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**ANALYSIS OF THE OPERATION OF THE SECTORAL PLANNING UNITS WITHIN
THE LATIN AMERICAN AND CARIBBEAN AGRICULTURAL PLANNING PROCESS:**

**Their participation in the Agricultural Sector's
policy analysis and decision - making processes**

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INTER-AMERICAN INSTITUTE OF AGRICULTURAL SCIENCES (IICA)

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This document was originally
written in spanish. Susana
Raine has made this
translation

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PRESENTATION

The design and execution of this study was an inter-disciplinary and inter-institutional effort.

Given the essential interdisciplinary nature of planning, this investigation began with the participation of technicians of varied academic backgrounds and with experiences in different types of activities of the planning process. Thus an important exchange of ideas and experiences was possible and contributed notably to the study's continuous improvement.

The development of this study had the constant support and advice of professionals from Iowa State and Michigan State Universities.

This study presents a diagnosis of the current situation of the units of the Agricultural Planning Systems in Latin America and the Caribbean. The primary concern was to determine the capability and degree of participation of these systems in the policy analysis process, in a permanent advisory capacity to the political-administrative systems. This diagnosis presupposes a grouping, systematization and organization of different problem areas of the IICA member countries.

Determining these problems and the priorities of their critical elements establishes the base for programming for the improvement of the planning systems in Latin America and the Caribbean, and will serve as a basis for future IICA action in the individual countries, in its efforts to strengthen and support Agricultural Planning Systems throughout the continent.

This study should be considered along with other activities and products of IICA's on-going Latin America and Caribbean Agricultural Planning and Policy Analysis Project (PROPLAN). This publication is complemented by a set of documents and studies developed and being developed by PROPLAN. The document "Conceptual Framework of Agricultural Planning in Latin America and the Caribbean: a comprehensive view on policy analysis and decision-making process in the Agricultural Sector, PROPLAN-

IICA, 1978" has served as a conceptual base for this study which is an empirical application of some of the concepts described in it. Similarly, six case studies conducted by PROPLAN in six different countries on selected aspects of the agricultural planning process complement this report.

It is difficult to enumerate the types of participation of all those who contributed to this document because of the many different ways in which they cooperated. Nonetheless, an attempt will be made to mention their involvement in the following paragraphs.

José Silos was originally responsible for the coordination of this work. Since August 1978, this task has been performed by Lizardo de las Casas. Both share the responsibility for initiating and planning PROPLAN's activities, of which this document is an integral part.

This document was co-authored by Eduardo Cobas and Lizardo de las Casas. They were in charge of directing it, systematizing the relevant information, elaborating its conceptual base, outlining the analysis and editing the final report.

However, as noted above, a great number of professionals also contributed to the different stages of the study's empirical implementation.

José Silos, Gilberto Páez, Alberto Franco, Eugenio Herrera, Lehman Fletcher, Hylke Van de Wetering, Lizardo de las Casas, Darrell Fienup and Michael Moran designed the information-gathering instruments.

IICA's strategical importance, and the fine spirit of cooperation demonstrated by its technicians were of great importance for the retrieval of information at national levels. These factors made the creation and improvement of IICA's data bank on the planning systems of Latin American and Caribbean countries possible. The following people participated directly in this task: Percy Aitken-Soux, Isidoro Beraja, Héctor Barreyro, Miguel Centrángolo, Hugo Cohan, Lizardo de las Casas, Tomás Backer Ecos González, Abraham Febres, Darrell Fienup, Lehman Fletcher, Carlos Fonck,

Alberto Franco, Guillermo Grajales, Mario Infante, Luis Marambio, Francisco Nadal, Gilberto Páez, Mario Paes de Barros, Norberto Pasini, Armando Reyes, Gustavo Sánchez, José Silos, Teodoro Tonina, Guillermo Toro, Juan Pablo Torrealba, Hugo Torres, German Uribe, Hylke Van de Wetering, Mayo Vega, Arnaldo Veras and César Vergelín.

Analysis of the information obtained required considerable work, and PROPLAN's technical assistants, Eduardo Izquierdo and Pedro Cussianovich performed this task well.

Because of the quantitative and qualitative complexity of the information, very careful attention was required of IICA's Computer Center. This was admirably handled by Manuel Zamora and his team.

It is also important to stress the invaluable work of two of the technicians who have contributed to this paper. First of all, José Silos, first as PROPLAN's original coordinator, and later as IICA's Associate Deputy Director General for Planning, has consistently given advice, support and commentaries on the technical documents, as they were produced. Secondly, Hylke Van de Wetering has demonstrated constant interest in the development of this paper and prepared several technical background documents.

Constant, dedicated secretarial assistance has been essential for this study. PROPLAN has had the willing collaboration of María Isabel Bolaños, María Elena Vargas and Maritza Valverde Salvatierra who ably fulfilled these requirements.

In conclusion, we wish to acknowledge the financial contributions of the government of the United States of America, through the Agency for International Development and IICA, which made this study possible.

INTRODUCTION

This document is one of the results of the first group of activities by IICA's Latin American and Caribbean Agricultural Planning and Policy Analysis Project (PROPLAN). These activities are oriented towards a global analysis of the actual and potential institutional capability of the Latin American and Caribbean countries in the area of agricultural planning.

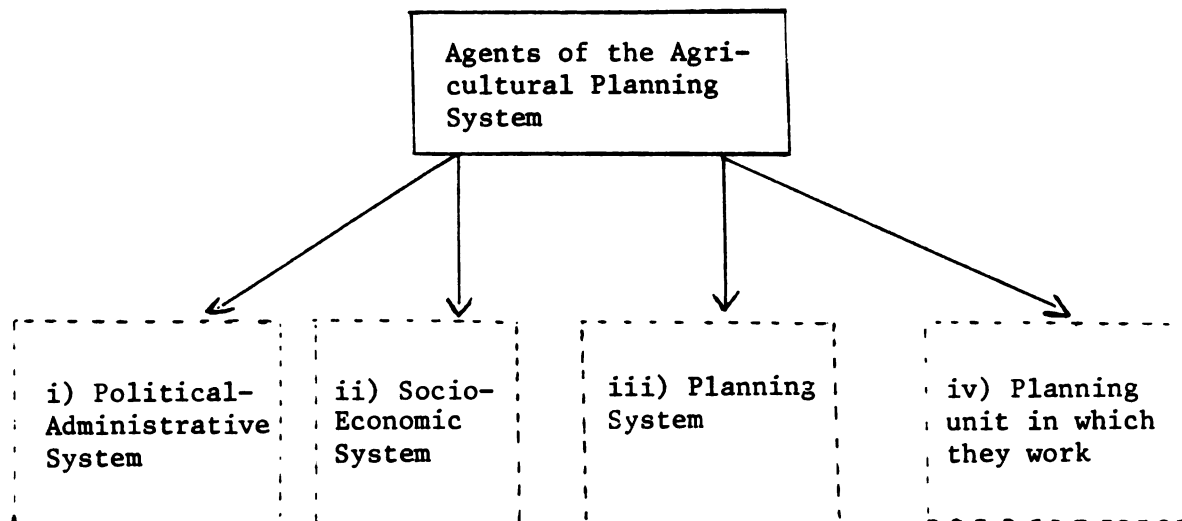
The objectives of these activities can be summarized as: i) the identification of the units making up the agricultural planning systems at national, sectoral and institutional levels of the agricultural sector in twenty-three Latin American and Caribbean countries; ii) the definition, analysis and appraisal of the different activities and relationships developed by the units of the Agricultural Planning System within each interviewed country's policy analysis process; and iii) the clarification of the operative mechanism and the participation of the agricultural planning units in the policy analysis and decision-making processes concerning policies and policy measures.

The empirical implementation and methodology of this study were directed towards providing up-to-date information on the previously mentioned aspects of the Agricultural Planning Systems' performance in the twenty-three selected countries. The fundamental tools for gathering information on this problem were designed to obtain the opinions of planners in 1978.

Four basic elements are considered for identifying and analyzing the opinions of the Agricultural Planning System's agents: i) their view of the problems of the relationships between the planning units and the Agricultural Political-Administrative System; ii) their view of the importance assigned to the relationships between the system's units and the elements of the socio-economic system; iii) the problematic interrelationships between the planning units that make up the Agricultural Planning System; and iv) each planning unit's internal problems regard-

ing their performance within the sector's policy analysis process. These four points represent the four main chapters of this document. Fig. 1 graphically describes the approach used to comprehend the situation under study.

Fig. 1 : Analytical approach used to comprehend the functional problems of the planning units within the Latin American and Caribbean agricultural planning systems.



_____ : informing unit
----- : identified aspect

Information was gathered on national and sectoral units, as well as on six types of institutional planning units in the Agricultural Sector of each country. However, the purpose of this document is to analyze the performance of the Sectoral Planning Units and their relationships with the political-administrative, socio-economic systems

and the rest of the planning system units in the Agricultural Sector.

A generalization of the analysis with regards to the rest of the planning units will be the subject of a future analysis. Nevertheless, the conceptual base and the methodology used in this document will be similar in all cases.

This document is organized into seven chapters. Chapter One presents a brief summary of the conceptual and methodological bases for the study. Chapter Two outlines the general characteristics of the agricultural planning systems that determine whether they are recognized as such; the importance of the component Sectoral Planning Units, the planning units relevant to the policy analysis process and the analysis of predominating types and forms that receive the products of the planning systems.

Chapters Three, Four, Five and Six define and evaluate the operative problems of the Sectoral Planning Units within the countries' Agricultural Planning Process. The first three reflect the restrictions placed on the Sectoral Planning Units as a result of their relationships with external elements: the political-administrative system, the socio-economic system and the rest of the planning system.

Chapter Three analyzes and evaluates the nature of the relationships between the Sectoral Planning Units and the Agricultural Political-Administrative System. Chapter Four considers the importance of groups of the Agricultural Socio-Economic System in the activities developed by the Sectoral Planning Units. Chapter Five analyzes and evaluates the nature of the relationships between the Sectoral Planning Units and the rest of the units within the Agricultural Planning System. Chapter Six endeavors to point out the internal constraints that affect the efficiency of the Sectoral Planning Units; the structure is analyzed and an evaluation is made of the performance of human and material resources in the policy analysis process.

Finally, Chapter Seven systematizes and draws conclusions on relevant aspects of a strategy to assure the efficiency of the permanent advisory

services provided by the Sectoral Planning Units to the political-administrative system in the Agricultural Sector's decision-making process.

Chapter One

CONCEPTUAL AND METHODOLOGICAL ASPECTS

This chapter summarizes the conceptual and methodological aspects which guided the organization and analysis of the information obtained on the Latin American and Caribbean countries' agricultural planning systems; the object of this document's empirical research. It describes the analysis and information-gathering models used for diagnosing problems in the units of the agricultural public sector that make up the sectoral planning systems in the twenty-three countries considered in this study.

1. CONCEPTUAL ASPECTS

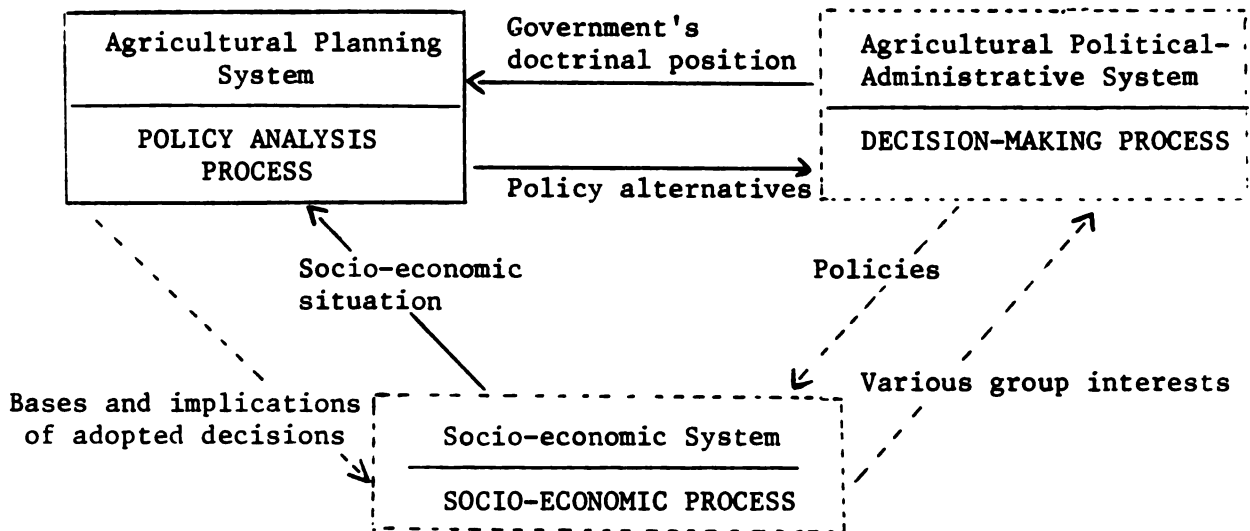
The main objective of this investigation is to analyze and evaluate the capacity of the agricultural planning systems in Latin America and the Caribbean to systematically provide technical support to the political-administrative system in the sector's decision-making process.

The scope of this study can be defined, within PROPLAN's Conceptual Framework⁽¹⁾, as a clarification and empirical analysis of the set of characteristics that define the policy analysis process, where units of the Agricultural Planning System generate alternative policies and policy measures within the restrictions imposed by the government's doctrinal position and the agricultural socio-economic situation. No matter what form policy alternatives take, they should cover all administrative levels (national, regional, sectoral, local, etc.) and should evolve at each stage of the planning system (formulation, implementation and control of policies and policy measures)

(1) "Conceptual Framework of the Agricultural Planning Process in Latin America and the Caribbean: a comprehensive view of the policy analysis and decision-making processes in the Agricultural Sector." PROPLAN-IIICA, 1978 .

Fig. 2 summarizes some of the characteristics of PROPLAN's Conceptual Framework dealt with in this study that have to do with the relationships between the Agricultural Planning System, the Agricultural Political-Administrative System and the Socio-Economic System. As indicated by the broken lines in Fig. 2, these relationships were not completely researched.

Fig. 2: Conceptual scope of the study of agricultural planning systems in Latin America and the Caribbean.



_____ : Researched characteristics

----- : Characteristics not researched

In order to isolate the essence of the problems of the Latin American Planning Systems in their capacity as permanent advisors to decision-makers, the initial efforts were to define, analyze and evaluate the units of which they are composed. The units in the Sectoral Planning System are defined by the scope of the agricultural policies.

Participation in the analysis of those policies defines the units' scope within the Agricultural Planning System. However, the units that were chosen for analysis in this study belong strictly to the agricultural sector (although national planning units were also considered). Information was gathered to determine the extent to which the agricultural planning systems should be defined according to the Conceptual Framework⁽¹⁾. Similarly, it was used to study the complexity in terms of administrative levels (national, regional, etc.) of each country's planning system and whether or not planning activities are developed harmoniously at all stages of the process.

Next, the planning system unit's performance was studied and evaluated within the context of existing internal and external conditions. The description of unit actions in the dynamics of the policy analysis process was based on a study of their present ability to generate policy alternatives for the decision-making process. The study was also used to detect existing limitations in these skills at the unit level, to facilitate future improvements and strengthening of the entire sectoral planning system, making it possible to implement assistance programs in accordance with and pertinent to the detected problems.

(1) According to this conceptualization, units of the Agricultural Planning System are those that participate in generating any type of alternative sectoral policies or policy measures regardless of their administrative scope or of the planning process stage in which they are defined.

2. METHODOLOGICAL ASPECTS

PROPLAN's Conceptual Framework characterizes the essence of the planning system as a policy analysis process conducted at each stage of the planning process whose purpose is the generation of alternative policies and policy measures. These activities are performed by certain agents or institutions that exist for that specific purpose. This study only considers national and agricultural planning units (agents and institutions) in its analysis, using the same criteria for each planning unit surveyed during the study.

Within this context, the analysis considered two different aspects of each planning unit. In the first place, each unit was considered as a component within an external framework of the planning process. Aspects describing the relationships between each planning unit in question were clarified, as were the three fundamental elements outlining and objectifying their field of action: the political-administrative system, the socio-economic system and the rest of the planning system. Secondly, the internal performance of each planning unit was analyzed, including their objectives, strategic areas of action, functional strategy, availability of resources, etc.

National, sectoral and six types of institutional planning units of the agricultural sector were studied in each country. Consequently, the analysis could be viewed from eight different angles, but for the purposes of this study, the Sectoral Planning Unit was the only one considered. This point of view was chosen in order to determine the characteristics and opinions concerning the unit which ideally should lead the planning system in its role of technical assistance to decision-making on policies and policy measures. The conclusions arrived at in each country will either confirm or negate the essential hypothesis of the analysis.

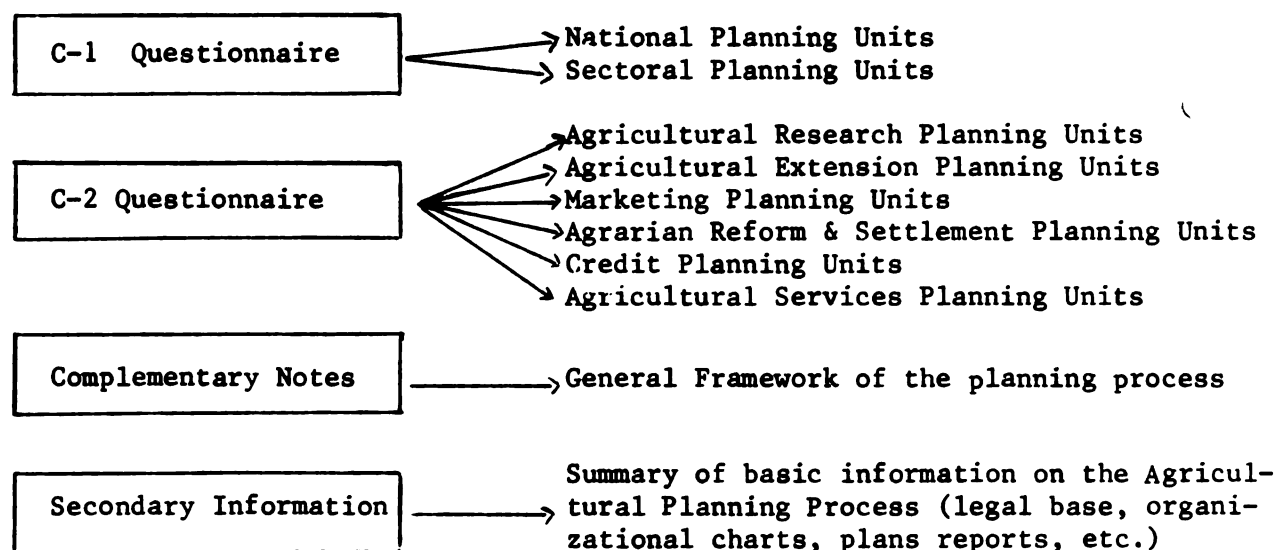
Two slightly different types of questionnaires were used to collect the views of the agents of the Agricultural Planning System. The first one was used for the planning units in charge of conceptualizing and

designing the policy alternatives and policy measures (National and Sectoral Planning Units). The second was applied to the agricultural sector's planning units involved with implementing the policies and policy measures (Institutional Planning Units). Six types of institutional planning units were identified; agricultural research, agricultural extension, marketing, agrarian reform and settlement, credit and agricultural services. (Fig. 3).

Information collected through the questionnaires was complemented by the preparation of additional notes on each country, including the historical evolution and the current nature of the sectoral planning process. (Fig. 3).

Finally, documents or products generated by the units that helped analyze the agricultural planning systems were collected as secondary information. (Fig. 3).

Fig. 3: Research instruments utilized.



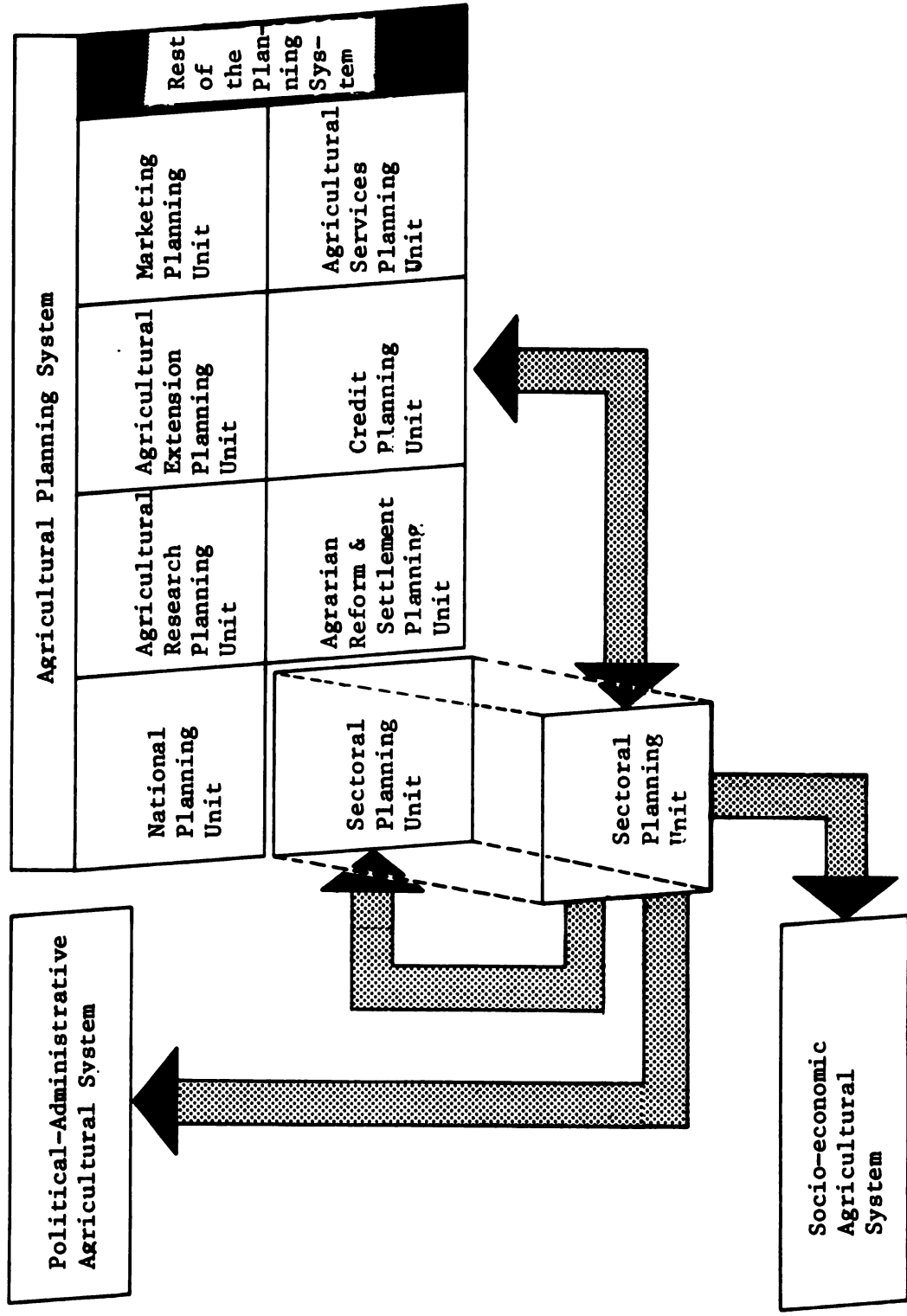
The organization of the analysis on the performance of the agricultural planning systems was divided into two clearly differentiated spheres. On the one hand, an overall analysis was made of the Latin American and Caribbean countries; on the other, the analysis reflects the same concepts and methods as in the first, but based on each individual country studied. This report only presents the overall analysis of information and conclusions drawn based on the entire group of Latin American and Caribbean countries as a whole. The analysis of information by country will be published because of its confidential nature⁽¹⁾, a criteria extended to all the appendices to this study.

In general this report provides a framework for identifying fundamental areas of common problems within the Sectoral Planning Units' performance as well as regionalizing them on a continental scale.

Fig. 4 illustrates the organization of this document's analysis.

(1) Appendix B presents the analytical tables for each country's report.

Fig. 4: Analytical approach for the study of the Sectoral Planning Units within the Agricultural Planning Process.



Chapter Two

AGRICULTURAL PLANNING SYSTEMS: GENERAL ASPECTS

This chapter seeks to present the general characteristics common to Latin American and Caribbean agricultural planning systems, and refers to four systematic aspects of the research carried out in the twenty-three countries: 1) the existence of agricultural planning systems; ii) institutions that coordinate agricultural planning systems; iii) planning units of relevance to the policy analysis process; and, iv) forms and types of products generated by the planning systems.

1. EXISTENCE OF AGRICULTURAL PLANNING SYSTEMS

The first aspect of the analysis deals with each country's awareness of the existence of a national agricultural planning system. In this respect, the objective is to determine the level of importance assigned to the integration of policy analysis into the different administrative levels for purposes of ensuring the consistency of suggestions made by different planning units on policies and policy measures within the agricultural policy definitions made by the political-administrative system. A very flexible definition of system has been stated with this in mind: i) that an expressed legal acceptance exist; or, ii) that an institutional or organizational acceptance exist.

Table 1 presents results from 65% of the units investigated. Note that the majority (73%) acknowledge the existence of an Agricultural Planning System in their country. This indicates that an almost general consensus exists in the Latin American and Caribbean countries of the need for a consistent policy analysis process in the Agricultural Sector in order to assure a more rational decision-making process. However, these results do not indicate the degree to which each planning system has developed. A

TABLE 1. Latin America and the Caribbean: Countries with an identified Agricultural Planning System ^(a)

Number of countries with an agricultural planning system	Number of countries that present information	Total number of countries	(1)/(2) x 100
(1)	(2)	(3)	(4)
11	15	23	73.0

(a) Countries submitting no information: Barbados, Colombia, Guyana, Haiti, Honduras, Jamaica, Dominican Republic, Trinidad & Tobago

systematic view of common problems could be noted, by grouping the systems according to the developmental stage to which they belong (beginning, growth, developed or non-existent).

2. COORDINATING INSTITUTIONS OF THE AGRICULTURAL PLANNING SYSTEM

The second aspect of the analysis refers to the effort to verify the hypothesis developed on the prevailing role of the sectoral planning units as coordinators or leaders of the agricultural planning systems.

Table 2 presents results from 90% of the units investigated. It could be said that the hypothesis is verified since 72% of them acknowledge their role as leaders. It is important to note that although there is proportionately less awareness of the existence of an organized sectoral planning systems as such (Table 1), almost every country has created Sectoral Planning Units for rationalizing advisory activities for making decisions on policies in the Agricultural Sector.

These results confirm the importance of this study which considers the institutions that coordinate the agricultural planning systems as the focus of its analysis. In addition, it confirms the importance of the Sectoral Planning Units as the main organizations responsible for developing technical assistance programs to support Latin American and Caribbean agricultural planning systems.

Table 3 complements and qualifies the results presented in Table 2. The most important characteristics of leadership for Agricultural Sectoral Planning Units are defined therein. Four attributes are distinguished: two refer to desirable internal qualities for Sectoral Planning Units (administrative and technical capabilities), and two deal with desirable external qualities (political influence and negotiating capabilities). Those considered most important are political influence and technical capability, having appeared with the greatest frequency in 90% of the planning units surveyed. These results determine, in the first place, the relevance of

TABLE 2 Latin America and the Caribbean: Countries with an identified Sectoral Planning Unit (SPU) which serves as coordinating agency of the Agricultural Planning System ^(a)

Number of countries with SPU serving as coordinating agency	Number of countries that present information	Total number of countries	(1)/(2) x 100
(1)	(2)	(3)	(4)
15	21	23	72.0

(a) Countries submitting no information: Colombia and Paraguay

TABLE 3 Latin America and the Caribbean: the more outstanding leadership characteristics of the Sectoral Planning Units (according to the priorities of each country)

Country	Characteristics				Others
	Political Support	Administrative Capabilities	Technical Capability	Capability to Negotiate	
Argentina (a)					
Barbados	3	1	2		
Bolivia		2	1	3	
Brazil	1	3			2 (b)
Colombia (a)					
Costa Rica	1	2	2	1	
Chile	1		2	3	
Ecuador	3	2	1		
Guatemala	1	1	1	1	
Guyana		2	1	3	
Haiti	2		1	3	
Honduras		3	2	1	
Jamaica	1	2	3	1	
Mexico	1	2	3		
Nicaragua		3	1		2 (c)
Panama	1		2	3	
Paraguay	3		1	2	
Peru (d)	1	2	3	1	
Peru (e)	1	1	2	2	
Dominican Republic		2	1	3	
El Salvador	2	3	1		
Trinidad & Tobago		2	1	3	
Uruguay	1			2	3 (f)
Venezuela	1	2	3		
Total, First Priority	11	3	10	5	--
Total, Second Priority	2	10	6	3	2
Total (number of countries)	16	17	20	15	3

(a) Without information (b) Coordinating capability (c) Experience in planning

(d) Agricultural Sectoral Planning Office (e) Food Sectoral Planning Office

(f) Ability to conduct the process

adequate relationships of the Sectoral Planning Units with the decision-making elements of the political-administrative system, and, in the second place, the importance of being able to effectively analyze policies.

RELEVANT PLANNING UNITS IN THE POLICY ANALYSIS PROCESS

This refers to the aspect of the analysis which determines which planning units are relevant to the policy analysis process in the Agricultural Sector. The planning units acknowledged as relevant were grouped into four categories for this purpose: i) national-multisectoral (National Planning Units); ii) national within the Agricultural Sector (with two sub-categories: the Sectoral Planning Unit and the planning units of this Sector's institutions); iii) national, outside the Agricultural Sector; and, iv) regional (multisectoral and sectoral).

Table 4 shows results from 90% of the interviewed countries. All recognize the importance of the national (NPU) and sectoral (SPU) planning units in the policy analysis process of the Agricultural Sector; 80% recognize the importance of other institutional planning units (IPU) in the Agricultural Sector; 70% recognize the relevance of national planning units outside of the Agricultural Sector, and only 40% considered regional planning units to be relevant.

The first conclusion that can be drawn from these results is the fundamental importance of the sectoral nature⁽¹⁾ of agricultural planning. Similarly, a relatively high degree of relevance is attributed to the units that are not directly related or functionally identified with the Agricultural Sector for influencing policy alternatives for the sector. Thus it is necessary to use a broad definition when units of the agricultural planning system⁽²⁾ are to be analyzed in order to consider all elements (even those outside the Administrative Agricultural Sector) that participate in generating policy alternatives for the entire sector. Hence the importance

(1) Reference here is narrowed down to the strictly agricultural aspects.

(2) Following the concepts presented in the document "Conceptual Framework for the Agricultural Planning Process in Latin America and the Caribbean..."

TABLE 4 Latin America and the Caribbean: Planning Units of relevance within the policy analysis process of the Agricultural Sector

Country	National Planning Unit	Agricultural Sector (a)		Planning Units outside the Agricultural Sector	Regional Planning Units (b)
		Sectoral Planning Unit	Other Planning Units in the Sector		
Argentina	*	*	-	*	-
Barbados	*	*	*	*	-
Bolivia	*	*	*	*	*
Brazil	*	*	*	*	*
Colombia (c)					
Costa Rica	*	*	*	*	-
Chile	*	*	-	*	*
Ecuador	*	*	*	-	*
Guatemala	*	*	*		*
Guyana (c)					
Haiti	*	-	*	-	*
Honduras	*	*	*	*	-
Jamaica	*	*	*	-	*
Mexico	*	*	*	*	-
Nicaragua	*	*	*	*	-
Panama	*	*	*	-	*
Paraguay	*	*	*	*	-
Peru	*	*	*	*	*
Dominican Republic	*	*	*	*	-
El Salvador	*	*	*	-	-
Trinidad & Tobago	*	*	-	*	-
Uruguay	*	*	-	*	*
Venezuela	*	*	*	-	-
Total (number of countries)	21	21	17	14	9

(a) Planning Units that depend on Ministries of Agriculture or other agencies directly concerned with the agricultural sector.

(b) Regional agencies, members of the Agricultural Planning System

(c) Without information

* = Relevant

- = Not relevant

of having a typology or classification of agricultural sectoral policies. This is crucial for the analysis of sectoral planning systems and would serve to define those units active in the policy analysis process.

In the second place, it demonstrates the inadequate linkage between the planning units of the Agricultural Sector and the entire sphere of influence of agricultural policies in the current structural set up of Latin American and Caribbean sectoral planning systems.

Lastly, Table 4 demonstrates the relatively little importance given to regional planning as indicated by 60% of the countries, and shows that regional planning has developed only slightly.

This indicates an important weakness in the advisory function of the sectoral planning systems in the decision-making process concerning agricultural policy, since regional planning is essential for the conceptualization of sectoral planning for two fundamental reasons: it is a means of operationalizing the planning process and, recognizing that in order for agricultural development to be integrated and harmonious, it must be multi-sectoral in nature, from both the national and the regional viewpoints. For these reasons, regional planning is a way to integrate both aspects: to operationalize the process and assure intra and intersectoral consistency. Moreover, the sectors must not be considered isolated compartments with arbitrarily defined limits⁽¹⁾, but that they are basically complex in definition and in establishing priorities, and are founded on the interdependent (multisectoral) nature and regional basis of the economic processes being analyzed.⁽²⁾

4. FORMS AND TYPES OF PRODUCTS GENERATED BY THE AGRICULTURAL PLANNING SYSTEMS

The planning systems have been described by the policy analysis process

(1) This criteria is generally used for national accounting and input-output systems.

(2) As mentioned in Chapter One, this study centers on an analysis of sectoral planning systems from a purely sectoral point of view, and does not contemplate the multisectoral or regional levels.

they generate. The essence of the products generated by this process have been described as policies. The form of presentation of these products may differ, and may vary between countries or even within units of the same system. Table 5 shows the products of the Agricultural Planning System divided into two types: tangible and intangible; the most common forms found in Latin America and the Caribbean are presented.

As far as tangible products are concerned, it is evident that few medium or long term plans have been generated by the planning units. This indicates little participation by the planning units in decisions made on strategic policies in the Agricultural Sector. This is not due to their lack of interest or a lack of awareness of its importance. Actually, most of the National and Sectoral Planning Units have expressed a desire to participate in these strategic decisions by formulating medium and long-term plans.

Regarding intangible products, it is first necessary to distinguish among them. Direct advisory services and coordination principally underscore the intangible products responsible for Agricultural Planning System elements; participation on councils and special committees refers to internal products of the Agricultural Sector; while participation on directive boards refers to intangible products of a generally multisectoral nature. Regarding the results presented, comparatively minor participation by the planning units in the generations of intangible products is noted except in the case of the National and Sectoral Planning Units.

The relative importance of the different intangible products indicates little participation by planning units in the generation of those not of the exclusive responsibility of the planning system. This participation is also minor particularly in the case of multisectoral products generated at directive boards. In general, this indicates little participation by planning units in advisory activities most directly related to the decision-making that accompanies policy execution in each field of action of the planning units. This is reaffirmed by the opinion generally held by the planning units in their desire to decrease their participation in this type of

TABLE 5 Latin America and the Caribbean: Actual and desired levels of participation of Planning System Units in the generation of their products
(in number of planning units)

Products	(e)																
	National		Sectoral (b)		Agricultural Research		Agricultural Extension (c)		Marketing		Agrarian Reform & Settlement		Credit		Agricultural Services (d)		
	Act.	Des.	Act.	Des.	Act.	Des.	Act.	Des.	Act.	Des.	Act.	Des.	Act.	Des.	Act.	Des.	
<u>Tangible</u>																	
Long-term plans	8	17	9	18	4	7	3	5	4	8	5	5	4	4	2	5	
Medium-term plans	7	14	9	18	6	10	4	6	4	8	3	5	2	6	4	5	
Annual programs	16	18	20	21	14	14	10	10	14	14	11	11	11	11	12	13	
Projects	12	13	20	19	14	14	8	9	12	12	12	11	10	10	11	11	
Budgets	15	16	21	21	13	14	10	9	10	10	12	11	9	10	12	12	
Special studies	15	14	21	19	11	12	7	8	10	10	8	8	12	12	8	11	
Evaluation reports	13	17	21	22	13	13	10	9	12	11	13	11	12	11	11	13	
Occasional reports	15	14	19	20	11	10	6	8	12	12	8	7	6	8	9	9	
Others (e)	2	1	3	1	3	2	0	0	4	4	1	2	2	3	2	2	
<u>Intangible</u>																	
Direct advisory services (technical support)	17	15	21	19	11	12	7	9	12	10	10	10	8	9	9	8	
Coordination (Administrative support)	13	13	20	19	11	12	8	8	10	11	10	8	7	7	10	12	
Participation on directive boards	12	11	15	13	7	8	4	4	8	8	4	3	5	6	5	6	
Councils and special committees	15	15	22	20	11	14	7	7	11	12	8	8	8	10	11	13	
Others (e)	4	3	6	7	1	1	1	1	4	5	1	2	4	3	4	0	
Planning Units with Information	20		22		14		10		14		13		12		13		

(a) Only those Planning Units with complete information provided on actual and desired participation are considered.

(b) Peru has two Sectoral Planning Units

(c) El Salvador has two Agricultural extension institutions

(d) Guatemala and Jamaica have two Agricultural Services institutions; El Salvador has three.

(e) See country tables.

activity.

A global, overall conclusion can be drawn from the information contained in Table 5. The planning units indicate a marked interest in increasing their participation in formulating strategic policies, especially with regard to medium and long-term plans. Their interest in decreasing their participation in the generation of intangible products is also noted, implying an intention to reduce their participation in the implementation of sectoral policies.

This conclusion is of fundamental importance for evaluating the required coherence and compatibility of the Agricultural Planning System Units and the elements of the Agricultural Political-Administrative System in the different policy analysis and decision-making activities within the Agricultural Sector.

Chapter Three

NATURE OF THE RELATIONSHIPS BETWEEN SECTORAL PLANNING UNITS AND THE AGRICULTURAL POLITICAL-ADMINISTRATIVE SYSTEM.

The planning process presupposes a basic relationship between both the planning system and the political-administrative system with the socio-economic reality, which defines the origin and aims of the policy analysis and decision-making processes. The activities of the planning and political-administrative systems' elements are shaped by the particular actual socio-economic situation.

This chapter analyzes the joint action of the political-administrative system and the Sectoral Planning Unit in activities of the three planning process stages (formulation, implementation and control of agricultural policies) in their effort to effectively move towards the desired socio-economic situation.

This chapter considers the functioning of the Sectoral Planning Units within the sector's policy analysis process and analyzes the nature of its relationships with the political-administrative system throughout Latin America and the Caribbean.

The study of these relationships has been divided into four parts. First it analyzes the agricultural policy objectives identified by the Sectoral Planning Units, which are defined by the governments' predominating doctrinal position at the time of the study. Second, it analyzes the essential outlines of the orientational framework which will guide the policy analysis process developed by the Sectoral Planning Units. Third, it studies the ways in which the Sectoral Planning Units participate in the generation of policy alternatives, with particular emphasis on the strategic socio-economic development areas, in the type and form of the products they generate and of their distribution within these strategic areas. Lastly, it analyzes the relevance of the different elements of the Agricultural

Political-Administrative System to the Sectoral Planning Units in the policy analysis process.

1. IDENTIFICATION OF AGRICULTURAL POLICY OBJECTIVES

Agricultural policy objectives are a set of guidelines, generally qualitative, that define the orientation that directs the activities of the public sector. They form the basis for the development policy's objective-image and for governmental strategy, and are essential political inputs for purposes of assuring the Sectoral Planning Units' performance. Consequently, these doctrinal positions must be transmitted to and understood by the Sectoral Planning Units.

Table 6 identifies the agricultural policy objectives as seen by Sectoral Planning Units for all the countries surveyed and were obtained by systematizing and standardizing the responses received. They reflect the predominating continental objectives at the time the study was made. It is important to be aware of this, since policy objectives are usually of a given duration only, given their essentially dynamic and changing nature. The systematized responses represent approximately 90% of the surveyed Sectoral Planning Units. Priority objectives are those that have generally governed the analysis of policies, programs and projects during the last few years. They are: to increase agricultural production and productivity, and to improve income levels. Improving rural living standards and increasing job opportunities, although ranking significantly in the analysis, were included jointly with improving income levels under the more global objective of improving the distribution of the sector's income. Another objective of importance to informants is to improve foreign trade conditions.

Thus, the most important agricultural policies can be said to be: to increase production and productivity, to improve the distribution of income and to improve foreign trade conditions (this last could actually be included in the first). The consistency of Sectoral Planning Units products with the above-mentioned objectives should assure their effectiveness in the

TABLE 6. Latin America and the Caribbean: Agricultural policy objectives identified by the Sectoral Planning Units

Country	Agricultural Policy Objectives										
	Improve standards of living of rural population	Integration of peasant to socio-economical system	Improve foreign trade conditions	Increase production and productivity	Increase employment opportunities	Upgrade income levels	Regional development	Rational use of economic and natural resources	Agrarian reform aspects of technologies	Improve marketing aspects of technologies	Directing agricultural policies
Argentina	-	-	*	-	*	-	-	-	-	-	-
Barbados	-	*	*	-	*	-	-	-	-	-	-
Bolivia	-	*	*	-	-	-	*	*	-	-	-
Brasil	-	-	-	*	-	*	-	-	-	*	-
Colombia	-	-	-	-	-	-	-	-	-	-	-
Costa Rica	-	-	-	*	-	-	-	*	-	*	-
Chile	-	-	*	*	-	-	*	-	-	-	-
Ecuador	*	-	*	-	*	-	-	-	-	-	-
Guatemala	-	-	-	*	-	*	-	-	-	-	*
Guyana	-	-	-	*	-	*	-	-	-	-	-
Haiti	-	-	-	-	-	-	-	-	-	-	-
Honduras	*	-	-	*	-	*	-	-	-	-	-
Jamaica	*	-	*	-	*	-	-	-	-	-	-
Mexico	-	-	-	*	-	*	-	-	-	-	-
Nicaragua	-	-	-	*	-	*	-	-	-	-	-
Panama	-	-	-	*	-	*	-	-	-	-	-
Paraguay	*	-	-	-	-	-	-	-	-	*	-
Paru	*	-	-	-	-	-	-	-	-	-	-
Peru	*	-	-	*	-	*	-	-	-	-	*
Dominican Republic	-	-	-	*	-	*	-	-	-	-	-
El Salvador	-	-	-	*	-	*	-	-	-	-	-
Trinidad & Tobago	*	-	-	*	-	*	-	-	-	-	-
Uruguay	-	-	-	*	-	*	-	-	-	-	-
Venezuela	-	-	-	*	-	*	-	-	-	-	-
Total (number of countries)	7	1	7	15	9	12	2	3	1	3	1

(a) Without information (b) Agricultural Sectoral Planning Office (c) Food Sectoral Planning Office

* = selected objective -- not selected objective

policy analysis process.

2. GENERAL AGRICULTURAL POLICY GUIDELINES DIRECTING THE POLICY ANALYSIS PROCESS.

This section analyzes the set of agricultural policy guidelines recognized by the Sectoral Planning Units as part of the orientational framework directing their activities and products. They are the elements organizing their participation in the sector's policy analysis process.

This orientational framework is not only made up of the guidelines or general objectives of the Sectoral Planning Units' strategies, but also of a ranking of strategic areas to be developed as part of the agricultural economic process, the strategic social and economic groups to be mobilized or promoted, the specific policy instruments necessary for achieving the desired image, the spacial environment of the planning products, as well as the key economic variables to be affected.

Table 7 reflects only the Sectoral Planning Units' functional objectives for fulfilling general outlines of each country's agricultural policy. The degree of correspondence between the orienting objectives of the Sectoral Planning Units's framework and the political-administrative system's agricultural policy framework (doctrinal framework) determines the degree to which the Sectoral Planning Units will be effective advisory elements to the decision-making process.

The analysis of responses from informing units (90% of total surveyed) indicates that the basic priority objectives directing their performance are to increase production and productivity and to direct the sectoral planning process. Even when the total frequency with which different objectives are mentioned, the two previously mentioned guidelines are still considered of priority, and improving the distribution of income takes on greater relevance.

Comparing the data in Table 7 with that in Table 6, a similarity

TABLE 7. Latin America and the Caribbean: Functional objectives of the Sectoral Planning Units for purposes of implementing the Agricultural Policy (according to the priorities of each country)

Country	Functional Objectives										
	Improve standards of living of rural population	Improve foreign trade conditions	Increase production and productivity	Increase employment opportunities	Upgrade income levels	Regional development	Rational use of economic and natural resources	Agrarian reform	Improve marketing aspects	Generation and adaptation of technologies	Conducting sectoral planning process
Argentina (a)											
Barbados	1										2
Bolivia											1
Brazil			1		2				3		
Colombia (a)										2	
Costa Rica			1								
Chile		2	1		3						
Ecuador			2								1
Guatemala											1
Guyana								2			1
Haiti											1
Honduras			2								1
Jamaica			1		2		3				2
Mexico			1	3							1
Nicaragua											2
Panama	1										1
Paraguay									2		2
Peru (b)										1	
Peru (a) (c)			2								
Dominican Republic	3		1	2							
El Salvador			1		2						
Trinidad & Tobago			3								
Uruguay		1	2	3			1				2
Venezuela		2	1	3							
Total, First priority	2	1	8	0	0	0	1	1	0	1	7
Total, Second priority	0	2	4	1	3	0	0	0	2	1	4
Total (number of countries)	3	3	13	4	4	1	2	2	3	2	11

(a) Without information (b) Agricultural Sectoral Planning Office (c) Food Sectoral Planning Office

between the objectives of the orientational framework of the Sectoral Planning Units and those identified from the doctrinal framework of the political-administrative system can be noted. However, the additional importance given by the Sectoral Planning Units for conducting the agricultural planning process should be stressed. This indicates an awareness of a weakness in the Sectoral Planning Units in fulfilling their roles as coordinators, and corroborates the results obtained in Chapter Two which notes a discrepancy between legal or formal attributes and the actual role of the Sectoral Planning Units as coordinators of the agricultural planning system.

3. FORMS OF PARTICIPATION IN THE GENERATION OF POLICY ALTERNATIVES

The functioning of the Sectoral Planning Units as part of the sectoral planning system includes a set of technical support activities to decision-makers at the three stages of the planning process (policy formulation, implementation and control).

The activities developed by the Sectoral Planning Units are defined in specific areas of the socio-economic process, and are moulded into specific products of diverse forms that generally reflect the nature of the planning process activities carried out.

This section presents a systematization of the strategic socio-economic problem areas where policy alternatives are produced, the importance of different types of products generated by planning units and the correlation of those products with the problem areas previously defined.

3.1 Areas where policy alternatives are generated

Bases on an a priori definition of eleven areas for agricultural policy, the actual and desired participation of the Sectoral Planning Units are quantified and analyzed. In addition, the comparison of their actual and

potential roles in each of the selected areas gives an important indicator of the degree of the Sectoral Planning Units's effectiveness in the policy analysis process.

In order to analyze the results presented in Table 8, the policy areas were divided into two groups: structural or developmental policies; and stabilizing or occasional special policies tending to influence in the short-run certain economic variables, in order to affect or control their fluctuation as rapidly as possible. The first grouping of policy areas includes: agrarian reform and settlement, productive and natural resources, agricultural research and extension, rural development and marketing. The second group includes: prices, credit, subsidies and incentives, salaries and taxes.

The results represent 80% of the Sectoral Planning Units surveyed. In general, greater participation and less discrepancies can be observed between actual and desired roles in the first group of policy areas than in the second. However, a still greater level of participation is generally desired in current activities for this group of policies with the possible exception of the area of productive and natural resources. Greater discrepancy is noted in various areas of the second set of policies for purposes of stabilization or to deal with occasional special problems.

3.2. Importance of generated products

This item presents the types and forms of products resulting from the majority of Sectoral Planning Units activities, and the priority assigned to each of them.

Tables 9 and 10 use the same systematic classification of products as the previous chapter, when products generated by the planning systems were analysed (Table 5).

The results, based on 90% of the Sectoral Planning Units surveyed, demonstrate their almost complete participation in generating tangible products, with the exception of medium and long-term plans, where a notice-

TABLE 8. Latin America and the Caribbean: Actual and desired participation of the Sectoral Planning Units in the generation of policy alternatives

Country	Policy Area																				
	Agrarian reform & settlement		Productive resources		Agriculture search		Rural development		Marketing		Prices		Credit		Subsidies & Salaries incentives		Taxes		Others		
	A	D	A	D	A	D	A	D	A	D	A	D	A	D	A	D	A	D	A	D	
Argentina (d)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Barbados	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Bolivia	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Brazil	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Colombia (d)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Costa Rica	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Chile (d)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Ecuador	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Guatemala	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Guyana	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Haiti	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Honduras	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Jamaica (d)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Mexico	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Nicaragua (d)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Panama	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Paraguay	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Peru (e)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Peru (f)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Dominican Republic	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
El Salvador	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Trinidad & Tobago	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Uruguay	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Venezuela	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Total	16	17	19	18	16	17	16	17	17	17	16	16	16	16	17	14	15	3	12	5	13

(a) Actual participation (b) Desired participation (c) See country tables (d) Without information (e) Agricultural Sectoral Planning Office

(f) Food Sectoral Planning Office

* = Participation - = No participation

TABLE 9. Latin America and the Caribbean: Actual participation of the Sectoral Planning Units in the generation of their products.

Country	Tangible Products										Intangible Products					
	Long-term plans	Medium-term plans	Annual programs	Projects	Budgets	Special studies	Evaluation Reports	Occasional Reports	Others	Direct Advisory Services	Coordination boards	Participation on special directive committees	Councils	Others		
Argentina	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Barbados	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Bolivia	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Brazil	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Colombia	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Costa Rica	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Chile	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Ecuador	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Guatemala	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Guyana	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Haiti	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Honduras	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Jamaica	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Mexico	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Nicaragua	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Panama	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Paraguay	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Peru (b)	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Peru (c)	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Dominican Republic	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
El Salvador	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Trinidad & Tobago	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Uruguay	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Venezuela	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
Total	9	9	20	20	21	21	21	19	3	21	20	15	22	6		

(a) Without information (b) Agricultural Sectoral Planning Office (c) Food Sectoral Planning Office

* = participation - = no participation

TABLE 10. Latin America and the Caribbean: Priorities of the Sectoral Planning Units concerning the generation of their products

Country	Tangible Products						Intangible Products						
	Long-term plans	Medium-term plans	Annual programs	Projects	Budgets	Special studies	Evaluation Reports	Occasional reports	Others	Direct Advisory Services	Coordination	Participation on & special directive committees	Others
Argentina (b)													
Barbados	2	1	-	-	-	-	-	-	-	3	-	-	-
Bolivia	1	-	1	1	-	-	2	-	-	-	3	-	-
Brazil	3	1	2	3	2	-	-	-	-	-	-	-	-
Colombia (b)													
Costa Rica	-	1	2	2	2	3	3	2	-	1	1	1	2
Chile	-	-	3	2	3	2	3	2	-	1	2	3	3
Ecuador	-	-	2	3	-	1	-	-	-	-	-	-	-
Guatemala	-	-	2	1	1	2	2	3	3	3	2	-	-
Guyana	-	-	-	1	2	-	-	-	-	3	3	-	2
Haiti	-	-	-	3	3	2	-	-	-	1	-	-	2
Honduras	-	-	-	1	-	2	-	-	-	-	-	-	3
Jamaica	-	1	2	1	2	2	-	2	-	-	-	3	2
Mexico	1	-	2	-	2	1	-	-	-	3	2	-	3
Nicaragua	3	2	-	1	3	-	-	1	-	-	-	-	3
Panama	-	1	-	1	1	3	3	2	-	3	3	3	-
Paraguay	3	-	1	1	2	1	3	1	-	2	-	-	3
Peru (c)	-	-	1	-	2	3	-	-	-	-	-	-	-
Peru (d)	-	2	1	2	2	2	3	3	-	1	3	-	3
Dominican Republic	-	2	3	1	-	3	3	2	-	-	-	-	-
El Salvador	-	-	2	-	2	3	3	-	-	1	-	-	2
Trinidad & Tobago (b)													
Uruguay	-	-	-	3	-	2	-	2	1	-	-	-	-
Venezuela	-	-	1	2	2	3	-	-	1	-	3	-	-
Total, first priority	2	5	5	9	2	3	0	2	2	5	1	1	0
Total, second priority	1	3	7	4	10	7	2	6	0	1	3	0	3
Total (N° of countries)	6	8	14	17	15	16	9	10	3	11	9	4	9

(a) See country tables (b) Without information (c) Agricultural Sectoral Planning Office (d) Food Sectoral Planning Office

able discrepancy is evident. There is a high degree of participation by the planning units in the generation of the different forms of intangible products with the exception of participation on directive boards. Most of the participation in tangible products centers on operative plans, budgets, projects and short-term reports. Worth stressing among the intangibles are those for which the planning system is responsible. They are internal products of the agricultural sector. These results are consistent with those presented in the previous chapter.

Table 10 indicates the results obtained earlier for 90% of the Sectoral Planning Units surveyed, concerning the priorities assigned to their products. An analysis of the results indicates that the Sectoral Planning Units place greater priority on generating tangible rather than intangible products. Annual operative plans and support studies (special studies) are considered the most important of the tangible products. This indicates a tendency expressed by the Sectoral Planning Units to make the planning process more operational and to deepen their understanding of the socio-economic problems through specific studies.

Three points are of particular relevance here. First, there is a tendency to focus Sectoral Planning Units activities in the policy analysis process on those products that will further operationalize the planning process. Secondly, there is a clear need to improve the understanding of socio-economic problems. Lastly, there is an obvious general lack of participation and impact of Sectoral Planning Units in decision-making activities. The reasons for these factors should be investigated in each country. The following chapters present results that complement these conclusions.

3.3. Types of products by agricultural policy areas

This item jointly analyzes the aspects developed in the two previous ones in order to present the content of Sectoral Planning Unit products by agricultural policy area (Table 11).

TABLE 11. Latin America and the Caribbean: Types of participation (actual and desired) of the Sectoral Planning Units (SPU) in the generation of alternative policies (in number of SPU) (a)

Policy Areas	Tangibles		Intangibles					
	Formulation of Planning documents		Advisory services		Coordination		Directive boards & councils	
	Actual	Desired	Act.	Des.	Act.	Des.	Act.	Des.
Agrarian reform & settlement	10	15	4	6	9	11	5	5
Productive and natural resources	18	16	8	14	7	9	8	7
Agricultural research	11	15	6	7	5	8	6	4
Agricultural extension	14	15	5	6	6	9	5	3
Rural development	17	17	7	10	7	10	7	10
Marketing	12	17	11	7	8	11	7	7
Prices	8	13	10	11	5	8	7	6
Credit	11	12	6	8	8	8	6	6
Subsidies & incentives	7	12	7	10	3	5	3	4
Salaries	--	8	2	8	1	4	1	4
Taxes	1	9	3	8	2	4	--	3
Others (b)	1	1	1	--	1	1	1	1

(a) Only those units with full information on actual and desired participation were considered (19 SPU)

(b) Given in the country tables

The eleven areas defined at the beginning of this section which make up the two identified types of products, divided into the four following groups will be used for this analysis: the first deals with tangible products (formulation of documents) and the other three deal with intangible products advisory services, coordination, directive boards and councils).

The analysis of the results represents 90% of the Sectoral Planning Units surveyed. Based on the data presented in Tables 9 and 10, it may be concluded that the predominant product is tangible, that is, the formulation of documents. Regarding primary policy areas, it was noted that the formulation of documents is central to the group of developmental or structural policies, mainly in the areas of productive and natural resources, and of rural development.

It is also evident that there is a notable discrepancy between the Sectoral Planning Units' current and desired participation in generating policy alternatives in areas needing specific, immediate attention. This implies a desire to broaden activities in the preparation of documents relevant to these specific, occasional or stabilization policies. However, these are not considered of high priority by most of the planning units.

Thus, the results of the analysis specify a clear functional bias of the Sectoral Planning Units to concentrate mainly on designing documents, principally in the areas of structural or developmental policies.

4. RELEVANCE OF THE ELEMENTS OF THE AGRICULTURAL POLITICAL-ADMINISTRATIVE SYSTEM TO THE POLICY ANALYSIS PROCESS.

This section analyzes the current and desired levels of importance assigned to elements of the political-administrative system by the Sectoral Planning Units.

To this end, the elements of the political-administrative system have been divided into four groups: Presidency, Legislators, Ministers/Vice-

Ministers, distinguishing between those within the agricultural sector and those outside of it, and Directors General/Directors, with the same distinction (Table 12).

Of 45% of the total Sectoral Planning Units surveyed, less than 50% are working closely with the sector's Ministers/Vice-Ministers and only 30% with the sectors' Directors.

As may be expected from such an unusual result, a notable discrepancy was observed between current and desired relationships.

A very important basic conclusion can be drawn from these results. There is a glaring lack of real contact between the Sectoral Planning Units and the decision-making elements of the Agricultural Political-Administrative System in most of the Latin American and the Caribbean countries. The significance of this conclusion is even more important and deserves serious thought, when coupled with the one indicating that the Sectoral Planning Units are recognized as coordinators and/or leaders of the Agricultural Planning Systems.

TABLE 12. Latin America and the Caribbean: Actual and desired levels of interaction of the Sectoral Planning Units (SPU) with elements of the Political-Administrative System^(a)

Elements of the Political-Administrative System	Relations with SPU (b)	
	Actual	Desired
President's Office	1	4
Legislature	-	1
Minister/Vice-Ministers		
Agricultural	5	9
Others (c)	1	5
Directors General/Directors		
Agricultural	3	8
Others (c)	2	5
Others	-	-
SPU with information	11	

(a) Countries submitting no information: Argentina, Barbados, Colombia, Chile, Ecuador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Panamá, Trinidad & Tobago and Venezuela; Peru has two Sector Planning Units.

(b) Number of times the SPU assigned a first priority relationship

(c) See country tables

Chapter Four

IMPORTANCE OF THE ELEMENTS OF THE SOCIO-ECONOMIC SYSTEM FOR THE SECTORAL PLANNING UNITS.

The area of action of the elements of the planning process (political-administrative and planning systems) is defined by the socio-economic system in two different ways: as generators of one of the basic inputs into the planning process (socio-economic situation), and as the objective of government policy for transforming the socio-economic reality in a favorable manner.

Each country's socio-economic system has its own specific historical evolution, which defines the particular set of problems that condition and especially characterize the policy analysis and decision-making processes at each stage of their development. These sets of socio-economic problems are what government policies seek to change.

The greater or lesser efficiency of the Agricultural Planning System's products, particularly of the Sectoral Planning Units, depends on the coherence of policies produced with the socio-economic situation at a given historical moment in each country. The coherence of the policies proposed with existing governmental doctrinal framework complements and defines the conditions needed for the efficient performance of the planning units.

Thus, the agents of the planning process, particularly the Sectoral Planning Units, should not be considered as isolated entities, but within the context of the socio-economic process which is the origin and destination of their activities.

Two aspects of the relationships between the Sectoral Planning Units and the socio-economic system being dealt with are analyzed below: one, the socio-economic agents considered, at the time this survey was made, to be of priority by the Sectoral Planning Units for generating policy alternatives; and the other, the Sectoral Planning Units' understanding of the reaction of the socio-economic agents to the policy alternatives produced.

1. PRIORITY ELEMENTS OF THE SOCIO-ECONOMIC SYSTEM FOR GENERATING POLICY ALTERNATIVES

The priority assigned by the Sectoral Planning Units for generating policy alternatives to the socio-economic agents was established based on a comprehensive a-priori classification of the primary elements of the Agricultural Socio-Economic System. (Table 13)

The results represent 90% of the Sectoral Planning Units surveyed, and indicate that these units assign high priority to the problems of small farmers. Of less importance are the problems of consumers and agricultural workers. On the whole, the results indicate the tendency of the Sectoral Planning Units to consider strategies for numerically large and economically deprived groups, given the agricultural reality in most of the countries considered.

Table 14 considers a sub-set of groups of the Agricultural Socio-Economic System directly connected to the agricultural productive sector. The productive agents have been classified in order to determine the priority target groups (beneficiaries) of the Sectoral Planning Units policy alternatives as follows: large, medium, small and subsistent. Results show that medium and small (but not subsistent) farmers receive most of the products of the Sectoral Planning Units and that all producers are favored over salaried workers.

Finally, Table 15 analyzes the importance given to certain organized groups within the socio-economic system with which the Sectoral Planning Units would like to interact. However, 65% of surveyed Sectoral Planning Units consider relations with those classified organized groups to be of little importance. This fact is derived from the small percentage of responses. Nonetheless, agricultural producer organizations predominate within this minority group. Moreover, there seems to be little discrepancy between current and desired conditions, which confirm the Sectoral Planning Unit's lack of contact with and little interest in the organized groups of the socio-economic system.

TABLE 13. Latin America and the Caribbean: Elements of the Socio-Economic System considered to be of priority by the Sectoral Planning Units (SPU) for purposes of generating products

Elements of the Socio-Economic System	Frequency (a)
Consumers	14
Large-scale farmers	9
Small farmers	20
Input producers	8
Agricultural workers	11
Professionals in agriculture or related fields	10
Middlemen	1
Others (b)	11
SPU with information	22

(a) Number of times the SPU assigned a first priority relationship.

(b) See country tables.

TABLE 14. Latin America and the Caribbean: Economic groups towards which Sectoral Planning Units (SPU) products are directed (according to the priorities of each country)

Country	Economic Groups				Agricultural workers
	Large-scale farmers	Medium-sized farmers	Small farmers	Subsistent farmers	
Argentina (a)					
Barbados	3	2	1		
Bolivia (a)					
Brazil		1	2	3	
Colombia (a)					
Costa Rica	3	2	1		1
Chile	3	1	2		
Ecuador	3	1	2		
Guatemala		1	1		
Guyana (a)	2	1	1	3	
Haiti (a)					
Honduras (b)			2	3	
Jamaica		3	1	1	2
Mexico	1	1	1	1	1
Nicaragua	3	2	1	1	2
Panama			1	1	
Paraguay			1		
Peru (c)	1	1	1		
Peru (a) (d)					
Dominican Republic			1		
El Salvador	3	1	2		
Trinidad & Tobago	3	2	1		
Uruguay (a)					
Venezuela	1	1	1	1	1
Total, First priority	3	9	13	5	3
Total, Second priority	1	4	5	0	2
Total (number of countries)	11	14	18	8	5

(a) Without information (b) First priority assigned organized peasants

(c) Agricultural Sectoral Planning Office (d) Food Sectoral Planning Office

TABLE 15 Latin America and the Caribbean: Organizations of the Socio-Economic System with which the Sectoral Planning Units (SPU) interact or wish to interact ^(a)

Socio-Economic System Organizations	Relationship with the SPU ^(b)	
	Actual	Desired
Agricultural Farming Organizations	3	5
Industrial Producer Organizations	-	2
Organizations of Middlemen	-	-
Others	-	-
SPU with information	15	

(a) Countries submitting no information: Argentina, Barbados, Colombia, Chile, Guatemala, Honduras, Jamaica and Panama. Peru has two Sectoral Planning Units.

(b) Number of times the SPU assigned a first priority

2. REACTION OF SOCIO-ECONOMIC SYSTEM ELEMENTS TO POLICY ALTERNATIVES

This section presents an evaluation of the usefulness of Sectoral Planning Units products to different groups of the socio-economic system (Table 16). Classification and representativity are identical to those in Table 13. The results indicate that the Sectoral Planning Unit products are primarily taken advantage of by agricultural professionals and large-scale agricultural producers or farmers.

Caution should be used when considering these results as they may indicate a lack of information by other socio-economic groups on Sectoral Planning Units activities with the consequent bias to the mentioned conclusions.

TABLE 16. Latin America and the Caribbean: Sectoral Planning Units (SPU) assessment of the approval of their products by elements of the Socio-Economic System^(a)

Elements of the Socio-Economic System	Frequency (b)
Consumers	1
Large-scale farmers	6
Small farmers	4
Input producers	4
Agricultural workers	1
Professionals in agricultural & related fields	7
Middlemen	1
Others (c)	6
SPU with information	22

(a) Countries submitting no information: Colombia, Argentina.

(b) Number of times the SPU feel that each group of the Socio-Economic System approve their products.

(c) See country tables

Chapter Five

NATURE OF RELATIONSHIPS BETWEEN SECTORAL PLANNING UNITS AND THE AGRICULTURAL PLANNING SYSTEM.

This chapter analyzes and evaluates the relationships between the Sectoral Planning Units and other planning units that participate in the Agricultural Sector policy analysis process in Latin America and the Caribbean. The analysis covers the range of planning units surveyed: National Planning Units, Sectoral Planning Units (focus of this analysis), and the six Institutional Planning Units. As mentioned in Chapter Two, these are a sub-set of all the planning units that define policy alternatives for the decision-making process of the Agricultural Political-Administrative System.

Three points are analyzed in this chapter. First, the importance of the supportive relationships between the Sectoral Planning Units and the rest of the units of the Agricultural Planning System in the policy analysis process; the value of Sectoral Planning Unit products for the rest of the planning system units; and finally, the importance of the information generated by the planning system to Sectoral Planning Unit activities.

1. IMPORTANCE OF TECHNICAL SUPPORT BETWEEN THE SECTORAL PLANNING UNITS AND THE REST OF THE AGRICULTURAL PLANNING SYSTEM.

1.1. Technical support received by the Sectoral Planning Units

This item analyzes the technical support received by the Sectoral Planning Units, from the rest of the Agricultural Planning System, (National Planning Unit and six Institutional Planning Units) for carrying out their activities. It attempts to illustrate the discrepancy between support received and support required by the Sectoral Planning Units, in order to evaluate the existing potential for increased support to these units in the analysis of agricultural policies (Table 17).

Based on responses received from 90% of the Sectoral Planning Units

TABLE 17. Latin America and the Caribbean: Elements of the Planning System from which the Sectoral Planning Units (SPU) receive and/or need further technical support^(a)

Planning Unit	Technical Support to SPU ^(b)	
	Received	Needed
National	5	17
Agricultural research	4	15
Agricultural extension	6	11
Marketing	3	13
Agrarian reform & settlement	5	11
Credit	8	15
Agricultural services	4	10

(a) Countries submitting no information: Argentina, Colombia and Jamaica. Peru has two Sectoral Planning Units.

(b) Number of times the SPU assigned first priority to technical support received and/or needed.

surveyed, it can be concluded that technical support received has not been of great importance. Given the general discrepancy existing between support received and support needed by the Sectoral Planning Units from the rest of the planning system, one can conclude that this functional weakness affects the performance of their activities.

These conclusions are important for evaluating the efficiency of the agricultural planning systems in Latin America and the Caribbean. The planning units considered in the analysis are ideally supposed to be carrying out essentially complementary activities, by mutually providing the necessary inputs for purposes of policy analysis. The results indicate that this exchange is inadequate, thereby providing generally weak technical support to decision-makers. This is not only valid at the level of the Sectoral Planning Units, but for the entire sectoral planning system as well.

1.2 Technical support provided by the Sectoral Planning Units

The objective of this item is similar to the one above, the difference being that this analysis focuses on the technical support provided by the Sectoral Planning Units to the rest of the Agricultural Planning System (Table 18).

Although there is less discrepancy than that found in Table 17, it is evident that there is insufficient functional technical support from the Sectoral Planning Units to the rest of the Agricultural Planning System Units as well, reaffirming the conclusions drawn from the analysis of Table 17.

When the results discussed in Tables 17 and 18 are related to those in Tables 1 and 2 (on the awareness of the existence of an Agricultural Planning System and the acknowledgement of the Sectoral Planning Unit as a coordinating institution), one arrives at less than satisfactory conclusions. Coordinating systems and institutions are recognized but in actuality the technical cooperation between the Sectoral Planning Units

TABLE 18. Latin America and the Caribbean: Elements of the Planning System which receive and need further technical support from the Sectoral Planning Units (SPU) ^(a)

Planning Unit	Technical Support from the SPU ^(b)	
	Received	Needed
National	10	17
Agricultural research	7	14
Agricultural extension	10	13
Marketing	10	16
Agrarian reform & settlement	5	11
Credit	7	14
Agricultural services	6	10

(a) Countries submitting no information: Argentina, Colombia and Jamaica. Peru has two Sectoral Planning Units.

(b) Number of times the Planning Units assigned first priority to technical support from the SPU

and the rest of the Agricultural Planning System is minor. It is of utmost importance to study the reasons for this situation in each country before initiating any work in support of the sectoral planning systems.

1.3 Inter-relationship mechanisms

This item complements the previous analysis of the relationships between the Sectoral Planning Unit and the rest of the planning system units. It describes the channels or forms of communication between units for implementing their functional inter-relationships. (Table 19).

The results obtained from 90% of the Planning Units surveyed reflect joint performance of activities. The predominant working and programming group mechanisms reflect the essentially multi-disciplinary nature and team spirit of planning activities.

2. AWARENESS AND APPRAISAL OF SECTORAL PLANNING UNIT PRODUCTS FOR THE PLANNING SYSTEM.

The items analyzed below present an evaluation of Sectoral Planning products by selected units of the planning system, taking into consideration the existing awareness and appraisal of their tangible products. The following variables were considered for reflecting appraisal: their use, their recognized quality and the opportunity with which they are provided (Table 20). The information presented only reflects those units of the planning system that are aware of the tangible products of the Sectoral Planning Units, make good use of them, believe them to be of good quality and acknowledge their timely availability.

Consistent with previously discussed results, Table 20 indicates that, in general, Sectoral Planning Units usually produce the entire range of tangible products with the exception of medium and long-term plans. However, the study verified a lack of awareness of their existence.

If awareness plus the three variables that quantify the appraisal of the tangible products of the Sectoral Planning Units are considered together,

TABLE 19. Latin America and the Caribbean: Inter-relationship mechanisms used by the Sectoral Planning Units (SPU) to attain their products (in number of SPU) ^(a)

Inter-relationship mechanisms	Frequency
Individual contacts	6
Joint programming	13
Working groups	18
Participation on directive boards and councils	7
Exchange of documents	3
Eventual relationships	10
SPU with information	21

(a) Peru has two Sectoral Planning Units. Countries submitting no information: Argentina, Colombia and Guyana

TABLE 20. Latin America and the Caribbean: Awareness and appraisal (a) of tangible Sectoral Planning Units (SPU) products by other Planning System Units (in number of Planning Units)

Tangible Products	Sectoral Planning Unit (b)	National Planning Unit	Agricultural Research Planning Unit	Agricultural Extension Planning Unit (c)	Marketing Planning Unit	Agrarian Reform & Settlement Planning Unit	Credit Planning Unit	Awareness		Opportunity		Use		Quality		
								Awareness	Opportunity	Awareness	Opportunity	Use	Quality	Awareness	Opportunity	Use
Long-term plans	15	10 6 3 4	7 4 2 3	5 1 2 2	2 2 2 2	4 1 1 2	5 3 3 1									
Medium-term plans	12	7 3 2 3	8 4 2 1	8 3 3 1	5 5 2 3	6 2 2 2	4 2 3 -									
Annual programs	20	16 10 6 6	10 6 5 4	9 5 7 3	9 6 6 5	8 3 4 4	8 5 7 3									
Projects	20	14 5 7 3	8 3 3 -	7 3 3 3	7 3 5 3	9 3 3 3	2 - - -									
Budgets	21	15 4 3 5	9 4 4 -	10 5 4 5	8 4 4 5	8 3 4 4	4 1 1 1									
Special studies	21	14 7 7 4	8 3 3 1	5 3 1 1	9 5 6 6	8 1 2 4	4 1 1 1									
Evaluation reports	21	13 5 6 3	8 3 3 2	7 3 3 1	6 5 4 2	8 1 2 3	7 - 2 -									
Occasional reports	21	11 3 5 6	5 2 2 1	7 2 - -	7 4 5 1	6 1 3 3	2 - - 1									
Total number of Planning Units with information	22	20	12	14	11	14	13									

(a) Adequate use, good quality and timely availability of the SPU's tangible products (b) Peru has two SPU

(c) El Salvador has two Agricultural Extension Planning Units

it may be deduced that their appreciation by the other units corresponds to their receiving similar values for each of the four variables studied for each planning unit. However, the results show great discrepancies between awareness and appraisal variables (use, quality, and opportunity) where the latter values are noticeably less than the first. There are also evident discrepancies between the appraisal variables themselves.

A more detailed analysis of each tangible product indicates that the most widely recognized are the annual programs and budgets. The degree of awareness can indicate the degree of importance the system's units assign to the Sectoral Planning Unit's products, and subsequently qualifies the functional nature of the Sectoral Planning Units. Annual programs are valued most by the other units, which may indicate the importance assigned the Sectoral Planning Units to this area.

The analysis also touched on the system's consideration of occasional reports produced by Sectoral Planning Units on specific problems. This indicates the importance of the integration of the system's units into the advisory functions of Sectoral Planning Units most closely related to the decision-making that accompanies policy operationalization. However, the results indicate an inadequate awareness and valuation of this product, and confirm an inadequate integration of the different planning units and the Sectoral Planning Unit as support elements to the decision-making process. It also confirms the existing weakness recognized by the planning units of being unable to assure consistency between formulated and adopted measures.

In summary, these results reflect an unfavorable evaluation of the Sectoral Planning Unit's products. Besides a lack of awareness of these products, there is a generally inadequate appraisal of the use, quality, and opportunity of their services to the rest of the planning system. When these conclusions are considered with those described at the beginning of this chapter, we arrive at a very unfavorable diagnosis of the functional efficiency of the Sectoral Planning Units. The results obtained carry

that much more weight because they are recognized as the coordinators of the agricultural planning systems in Latin America and the Caribbean.

3. IMPORTANCE OF INFORMATION GENERATED BY THE PLANNING SYSTEM FOR SECTORAL PLANNING UNITS.

3.1 Awareness of the products of the rest of the planning system

The Sectoral Planning Units' awareness of tangible products generated by the rest of the planning system's units will be analyzed in this section. (Table 21).

With the exception of the long and medium-term plans, there is a relatively acceptable proportion of knowledge on the part of the Sectoral Planning Units about the rest of the tangible products of the planning system units. In this way, one observes a relatively distinct situation to the one found when the knowledge of the Sectoral Planning Units' products by the rest of the planning units was analyzed (Table 20).

Once again we see that annual programs and budgets are the most widely known products. This conclusion, considered with the similar conclusion obtained in the previous section, indicates that both products are of importance as complements to the work undertaken by the units within the system. This implies that the importance of the planning units is related to the significance of its involvement in budgetary considerations, an immediate off-shoot of the annual programs.

The distribution of resources are usually best elucidated in operative programs, and planning units should consequently improve their participation in these activities. However, this does not appear to be the main objective as shown by results in Table 21. A consideration of the last three tangible products (special studies, evaluation reports and occasional reports), generally connected to implementation and control activities, indicates a relatively lower level of awareness than for formulation activities.

TABLE 21. Latin America and the Caribbean: Knowledge of the Sectoral Planning Units (SPU) about the tangible products of the other units of the Planning System (in number of planning units)

Tangible Products	National Planning Unit		Agric. Research Planning Unit		Agric. Extension Planning Unit		Marketing Planning Unit		Agrar. Reform & Settlement Planning Unit		Credit Planning Unit	
	Produced SPU	Known by SPU	Produced SPU	Known by SPU	Produced SPU	Known by SPU	Produced SPU	Known by SPU	Produced SPU	Known by SPU	Produced SPU	Known by SPU
Long-term plans	8	4	3	-	1	-	4	-	4	-	4	-
Medium-term plans	5	4	4	2	3	2	4	2	2	-	2	-
Annual Programs	14	12	11	9	8	8	13	12	11	7	11	9
Projects	9	5	12	8	7	7	10	7	9	6	10	5
Budgets	12	12	12	11	8	8	10	10	12	11	11	9
Special Studies	13	8	10	4	6	4	9	8	6	4	9	8
Evaluation Reports	11	7	10	7	8	7	10	9	11	7	12	7
Occasional reports	12	7	9	4	6	4	11	5	6	2	6	3
Total No. of Planning Units with Information (a)	17	13	13	8	8	13	13	12	12	12	12	12

(a) See country tables

This lack of functional proportions, the non-existence of an all-encompassing planning process (formulation, implementation, and control activities) directly affects the relevance and quality of the permanent advisory services provided by the Sectoral Planning Units to the decision-making process. (1)

3.2 Type of Information used by the Sectoral Planning Units

The objective of this item is to analyze the type and source of information used by the Sectoral Planning Units for generating their products.

For the purposes of this analysis, the results were divided into two types of informational inputs: one is called "conventional information", and refers to the information coming from information systems or units that have been specifically organized and systematized for that purpose, and which are in the most part characterized by their regular and quantitative output. The other is called "non-conventional information" and refers to unorganized information, of irregular output, and of a less reliable or exact nature.

Institutional sources of information used by the Sectoral Planning Units were grouped according to whether they are found within the planning system or outside of it. Three main external sources were considered: statistical institutes and central banks, other national institutes, and international organizations. Sources of a private or very specific nature were also considered.

The results referring to the nature of conventional information used by the Sectoral Planning Units (Table 22) indicates that the type of information most needed and used represents a lesser degree of analysis within the planning framework (economic statistics). The second priority is for

(1) This statement, according to the results presented in this chapter, can be generalized for the entire Agricultural Planning System, although the emphasis on products would vary for each planning unit.

TABLE 22. Latin America and the Caribbean: Conventional information used by the Sectoral Planning Units according to type and frequency (in number of publications) (a)

Type of Information	Frequency								Total		
	Ten-year	Five-year	One-year	Six-month	Three-month	Two-month	One-month	One-week		Irregular	Other
Economic statistics			20	2	3	3	8	1	3	2	42
National Accounts			3	1					1	1	6
Medium and long-term Plans		3									3
Operative and annual Plans			5								5
Specific reports and studies of the sector			10	4	4	2	1	1	2	3	26
Surveys and census	9		1	1	1				2	2	16
Total	9	3	39	8	8	3	10	2	8	8	98

(a) Countries submitting no information: Argentina, Colombia, Haiti, Dominican Republic and Uruguay

information based on specific studies and reports on the Agricultural Sector.

Conventional information produced on an annual basis is clearly in greatest demand, and relates directly to the emphasis on the generation of annual programs. The scarcity of structural information is also noted, and indicates that Sectoral Planning Units working mainly in those areas generate their own information.

The primary reason for analyzing the origin of conventional information (Table 23) is to evaluate the degree of informational support provided by the rest of the planning system to the Sectoral Planning Units. The results have verified that the most important sources of information are external to the planning system and are institutions that do not specialize in generating, organizing or administering information. The second most important sources are statistical institutions and central banks, also outside of the planning system.

An important consequence arises from the analysis of the type of conventional information used by the Sectoral Planning Units. As previously mentioned, three points characterize this type of informational input: lack of detail, and annually produced; specific non-integrated information, external to the planning system and to a large degree foreign to institutions specializing in statistics. These results indicate that the Sectoral Planning Units do not receive information appropriate to planning and probably must generate their own. This is probably due to various causes not covered in this study but, given the dimensions of the problem, suggest future lines for study.⁽¹⁾

Finally, results observed regarding nonconventional information used by Sectoral Planning Units (Table 24). were different from those found in the previous Table. Planning system institutions provide a basic source

(1) It would be important to determine whether inadequate external information for the Sectoral Planning Units, lack of availability or poor quality of data were the main restrictions.

TABLE 23. Latin America and the Caribbean: Conventional information used by the Sectoral Planning Units, by institutional source (in number of publications) (a)

Type of Information	Institutional Source					Total
	Planning System Institutions	Statistics and Central Banks	Institutions	Other National Institutions	International Institutions	
Economic Statistics	2	14	19	4	3	42
National Accounts	2	3			1	6
Medium and Long-term Plans	2		1			3
Operative and Annual Plans	1		3		1	5
Specific reports and studies of the sector	3	5	15	2	1	26
Surveys and census	1	12	3			16
Total	11	34	41	6	6	98

(a) Countries submitting no information: Argentina, Colombia, Haiti, Dominican Republic and Uruguay

TABLE 24. Latin America and the Caribbean: Non-conventional information used by the Sectoral Planning Units, by Institutional sources (in number of publications) (a)

Type of Information	Institutional Sources					Total
	Planning System Institutions	Statistics and Central Banks	Other National Institutions	International Institutions	Others	
Reports and documents	11	8	2	-	7	28
Technical studies	10	3	4	1	1	19
Meetings and seminars	7	-	-	2	3	12
Total	28	11	6	3	11	59

(a) Countries submitting no information: Argentina, Brazil, Colombia, Chile, Guyana, Haiti, Dominican Republic and Uruguay.

of information principally in the form of reports, documents and technical studies, and confirms the hypothesis that the rest of the planning system is an unreliable source of information for the Sectoral Planning Units. This reinforces previous results since it attests to a general lack of information systems for planning in Latin America and the Caribbean.

Chapter Six

STRUCTURE AND EVALUATION OF RESOURCES USED BY THE SECTORAL PLANNING UNITS

The objective of this chapter is to analyze the means or resources available to Sectoral Planning Units to carry out their permanent advisory activities to the decision-making process. In addition, their role and contribution to the degree of success of the surveyed units is evaluated.

As mentioned previously, this analysis concerns the internal performance of Sectoral Planning Units, and focuses on just one aspect of this performance: the input-output relationship of Sectoral Planning Units for the fulfillment of the general objectives of the policy analysis process⁽¹⁾. The existence of adequate internal structure and organization, and adequate program of activities to implement global strategy or to adequately define products were not included as part of this analysis.

An analysis of resources used by Sectoral Planning Units should be performed within the framework of the objectives directing their activities. Chapter Three analyses in depth the characteristics of the orientational framework of the Sectoral Planning Units in Latin America and the Caribbean. This chapter evaluates the means used by those units for generating the products needed to fulfill global national development strategies.

The following resources are used by the Sectoral Planning Units and are analyzed for their contribution to functional efficiency: financial, physical and human resources, technical procedures and external resources.

(1) Productivity criteria for measuring the effectiveness of Sectoral Planning Units' performance.

Theoretically, the efficiency of planning units should be seen and referred to as a problem of the entire planning system. However, it is analyzed in this chapter as a sub-set of the problem; the results nevertheless, typify the problems found throughout the entire system. The analysis can be extrapolated to other units of the system, contributing in the future to evaluating the importance of resource restrictions at the Sectoral Planning Unit level.

1. FINANCIAL AND PHYSICAL RESOURCES

Information gathered on the financial resources used by the Sectoral Planning Unit reflects two things: they define the budgetary importance of their activities within their structure, and they evaluate budgetary resources received in terms of amount and opportunity of disbursements.

The results on the availability of Sectoral Planning Unit funds (Table 25) indicates a lack of budgetary importance assigned to sectoral planning activities, but, if the evaluation of this budgetary availability is introduced into the analysis (Table 26), we find that only 30% of the Sectoral Planning Units that submitted information felt that their amount was insufficient and only 20% found that the disbursement was inopportune. This means that budgetary restrictions do not actually present a current problem, but should be considered in the light of the desired potential participation of Sectoral Planning Units.

Results regarding the availability of physical resources to the Sectoral Planning Units (Table 27) indicate that data processing equipment and library materials are considered significantly inadequate in 50% of all informing Sectoral Planning Units. This is serious, since both these categories are essential to the technical quality of the Sectoral Planning Units' products. Printing and reproduction equipment are well represented and although important, are not as strategically important as the other two.

TABLE 25. Latin America and the Caribbean: Budgetary significance of the Sectoral Planning Unit (SPU) within its matrix organization (percentage) in 1977.

Country	%
Argentina	n.d.
Barbados	n.d.
Bolivia	n.d.
Brazil	2.5
Colombia	n.d.
Costa Rica	3.0
Chile	2.4
Ecuador	5.0
Guatemala	n.d.
Guyana	n.d.
Haiti	2.8
Honduras	4.3
Jamaica	n.d.
Mexico	0.8
Nicaragua	n.d.
Panama	4.5
Paraguay	1.4
Peru (a)	1.1
Peru (b)	1.6
Dominican Republic	n.d.
El Salvador	1.0
Trinidad & Tobago	n.d.
Uruguay	0.5
Venezuela	0.01

(a) Sectoral Office for Agricultural Planning

(b) Sectoral Office for Food Planning

n.d. = no data

TABLE 26. Latin America and the Caribbean: Evaluation of the availability of regular budgetary resources of the Sectoral Planning Units (SPU) in amount and disbursement opportunities.

Country	Amount ^(a)	Opportunity ^(b)
Argentina	n.d.	n.d.
Barbados	n.d.	n.d.
Bolivia	3	2
Brazil	3	3
Colombia	n.d.	n.d.
Costa Rica	1	1
Chile	3	3
Ecuador	1	2
Guatemala	3	2
Guyana	1	2
Haiti	n.d.	n.d.
Honduras	3	1
Jamaica	1	1
Mexico	3	2
Nicaragua	3	2
Panama	3	2
Paraguay	2	2
Peru ^(c)	3	3
Peru ^(d)	2	3
Dominican Republic	3	3
El Salvador	2	3
Trinidad & Tobago	1	3
Uruguay	1	1
Venezuela	3	3

(a) Code: 1= insufficient - 2= barely sufficient
3= sufficient

(b) Code: 1= untimely 2= acceptable 3= timely

(c) Agricultural Sectoral Planning Office

(d) Food Sectoral Planning Office

n.d.= no data

TABLE 27. Latin America and the Caribbean: Evaluation of the availability of physical resources of the Sectoral Planning Units (SPU) (in number of SPU) (a)

Physical Resources	Condition		
	Sufficient	Barely Sufficient	Insufficient
Space	7	7	7
Office furniture & equipment	8	9	9
Vehicles	8	5	8
Data processing equipment	8	2	11
Reproduction & printing equipment	11	4	6
Library	3	8	10

(a) Peru has two sectoral planning units. Argentina, Barbados and Colombia presented no information.

2. HUMAN RESOURCES

2.1 Technical capability

This analysis identifies the type of specialization and the level of academic training of the technical personnel in the Sectoral Planning Units.

Based on information from 90% of the sectoral planning units surveyed, the results indicate that approximately 60% of a total of 1,250 technicians belong to either of two areas of specialization: agronomy or economics (Table 28). This figure rises to 70% with the inclusion of business administration, clearly indicating a high professional concentration in three fields.

Table 29 presents the same information broken down by country. Three countries account for approximately 50% of the total number of technical personnel. At the same time, the need for specialists in agronomy and economics is evident in every country, but the importance of specialists in business administration is evident only in one.

Academically speaking, it may be noted that approximately 60% of the technical personnel (Table 30) graduated in one of the eleven specialities considered. About 20% of all personnel have some post-professional training, either specialization courses or work at the master's level. Fifteen percent of the technical personnel have little or no university training; a significant percentage of the total. Again, the bulk of professional and personnel with post-professional work have specialized in agronomy or economics.

Table 31 presents information on academic training by country. Except in four countries, relatively little significance is given to personnel with training at a post-professional level.

TABLE 28. Latin America and the Caribbean: Technical personnel of the Sectoral Planning Units, by field of specializations ^(a)
(in number of persons)

Field of Specialization	Number	%
Business administration	125	10.0
Public Administration	17	1.0
(b)		
Agronomy	392	31.0
Architecture	8	1.0
Political sciences	10	1.0
Computer science ^(b)	58	5.0
(b)		
Economics	363	29.0
Statistics	51	4.0
Civil Engineering	57	5.0
Sociology	39	3.0
(b)		
Others	130	10.0
Total	1.250	100.0

(a) Submitted no information: Argentina and Colombia. Peru has two Sectoral Planning Units.

(b) The disaggregation of this category is presented in the country tables.

TABLE 29. Latin America and the Caribbean: Technical Personnel of the Sectoral Planning Units by country and field of specialization (in number of persons)

Country	Field of Specialization										Total	
	Business Administration	Public Administration	Agronomy (a)	Architecture	Political Science	Computer Science	Economics (a)	Statistics	Civil Engineering	Sociology		Others
Argentina (b)												
Barbados							6					6
Bolivia			6				10			1		17
Brazil	85		48	1		25	105	21	4	13	71	373
Colombia (b)												
Costa Rica	6	1	25				3	1		2	1	39
Chile		10	49	2	3	4	8	4		1	4	85
Ecuador	5	1	49	1	4		19	3	3	7	17	109
Guatemala			5				2					7
Guyana							5	1			5	11
Haiti			11									11
Honduras	6	2	13			17	35	1	3	1	2	80
Jamaica							20			1		21
Mexico			60			6	30	10	30	5	5	146
Nicaragua	9		10			5	17	2	2	3	21	69
Panama		1	11			1	20	1				34
Paraguay			9		1							10
Peru (c)			14	2			10		8	2		36
Peru (d)	1		34	2			10		7	1	1	56
Dominican Republic	1	1	21				22	2		2		49
El Salvador	10		5				16					31
Trinidad & Tobago			4				5	3				12
Uruguay		1	12				2				3	18
Venezuela	2		6		2		18	2				30
Total	125	17	392	8	10	58	363	51	57	39	130	1,250

(a) The disaggregation of this category may be found in the country tables (b) Without data (c) Agricultural Planning Sectoral Office

(d) Food Planning Sectoral Office

TABLE 30. Latin America and the Caribbean: Academic level of Sectoral Planning Unit personnel by field of specialization^(a) (in number of persons)

Field of Specialization	Academic Level						Total
	Pre-professional		Professional		Post-Professional		
	Special Courses	Master's	Doctoral	Sub-total	Sub-total	Sub-total	
Business administration	16	99	3	5	8	123	
Public administration	2	10	5		5	17	
Agronomy (b)	40	200	74	64	141	381	
Architecture	1	2	4	1	5	8	
Political Sciences	2	6				8	
Computer Science (b)	24	26	6	2	8	58	
Economics (b)	39	214	55	31	90	343	
Statistics (b)	19	21	5	4	9	49	
Civil Engineering	3	37	11	4	17	57	
Sociology	9	28		1	2	39	
Others (b)	32	95	2	1	3	130	
Total	187	738	165	113	288	1,213	

(a) Countries presenting no information: Argentina, Colombia, Guatemala and Venezuela. Peru has two sectoral units

(b) The disaggregation of this category may be found in the country tables.

TABLE 31. Latin America and the Caribbean: Academic level of Sectoral Planning Unit personnel, by country (in number of persons)

Country	Academic level						Total
	Pre-professional	Professional	Special Courses			Sub-Total	
			Special Courses	Master's	Post-Professional studies		
			Special Courses	Master's	Doctoral		
Argentina (a)							
Barbados	1	5					6
Bolivia	3	7		6	1	7	17
Brazil	15	358 (b)	n.d.	n.d.	n.d.	n.d.	373
Colombia (a)							
Costa Rica	21	16		2		2	39
Chile		16	54	15		69	85
Ecuador	21	87			1	1	109
Guatemala (a)							
Guyana		6	1	4		5	11
Haiti		1	8	2		10	11
Honduras	35	16	21	7	1	29	80
Jamaica		13	4	3	1	8	21
Mexico	45	87	7	7		14	146
Nicaragua	26	29		14		14	69
Panama	1	18	12	3		15	34
Paraguay		3	5	2		7	10
Peru (c)	1	4	18	11	2	31	36
Peru (d)	1	15	14	25	1	40	56
Dominican Republic	2	34	4	6	3	13	49
El Salvador	9	5	17			17	31
Trinidad & Tobago	2	9		1		1	12
Uruguay	4	9		5		5	18
Venezuela (a)							
Total	187	738	165	113	10	288	1,213

(a) Without information (b) Includes personnel with post-professional training (c) Agricultural Sectoral Planning Office

(d) Food Sectoral Planning Office

2.2. Evaluation of training needs

The analysis reflects two markedly different points: one, the identification of the most important areas of specialization required for organizing personnel training in the Sectoral Planning Units and desired means of training; the other, the type and importance of current Sectoral Planning Unit training programs. A comparison of these two points determines the existing demand for training activities, by area of specialization and desired types of training.

In Table 32, we find that, regarding desired training of Sectoral Planning Units' technical personnel, planning is considered more important than any of the general disciplines. Almost all the Sectoral Planning Units (more than 90% of those which presented information) show a marked interest in receiving training in policy and project preparation and evaluation. To a lesser degree, but equally as important, are the specializations connected with program and budget preparation and evaluation and information for planning. General economics and statistics were considered the most important of the more general disciplines.

Internal and external training are of equal importance (Table 33). In-service training is the preferred type of internal training and special courses for training abroad are specified as the most favored external training. These conclusions are very important since they indicate the specific forms that training should assume. It can be deduced that preferred training is in areas pertaining to the performance of usual Sectoral Planning Unit activities. Lesser importance was attributed to seminars and above all, external advisory services. The most favored types of external training indicated were short-term and specific specialization⁽¹⁾ rather than comprehensive medium-term (Master's) or long-term (doctorate) training.

(1) The identification of disciplines was deduced directly from Table 32 and confirmed in Table 33.

TABLE 32. Latin America and the Caribbean: Fields of specialization considered most important for purposes of training Sectoral Planning Unit staff.

Country	General				In Planning				Information for Others Planning			
	Business Administration	Public Administration	Systems Analysis	General Economics	Statistics	Sociology	Preparation of Policies	Evaluation of Programs		Budgets		
Argentina (a)	-	*	-	*	*	-	*	*	*	* (b)		
Barbados	*	*	*	*	*	*	*	*	*	*		
Bolivia	*	*	*	*	*	*	*	*	*	*		
Brazil	-	-	-	*	*	*	*	*	*	*		
Colombia (a)	*	*	*	*	*	*	*	*	*	*		
Costa Rica	*	*	*	*	*	*	*	*	*	*		
Chile	-	*	*	*	*	*	*	*	*	*		
Ecuador	*	*	*	*	*	*	*	*	*	* (c)		
Guatemala	*	*	*	*	*	*	*	*	*	*		
Guyana	-	-	-	*	*	*	*	*	*	*		
Haiti	-	-	-	-	*	*	*	*	*	* (d)		
Honduras	*	*	*	*	*	*	*	*	*	*		
Jamaica	*	*	*	*	*	*	*	*	*	*		
Mexico	*	*	*	*	*	*	*	*	*	*		
Nicaragua	*	*	*	*	*	*	*	*	*	* (e)		
Panama	*	*	*	*	*	*	*	*	*	*		
Paraguay	-	-	*	*	*	*	*	*	*	*		
Peru (f)	*	*	*	*	*	*	*	*	*	* (g)		
Peru (h)	-	*	-	*	*	*	*	*	*	*		
Dominican Republic	*	*	*	*	*	*	*	*	*	*		
El Salvador	-	*	-	*	*	*	*	*	*	*		
Trinidad & Tobago	*	*	-	*	*	*	*	*	*	*		
Uruguay	*	*	*	*	*	*	*	*	*	*		
Venezuela	*	*	-	*	*	*	*	*	*	*		
Total	14	15	14	19	19	14	21	21	19	18	19	5

(a) No information (b) Agricultural Planning (c) Agricultural Economics & Ecology (d) Environmental Planning and Marketing

(e) Economic, Regional, Agricultural and Finance Planning (f) Agricultural Sectoral Planning Office (g) Human Relationships

(h) Food Sectoral Planning Office

* More important field of specialization (major)

- Field of specialization not of importance

TABLE 33. Latin America and the Caribbean: Training desired by the Sectoral Planning Units (SPU) by field of specialization and type of training (a)
(in number of SPU)

Field of Specialization	Internal Training			Training Abroad			Total number by field of specialization
	In-service training	Seminars	External Advisory services	Special courses	Master's	Doctoral	
General :							
Business administration	6	7	1	3	4	-	21
Public administration	9	5	1	7	2	-	24
Systems analysis	4	4	5	8	6	-	27
General economics	5	5	2	6	13	6	37
Statistics	7	7	2	11	11	1	39
Sociology	3	4	3	7	6	3	26
In Planning:							
Preparation and Evaluation of:							
Policies	8	8	5	15	8	2	46
Projects	11	7	6	17	5	2	48
Programs	9	8	2	12	6	1	38
Budgets	13	8	2	10	3	1	37
Information for Planning	13	8	4	12	1	-	38
Others	2	3	1	3	8	-	17
Total number, by types of training	90	74	34	111	73	16	

(a) Countries submitting no information: Argentina and Colombia

As mentioned at the beginning of this section, the second aspect refers to the types of specialization programs currently being offered by the Sectoral Planning Units: their frequency, as well as the number of technical personnel being trained. Regarding available types of training programs, Table 34 indicates, in the first place, that little more than 20% of the informing Sectoral Planning Units offer any type of training or courses, which, in the most part are only given occasionally. Specialization courses, short courses and seminars predominate.

Table 35 presents the same information by country, and shows a high proportion of Sectoral Planning Units without any training programs what so ever.

Finally, Table 36 indicates that 212 Sectoral Planning Unit staff members were trained in 1977; of these, 163 were technical personnel. In other words, only 13% of the total potential training market (1,250 technicians) (Table 28) received any kind of training. The information also indicates that training periods were very short; almost 50% were less than a month long and 85% under 6 months.

The results of this section, when compared, indicate an important conclusion: there is an unsatisfied demand within the Sectoral Planning Units for training in the area of planning, the very area in which PROPLAN activities are to be implemented. These activities, together with the most favored training forms, will typify IICA's future assistance in this area.

3. TECHNICAL PROCEDURES

The technical procedures used by the planning units are based on the activities that characterize their participation in the policy analysis process.

TABLE 34. Latin America and the Caribbean: Training programs at Sectoral Planning Units (SPU) (in number of SPU)

Program	Regular	Eventual
Specialization courses	5	5
Short courses & seminars	5	7
Informal training	2	3

(a) Countries submitting no information: Argentina and Colombia.

TABLE 35. Latin America and the Caribbean: Type and number of training programs at Sectoral Planning Units

Country	Specialization Courses		Short courses & seminars		Informal training	
	Regular	Eventual	Regular	Eventual	Regular	Eventual
Argentina (a)	-	-	-	-	*	*
Barbados	-	-	-	-	-	-
Bolivia (b)	*	-	-	-	*	-
Brazil	-	-	-	-	-	-
Colombia (a)	-	*	*	-	-	-
Costa Rica	-	-	-	*	-	-
Chile	-	*	-	*	-	-
Ecuador	*	-	-	-	-	-
Guatemala	-	*	-	-	-	-
Guyana	*	-	*	-	-	-
Haiti	-	*	-	*	-	*
Honduras	-	-	-	-	-	-
Jamaica (b)	-	-	-	-	-	-
Mexico (b)	-	-	-	-	-	-
Nicaragua	-	-	*	*	-	-
Panama	-	-	*	-	-	-
Paraguay (b)	-	-	-	-	-	-
Peru (a) (c)	-	-	-	-	-	-
Peru (b) (d)	*	-	*	*	-	*
Dominican Republic	-	-	-	-	-	-
El Salvador (a)	-	*	-	*	-	-
Trinidad & Tobago	*	-	-	-	-	*
Uruguay	-	-	-	*	-	-
Venezuela	-	-	-	-	-	-
Total	5	5	5	7	2	3

(a) No information (b) No training program of any kind (c) Agricultural Planning Sectoral Office

(d) Food Planning Sectoral Office

TABLE 36. Latin America and the Caribbean: Personnel trained at Sectoral Planning Units during 1977^(a) (in number of persons)

Category	Training Period			Total
	Less than one month	One to three months	Three to six months	
Technicians	63	57	12	163
Administratives	13	17	1	31
Others	15	3	--	18
Total	91	77	13	212

(a) Countries submitting no information: Argentina, Brazil, Colombia, Guatemala, Peru and Venezuela.

These procedures or techniques are the elements used to rationalize the policy analysis process. Consequently, their use by the planning system should enable it first to identify, organize and establish priorities for the planning process objectives; secondly, to adequately select and use the means or instruments for implementing the set of current objectives;⁽¹⁾ and, lastly, to design, propose, implement and control policies⁽²⁾ coherently within the framework of objectives currently in force.

Table 37 presents the results of 90% of the surveyed Sectoral Planning Units, concerning their techniques for transforming their functional objectives into sectoral goals. Sectoral goals are the sets of policies making up the body of decision-making alternatives suggested by the Sectoral Planning Units for implementing current strategies in each country⁽³⁾. They can assume various forms but together should reflect an internal consistency between different policy levels,⁽⁴⁾ and should be adequately comprehensive in order to reflect all of the agricultural policy areas in an integrated manner.

The analysis indicates that only approximately 50% of the informing Sectoral Planning Units made use of programming procedures, and 40% of budgetary techniques, clearly indicating a weakness in the Sectoral Planning Units that affects their technical capability to produce policy alternatives.

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- (1) This framework assumes a coherent set of objectives and means for achieving them.
 - (2) This includes the different decision-making levels: agricultural policy, policies, policy measures or individual specific actions.
 - (3) Sectoral strategy is considered complete if the alternatives generated by all the units of the Agricultural Planning System acting in the different political areas are duly taken into account.
 - (4) This refers to the three levels: spacial (national-multisectoral, national-sectoral, regional-multisectoral, regional-sectoral), temporal (long, medium and short-term) and analytical (structural or developmental and occasional or stabilizing).

TABLE 37. Latin America and the Caribbean: Procedures or techniques used by the Sectoral Planning Units to transform their functional objectives into sectoral goals

Country	Procedures or Techniques			
	Programming	Budgeting	Economic Analysis	Mathematical, Statistical or Econometric Analysis
Argentina (a)				
Barbados	-	*	*	*
Bolivia	*	-	*	-
Brazil	*	-	-	-
Colombia (a)				
Costa Rica	-	-	*	*
Chile	-	*	*	*
Ecuador	*	*	-	-
Guatemala	*	*	-	-
Guyana	*	-	-	-
Haiti (a)				
Honduras	*	-	-	*
Jamaica	*	-	-	-
Mexico	-	-	*	-
Nicaragua	-	-	*	*
Panama	-	-	-	*
Paraguay	-	*	-	-
Peru (b)	-	*	-	-
Peru (c)	-	*	*	-
Dominican Republic	*	*	-	*
El Salvador	*	-	-	-
Trinidad & Tobago	*	-	-	-
Uruguay	-	-	-	*
Venezuela	*	-	*	-
Total	11	8	8	5

(a) No information (b) Agricultural Sectoral Planning Office (c) Food Sectoral Planning Office

In addition, these results qualify and confirm the conclusions drawn in the previous section in relation to the in-service training as the preferred type of training (Table 33) and the planning areas as the most important aspects to be considered in training programs.

The situation is even worse when considering the most primary and basic skills needed such as economic, mathematical, and statistical analyses etc., and further confirm what was expressed in the previous paragraph, increasing the discrepancy between the use of appropriate planning unit techniques or procedures.

Working groups and joint programming are used most frequently by the technicians as mechanisms for internal communication for obtaining needed products (Table 38). This is as would be expected, given the essential multi-disciplinary and complex nature of planning activities, and is reaffirmed in the results of Tables 28 and 29 on the areas of specialization of technicians in the Sectoral Planning Units.

EXTERNAL RESOURCES

This section presents the results of the analysis of international institutions providing some type of assistance to the surveyed countries' Sectoral Planning Units and also attempts to establish the forms of assistance provided.

There is great diversity among the international institutions that provide technical assistance to the Sectoral Planning Units (Table 39). However, those that predominate in order of importance, number of countries served are: the Inter-American Institute of Agricultural Sciences (IICA), the Agency for International Development (US/AID), Food and Agriculture Organization (FAO) and the Inter-American Development Bank (IDB).

TABLE 38. Latin America and the Caribbean: Internal relationship mechanisms used by the Sectoral Planning Units (SPU) to obtain their products (in number of SPU) ^(a)

Internal relationship Mechanisms	Number
Individual contacts	5
Joint programming	12
Working groups	18
Participation on directive boards and councils	4
Exchange of documents	2
Eventual relations	8
SPU with information	21

(a) Peru has two Sectoral Planning Units. Argentina, Colombia and Guyana submitted no information.

TABLE 39. Latin America and the Caribbean: Relationship of Sectoral Planning Units with international organizations (a)

Country	International organizations								
	Inter-American Development Bank (IDB)	World Bank (WB)	European Economic Community (EEC)	Inter-Am. Institute Agr. Sciences (IICA)	Organiz. American States (OAS)	Andean Pact	Food & Agricul. Organiz. (FAO)	Agency for International Development (USAID)	Others
Argentina (b)									
Barbados					1		1		
Bolivia	1			1		1		1	
Brazil			1	1			1		
Colombia (b)									
Costa Rica				1			3		
Chile	1	1		1	1				1
Ecuador				1			1		1,2,3
Guatemala	2	2					1	1	1
Guyana			1	1			1	1	1
Haiti				1				2	2
Honduras	1			1				1	
Jamaica		3		3				1	1
Mexico (b)									
Nicaragua				1			1		1
Panama	1			1			1	1	
Paraguay	1	1		1,3			1,3	1,3	
Peru (c)				4	4		4	4	
Peru (d)				4	4	4	4	4	
Dominican Republic	2			1			1	2	
El Salvador				1					
Trinidad & Tobago		1	1	1			1		1
Uruguay	1	1		1,3				1	
Venezuela					1		1		
Total Technical Assistance (# of countries)	6	3	3	15	3	1	11	8	6
Total Financial Assistance (# of countries)	2	1	0	0	0	0	0	2	2
Total Training (# of countries)	0	1	0	3	0	0	2	1	1

(a) Code for type of relationship: 1= technical assistance; 2= financial assistance 3= training; 4= coordination
 (b) No information (c) Agricultural Sectoral Planning Office (d) Food Sectoral Planning Office

At a national level, it may be noted that all Sectoral Planning Units have some kind of relationship with some international organizations; the average is about four institutions per informing country.

There are basically four types of relationships between Sectoral Planning Units and the international organizations, which in practice are complementary, and without clearly defined limits: technical assistance (which basically includes the participation of technical personnel from outside the Sectoral Planning Units, support provided to national personnel, etc.); financial assistance; training; and coordination of external assistance. Of these, technical assistance is the most prominent and is generally provided by all of the international organizations. Note that the coordination of external assistance appears for only one country.

Financial assistance and training are only offered by few organizations. Financial assistance is provided by IDB, US/AID and World Bank; and training by IICA, FAO, the World Bank and US/AID.

These results are more relevant when compared to those in Table 33 (training assistance desired by Sectoral Planning Units) where it was noted that external consultation was not a favored form of training. Similarly, training is a less frequent form of external assistance than direct technical assistance. Therefore, it can be deduced that training activities can be markedly increased for the Sectoral Planning Units. The relevance of training will depend on the manner in which it is provided; it should be noted that in-service training for technical personnel must be improved for Sectoral Planning Unit staff in order for them to better fulfill their planning functions.

Finally, external consultation is seen by the Sectoral Planning Units to be of lesser importance for policy analysis process activities, indicating a tendency by the Sectoral Planning Units to request greater assistance from international organizations in management aspects rather than in areas of indicative consultation only. This could contribute to establishing new bases for directing the forms of external assistance, since the needs indicated are for greater assistance to internal activities of Sectoral

Planning Units, and a greater degree of contact and commitment by international institutions for technical support within the planning system.

Chapter Seven

RELEVANT ASPECTS OF SECTORAL PLANNING UNIT STRATEGY FOR INFLUENCING THE DECISION-MAKING PROCESS

This chapter presents the more relevant aspects that systematize the Sectoral Planning Units' problems hindering their efficient performance as permanent advisors to the Agricultural Political-Administrative System in their decision-making process⁽¹⁾. First, an analysis is made of the basic aspects of the Sectoral Planning Unit strategy considered necessary for influencing the decision-making process; second, the results are related to conclusions drawn in previous chapters.

Before discussing empirical information, an indication of the significance of the planning system units' strategy and the efficiency with which these units fulfill their activities is well worthwhile.

The "Conceptual Framework"⁽²⁾ that guides PROPLAN's action, considers the Agricultural Planning Process as a continuous policy-producing process with different degrees of concretion⁽³⁾ and which facilitate the change of the current socio-economic environment into a more desired situation. This desired situation is the objective-image of the Agricultural Political

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- (1) Conclusions drawn from this chapter will surely be able to be extrapolated to the rest of the units of the Agricultural Planning System.
 - (2) "Conceptual Framework of the Agricultural Planning Process in Latin America and the Caribbean: a comprehensive view of the policy analysis and decision making processes in the Agricultural Sector." PROPLAN-IICA 1978.
 - (3) The degree of concretion refers to two important policy levels: the establishment of general policy guidelines and the implementation of the strategy to assure change (policy measures).

Administrative System responsible for directing the process of change. This governmental orientation is valid, at a given historical moment, only insofar as it is developed and consistently reflects the specific problems of a given socio-economic process. The planning process, as a coherent expression of this development model, takes on these characteristics, and is conditioned by this political process.

Thus, the agents of the Agricultural Planning System should begin with an understanding, interpretation and internalization of the existing doctrinal position of the Agricultural Political-Administrative System on the socio-economic process, in order to then organize the activities needed to generate policy alternatives (to be submitted to) the political-administrative system for purposes of decision-making. The greater or lesser the level of suitability of planning unit products determines the degree of their efficiency in the policy analysis process, and therefore, of the task of supporting the political system in its decisions.

Adequate technical capability and Sectoral Planning Units well organized in fulfilling activities pertaining to the formulation, specification, adjustment and readjustment of policies and policy measures, as well as their implied relationships with the political-administrative system, the socio-economic system and the rest of the planning system elements are normally an integral part of the Sectoral Planning Units' strategy for providing efficient advisory services to the Agricultural Political-Administrative System in their decision-making process.

These aspects were the object of empirical research at the Sectoral Planning Unit level in each country. The priorities of these different aspects were determined by their relevance to the problems of performance of the Sectoral Planning Units in order to be considered as part of the Sectoral Planning Units' strategy influencing the decision-making process (Table 40).

The systematized information representing 90% of the surveyed Sectoral Planning Units, identifies three relevant weaknesses in their performance as permanent advisors to the political-administrative system in the decision-

making process. In the first place, there is a clear need to improve the relationships between the Sectoral Planning Units and the Political-Administrative System in two ways: i) by increasing Sectoral Planning Units policy measure implementation activities, fostering improved relationships with the decision elements, and mainly with the executors of the political administrative system (Table 40, columns 3,5); and ii) increased political support (Table 40, column 4). Secondly, the results indicate the relevance of strengthening the Agricultural Planning System (Table 40, column 6) confirming the conclusions of Chapter Five. Finally, the importance of increasing the technical capability of the Sectoral Planning Units in the policy analysis process (Table 40, column 8) is indicated. This aspect was amply confirmed by the results of Chapter Six.

Sixteen of the twenty-one informing Sectoral Planning Units identified these three high priority strategic areas as objects for future improvements. These responses correspond, in general terms, to the conclusions arrived at in previous chapters.

However, an important contradiction seems to arise in this study, which has a direct bearing on the conclusions. The analysis in Chapter Three indicated that the ways in which the Sectoral Planning Units participated in policy implementation activities were considered to be of little relevance currently as well as in the desired situation. The results of this chapter indicate that three of the aspects needing strategic improvement (Table 40, columns 3, 5 and 6) are related directly to policy implementation activities (advisory services provided decision centers; coordination with executor centers; support to the planning system). The incompatibility of these conclusions indicates the Sectoral Planning Units' difficulty in defining and specifying their role in planning process implementation activities⁽¹⁾

(1) The content of this stage of the planning process is detailed in the "Conceptual Framework of the Agricultural Planning Process in Latin America and the Caribbean..." PROPLAN-IICA, 1978

TABLE 40. Latin America and the Caribbean: Relevant aspects of a Sectoral Planning Unit strategy to influence the decision-making process (in priorities, by country)

Country	Strategic aspects								
	Improving formula-tion ac-tivities	Improving control ac-tivi-ties	Upgrading advisory services provided of P.A.S.(d)	Increased support from the P.A.S.(d)	Improved coordination with executor centers of P.A.S.(d)	Strengthen Agricultural Planning System	Increase Particip. Socio-ec. system groups in planning	Expand technical capability economic situation	Awareness of socio-economic situation
Argentina (a)									2
Barbados	1								
Bolivia		2		3		1			
Brazil						1			
Colombia (a)					2			1	
Costa Rica									
Chile			1						
Ecuador							1		
Guatemala				3				1	2
Guyana				1					
Haiti								1	
Honduras					2				
Jamaica (a)									
Mexico					2		1		
Nicaragua					1				
Panama					1				2
Paraguay								1	
Peru (b)									
Peru (c)									2
Dominican Republic	1	3		2					
El Salvador					1				
Trinidad & Tobago								1	
Uruguay			1		3		2		
Venezuela						1			
Total, First priority	2	0	2	1	3	5	3	5	0
Total, Second priority	0	1	0	1	3	0	1	0	4
Total number	2	2	2	4	7	5	4	5	4

(a) No information (b) Agricultural Sectoral Planning Office (c) Food Sectoral Planning Office

(d) P.A.S. = Political-Administrative System

and in detecting their importance to the decision-making process. Moreover, an important dissociation with the political-administrative system is confirmed, principally in the executor centers. (Table 40).

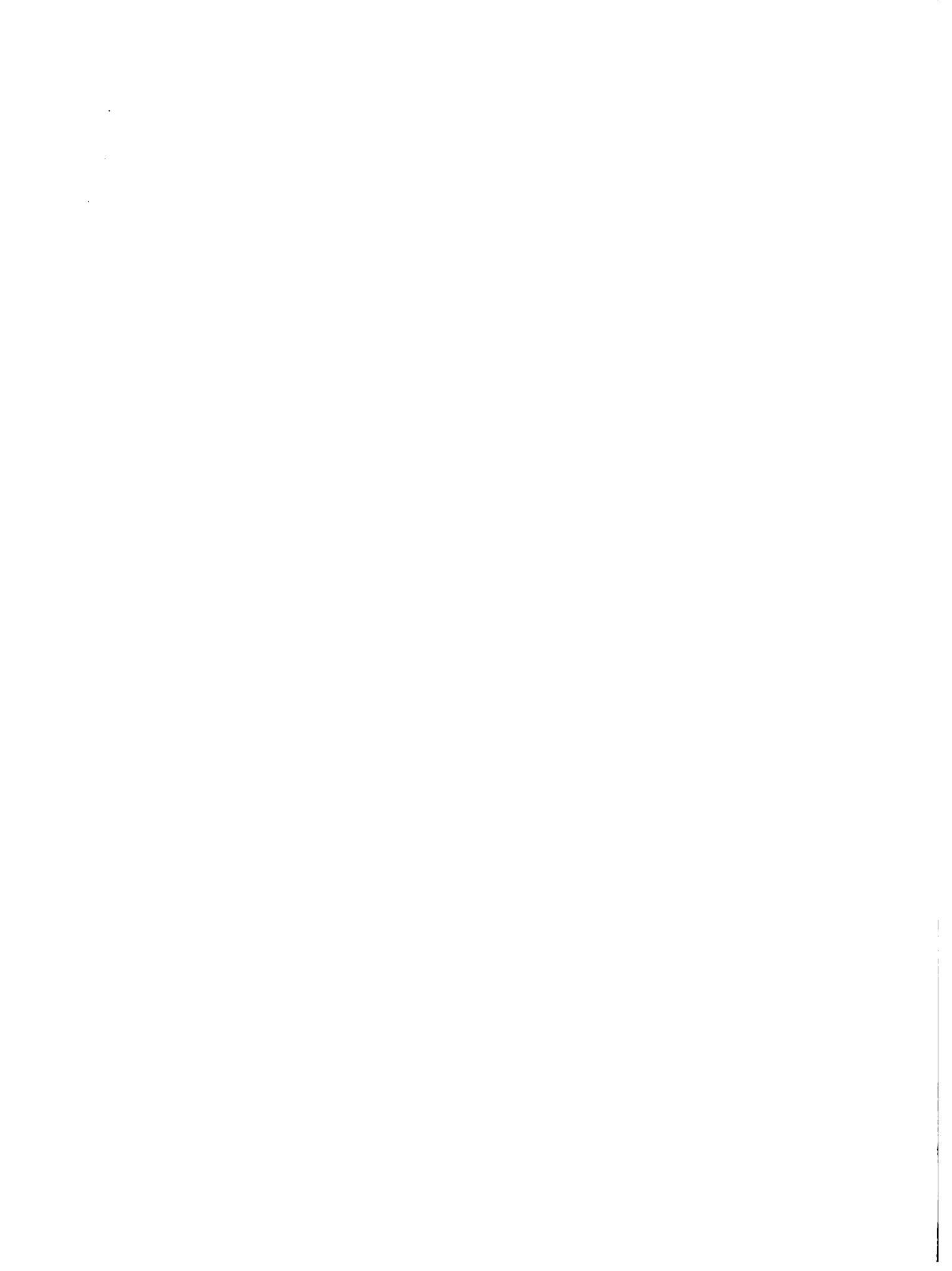
This analysis confirms and synthesizes the results extracted from Table 41 and identifies characteristics of the Sectoral Planning Units that are essential for influencing the decision-making process. The most frequently chosen primary characteristic is the need to have an adequate relationship with the political-administrative system, especially concerning future strategies. This, plus adequate technical capability, make up what could be expressed as a "prioritized synthesis" of the current problems of the Sectoral Planning Units which should be dealt with, bringing them together in a strategy for maximimining their efficiency within the planning process.

TABLE 41. Latin America and the Caribbean: Priority characteristics (actual and desired) of the Sectoral Planning Units (SPU) in order to influence the agricultural policy decision-making process (in number of SPU) ^(a)

Characteristics	Actual	Desired
Adequate relationship with the Political-Administrative System	7	9
Adequate relationship with the Socio-Economic System	1	1
Integration with the Planning System	3	1
Legally established authority	3	2
Adequate internal structure	1	-
Adequate technical capability	2	3
Adequate economic resources	1	1

(a) Peru has two Sectoral Planning Units. Argentina, Colombia, Guatemala, Mexico, Nicaragua, Paraguay & Venezuela submitted no information.

A P P E N D I C E S



**APPENDIX A: PLANNING UNITS SELECTED FOR THE GENERAL STUDY OF
AGRICULTURAL PLANNING SYSTEMS IN LATIN AMERICA
AND THE CARIBBEAN**

(Country): Planning units selected for the general study of agricultural planning systems in Latin America and the Caribbean

Planning Unit	Name	Agency or organization to which it belongs
National Agricultural sectoral Agricultural research Agricultural extension Marketing Agrarian reform and colonization Credit		

**APPENDIX B: ORGANIZATION OF REPORTS ON: "ANALYSIS OF THE
PERFORMANCE OF THE SECTORAL PLANNING UNIT IN
THE AGRICULTURAL PLANNING PROCESS OF (COUNTRY):
Its participation in the policy analysis and
decision-making processes of the Agricultural
Sector"**

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I. INTRODUCTION

II. CONCEPTUAL AND METHODOLOGICAL ASPECTS

III. AGRICULTURAL PLANNING SYSTEM: GENERAL ASPECTS

TABLE 1. (Country): Identification of the Agricultural Planning System

Name	Component Units	Coordinating institution

TABLE 2. (Country): Characteristics defining the leadership structure of the Sectoral Planning Unit (according to priorities)

Characteristic	Priority
Political support	
Administrative capability	
Technical capability	
Capability to negotiate	
Others	

TABLE 3. (Country): Planning Units of relevance within the policy analysis of the agricultural sector

TABLE 4: (Country): Actual and desired levels of participation of Planning System Units in the generation of their products (a)

Products	Planning Units															
	National		Sectoral		Agricultural Research		Agricultural Extension		Marketing		Agrarian Reform & Settlement		Credit			
	A	D	(c)	A	D	A	D	A	D	A	D	A	D	A	D	
<u>Tangible</u>																
Long-term plans																
Medium-term plans																
Annual programs																
Projects																
Budgets																
Special studies																
Evaluation reports																
Occasional reports																
Others																
<u>Intangible</u>																
Direct advisory services (technical support)																
Coordination (Administrative support)																
Participation on directive boards																
Councils and special committees																
Others																

(a) Code: - = No participation * = Participation

(b) A: Actual participation

(c) D: Desired participation

TABLE 4. (continued)

Products	Planning Units													
	Agricultural Services		A		D		A		D		A		D	
	A	D	(b)	(c)	A	D	A	D	A	D	A	D	A	D
<u>Tangible</u>														
Long-term plans														
Medium-term plans														
Annual programs														
Projects														
Budgets														
Special studies														
Evaluation reports														
Occasional reports														
Others														
<u>Intangible</u>														
Direct advisory services (technical support)														
Coordination (administrative support)														
Participation on directive boards														
Councils and special committees														
Others														

(a) Code: - No participation * = Participation
 (b) A: Actual participation
 (c) D: Desired participation

TABLE 14. (Country): Sectoral Planning Unit (SPU) assessment of the approval of their products by elements of the Socio-Economic System.

Elements of the Socio-Economic System	Degree of approval (a)
Consumers	
Large-scale farmers	
Small farmers	
Input producers	
Agricultural workers	
Professionals in agricultural & related fields	
Middlemen	
Others	

(a) Code: 1 = none 2 = regular 3 = a lot.

**VI. NATURE OF THE RELATIONSHIPS BETWEEN THE SECTORAL PLANNING UNIT
AND THE AGRICULTURAL PLANNING SYSTEM**

TABLE 15. (Country) : Technical support received and/or needed by the Sectoral Planning Unit (SPU) from the other Planning System Units

Planning Unit	Technical Support to SPU	
	Received (a)	Needed (a)
National		
Agricultural research		
Agricultural extension		
Marketing		
Agrarian reform & settlement		
Credit		
Agricultural services		

(a) Code: 1= None 2= Little 3= Regular 4= A lot

TABLE 16. (Country): Technical support provided by and/or needed from the Sectoral Planning Unit (SPU) for the other Planning System Units

Planning Unit	Technical Support from the SPU	
	Received ^(a)	Needed ^(a)
National		
Agricultural research		
Agricultural extension		
Marketing		
Agrarian reform settlement		
Credit		
Agricultural services		

(a) Code: 1 = None 2 = Little 3 = Regular 4 = A lot

TABLE 17. (Country): Inter-relationship mechanisms used by the Sectoral Planning Unit (SPU) to attain their products

Inter-relationship Mechanisms	Use (a)
Individual contacts	
Joint programming	
Working groups	
Participation on directive boards and councils	
Exchange of documents	
Eventual relationships	

(a) * = Uses - = Does not use

TABLE 18. (Country): Awareness and appraisal of tangible Sectoral Planning Unit (SPU) products by other Planning System Units

	Sectoral Planning Unit Produced	National Planning Unit Aware Use Quality (a) timeliness (b) timeliness (c)	Agricultural Research Planning Unit Aware Use Quality timeliness	Agricultural Extension Planning Unit Aware Use Quality timeliness	Marketing Planning Unit Aware Use Quality timeliness	Agrarian Reform & Settlement Planning Unit Aware Use Quality timeliness	Credit Planning Unit Aware Use Quality timeliness
Tangible Products							
Long-term plans							
Medium-term plans							
Annual programs							
Projects							
Budgets							
Special studies							
Evaluation reports							
Occasional reports							

(a) Code: 1 = None 2 = Regular 3 = A lot

(b) Code: 1 = Poor 2 = Regular 3 = Good

(c) Code: 1 = untimely 2 = acceptable 3 = timely

* = Produced/known

- = Not produced/unknown

TABLE 18. (continued)

	Sectoral Planning Unit Produced	Agricultural Services Planning Unit Produced (a) ity por-tu-nity (G)	Award Use Quality por-tu-nity	Award Use Quality por-tu-nity	Award Use Quality por-tu-nity	Award Use Quality por-tu-nity	Award Use Quality por-tu-nity
Tangible Products							
Long-term plans							
Medium-term plans							
Annual programs							
Projects							
Budgets							
Special studies							
Evaluation reports							
Occasional reports							

(a) Code: 1 = None 2 = Regular 3 = A lot

(b) Code: 1 = Poor 2 = Regular 3 = Good

(c) Code: 1 = untimely 2 = acceptable 3 = timely

* - Produced/known

- - - Not produced/unknown

TABLE 19. (Country): Knowledge of the Sectoral Planning Units (SPU) about the tangible products of the other units of the Planning System

Tangible Products	National Planning Unit	Agric. Research Planning Unit	Agric. Extension Planning Unit	Marketing Planning Unit	Agr. Reform & settlement Planning Unit	Credit Planning Unit	Agric. Services Planning Unit
Long-term plans	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known
Medium-term plans	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known
Annual Programs	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known
Projects	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known
Budgets	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known
Special Studies	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known
Evaluation Reports	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known
Occasional Reports	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known	Pro- Known

(a) Code: - = Not produced (unknown) * = produced (known)

TABLE 20. (Country): Conventional information used by the Sectoral Planning Unit, according to type and frequency (in number of publications)

Type of information	Frequency						Total
	Ten-year	Five-year	One-year	Six-month	Three-month	Other	
Economic statistics							
National Accounts							
Medium and Long-term Plans							
Operative and Annual Plans							
Specific reports and studies of the sector							
Surveys and census							
Total							

TABLE 21. (Country): Conventional information used by the Sectoral Planning Unit, by institutional source (in number of publications)

Type of Information	Institutional Source			Total
	Planning System Institutions	Statistics Institutions and Central Banks	Other National Institutions	
Economic Statistics				
National Accounts				
Medium-and Long-term Plans				
Operative and Annual Plans				
Specific reports and studies of the sector				
Surveys and census				
Total				

TABLE 22. Country: Non-conventional information used by the Sectoral Planning Unit., classified by institutional source
(in number of publications)

Type of Information	Institutional Source				Total
	Planning System Institutions	Statistics and Central Banks Institutions	Other National Institutions	International Institutions	
Reports and documents					
Technical studies					
Meetings and seminars					
Total					

VII. STRUCTURE AND EVALUATION OF RESOURCES UTILIZED BY THE SECTORAL
PLANNING UNIT

TABLE 23. (Country): Evaluation of the availability of budget resources of the Sectoral Planning Unit in amount and disbursement opportunities.

Type of budget resource	Amount (a)	Opportunity (b)
Regular		
Irregular		

(a) Code: 1= insufficient 2= barely sufficient
3= sufficient

(b) Code: 1= untimely 2= acceptable 3= timely

TABLE 24. (Country): Evaluation of the availability of
physical resources of the Sectoral Planning
Unit (SPU)

Physical Resources	Condition (a)
Space	
Office furniture & equipment	
Vehicles	
Data processing equipment	
Reproduction & printing equipment	
Library	

(a) Code: 1= Insufficient 2= barely sufficient
3= Sufficient

TABLE 25. (Country): Technical personnel of the Sectoral Planning Unit
by field of specialization

Field of Specialization	Number	%
Business administration		
Public Administration		
Agronomy ^(a)		
Architecture		
Political sciences		
Computer science ^(b)		
Economics ^(c)		
Statistics		
Civil Engineering		
Sociology		
Others ^(d)		
Total		

(a) Includes: Plant Scientists, Animal Husbandmen, Foresters, Veterinarians,
Agricultural Technicians

(b) Includes: Tabulator-coder, Programmer.

(c) Includes: Economists, Agricultural Economists, Planners, Project Preparation
Staff.

(d) Includes: Accountants, Teachers, Geographers, Geologists, Biochemists,
Chem. Engineers, Technical Assistants, Journalists, Food Technologists,
Meteorologists, Environmental Planners, Anthropologists and Mechanical

TABLE 26. (Country): Academic level of Sectoral Planning Unit personnel by field of specialization (in number of persons)

Field of Specialization	Academic Level				Total
	Pre-professional	Professional	Special Courses	Post-professional	
			Master's	Doctoral	Sub-total
Business administration					
Public administration					
Agronomy (a)					
Architecture					
Political Sciences					
Computer Science (b)					
Economics (c)					
Statistics					
Civil Engineering					
Sociology					
Others (d)					
Total					

(a) Includes: Plant Scientists, Animal Husbandmen, Foresters, Veterinarians, Agricultural Technicians

(b) Includes: Tabulator-coder, Programmer.

(c) Includes: Economists, Agricultural Economists, Planners, Project Preparation Staff.

(d) Includes: Accountants, Teachers, Geographers, Geologists, Biochemists, Chem. Engineers, Technical Assistants, Journalists, Food Technologists, Meteorologists, Environmental Planners, Anthropologists and Mechanical Engineers.

TABLE 27. (Country): Training desired by the Sectoral Planning Unit by field of specialization and type of training

Field of Specialization	Internal Training		Training Abroad		Total number, by field of specialization
	In-service training	Seminars advisory services	Special courses	Master's Doctoral	
<u>General</u>					
Business administration					
Public administration					
Systems analysis					
General economics					
Statistics					
Sociology					
<u>In Planning</u>					
Preparation and Evaluation of:					
Policies					
Projects					
Programs					
Budgets					
Information for Planning					
Others:					
Total number, by type of training					

TABLE 28. (Country): Training programs at Sectoral Planning Unit

Type of Program	Regular ^(a)	Eventual ^(a)
Specialization courses		
Short courses & seminars		
Informal training		

(a) Code: - = No * = Yes

TABLE 29. (Country): Personnel trained at Sectoral Planning Unit during 1977 (in number of persons)

Category	Training Period			Total
	Less than one month	One to three months	Three to six months	
Technicians				
Administratives				
Others				
Total				

TABLE 30. (Country): Internal relationship mechanisms used by the Sectoral Planning Unit to obtain their products

Inter-relationship means	Use ^(a)
Individual contacts	
Joint programming	
Working groups	
Participation on directive boards and councils	
Exchange of documents	
Eventual relations	

(a) * = Use - = Not use

TABLE 31. (Country): Mobility of Sectoral Planning Unit
personnel during 1977 (in number of persons)

Categories	Incoming	Outgoing
Technicians		
Administrative Staff		
Others		
Total		

TABLE 32. (Country): Attributes defining working linkages of the technical personnel with the Sectoral Planning Unit (according to priorities)

Attribute	Priority
Prestige	
Possibilities for promotion	
To gain experience	
Better economic conditions	
Better professional opportunities	
No other alternative	
"Esprit de corps" at the office	
Friendship with the office head	
Political reasons	

**VIII. RELEVANT ASPECTS OF A SECTORAL PLANNING UNIT STRATEGY TO
INFLUENCE THE DECISION-MAKING PROCESS**

TABLE 33. (Country): Relevant aspects of a Sectoral Planning Unit strategy to influence the decision-making process. (according to priorities)

Strategic aspects	Priority
Improving formulation activities	
Improving control activities	
Upgrading advisory services provided to decision-making centers of the Political-Administrative System	
Increased support from the Political-Administrative System	
Improve levels of coordination with the executor centers of the Political-Administrative System	
Strengthen the Agricultural Planning System	
Increase the participation of groups from the Socio-economic System in the planning process	
Expand technical capability	
Knowledge of the socio-economic situation	

TABLE 34. (Country): Actual and desired characteristics of the Sectoral Planning Unit in order to influence the agricultural policy decision-making process

Characteristics	Actual (priority)	Desired (priority)
Adequate relationship with the Political-Administrative System		
Adequate relationship with the Socio-Economic System		
Integration with the Planning System		
Legally established authority		
Adequate internal structure		
Adequate technical capability		
Adequate economic resources		

TABLE 35. (Country): Factors reducing the participation of the Sectoral Planning Unit in the agricultural policy decision-making process (according to priorities)

Causal factors	Priority
Lack of support from the Political-Administrative System	
Little relationship with the agents of the Socio-Economic System	
Lack of knowledge about the existing socio-economic situation	
Weaknesses in the Planning System	
Lack of technical capability	
Inadequate remuneration for technical staff	

**APPENDIX C: PLANNING UNITS OF RELEVANCE IN THE POLICY ANALYSIS OF
THE AGRICULTURAL SECTOR IN LATIN AMERICA AND THE CARIBBEAN**

(Country): Planning Units of relevance in the policy analysis
of the agricultural sector

**APPENDIX D: PARTICIPATION OF THE AGENTS CONSIDERED OF RELEVANCE
IN THE AGRICULTURAL PLANNING PROCESS IN THE POLICY
ANALYSIS AND DECISION-MAKING PROCESSES IN LATIN AMERICA
AND THE CARIBBEAN**

(Country): Participation of the agents considered of relevance in the agricultural planning process for the analysis and decision-making of the policy of . . .

Activities of the Planning Process	Planning System (a) (Policy Analysis)	Political-Administrative System (b) (Policy Decision-Making)
<p><u>Formulation</u></p> <p>Identification of the existing socio-economic situation Establishment of the orientation framework for purposes of planning Policy elaboration</p>		
<p><u>Implementation</u></p> <p>Specifying policies (policy measures) Advisory support services and coordination of implementation aspects</p>		
<p><u>Control</u></p> <p>Information and follow-up on the policy measures that have been used Evaluation of the policy measures used Adjustments and/or reformulation of the policy measures used</p>		

- (a) Planning Units of relevance participating in policy analysis
- (b) Elements of the Political-Administrative System where the policy decision-making process primarily takes place

LIST OF PROPLAN'S PUBLICATIONS

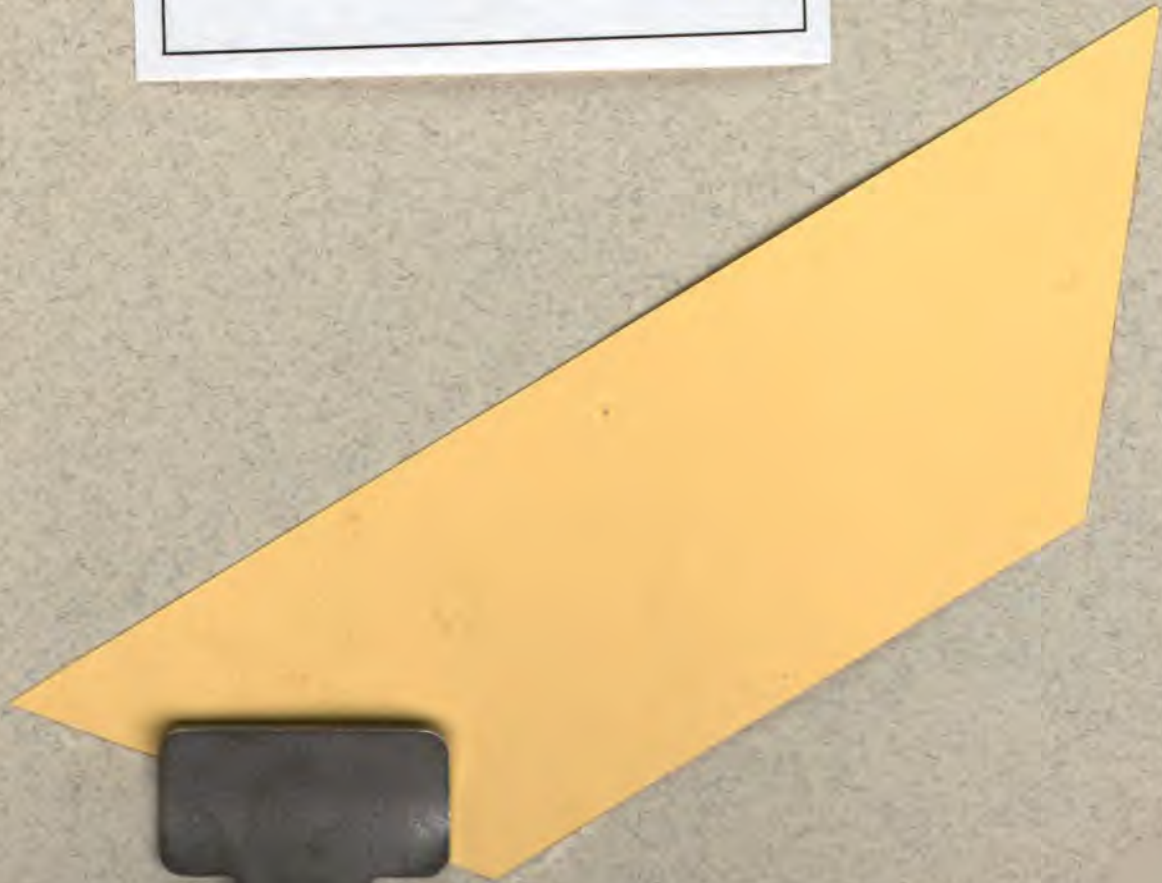
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- . Documento PROPLAN-1: Marco Conceptual del Proceso de Planificación Agrario en América Latina y el Caribe: una visión integral de los procesos de análisis de políticas y de toma de decisiones en el Sector Agrario. San José, Costa Rica, 1978.
- . Documento PROPLAN-2: Análisis del Funcionamiento de las Unidades de Planificación Sectorial en el Proceso de Planificación Agrario en América Latina y el Caribe: su participación en el proceso de análisis de políticas y de toma de decisiones en el Sector Agrario. San José, Costa Rica, Febrero, 1979.
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- . Documento PROPLAN-4: El Sistema de Planificación Agrario en Bolivia. La Paz, Bolivia, Febrero 1979.
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- . PROPLAN Document-1: Conceptual framework of the agricultural planning process in Latin America and the Caribbean: a comprehensive view of the policy analysis and decision-making processes in the Agricultural Sector. San José, Costa Rica, 1978.
- . PROPLAN Document-2: Analysis of the Sectoral Planning Units within the Latin American and Caribbean agricultural planning process: their participation in the Agricultural Sector's policy analysis and decision-making processes. San José, Costa Rica, February, 1979.

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