated development approach for the rational development of the study area, specifying in detail the essential components of the development programme. The study also proposed that a subwatershed be selected for the establishment of a pilot project which would provide a training ground for local staff as well as the first-hand experience about the suitability of the programme for local conditions, practical problems in the execution and the desirable modifications.

Based on the above, "Guideline for the Integrated Development of Mountain Farming Areas" (E/ECWA/AGR/84/8) was prepared which conceptualized an integrated development approach for mountain areas of the ESCWA region and identified relevant available methodologies and technologies.

#### 2.1.6 Assistance to UNEP in project formulation

Assistance was rendered to the United Nations Environment Programme (UNEP) in the formulation of a project document for a regional research, training and communication programme on desertification control in the ESCWA region. The project would be of five years duration at an estimated cost of \$9.1 million. The project would be implemented through national and regional institutions with the assistance of international organizations and bodies concerned such as UNEP, ESCWA, UNESCO, the Arab Centre for the Study of Arid Zones and Dry Lands (ACSAD), etc.

The project has both short and long-term objectives:

The short-term objectives include:

- (a) Provision of a vehicle for exchange of information and expertise between countries of the region in fields directly related to desertification;
- (b) Facilitation of immediate application of information and technologies available in the region and abroad for the control of desertification and management of natural resources;
- (c) Identification, formulation and implementation of individual research projects which would cover gaps in existing knowledge and its application;
- (d) Identification, formulation and implementation of desertification control training programme to meet immediate needs of the countries in the region.

The long-term objectives include:

(a) Establishment of a system of collection, dissemination and utilization of the existing information and technologies on the control of desertification drawn both within the ESCWA region and abroad;

(b) Strengthening of national capabilities in utilizing available manpower in infrastructural resources for conducting research on desertification and its control;

(c) Improvement of the management and utilization of natural resources of the region;

(d) Strengthening of regional co-operation and co-ordination of efforts for the benefit of each country.

The integrated regional programme proposed for implementation under the project will consist of three major components: research, training and communication. Under the component of research the project will carry out:

(a) Monitoring and assessment of changes in natural resources;

(b) Problem-solving and resource development studies.

The training programme component will comprise:

(a) A long-term interdisciplinary training programme; and

(b) Short-term training courses in specific desertification issues or problems.

The communication programme component will address the following:

(a) Synthesis, dissemination and distribution of selective information relevant to the needs of personnel working in desertification control;

(b) Education and information with a view to increasing public awareness through involvement of decision makers, including policy makers and managers, through:

- Newsletter or special periodicals;
- Special leaflets and bulletins;
- One-or two-day symposia for local leaders;
- Audio-visual presentation and field visits to demonstration areas.

The main outputs of the project will be:

(a) Synthesized information on desertification and its control in the form of applicable packages of technologies for the benefit of all countries in the region;

(b) Research results consistent with national needs;

- (c) Trained national manpower in research and development techniques;
- (d) Periodic publications and information materials on desertification and its control in the ESCWA region;
- (e) Progress (half-yearly, annual and terminal) reports on the programme activities.

## 2.2. Training in agricultural planning and project analysis

Although training is an important component of the work programme of the Agriculture Division, the first plans in this regard have generally been frustrated due to lack of resources. For example programme element 1.3 on training in the ECWA Programme of Work and Priorities for 1982-1983 was deleted, as it was felt that the probability of its being implemented was rather remote in view of the uncertainty regarding the availability of the extrabudgetary resources required. Given these circumstances, activities in this regard have been redefined to be more cost effective and at the same time to provide an input which would have maximum impact in strengthening the required training needs in Agricultural Planning and Project Analysis. This goal has been implemented through the following measures:

- (a) Participation in training programmes sponsored in ESCWA/Near East region by other international and regional organizations;
- (b) Development of training materials in Arabic language on agricultural project analysis;
- (c) Organization of a national training workshop on specified fields.

### 2.2.1 Participation in training programmes sponsored by regional training institutions

- (a) Participation in agricultural planning workshop organized by the Arab Planning Institute, (API), Kuwait

On the basis of an invitation extended both to FAO and the ESCWA/FAO Joint Agriculture Division, the staff of the Joint Division and the Planning Assistance Service (ESP) of FAO in Rome, delivered a number of lectures covering major issues related to the following: organization of agricultural marketing; income and price policies; and buffer stock, export and import policies. The workshop dealt with the region's experience in relation to these policies and in particular to lessons gained from experience in countries represented at the workshop.

Although the focus of the lectures was on the theoretical aspect of the issues raised, participants were invited to discuss relevant examples from their own experience in the field. They were also requested to submit a brief summary statement on their countries' experience in relation to policies discussed. The approach resulted in an active and valuable participation of the trainees in the workshop.

The workshop was attended by 20 participants representing 11 countries in the region. Participants were professional agricultural planners with a minimum of 2 to 3 years of experience in their home countries.

(b) Participation in the agricultural planning training programme organized by the Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRTCIC), Turkey

Teaching assistance was rendered to SESRTCIC of the Organization of the Islamic Conference (OIC) in their training programme on project preparation and evaluation in agriculture and rural development held in Istanbul in September/October 1984. The assistance was rendered on the basis of a formal request from the Director of SESRTCIC to the Executive Secretary of ESCWA.

The training programme covered the areas of planning process, project cycle, agricultural zonation, financial and economic analysis of projects, farm budgets, cash flow demand and price forecasting, measurements of project worth, risk and sensitivity analysis, determining of economic values and shadow prices, rural development projects, project management and project monitoring and evaluation. The last week of the training course was devoted to a field trip to a rural development and a livestock development project where a detailed analysis of the project was undertaken as a case study.

The training programme was attended by 34 participants, 11 of whom were from ESCWA countries.

The evaluation of the above activities proved that the participation of the Joint Agricultural Division in these two workshops was very valuable in view of the following:

(a) The activity represented an example of a programme to provide direct technical support to the regional training institute in the field of agricultural planning;

(b) Since API and SESRTCIC are regional organizations, the initial contacts paved the way for future co-operation which included a proposal for API to host the suggested regional training programme developed jointly by FAO/ESCWA/UNDP for the Near East region and API participation in the National Training Workshop on Use of Computer for Project Analysis (DASI) held at ESCWA headquarters in November 1985.

It is strongly recommended that the FAO/ESCWA Joint Agriculture Division should continue to participate in relevant training activities in the region, wherever invited, and in particular that the Division should strengthen its co-operative activities with API (Kuwait), SESRTCIC (Turkey) and the Arab Organization for Agricultural Development (AOAD), (Sudan).

#### 2.2.2 Case study on project analysis

The ESCWA region faces a serious shortfall in trained and experienced manpower in agricultural planning in general and project analysis

in particular. Availability and skills of local staff to prepare sound agricultural projects and thus fully to utilize countries' physical and financial resources has been generally inadequate. There is a need to enhance the ability of local staff to prepare projects which meet national objectives and satisfy international investment standards as well.

The main reason for the above problem is that the training facilities in project analysis are limited: the problem is compounded by the lack of teaching materials and case studies relevant to local conditions and in the Arabic language. The need for suitable teaching material in Arabic on project analysis has also been strongly felt by national, regional and international organizations involved in training activities.

The objective of the study was to prepare a training document in Arabic on project analysis based on a selected agricultural project in Iraq. A suitable project feasibility document on the "30th of July Project on Agricultural Development in Southern Iraq" was selected. The feasibility study of the project was carried out by a foreign consulting firm (Swiss consultants). The five volume case study was condensed to develop training material in Arabic which would clarify important concepts and definitions used in project analysis and encompass all the necessary steps involved in preparing the project.

Efforts will be made in the 1986-1987 biennium to use this and/or other suitable case studies on computer programmes for project analysis (DASI) for training purposes.

### 2.2.3 National training workshop on use of computer in project analysis

A national training workshop on use of computers for project analysis was organized by ESCWA in co-operation with the National Planning Institute (NPI) of Iraq, and the Economic and Social Policy Training Service (ESPT) FAO, Rome, from 17 to 28 November 1985. The objective of the workshop was to strengthen the national capacity of the staff of Iraqi institutions involved in project planning and analysis and to improve their analytical skills through the use of new techniques such as employment of the computer in project analysis. The FAO computer package DASI developed by the Development Policy Studies and Training Service (ESPT) of FAO was introduced to the participants with the support of a case study drawn from the Arab region (Democratic Yemen).

Seventeen national participants from Iraq representing the Ministry of Planning, the National Institute of Planning, the Ministry of Agriculture, the Ministry of Irrigation, the Ministry of Finance, the Ministry of Local Government, the Agricultural Co-operative Bank, the Ministry of Transport and Communication and the Organization for the Ashaki Project participated in the workshop.

The trainers for the workshop included staff from the National Planning Institute in Iraq, ESPT, FAO, Bureau pour le Developpement de la Production Agricole (BDPA) in France, the Arab Planning Institute in Kuwait, and ESCWA.

The DASI training course was divided into four main parts:

(a) Brief review of subject matter on project analysis including financial and economic analysis and agricultural project income and budget;

(b) The introduction to the computer and DASI package was completed through practical demonstration and clarification of the basic concepts used in the DASI programme;

(c) A multi-stage case study on Wadi-Hadrmaut Agricultural Project in the Peoples Democratic Republic of Yemen was presented. The case study provided trainees with a practical demonstration on the use of DASI for project evaluation and showed the efficiency of this computational method;

(d) Demonstration of the DASI package on computer using simplified exercises.

Evaluation of the training workshop indicated that:

(a) The workshop was a valuable experience in completing an activity of organizing a complete training course in a very specialized field, at a very minimal cost with apparent high payoff in terms of benefits to a member country;

(b) The workshop was an introductory training on DASI. It would be quite beneficial to organize an intensive training workshop in the 1986-1987 biennium. The possibility of organizing a regional or subregional workshop on DASI will be explored;

(c) More financial resources should be committed in support of training programmes, not only in project analysis but also in other areas of agricultural planning, such as the use of computers in demand supply projection and sectorial analysis. There is an urgent need to train planners in these areas;

(d) In the light of the evaluation of the DASI workshop, the training period for the intensive workshop should be increased to a duration of three to four weeks;

(e) A multi-stage case study selected from one of the agricultural countries of the region should be developed as training material for DASI. The work can be completed in co-operation with other regional training and funding agencies and FAO Rome.