

IICA
E10
1193

IICA



8



Workshop Training Manual
on the

**ANNUAL PLANNING
PROCESS**





Workshop Training Manual
on the

ANNUAL PLANNING PROCESS

An output of the national project,
"Improving the Agricultural Policy Analysis and Planning Infrastructure in Trinidad and Tobago"

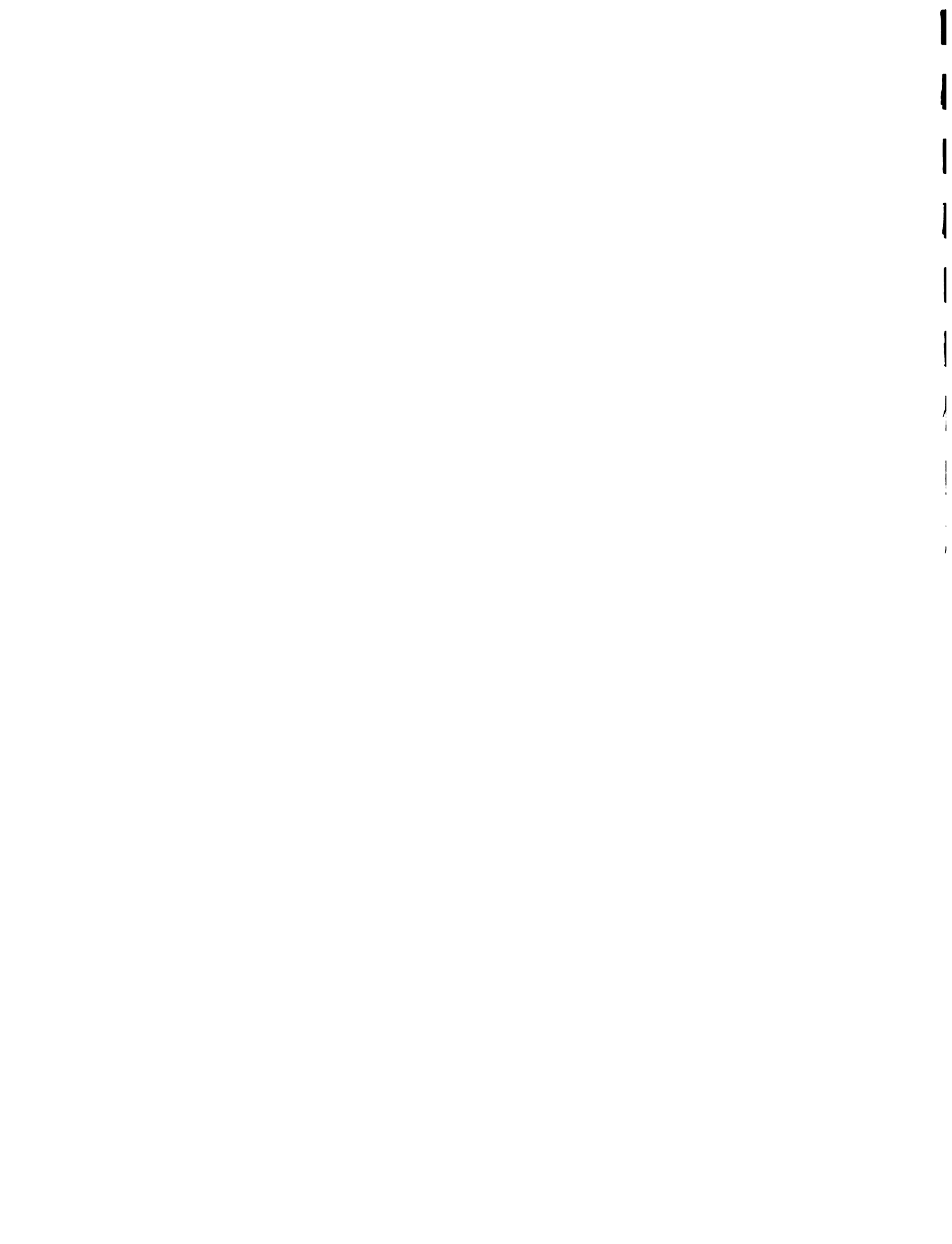
IICA OFFICE IN TRINIDAD AND TOBAGO

00003467

11CA
E10
1193

TABLE OF CONTENTS

	Page
Introduction.....	1
Planning Overview:.....	3
• Definition of Planning.....	4
• Key Principles and Elements	6
• Institutional Pre-requisites.....	13
The Annual Policy and Sector Review:.....	15
• Review of Existing Policies and Strategies.....	16
• Evaluation of Sector Performance.....	18
• Conducting the Policy Review.....	22
• The Policy Matrix.....	24
• Work Programmes and Work Plans.....	27
• Monitoring and Evaluation.....	36
• Reporting.....	38
• Conclusion.....	39
• Figure 1.....	40



INTRODUCTION

The activities presented in this manual have been prepared so as to enable workshop participants to grasp a more indepth understanding of the Annual Planning Methodology as a mechanism for improving the policy monitoring and planning process.

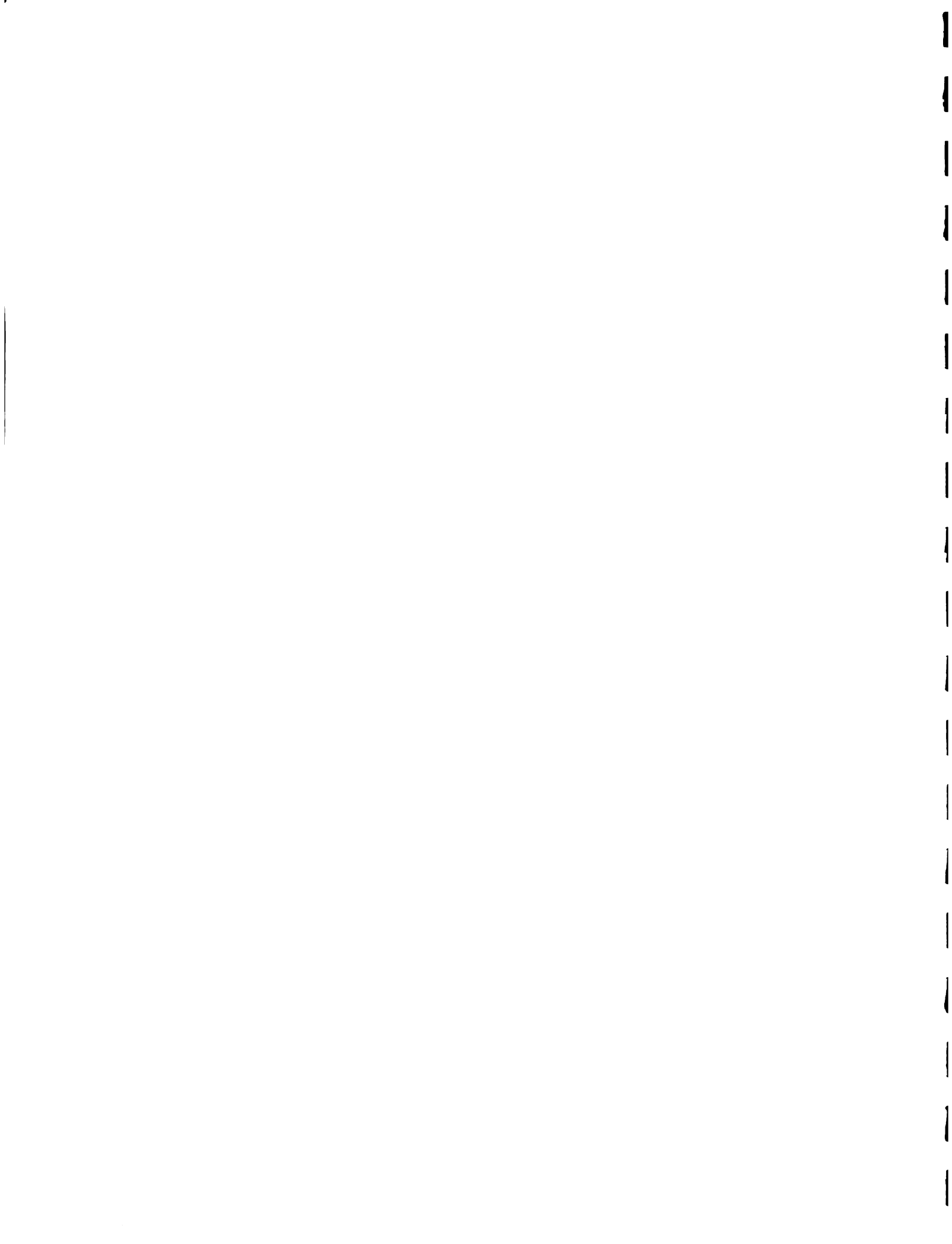
This methodology demonstrates the necessary, but at times not so obvious, link between policy-making and the formulation of plans. It also demonstrates the function of monitoring and evaluation as integral to the process.

For the purposes of this workshop, we shall undertake to prepare an annual programme of work for a contrived organization consisting of **three divisions** being an Animal Division, a Plant Division and a Planning Unit. During the course of this workshop, participants will be asked to undertake the administrative roles critical to successful policy analysis and planning under an annual planning regime.

It is hoped that this exercise will demonstrate planning and policy-making as dynamic processes, and most importantly, that it will demonstrate the value of institutional commitment and institute-wide participation in the successful implementation of the process.

I hope that you will find the learning experience enjoyable and that your understanding of the planning function will be enhanced by this effort.

Willard Phillips
Policy Analysis and Planning Specialist
IICA Office in Trinidad and Tobago



LIST OF PARTICIPANTS

ANIMAL DIVISION:

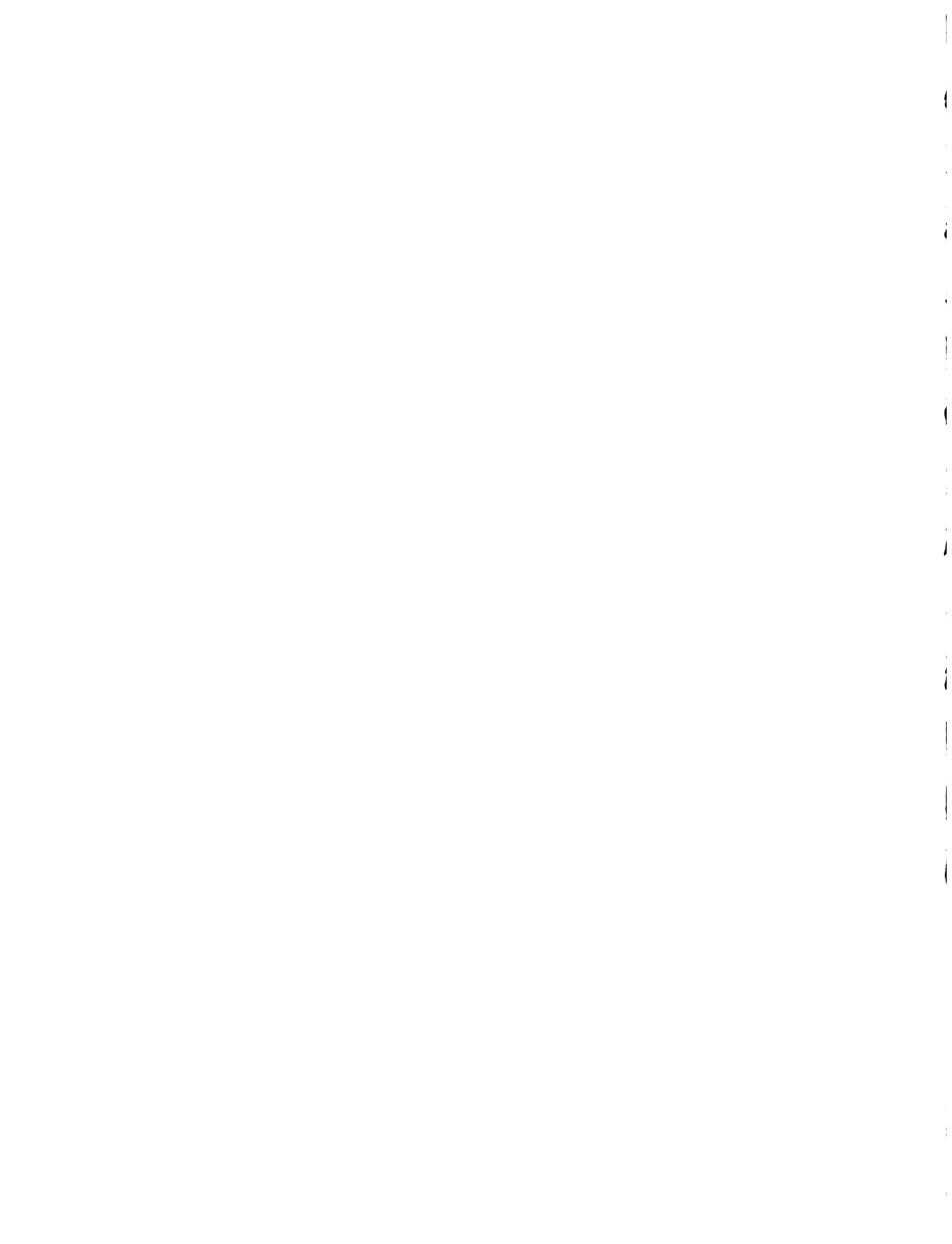
1. Sheriff Faizool
2. Harry Ramlal
3. Judy George-Harris
4. Anne Marie Carter
5. Elbert Johnson
6. Yvonne Davidson

PLANT DIVISION:

1. Ernest Caesar
2. Hugh Wilson
3. Lance Louis
4. Matthew Lee
5. Deokie Bholasingh
6. Earlyn Sambury

PLANNING UNIT:

1. Vaughn Thomasos
2. Patrick Cambridge
3. David Deane
4. Elton Bobb
5. Ann Marie Jobity
6. Ethelbert Harris
7. Myrtle Seepersad



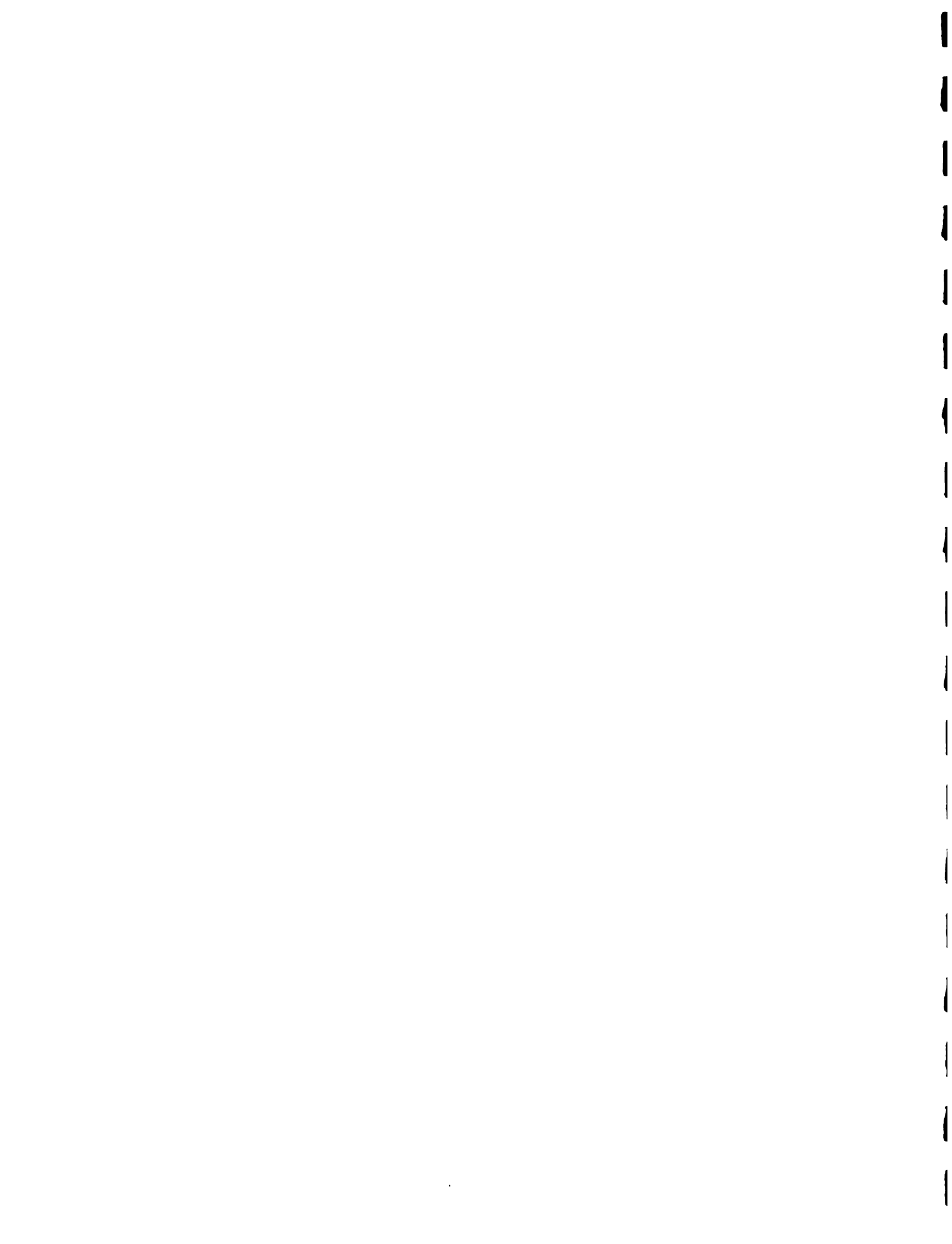
PLANNING OVERVIEW



DEFINITION OF PLANNING

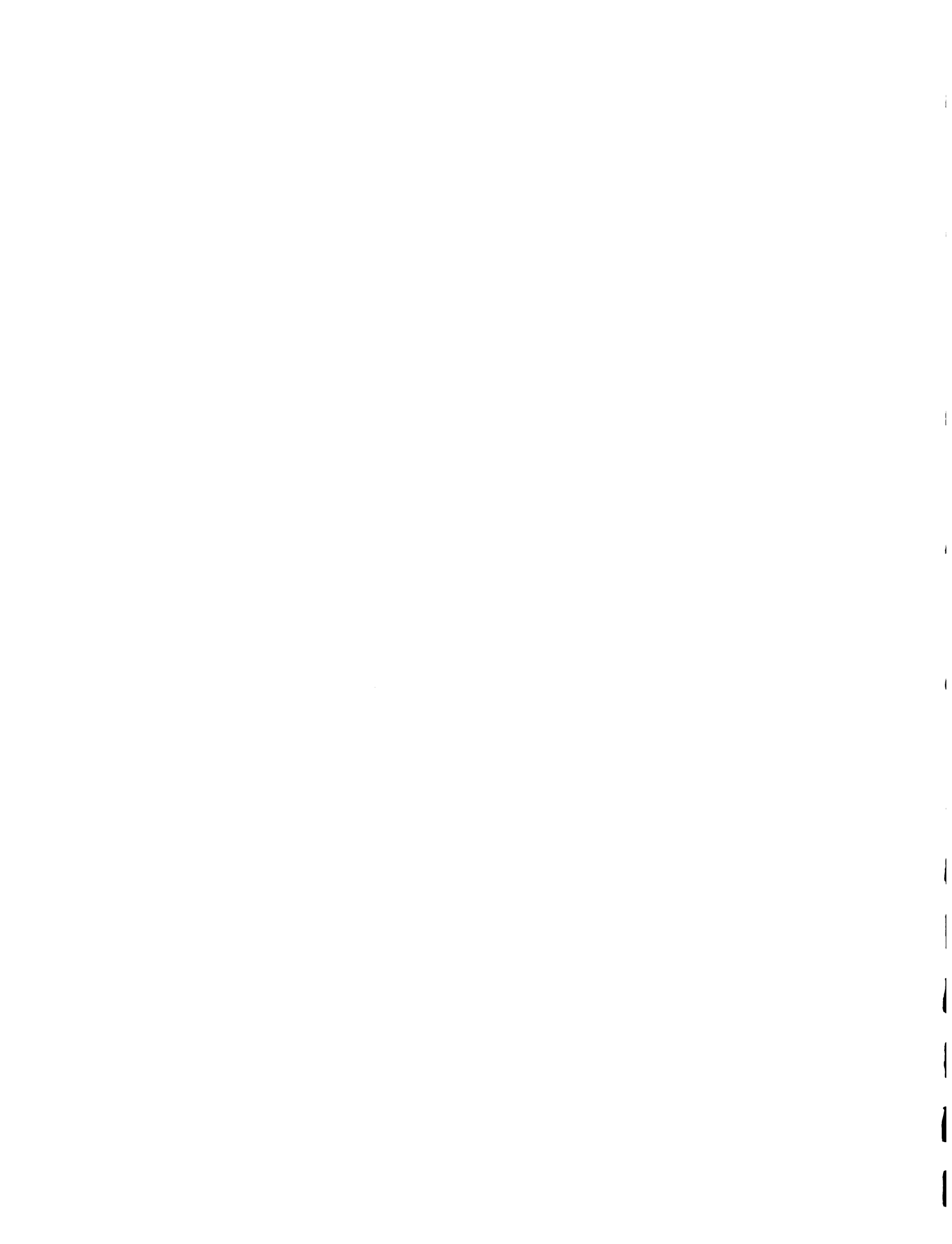
- **The Agricultural Planning Process can be described as a “continuous policy-producing process whose goals are to accelerate agricultural development within a desired framework of regional and national development.**





DEFINITION OF PLANNING

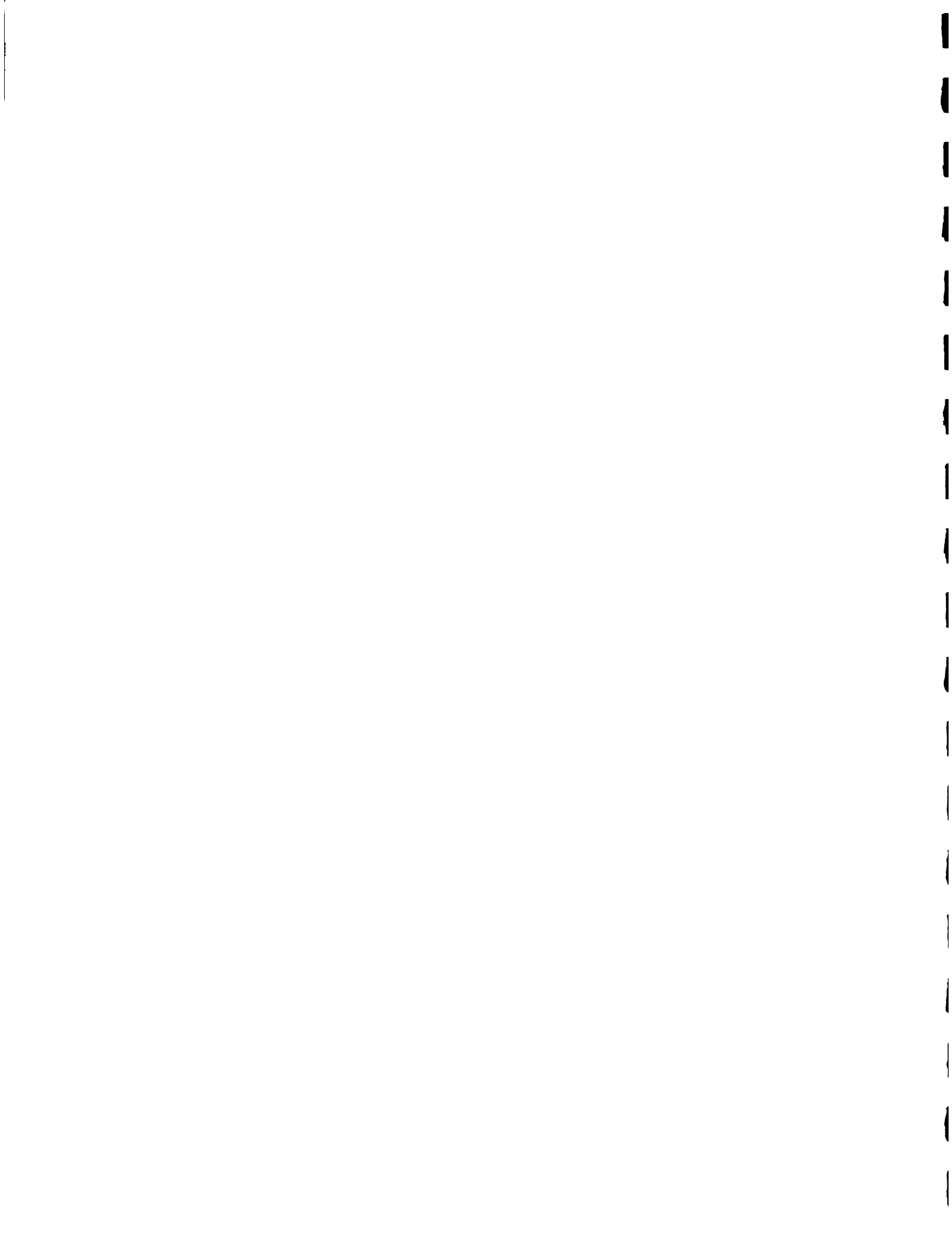
- **The permanent and purposeful government activity that is done in a systematic way, which seeks the rationalization and preparation of governmental decisions and controls and evaluates their implementation within the context of national development and strives to achieve the goals set up for the agricultural sector.**





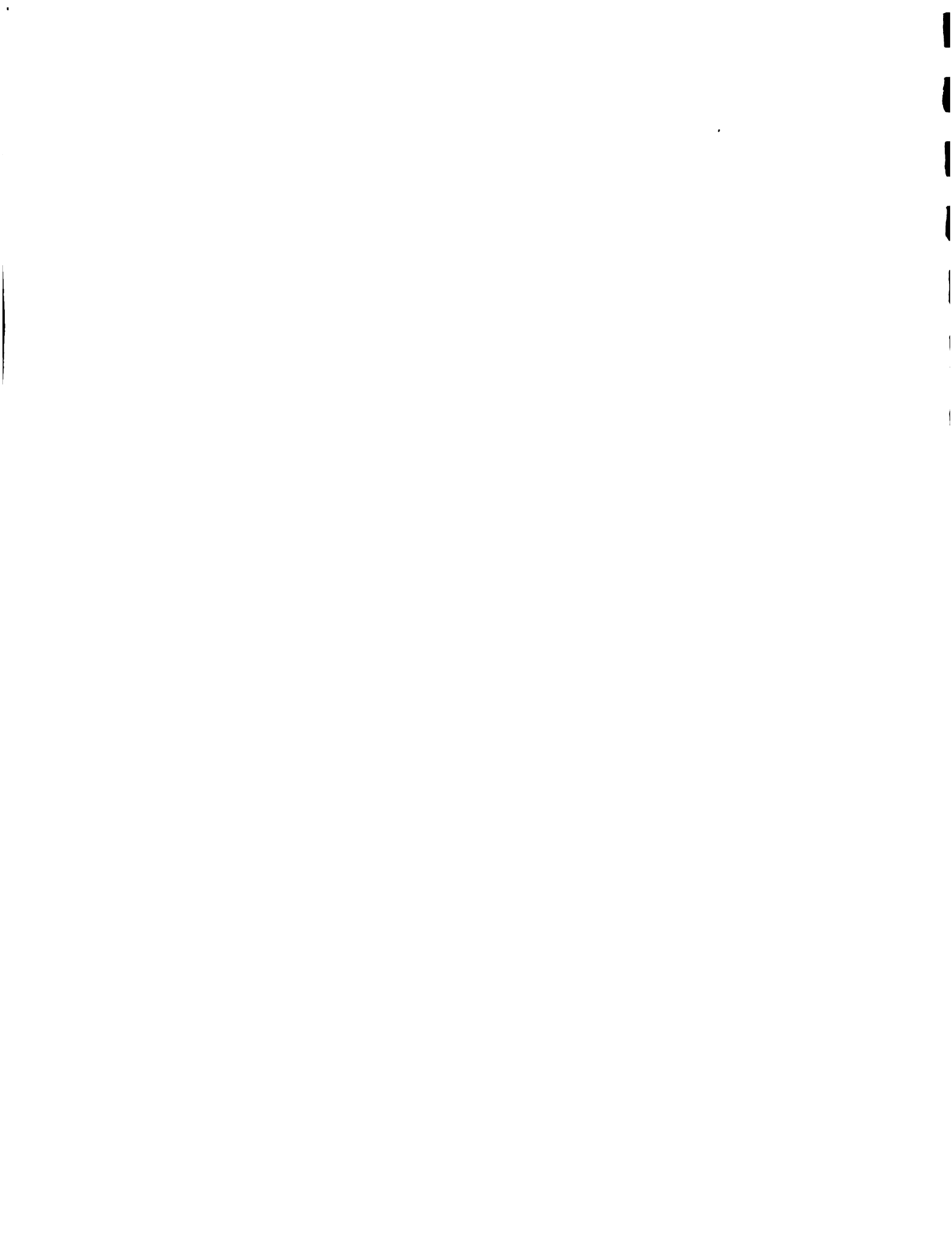
KEY PRINCIPLES AND ELEMENTS

- **Planning is a Process which is continuous and dynamized by on-going sub-processes being:**
 - **the periodic review of goals and objectives;**
 - **constant examination of activities to ensure consonance with goals;**
 - **a day to day monitoring and evaluation process.**



KEY PRINCIPLES AND ELEMENTS

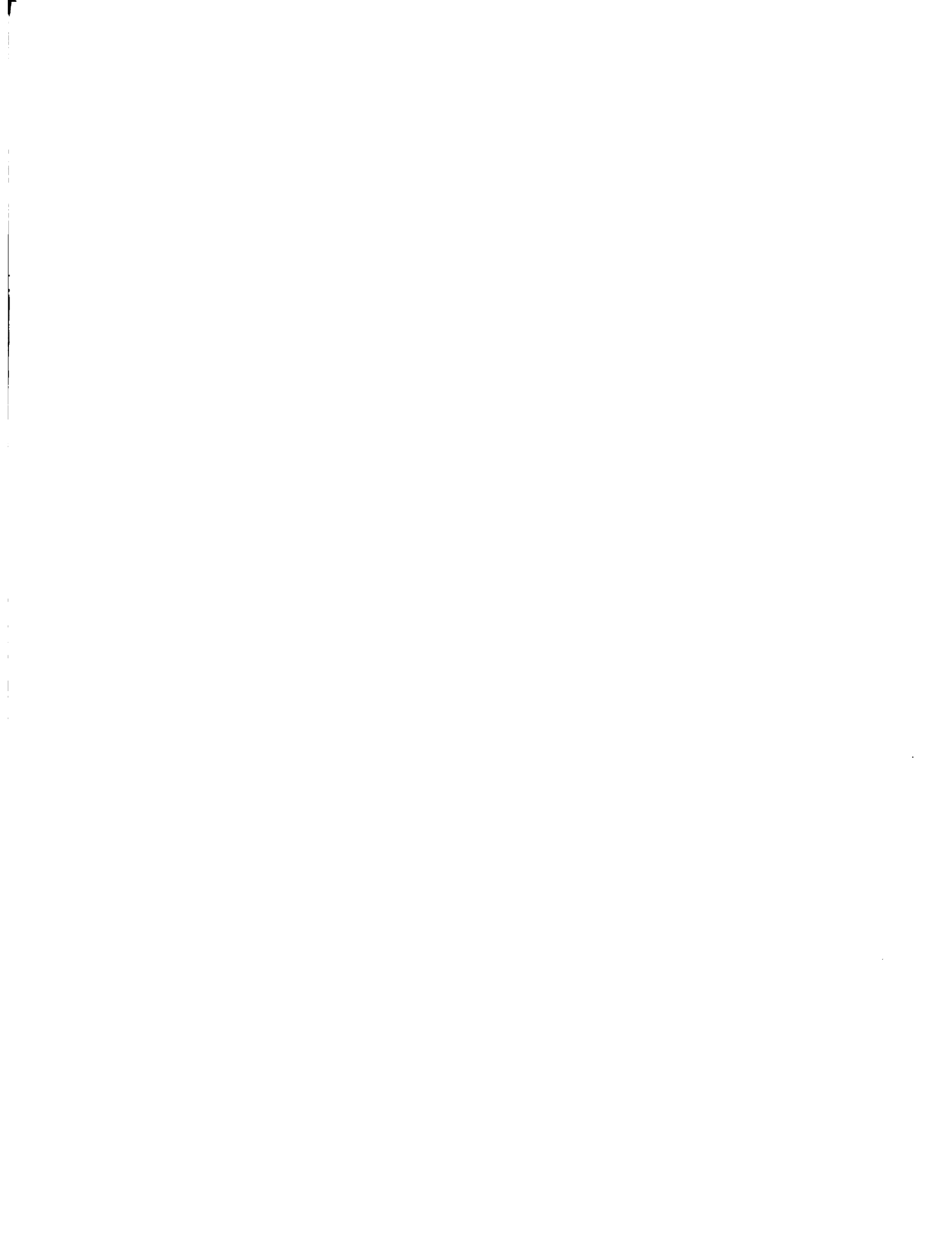
- **The planning process is fashioned by socio-economic and ideological -political processes which prevail both at the national and sector levels.**





KEY PRINCIPLES AND ELEMENTS

- **Planning must provide time and space for the incorporation of the ideas and concerns of all parties with which the plan treat.**





KEY PRINCIPLES AND ELEMENTS

- **The Planning Process must be guided by overall national goals and objectives. Planning depends in large measure on a high level of integration and coordination between sector and national development plans and objectives.**



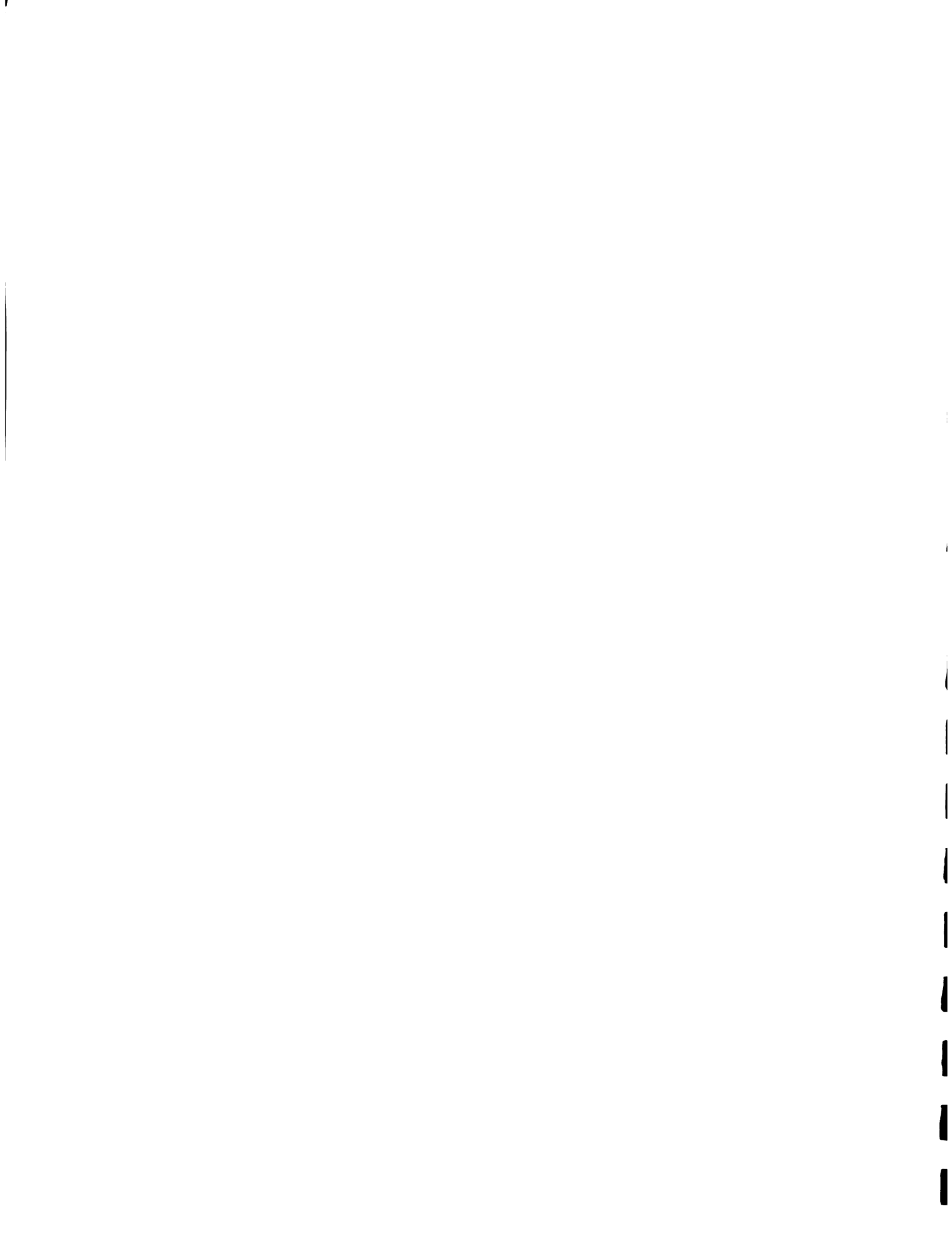
KEY PRINCIPLES AND ELEMENTS

- **The Planning Process is a well established, structured and stream-lined scheme of activities. Planning must be systematic and sequential - A Cyclical Strategy to Planning.**
- 



KEY PRINCIPLES AND ELEMENTS

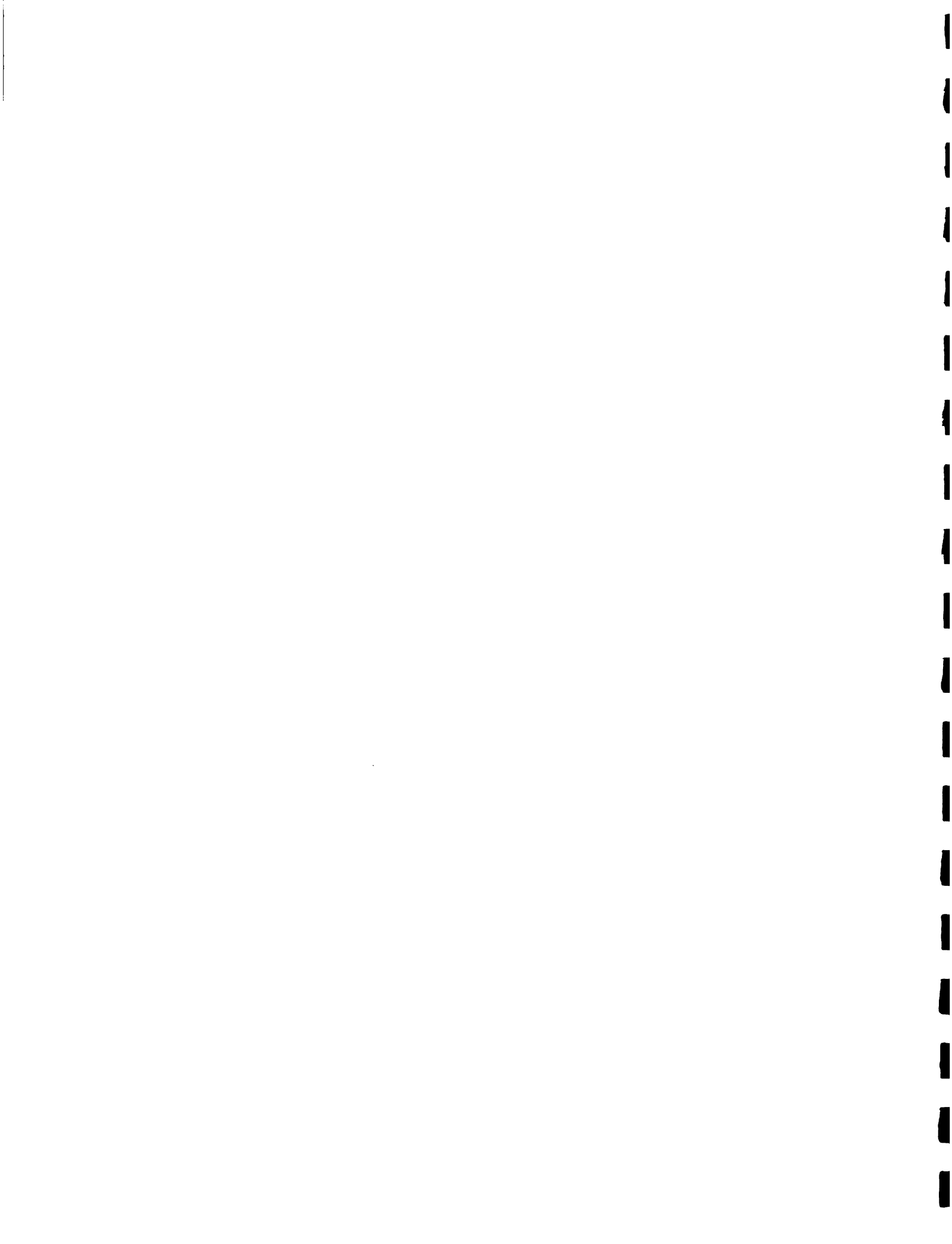
- **The Planning Process is a well established, structured and stream-lined scheme of activities. Planning must be systematic and sequential - A Cyclical Strategy to Planning.**
- 





KEY PRINCIPLES AND ELEMENTS

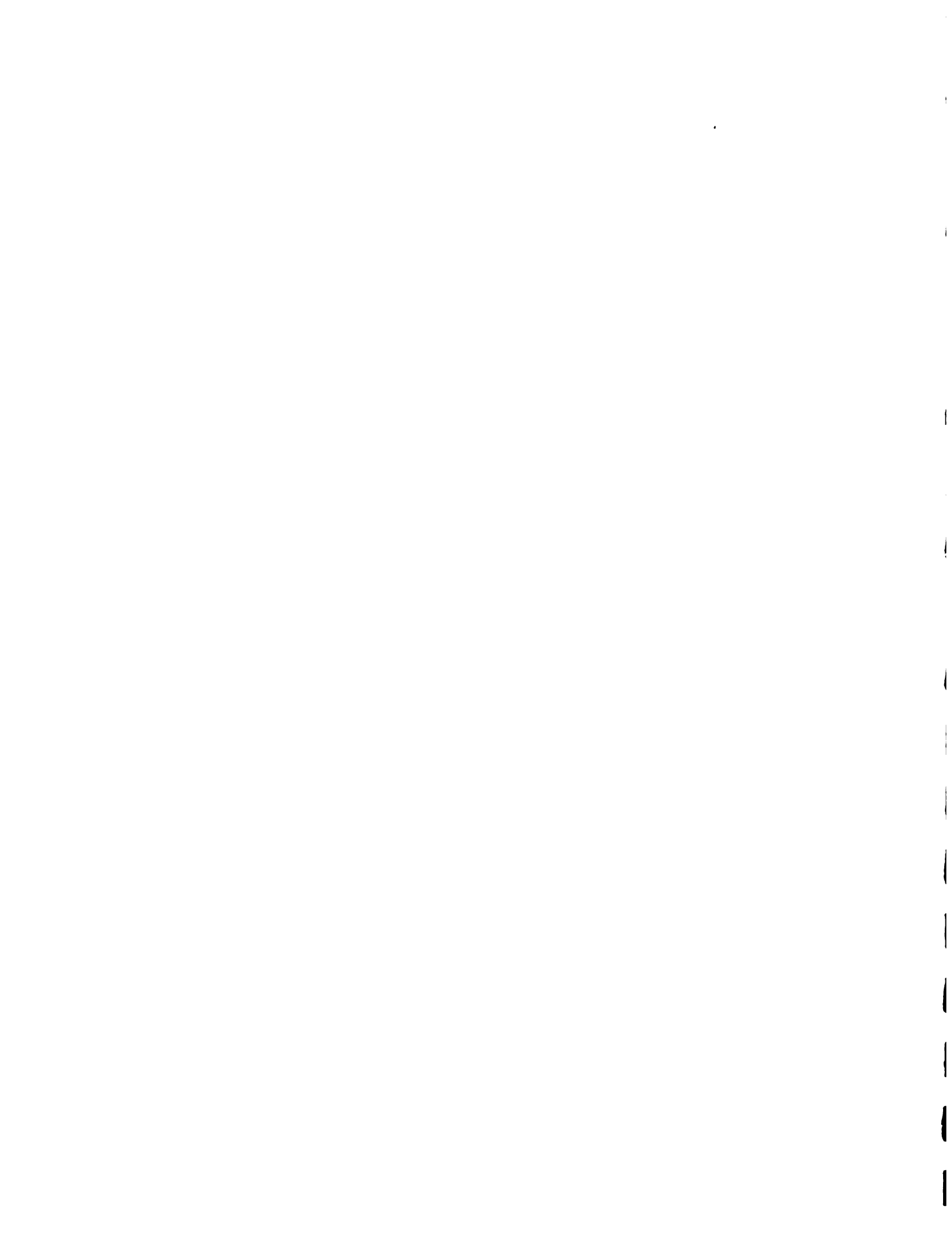
- **Planning is a Process which is continuous and dynamized by on-going sub-processes being:**
 - **the periodic review of goals and objectives;**
 - **constant examination of activities to ensure consonance with goals;**
 - **a day to day monitoring and evaluation process.**





KEY PRINCIPLES AND ELEMENTS

- **The planning process is fashioned
by socio-economic and ideological
-political processes which prevail
both at the national and sector
levels.**





KEY PRINCIPLES AND ELEMENTS

- **Planning must provide time and space for the incorporation of the ideas and concerns of all parties with which the plan treat.**





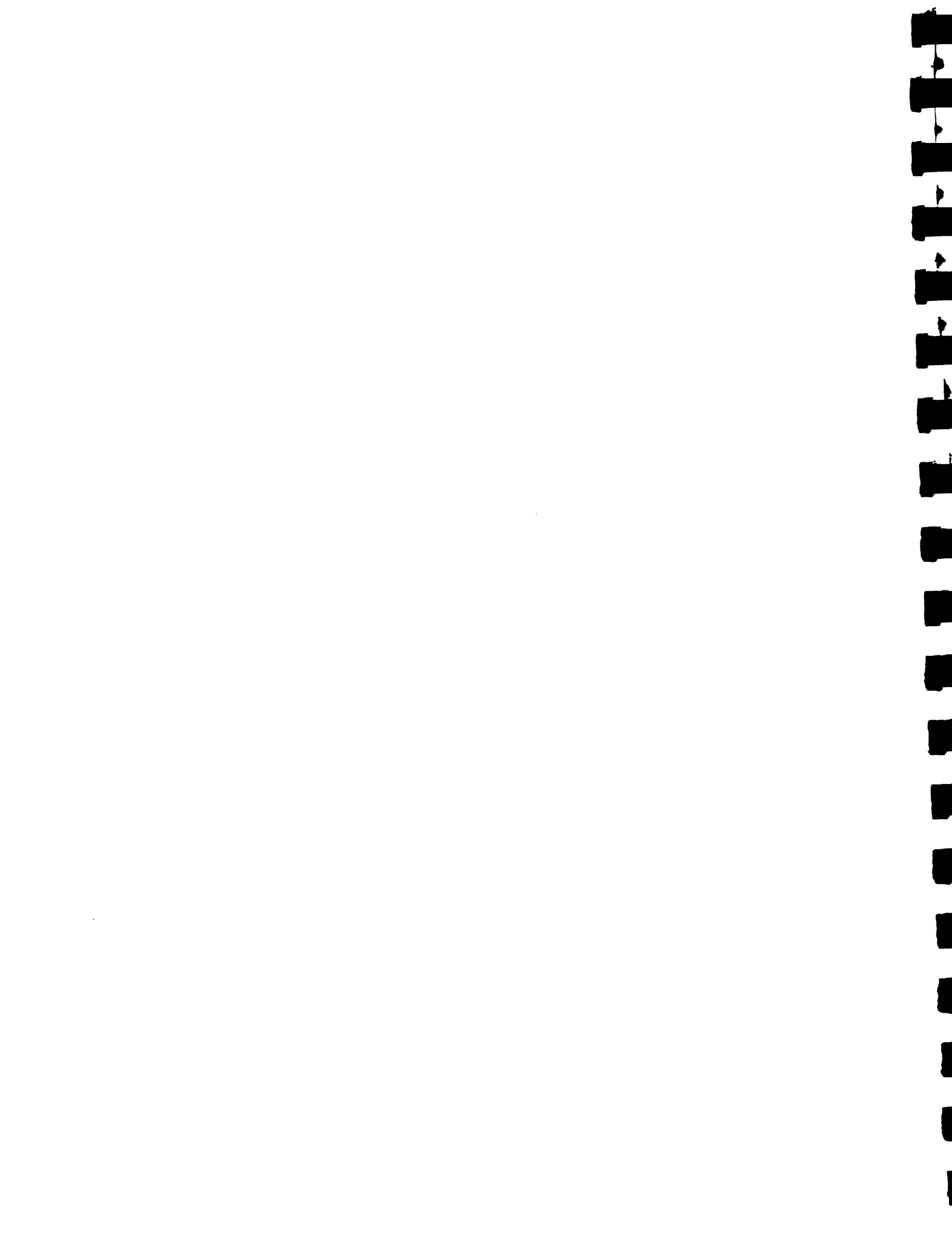
KEY PRINCIPLES AND ELEMENTS

- **The Planning Process must be guided by overall national goals and objectives. Planning depends in large measure on a high level of integration and coordination between sector and national development plans and objectives.**



KEY PRINCIPLES AND ELEMENTS

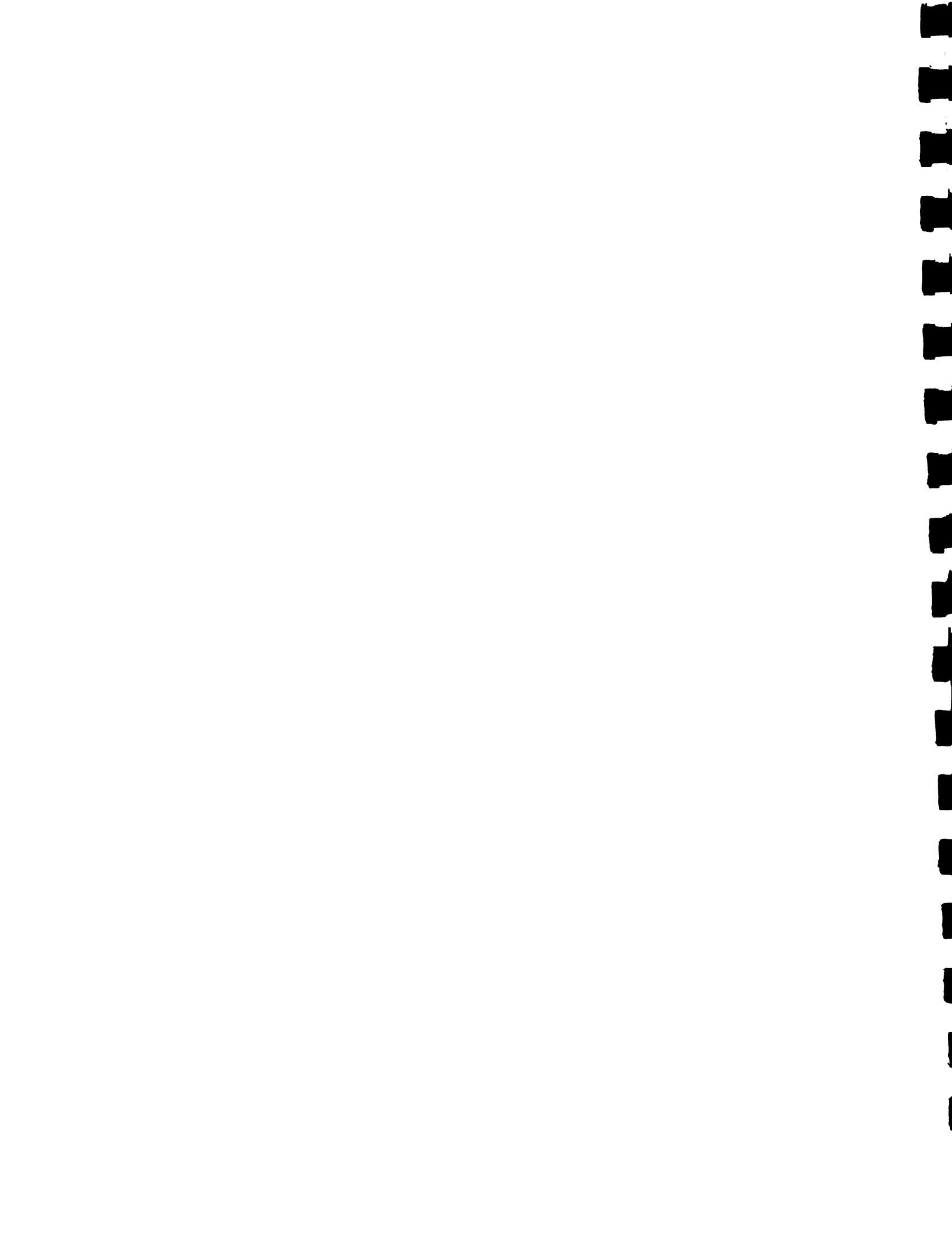
- **The Planning Process is a well established, structured and stream-lined scheme of activities. Planning must be systematic and sequential - A Cyclical Strategy to Planning.**






KEY PRINCIPLES AND ELEMENTS

- **Planning must be based on an appeal to relevant socio-economic and macro and micro-sector data.**





KEY PRINCIPLES AND ELEMENTS

- **Setting of priorities is integral to the process of planning and must be guided by goals and objectives in the policy framework.**
- 



INSTITUTIONAL PRE-REQUISITES

- **Suitable Organizational Structure**
- **Adequate Information Management Infrastructure**
- **Institutional Commitment to the Planning Process**

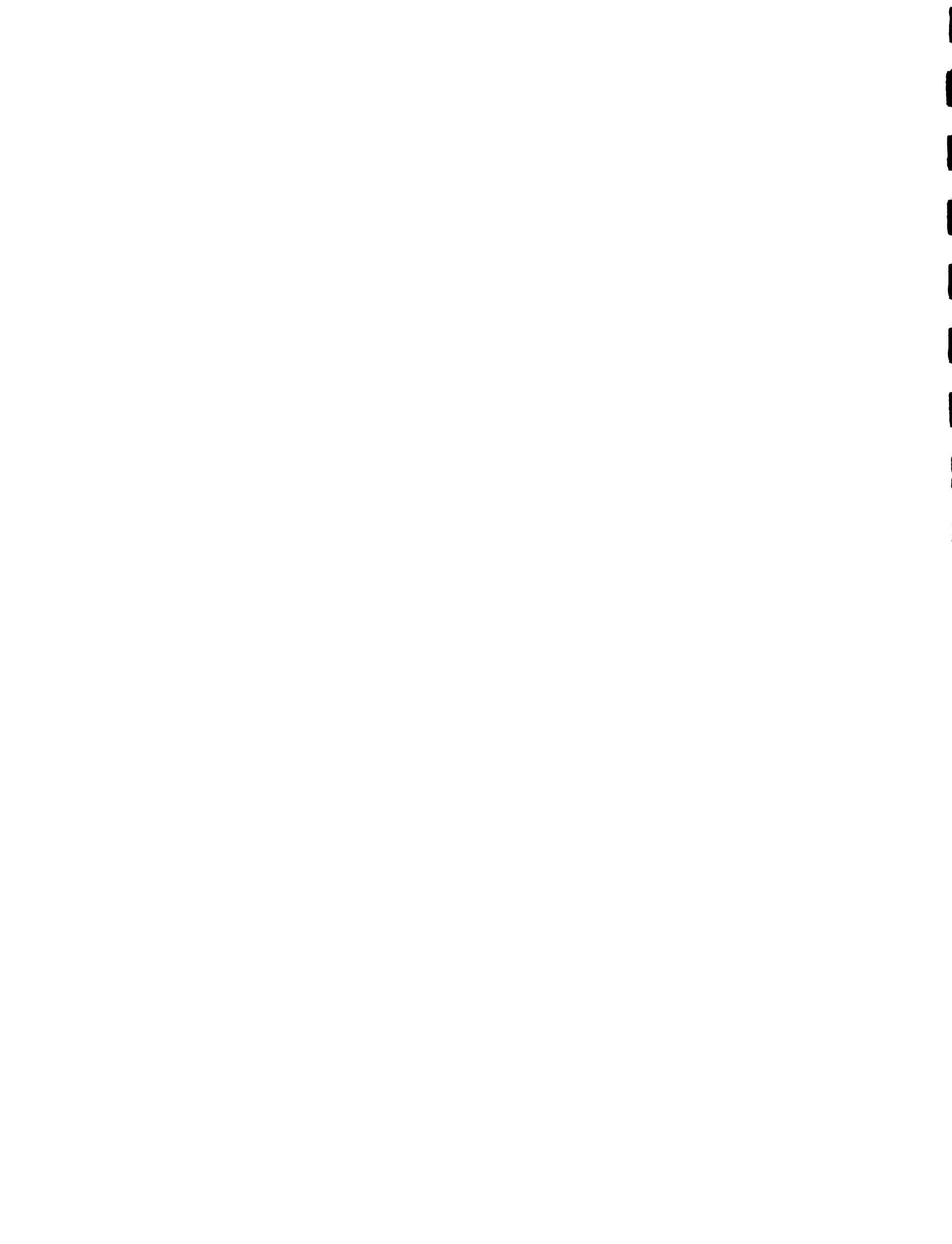




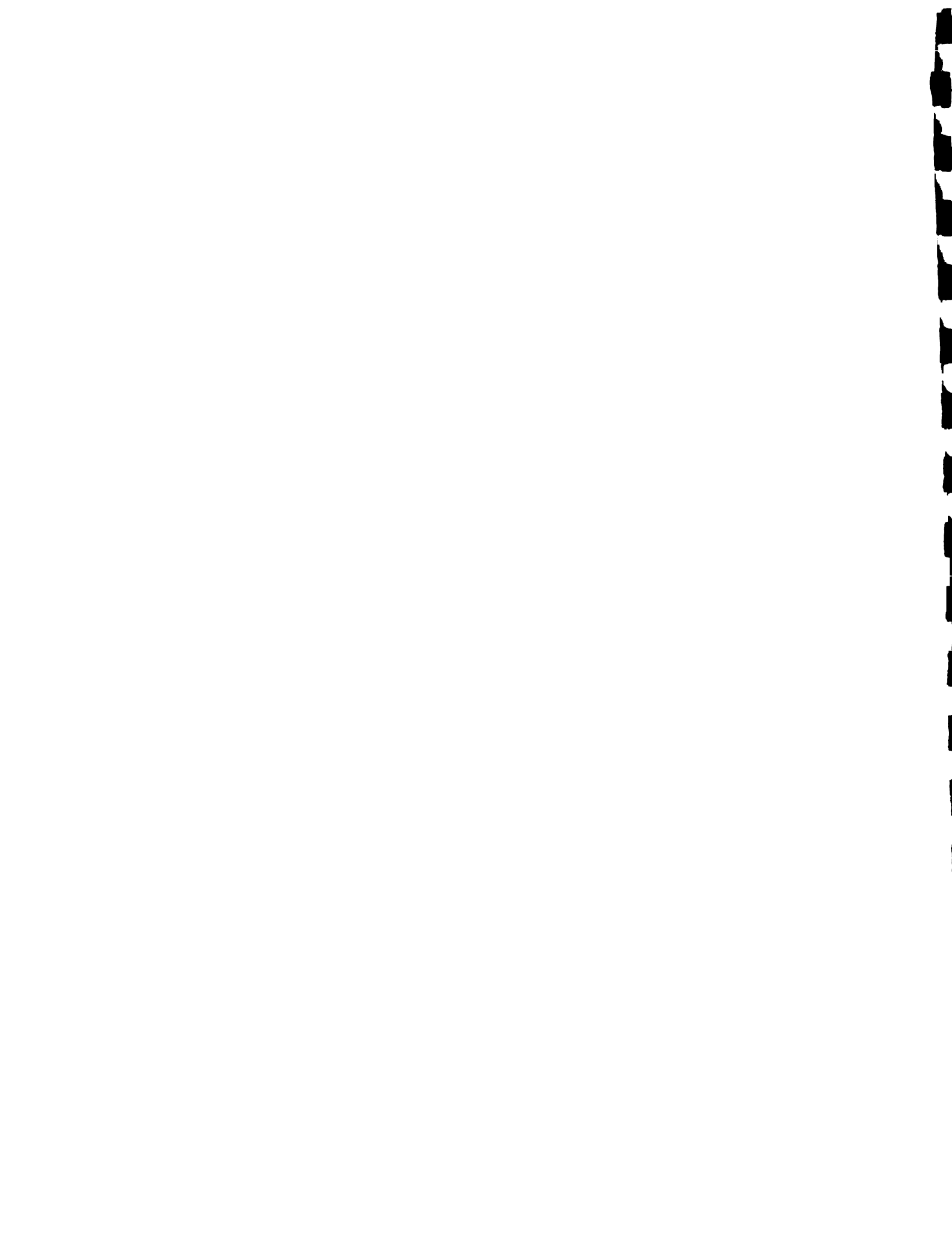
INSTITUTIONAL PRE-REQUISITES

- **Sound Goal Setting Mechanism**
- **Extra-Institutional Network**
- **Adequately Trained Human Resource**





THE ANNUAL POLICY AND SECTOR REVIEW



REVIEW OF EXISTING POLICIES AND STRATEGIES¹

Technical Note: The Annual Policy and Sector Review

The existing policies that currently impinge on the activities of the agricultural sector are not all clearly articulated and documented, neither are they confined to agriculture, per se. More often than not, they have conspired to deny investors in the agricultural sector a fair return, favouring instead low consumer prices. As a result, the strategies devised and implemented in the agricultural sector in an effort to boost productive output were rendered ineffectual. Generally, they may be categorised as:

- * Guaranteed prices, e.g. rice
- * Deficiency payments, e.g. sugar, cocoa
- * Credit - from the Agricultural Development Bank (ADB)
- * Fiscal Incentives, e.g. Income Tax Exemption for farmers on lands up to 100 acres; Customs Duty Exemptions for inputs
- * Import Restrictions (in collaboration with the Ministry of Trade) e.g. Negative List
- * Input Subsidies, e.g. flour
- * Other Support Services, e.g. subsidized soil testing services

These strategies, identified in the National Agricultural Development Plan (1988-1992) which provide the broad policy framework for facilitating the overall sectoral objective of productively increasing the quantity and variety of local agricultural commodities to be utilised in a manner which will increase linkages within the agricultural production system and between sectors of the economy, were aimed at:

1. Increasing domestic food production to reduce the Food Import Bill thereby effecting savings in Foreign Exchange;
2. Generating employment opportunities (and enhance the income generation potential of rural areas);
3. Raising agricultural production incomes so as to lay the foundation of a solid, stable agricultural sector;
4. Ensuring adequate levels of food supply - to provide for food security;
5. Providing raw materials for industry - thus facilitating the modernization and diversification of agriculture; and
6. Enabling domestic agro-enterprises to establish themselves as efficient producers so that they may sustain competition from imports.

¹Extracted from MOA's Draft National Policy for Agriculture and Food - 1993.

一、二、三、四、五、六、七、八、九、十、十一、十二、十三、十四、十五、十六、十七、十八、十九、二十、二十一、二十二、二十三、二十四、二十五、二十六、二十七、二十八、二十九、三十、三十一、三十二、三十三、三十四、三十五、三十六、三十七、三十八、三十九、四十、四十一、四十二、四十三、四十四、四十五、四十六、四十七、四十八、四十九、五十、五十一、五十二、五十三、五十四、五十五、五十六、五十七、五十八、五十九、六十、六十一、六十二、六十三、六十四、六十五、六十六、六十七、六十八、六十九、七十、七十一、七十二、七十三、七十四、七十五、七十六、七十七、七十八、七十九、八十、八十一、八十二、八十三、八十四、八十五、八十六、八十七、八十八、八十九、九十、九十一、九十二、九十三、九十四、九十五、九十六、九十七、九十八、九十九、一百

An examination of significant (by way of contribution to foreign exchange and resources employed) productive sub-sectors reveals firstly, how resources have been utilised in attempting to achieve goals and secondly, the extent to which the overall objectives of existing policies have been realised (from the primary production aspect).

With regard to **resource utilisation**, more **land** was given over to rice production engendering an increase in output in the major staple of the population.

Favourable weather (as opposed to increased land area) accounted for the increase in sugar and domestic crop production for 1992 effecting a net savings in foreign exchange. However, prior to that, there was a distinct upward trend in sugar production. The abandonment of estates (lands) has resulted in declines in cocoa and coffee production and the demise of what opportunities for few employment existed. Yet, as the Food Import figures show, imports of chocolate and preparations (derived from cocoa) have increased significantly.

Moreover, in the absence of any detailed policy for land administration, distribution and comprehensive land use planning, land degradation continued unabated: squatting and the destruction of wetlands continued; idle lands remained unproductive due to the limitations of the Agricultural Small Holdings Act and Agricultural Contract Act; good agricultural land continued to be alienated to urban and infrastructural needs; and holdings continued to be small, fragmented and inefficient.

With respect to the development and rationale deployment of the **Human and Institutional Resources** available, many options remain unexploited. Of the professionals and para-professionals within the sector and autonomous institutes, there is no evidence to show that, based on goals set, any attempt was made to determine what the manpower and institutional needs were for effectively harnessing the productive capacity of the sector particularly where skills, training, education, administrative abilities or research and development are concerned.

As the major/key ingredient in the implementation process, it is essential that the Human Resources (and the accompanying relevant institutions) be properly harnessed to ensure the achievement of goals.

The Forestry Division relies to a large extent on legislation and manpower resources to give effect to its mandate for the management and protection of the state's **forest estate** including national parks and wild life sanctuaries, production forests and watersheds. Significantly its financial resources have seen steady decline and, with little legislative muscle, much of the land resource identified as natural forests and forest reserve has been given over to squatting, pilferage and plundering of forest products.

EVALUATION OF SECTOR PERFORMANCE

Technical Note: Evaluating Sector Performance

The current and future performance of agriculture in Trinidad and Tobago must be considered against the background of a national economy that is heavily dependent on the energy sector as its prime mover, accounting over the last ten years for an average of 25.6% of GDP and 73.9% of the value of total exports. The decrease in oil prices and stagnant production in the 1980s resulted in a reduction of both petroleum export earnings and the level of revenues consistent with demands for growth and development. It also exposed the structural weaknesses of an economy too heavily dependent on oil. Additionally, there was a marked depletion of foreign reserves and serious balance-of-payments problems. Consequently, the country sought the assistance of International Funding Agencies and adopted Structural Adjustment Programmes for recovery.

In this regard, a major effort is underway to harness the potential of the agricultural sector which has been identified as being capable of providing the fillip to the development thrust. Issues relating to Caronil (1975) Ltd. and Tobago, because of their peculiar circumstances, are of particular concern. Consideration would also be given to issues of Food and Nutrition Security insofar as they relate to agriculture.

In a general sense, numerous constraints exist as seen in the present characterisation of agriculture in Trinidad and Tobago, both from a sectoral and a national perspective.

Agriculture as practised, especially among small farmers, is predominantly a **part-time** occupation (TCP - FAO Commodity and Area Planning Report 1989). This is a global phenomenon but in the case of Trinidad and Tobago, it reflects the farmers' response to what is to them, the need to have an acceptable level of income to meet the needs of their families. In addition, it reflects the limits imposed by resource constraints.

The sector is also characterised by **low productivity**. In terms of contribution to **GDP per person employed**, it was the lowest of all the major sectors.

This low productivity could be the consequence of the relatively low levels of mechanisation utilised by a majority of farmers. The high labour intensive methods also reflect the inadequacy of capital investment not to mention the deficiencies of physical infrastructure - poorly maintained access roads and water management structures and ill-equipped laboratory facilities for certain kinds of technical research; inappropriate and inadequate marketing facilities and services; inefficient administrative services and limited delivery capacity for engineering services; a dearth of enforceable legislative controls and capacity to administer same - to arrest squatting, illegal quarrying and harvesting of timber, and praedial larceny; and the absence of definite land tenure policy with an



associated land use plan/zoning. It is also reflective of the unattractiveness of agriculture as a source of income and a chosen career path since it is held in low esteem and not considered a worthy investment instrument by individuals vested with private capital or wealth.

The situation is compounded by a high incidence of **praedial larceny**; the unavailability of **risk management mechanisms**; deficient **communication systems** and inadequate **management information systems**; non-existent and amorphous **sectoral linkages** on which to build stability; **legislative hindrances** to the employment of productive resources in a sustainable way, e.g. no security of tenure so no access to credit; and a lack of **co-ordination** and **collaboration** in effecting policies for judicious resources use **among various state authorities**, e.g. alienation of good agricultural land for urban and industrial development or the destruction of prohibited wetlands for agriculture, or water needs for crops, livestock or aquaculture.

Factor costs are relatively high - a direct result of resource constraints influenced by a distorted pricing structure and generated by the leading oil sector, rather than by productivity within the agricultural sector.

Farm gate prices for most commodities have been increasingly influenced by the International Market and, at current levels of efficiency, are relatively uncompetitive.

Subsidisation - to offset high production costs - has had both negative and positive effects.

Trinidad and Tobago has been able to achieve self-sufficiency in fresh fruit and vegetables and food crops. However, in the absence of incentives or mechanisms favouring the development of viable multi-staple enterprises and measures to insure sustainable employment, not much else was achieved. Of particular concern has been the dearth of private sector involvement in agriculture.

Paddy production for rice - The primary staple food in Trinidad and Tobago has shown a dramatic and persistent increase from 0.3m kg in 1983 to 21.9m kg in 1992. This is attributable in part to the increased acreages brought into production (since the absence of proper irrigation facilities in all but Caroni precludes double cropping to any extent) but also in part from the effecting of price support as a policy instrument. In 1994, for example, the Producer Subsidy Equivalent (PSE) for rice was 85%. Small and large farmers obtain an average yield of 2.5 tonnes/ha, while Caroni attained yields of 3 tonnes/ha, both well below the potential of the varieties being grown. Production costs associated with paddy production continue to be high (\$1.49 - \$1.93/kg for small farmers and \$1.43 - \$1.73/kg for large farmers - 1992 figures), because of high labour costs, low levels of technology and low yields. These costs do not compare favourably with those of Guyana, the region's lowest cost producer at \$0.57/kg.

Vertical text on the right edge of the page, likely bleed-through from the reverse side. The characters are highly stylized and difficult to decipher, but appear to be a sequence of Chinese characters.

Milk production increased from 8m litres in 1982 to 11.0m litres in 1991, experiencing a marginal decline of 1% between 1986 and 1989 and declining from 11,230 tonnes in 1991 to 10,488 tonnes in 1992. It, too, benefitted from price supports with the PSE being 65.8% in 1990. The Dairy Industry also continued to provide employment to an estimated 8,000 persons and the value of the output for 1992 was estimated at TT\$66.0m. Consumption of milk held steady at 107m litres per year. This necessitated imports of full cream, half cream, low fat and infant formula milk powders approximating 80% of requirements. Thus the sub-sector remained a long way from fulfilling the milk and dairy needs of Trinidad and Tobago.

Supply of **Citrus Fruit** to the fresh fruit market has shown an increasing trend and now accounts for about 75% of the output of the Co-operative Citrus Growers Association (CCGA). However, there was a 7% decline in delivery to the factory between 1989 and 1991 and production, as measured by deliveries to the CCGA, declined in 1992 by 46% in respect of oranges (from 54,200 crates in 1991 to 29,200 crates in 1992) and 20.5% in respect of grapefruits (from 34,200 crates in 1991 to 27,200 crates in 1992).

Citrus is grown on an estimated 6000 ha and involves more than 1000 small scale growers, in addition to Caroni (1200 ha) and Palo Seco Agricultural Enterprises Limited (130 ha).

Approximately one-third of the acreage is comprised mainly of young groves planted as part of the on-going Citrus Rehabilitation Programme launched by the government in 1982.

The national average yield of oranges is about 17.6 to 23.5 tons/ha (1.5-2.0 crates/tree) and about 25.2 to 30.2 tons/ha (2.5-3.0 crates/tree) for grapefruit. TAHAL estimates production costs to vary between \$320 and \$380 per ton. National demand for citrus (fresh and juice) is estimated to be 30,000-40,000 tons per annum (TAHAL). A guaranteed price system assures farmers of \$20/41 kg crate for oranges, \$12/35 kg crate for grapefruit and \$0.37/kg for limes.

There is little reliable data available on orchard acreage of **other fruits** in Trinidad and Tobago. TAHAL estimates that mangoes (mainly Julie and Graham varieties) account for some 125 ha.

Estimates in 1992 are as follows:

Mangoes	125 ha.
Avocado	50 ha.
Paw Paw	50 ha.
Pineapple	100 ha.
Cashew	100 ha.
Mixed	50 ha.
Total	475 ha.

一、二、三、四、五、六、七、八、九、十、十一、十二、十三、十四、十五、十六、十七、十八、十九、二十、二十一、二十二、二十三、二十四、二十五、二十六、二十七、二十八、二十九、三十、三十一、三十二、三十三、三十四、三十五、三十六、三十七、三十八、三十九、四十、四十一、四十二、四十三、四十四、四十五、四十六、四十七、四十八、四十九、五十、五十一、五十二、五十三、五十四、五十五、五十六、五十七、五十八、五十九、六十、六十一、六十二、六十三、六十四、六十五、六十六、六十七、六十八、六十九、七十、七十一、七十二、七十三、七十四、七十五、七十六、七十七、七十八、七十九、八十、八十一、八十二、八十三、八十四、八十五、八十六、八十七、八十八、八十九、九十、九十一、九十二、九十三、九十四、九十五、九十六、九十七、九十八、九十九、一百

Food crop production (bananas, plantain, dasheen, eddoes, cassava, sweet potato) **legumes** (mainly pigeon peas) and **livestock**, particularly beef, have tended to remain constant over the period. Local food crop production faces severe competition from CARICOM imports, mainly from St. Vincent and the Grenadines, Grenada and Guyana.

The **Poultry** sub-sector includes operations related to broiler breeding, broiler hatching, broiler growing, broiler processing and table egg production. Output from each of these sections plays a significant role in meeting some nutritional needs of the population even as it contributed, in 1992 for example, \$90.4m to GDP or 16.3% of the total agricultural sector. A major element of the sub-sector is the contract growing system in the Broiler Growing segment. Five contractors worked with 229 farmers to produce some 24.7m broilers in 1992. The sustainability of the system is assured by escalating costs of production inputs, though farmers are plagued by debt servicing problems.

Other problems faced by the poultry industry include:

- frequent surplus production with consequent depressed prices;
- the poor quality and quantity of broiler hatching eggs often produced by local broiler breeder operators; and
- the poor quality of broiler chicks supplied from local hatcheries.

In 1992 some 5,000 persons were directly employed in the poultry industry - exclusive of independent broiler growers and those employed in pluck shop operations.

Export Agriculture Production

Agricultural exports - primary commodities and manufactured products - for the past five years average TT\$300mn annually. This is sufficient to finance about one-third of the cost of food and agriculture imports. The three major traditional export commodities are **sugar, cocoa and coffee**.

A significant increase in **sugar** was recorded over the period 1981-1992 peaking at 118,000 tonnes in 1990; with 59.3 tonnes being exported. Trinidad and Tobago's export trade in sugar is focussed on guaranteed markets in the USA and Europe under the Caribbean Basin Initiative (CBI - annual quota - 7,000 tonnes) and the LOMÉ Convention (annual quota - 47,000 tonnes) respectively. Approximately 17,000 people are directly employed in the industry.

CONDUCTING THE POLICY REVIEW

Technical Note: Conducting the Policy Review

The purpose of policy review is to evaluate the responsiveness of policy target indicators to changes in identified policy instruments. Within the framework of the Annual Planning Process, it is a means of determining over an optimum time-frame whether policy goals are being achieved, and identifying positive and negative factors which influence the attainment of policy goals.

The policy review process should internalize developments in the macro-environment as well as in the micro-environment. In the current scenario in Trinidad and Tobago, a review of agricultural policy may likely evaluate:

- The effects and implications of trade liberalization on the agricultural sector.
- The effects of the floatation of the Trinidad and Tobago Dollar.
- Effects of the prevailing socio-economic conditions on patterns of food consumption and the implications for local agricultural supply.
- Changes in investment in the agricultural sector.
- New developments with respect to agricultural employment.
- Changes in sector performance in terms of domestic resource used, and net sector outputs.
- New developments in the use and application of agricultural technology, and the implications for costs of agricultural output.
- Prevailing linkage patterns between agricultural raw material production, and its linkage with local agro-industry.

Policy review should be a highly technical exercise, the conduct of which should be led by the Planning Unit of a particular institution. The exercise however requires institute-wide support as well as external input. In this regard, policy review should also provide ample room for the participation of other relevant agents in the process. Such agents should include the Ministry of Finance and Planning, Ministry of Trade, Research Agencies (UWI, CARDI), National Farmers' Organizations, Commodity Associations, Credit Institutions. The formalization of a national planning network is therefore a primary pre-requisite for sustaining the process.



In the current context, it is considered that SIAPA and AGSYS could be very useful tools for supporting the policy review process.

The output of policy review should be an updated policy matrix which would form the basis for the preparation of the programme of work for the coming fiscal year.

The attached brief is extracted from the MOA's Draft National Policy for Food and Agriculture, and provides an idea of the nature of the analysis to be derived from a review of policy

Activity 1:

Quickly review the attached briefs so as to glean an appreciation of the objective of the policy review. Note any likely policy areas, and work programme activities you anticipate for your Division from this review.

Policy Review Notes:

THE POLICY MATRIX

Technical Note: The Policy Matrix

The policy matrix summarizes the key elements of policies adopted subsequent to the review of policy. Such elements include the Policy Subject or Area, Present Status, Specific Policy Recommendations, and Projects which may be required to effect the policies adopted. For the purpose of this workshop, the following two specific policy areas will be used to work through the Annual Planning Process:²

Activity 2:

On the blank form attached briefly summarize two of the possible policy options to be derived from this review; you may also suggest possible projects which can be undertaken in order to effect this policy.

² Extracted from "Basic Agricultural Sector Studies - Final Report, June 1992" Tahal Consulting Engineers Ltd. Appendix B pg. B-1.

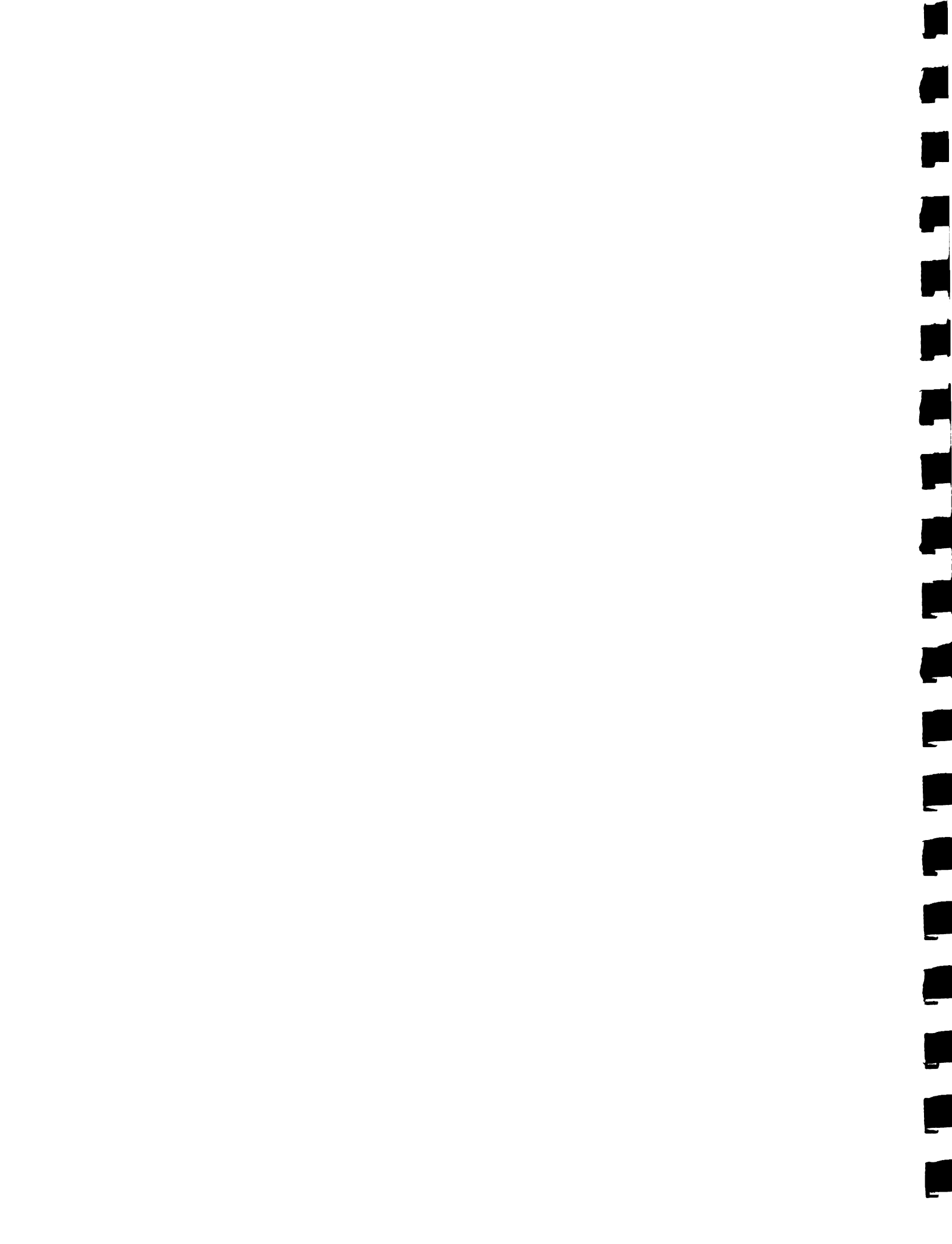


POLICY MATRIX

SUBJECT	PRESENT STATUS	RECOMMENDATIONS	PROJECTS
<p>1. Government</p> <p>1.1 Self-sufficiency and food security</p>	<ul style="list-style-type: none"> - Three groups of products are earmarked to achieve objectives: <ul style="list-style-type: none"> (i) fresh vegetables and fruits; (ii) rice; (iii) animal products. Production is the first in increasing without direct Government intervention; the others are costly from the point of view of the national economy. Direct Government subsidy and consumer transfers in 1990 - about TT\$116m for a total value-added (factor prices) of TT\$85m. - Main policy measure is import restrictions. - Continued development will require additional transfers, increasing the ratio of transfers to value added - not a sustainable policy. - Most production units show economy of scale. 	<ul style="list-style-type: none"> - Encouraging development of sub-sectors with foreign currency earning potential. - Freezing the total quantity of rice and dairy sub-sectors under the guaranteed price system until agrotechnical improvements make export under world market prices plus CET protection possible. - Development of the fresh produce sub-sectors without intervention (except research and extension). - Freeing imports of agricultural products, while maintaining CET protection level. 	<ul style="list-style-type: none"> - The Irrigation and the Agricultural Credit Projects would induce direct production of crops for the domestic market. The Agricultural Extension and Research Services would provide the required technology transfer support.
<p>1.2 Adequate income for the farming community</p>	<ul style="list-style-type: none"> - Agricultural value added (factor prices) in 1990 - TT\$440 to 520 million, resulting in the lowest income per employee of all sectors. - Mainly small plot farming (52% of total farms in 1982), which provides neither full time employment nor adequate sustainable income in the long run. 	<ul style="list-style-type: none"> - Separation of two issues: <ul style="list-style-type: none"> (i) adequate long term income; (ii) more capital intensive crops or larger plot farming with mechanization. - Long term structural changes; in the interim period, freezing of existing production quantities under guaranteed prices and establishment of tradeable quotas. 	<ul style="list-style-type: none"> - The irrigation and Agricultural Credit Projects would contribute directly to the increase of farm income. The Land Use Rationalization Programme would encourage farmers to lease land and increase the area under production.

UPDATED POLICY MATRIX

SUBJECT	PRESENT STATUS	RECOMMENDATIONS	PROJECTS



WORK PROGRAMMES AND WORK PLANS

Technical Note: The Work Programme

Within the domain of annual planning, each sub-unit or department within an organization can be regarded as implementing specific programmes. Each programme of work should constitute a key function in the attainment of the institute's overall policy objectives. In the case of the MOA therefore, each of its Divisions can be conceived as specific programmes which support the ultimate aims of the Ministry. Programmes, while having their own specific objectives within the ambit of the technical function which they carry out, must also find consonance with the broader policy matrix of the institution as a whole. In reality, the work programme of the Division defines the framework in which annual work plans are to be prepared.

The Work Plan

Work planning can be perceived as the process by which overall policy objectives and strategies are broken down into a set of consistent and relevant activities and tasks which are programmed for completion at specific time frames. A comprehensive workplan should provide details relating to the following specific areas:

- The activity to be undertaken, viz. objectives, goal, purpose.
- Justification for the activity: This is some explanation which establishes a clear relationship between the activity's objective/s and the broader policy framework of the institution.
- Key Tasks: Details of the key specific tasks which must be undertaken to guarantee completion of the activity and achievement of the objectives.
- Verifiable Achievement Indicators: These are measureable outputs which can be monitored over time in order to indicate that the activity objectives are being achieved.
- Key Dates: Specific starting and ending dates for various tasks.
- Person Responsible: The relevant personnel who are charged with the responsibility for completing the tasks.
- Resource Budgets: The Human, Technical and Material Resources required to carry out the activity.



- **External Conditionalities:** The critical externalities which must be overcome in order to achieve the activity objectives.
- **Approval:** Authorization or acknowledgement by relevant officers that the activity should form part of the annual programme of work.

Work planning within a technical organization should involve the participation of all technicians by their providing technical details relative to activity objectives, tasks and outputs. The process must however be centrally managed and monitored. Hence work planning should find an important place in the planning function of an organization, and should be supported by at least some minimum of costing and budgeting functions.

Ultimately, work plans can serve to define the basis and framework for monitoring and evaluation of an institution's programme of work. They also provide a good ball-park for the eventual preparation of the annual budget.

Activity 3:

The following forms provide a generalized schematic of a Work Plan. Please use these forms to develop two annual work programmes for each of the policy areas identified.

Important Institutional Pre-requisite

1. Establishment of Budgeting/Costing Unit

The function of the Budgeting/Costing Unit is to provide realistic and up to date estimates of costs related to the implementation of the work programme. This Unit supports the planning process by providing costs for inputs, labour, and other goods and services required for the work plan.

2. Establishment of Work Planning Unit

The Work Planning Unit plays a Monitoring and Evaluation process throughout the planning process, and during the execution of the programme of work. This unit examines proposed plans from other organizational departments for consonance with the policy framework, and internalizes feedback from routine monitoring and evaluation into the work programme.



Division Information

Division Code:

Title:

Programme Year

No of Activities

Division's Goal:

Background:

Approach:

Profile:



Activity Summary

IDENTIFICATION

Division Code:

Activity Code:

Sub-Programme:

Activity Type:

Location:

Funding:

KEY DATES

Start Date:

End Date:

No. of Annual Work Plans:

BUDGET SUMMARY

Activity Budget:

Budget Balance:

Title of Activity:

Keywords:

Policy:

Commodity:

Subject:

Specific Objective:

Justification:

Previous Activity:

Target Clientele:

Methodology:

Comments:

Prepared by: _____

Recommended by: _____

Approved by: _____

Date: _____



Annual Work Plan

IDENTIFICATION

Division Code:

Activity Code:

Fiscal Year:

Last Updated:

KEY DATES

Planned Start Date:

Planned End Date:

Approval Date:

BUDGET SUMMARY

Workplan Budget:

Workplan Balance:

Intermediate Goal:

Objective Indicators:

Status:

一、二、三、四、五、六、七、八、九、十、十一、十二、十三、十四、十五、十六、十七、十八、十九、二十、二十一、二十二、二十三、二十四、二十五、二十六、二十七、二十八、二十九、三十、三十一、三十二、三十三、三十四、三十五、三十六、三十七、三十八、三十九、四十、四十一、四十二、四十三、四十四、四十五、四十六、四十七、四十八、四十九、五十、五十一、五十二、五十三、五十四、五十五、五十六、五十七、五十八、五十九、六十、六十一、六十二、六十三、六十四、六十五、六十六、六十七、六十八、六十九、七十、七十一、七十二、七十三、七十四、七十五、七十六、七十七、七十八、七十九、八十、八十一、八十二、八十三、八十四、八十五、八十六、八十七、八十八、八十九、九十、九十一、九十二、九十三、九十四、九十五、九十六、九十七、九十八、九十九、一百

一、二、三、四、五、六、七、八、九、十、十一、十二、十三、十四、十五、十六、十七、十八、十九、二十、二十一、二十二、二十三、二十四、二十五、二十六、二十七、二十八、二十九、三十、三十一、三十二、三十三、三十四、三十五、三十六、三十七、三十八、三十九、四十、四十一、四十二、四十三、四十四、四十五、四十六、四十七、四十八、四十九、五十、五十一、五十二、五十三、五十四、五十五、五十六、五十七、五十八、五十九、六十、六十一、六十二、六十三、六十四、六十五、六十六、六十七、六十八、六十九、七十、七十一、七十二、七十三、七十四、七十五、七十六、七十七、七十八、七十九、八十、八十一、八十二、八十三、八十四、八十五、八十六、八十七、八十八、八十九、九十、九十一、九十二、九十三、九十四、九十五、九十六、九十七、九十八、九十九、一百

Work Plan - Resource Costs

IDENTIFICATION

Division Code:

Activity Code:

Workplan Fiscal Year:

Title of Activity:

Budget Code	Description	Gov't	External -1	External -2	Total
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>

五十五
五十六
五十七
五十八
五十九
六十
六十一
六十二
六十三
六十四
六十五
六十六
六十七
六十八
六十九
七十
七十一
七十二
七十三
七十四
七十五
七十六
七十七
七十八
七十九
八十
八十一
八十二
八十三
八十四
八十五
八十六
八十七
八十八
八十九
九十
九十一
九十二
九十三
九十四
九十五
九十六
九十七
九十八
九十九
一百

Work Plan - Personnel Assignments

IDENTIFICATION

Division Code:

Activity Code:

Workplan Fiscal Year:

Title of Activity:

Name of Officer	Position/Title	Work Unit	Qualifications
-----------------	----------------	-----------	----------------

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

五十五

MONITORING AND EVALUATION

Technical Note: Monitoring and Evaluation

Monitoring and evaluation begin at the work-planning stage when ex ante assessment for internal consistency among plans is under-taken. Follow-up monitoring and evaluation involve mainly comparisons between the actual expenditures and outputs, and those tasks programmed. The ex post stage of monitoring is carried out with a view towards analyzing the information from the other stages, and providing feedback information for programming and resource allocation in the next year.

Successful monitoring and evaluation depend on how well-prepared are the work plans of each operative unit, the internal consistency with institutional objectives, and on the ex post analysis conducted on monitoring information once such data is collected.

Activity 4:

Assume the following occurrences during the programme year:

- Severe drought in main rice producing areas
- Implementation of CET to enable regional trade in vegetables.
- Fiscal arrangement introduce to make more subsidized credit available to farmers.
- Increased imports of cheaper.... to the local market.

Use this information and the attached quarterly reporting formats to prepare four monitoring and evaluation reports of the Division's activities for the year.

一、二、三、四、五、六、七、八、九、十、十一、十二、十三、十四、十五、十六、十七、十八、十九、二十、二十一、二十二、二十三、二十四、二十五、二十六、二十七、二十八、二十九、三十、三十一、三十二、三十三、三十四、三十五、三十六、三十七、三十八、三十九、四十、四十一、四十二、四十三、四十四、四十五、四十六、四十七、四十八、四十九、五十、五十一、五十二、五十三、五十四、五十五、五十六、五十七、五十八、五十九、六十、六十一、六十二、六十三、六十四、六十五、六十六、六十七、六十八、六十九、七十、七十一、七十二、七十三、七十四、七十五、七十六、七十七、七十八、七十九、八十、八十一、八十二、八十三、八十四、八十五、八十六、八十七、八十八、八十九、九十、九十一、九十二、九十三、九十四、九十五、九十六、九十七、九十八、九十九、一百

Programme Monitoring Report

Division Code:
 Activity Code:
 Workplan Fiscal Year:
 Report Date:

Task No.	Description	Planned		Actual		Achievement	Remarks
		Start Date	End Date	Start Date	End Date		

REPORTING

Technical Note: Reporting

Under an annual planning regime, three basic sets of reports are prepared:

- Periodic (monthly/quarterly) monitoring reports
- Annual institution reports
- Annual technical reports

Reporting is a critical element of the planning cycle, since it is the means by which the successes and failures of the plans are documented, and the bases for policy adjustments determined. Moreover, reporting is a mechanism for maintaining contact with institutional clientele and therefore sustaining the support of the planning network.

Activity 5

Prepare a brief annual technical report for circulation to the planning network. At the end of the report, be sure to invite comments from network members, and indicate a pending Annual Planning and Review Session in which network members are expected to participate.

Use the following format:

- Introduction
- Background to Planned Activities
- Budget and Expenditure
- Comparison of Targeted and Planned Outputs
- Achievements
- Constraints Identified
- Implications for Future Policy



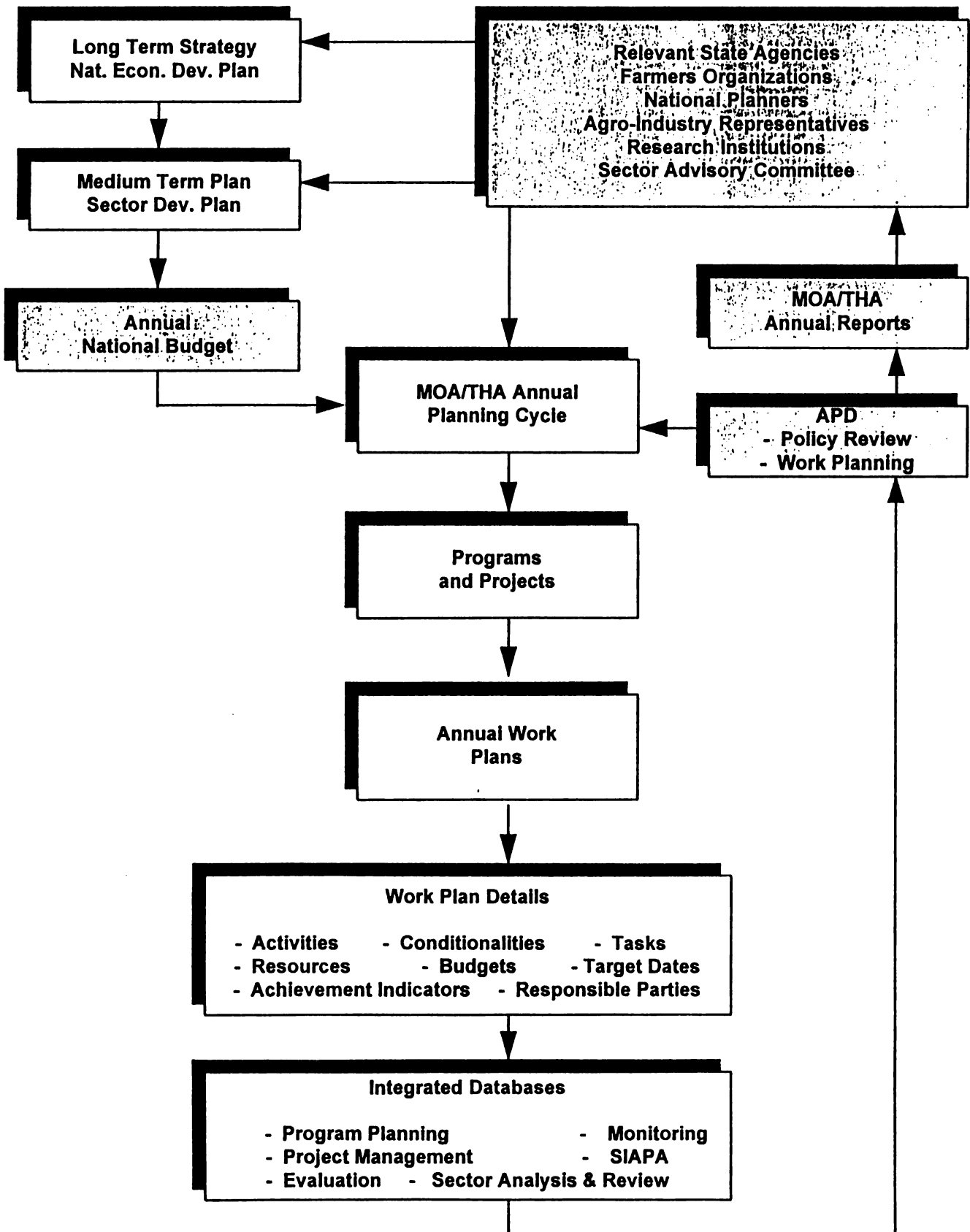
CONCLUSION

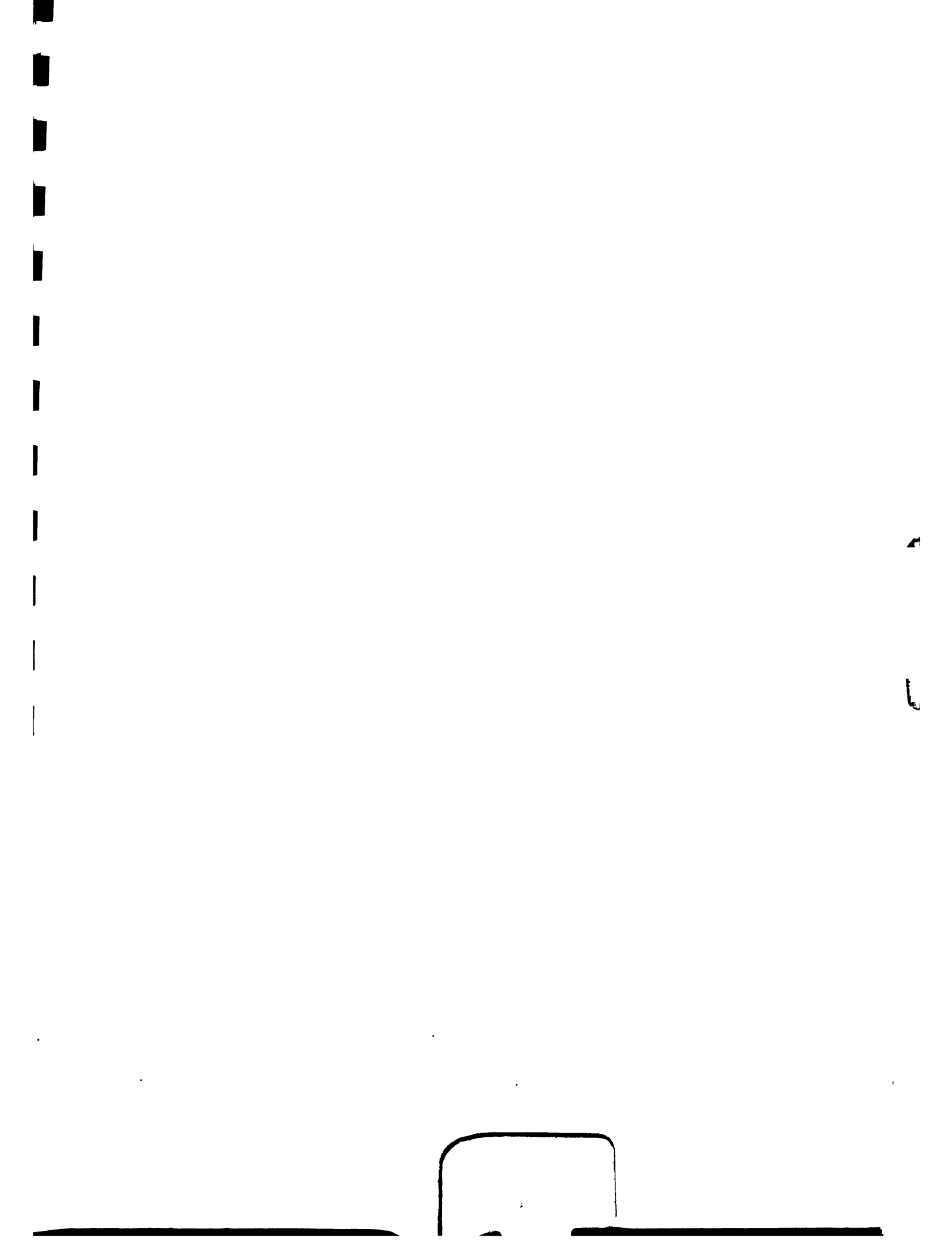
You have just completed the fundamental elements of the annual planning process!! The outputs of **Activity 5** will be subjected to policy and sectorial review and will form the basis for the subsequent annual cycle of planning. At all times, plans and policies should bear some relationship to the medium and long term objectives of both the institution as well as the state.

The management of plans and policies in the manner described above requires indebt information management facilities, and ideally, the annual planning process should be supported by an adequate computerized database system. When such a system is introduced to the annual planning process, the institutional end status planning regime can be schematized as shown in figure 1 which follows.



FIGURE 1





INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE
OFFICE IN TRINIDAD AND TOBAGO

AERO SERVICES CREDIT UNION BUILDING, Orange Grove Road, Trincity, Trinidad and Tobago
P.O. Box 1318 Cable: IICAPOS. Telephone: (809) 645-3023/3031/6481 Fax: (809) 645-3070

Internet E-mail <icatt@opus-networx.com>