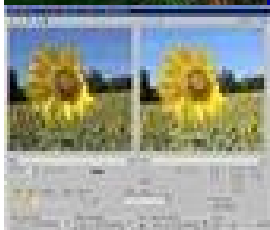




Reforms in Agriculture Research in Punjab: Opportunities for the Scholars



Dr. Mubarik Ali

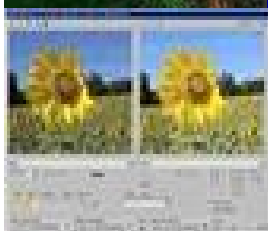
Chief Executive

Punjab Agricultural Research Board (PARB)



Presentation structure

- **Contribution of research in growth**
- **Why reforms in agriculture research**
- **What are the reforms?**
- **Progress in Reforms**
- **Expected output of reforms**





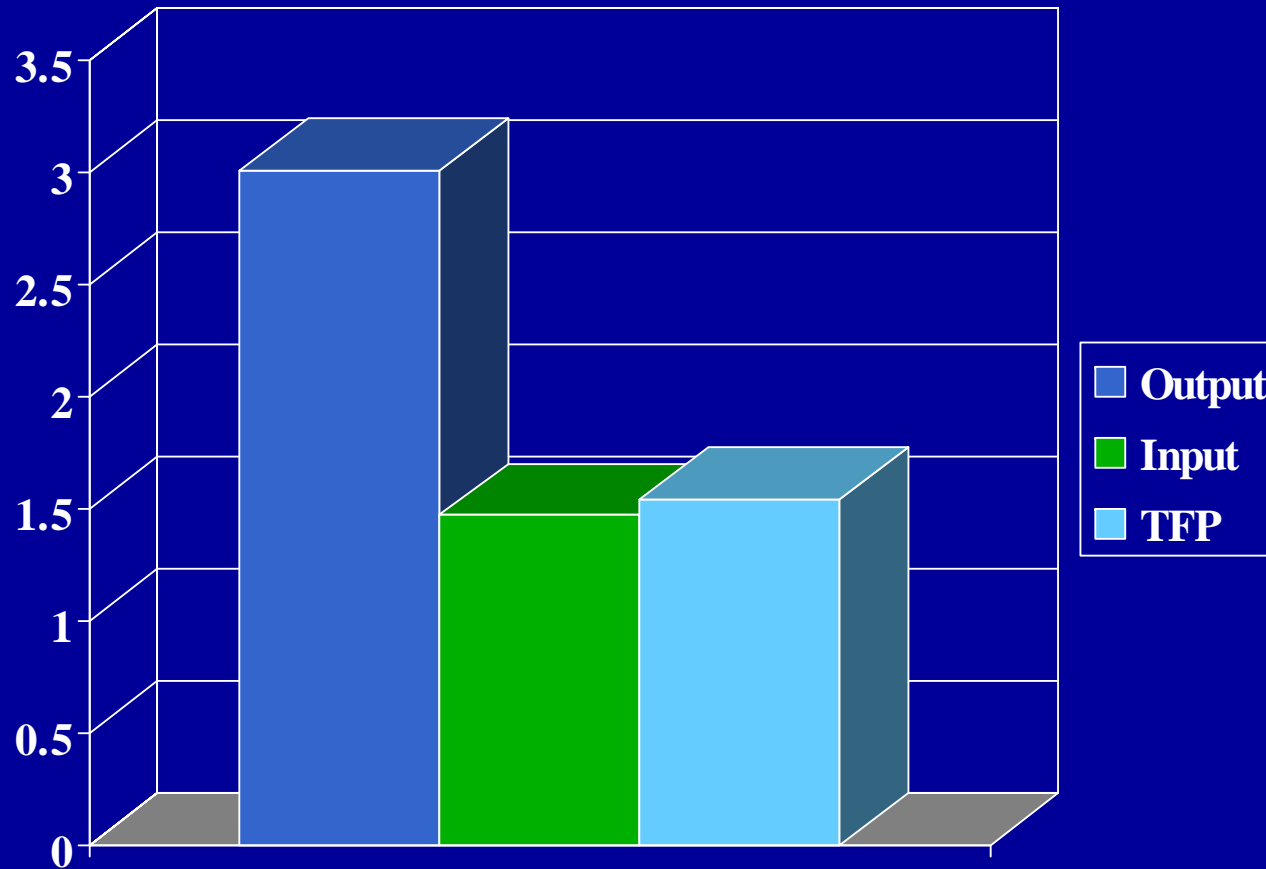
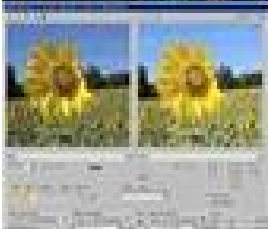
Progress in the Agriculture Sector

- **Increase in agriculture production enabled us to feed over four times more population**
- **Every person is fed 15-30% more food**
- **Seasonality in the availability has reduced**
- **Increase in the prices of food is less than wage rate**





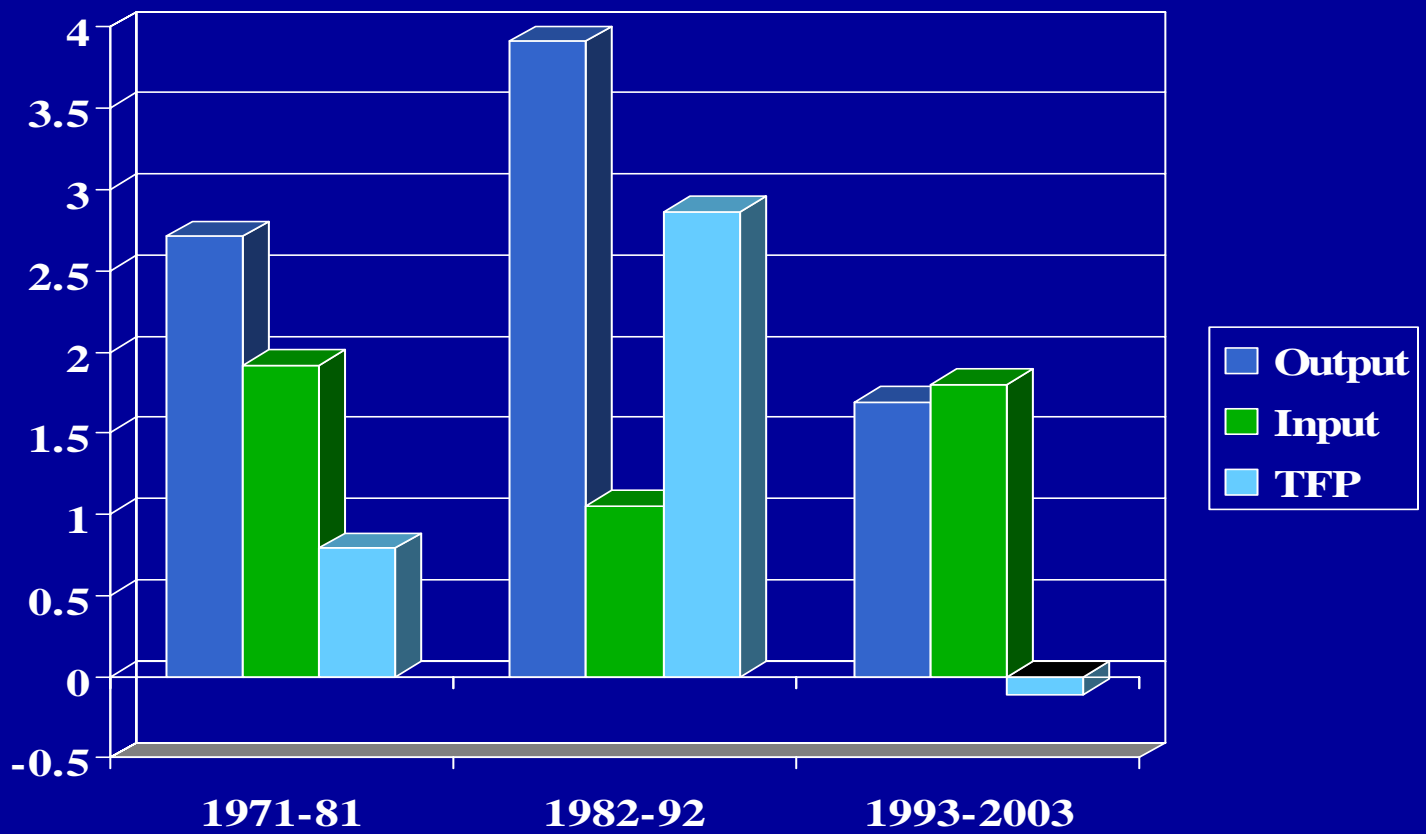
Contribution of Agriculture Research (1971-2003)



World Bank, 2004

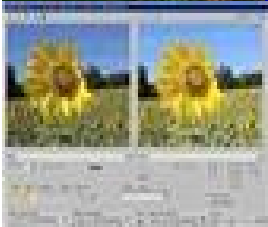


Need for Research Reform – Input Based Growth

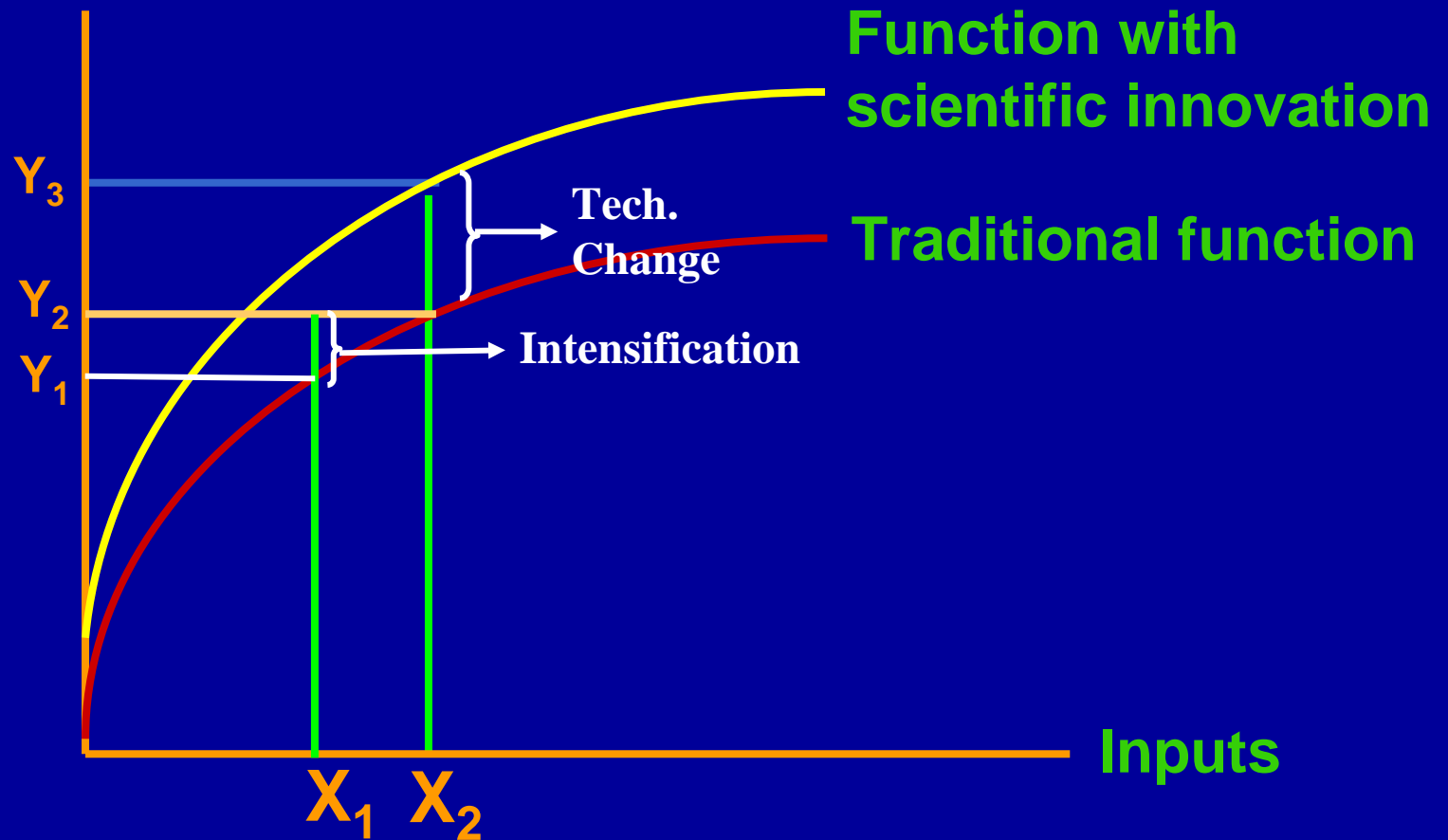


Source: World Bank 2004





Yield

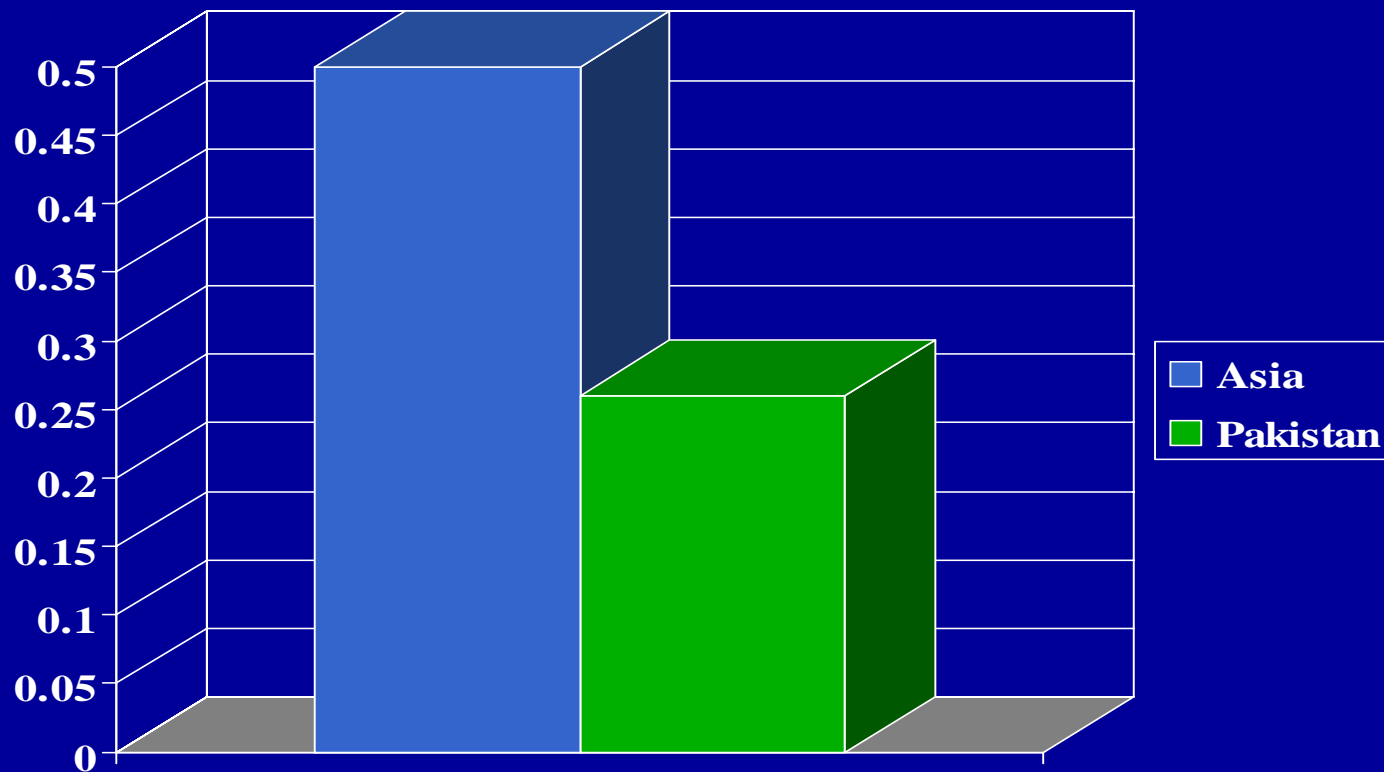
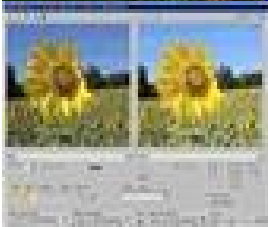


Comparison of the impact of input intensity and technological innovations



Problems of Agriculture Research

Poor Reception

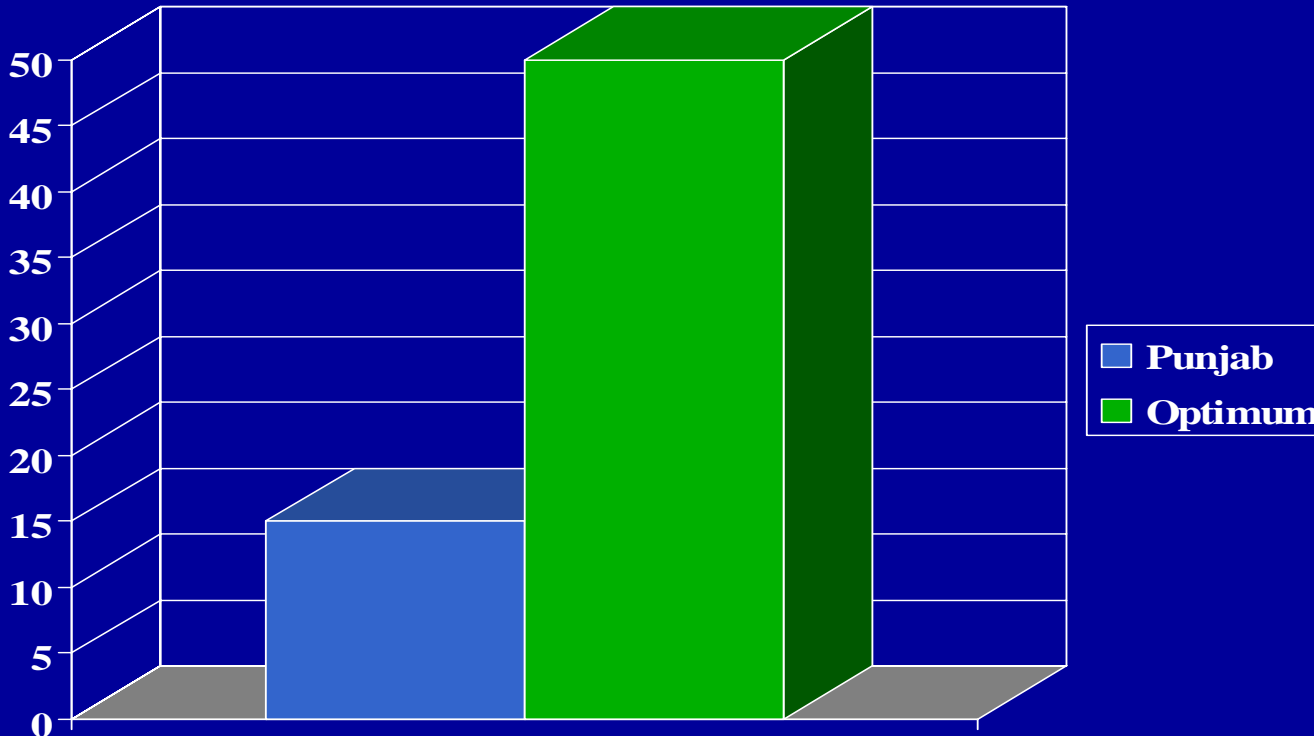
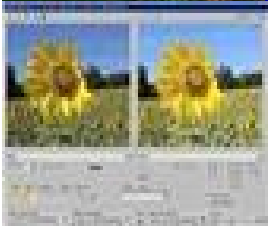


Source: World Bank 2004



Problems of Agriculture Research

- **Little money available for research**



Source: World Bank 2004



Problems of Agriculture Research

- **Not Autonomous in Raising and Utilizing funds and Collaboration with other organizations**





Structural Weaknesses in Agricultural Research

- **No Business Like Environment**
 - The sector-level outputs are not clear
 - No mechanism to find and prioritize emerging issues to be resolved through research
 - Research priorities are decided at the scientists level
 - No involvement of stakeholders in research
- **Poor research-extension-farmer linkage**
- **Little International Exposure or Interaction**





Management Weaknesses in Agricultural Research

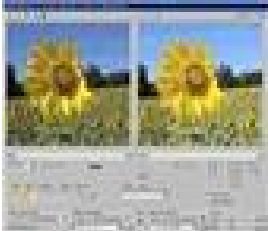
- **Little Incentive to be Innovative**
- **Lack of Collaboration Between Institutes and Disciplines**
- **Little Scientific Monitoring and Evaluation**





Appropriate timing for Research Reforms

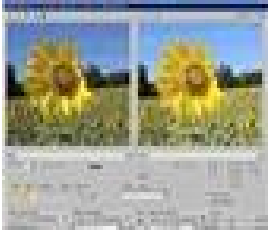
This forced political and scientific leadership to reform the agricultural Research and Extension System to cope with the challenges of modern era in the agricultural sector





Blue Print of Reforms

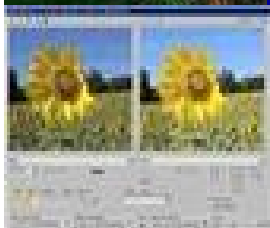
- **Revamping of PARB**
- **Corporatize Agriculture Research**





Revamping of PARB-Progress

- Chief Executive was appointed through international search on January 25th.
- I have twenty years of experience working in USAID, IRRI, World Bank, and World Vegetable Center in Taiwan
- I have over 75 publications with 30 refereed journal article.



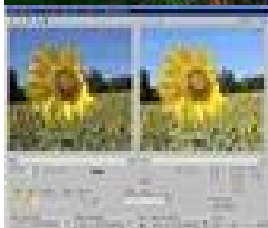


Revamping of PARB

An Apex Body for Research to

- 1. Coordinate**
- 2. Plan, and**
- 3. Monitor, and Evaluate**

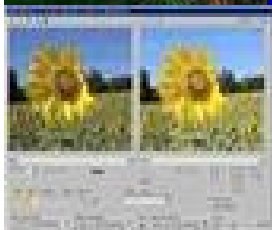
whole agricultural research system in Punjab





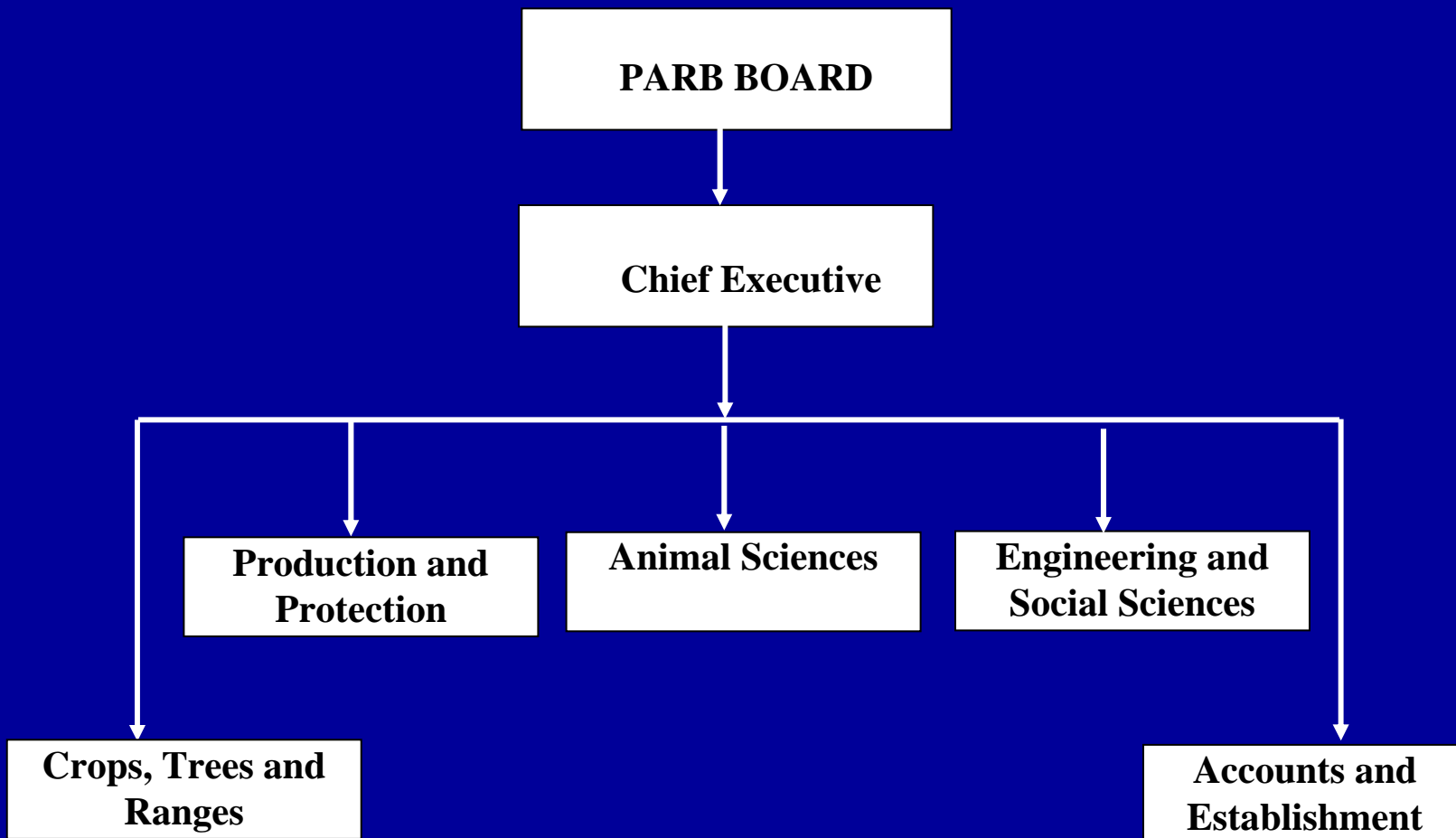
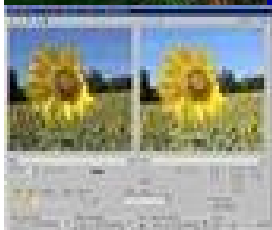
Revamping of PARB – Additional Responsibilities

- Channel all research funds
- All national and international collaboration in agriculture research
- Import of agricultural technologies
- Foreign trainings
- Support research programs (focusing to resolve problems at the farm-level), rather than projects



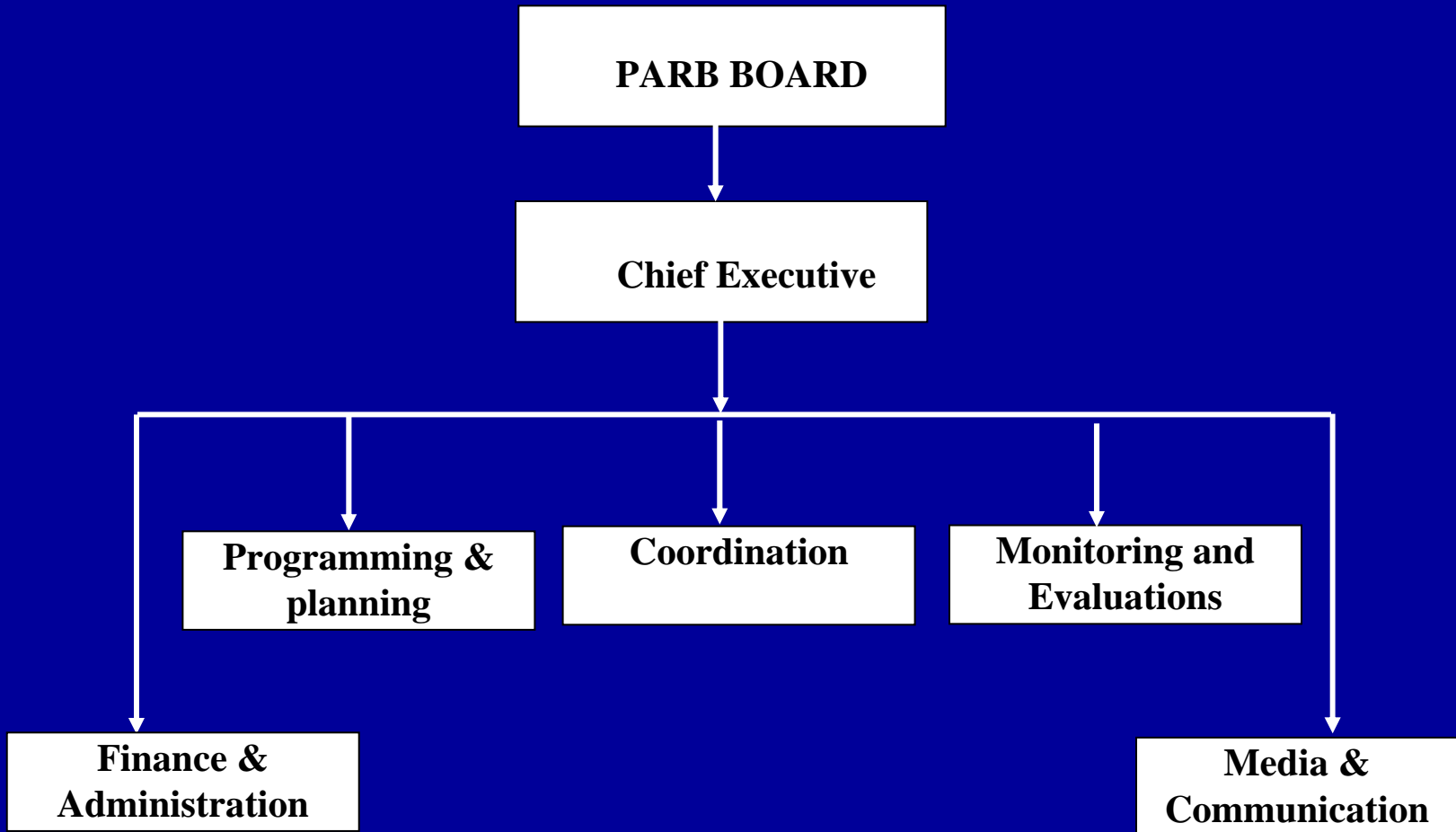


Revamping of PARB-Old Structure





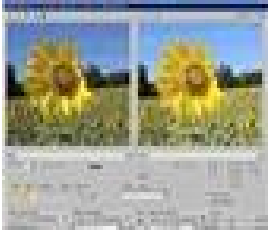
PARB Structure-New Structure





Hiring New Staff - Progress

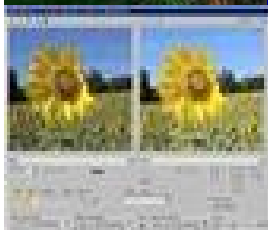
- The TOR of members and other research and management staff have been approved
- The Search Committee has been formulated and notified
- Positions have been advertised in local media – a total of 60 applications were received
- The positions are also being advertised in international media





Funding - Progress

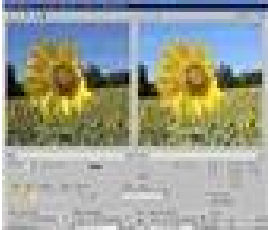
- Funding for High priority CGS – Rs. 693 million
- Restructuring of PARB – Rs. 195 million





Competitive Grant System

Research Funding for high
priority areas identified by
stakeholders on competitive
basis





Salient Features of CGS

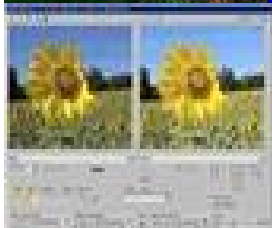
- **Identification of Themes** - Sector-level issues through consultation with policy makers
- **Identification of High priority research projects** - Programming and Planning Cell through consultation with stakeholders
- **Competitiveness** - Call for proposals through media (Coordination Cell)
- **Professionalism** - Peer review by TWGs under TL
- **Ensure Quality Output** - Monitoring and Evaluation Cell





Added Features of CGS

- **Incentives for the researchers** - 5% of the cost of the project to each scientist involved.
- **Provision for the improvement of institutional infrastructure** – 13% of the project cost as Project Management cost for the institute and 2% to DG office
- **International Links** – By sending scientists for short-term training and inviting international scientists
- **Import of technologies** – Provision for the import of technologies.





Themes

1. Enhance productivity with sustainability of major cropping system

Goal: Enhance total factor productivity of various production systems in the province with emphasis on those system where large number of poor lives.

2. Promote diversification & commercialization

Goal: Eradicate poverty by increasing small farmers' income, employment & nutritional security through improved production & marketing efficiency of high value crops

3. Conserve Resources & Protect Environment

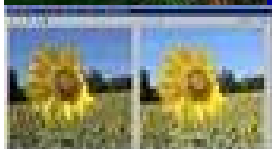
Goal: Conserve natural resources (land, water, range, pasture) and environment by improving resource use efficiency in the long and medium terms.

4. Improve Competitiveness by Value Addition

Goal: Enhance agri. competitiveness and vertical divers. of rural incomes by promoting agri. processing, reducing post-harvest losses, & improving marketing efficiency.

5. Cross Cutting issues, & knowledge based agri. policies

Goals: To take research on policy issues to enhance research efficiency and promote knowledge-based policy formulation.





CGS Process

Fix Themes – CE Consultation with policy makers



Identify high priority projects –
Consultation with stakeholders by P&P Cell and approved by board



Announcement and proposal collection –
Coordination Cell



Evaluation of proposals – TWGs under the TL



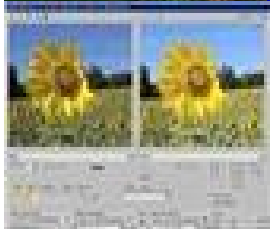
Preparation of priority list – Coordination Cell



Approval of projects – Executive Committee



Final Approval – Board of Directors





CGS Process

Signing of contracts – CE, PM, Institute Head, DG



Six monthly release to PM – F & A Cell



Monitoring – M&E Cell



Term./change of activity/project – PM, M&E Cell-EC



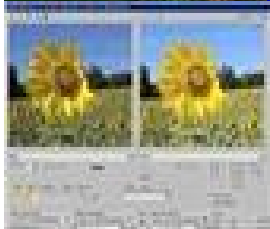
Bi-annual Financial Reports – F&A Cell



Progress Report – PM, M&E Cell, Coordination Cell, EC



Dissem. of results to policy makers – Coordination Cell





Restructuring of PARB - Progress

- Construction of PARB Building – Rs. 82.0
- Operating Cost – Rs. 113.0
- Capital cost – Rs. 5.0

- Local Cost – Rs. 41.26
- Foreign Exchange cost – Rs. 153.74





Next Steps

- **Approval of the BOD.** The BOD was submitted in April, 2007 and waiting for the approval.
- **Formulation of PARB Rules.** So far government rules are being followed. To seek autonomy, PARB should have its own rules approved by the board.
- **Management Consultants.** To frame rules of PARB, Management Consultant will be helpful.
- **Hiring of Management Staff.** Delayed because of international advertisement; expected in October.

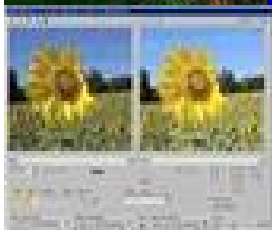




Corporatization of Research

Philosophy of Corporatization

- **Involve Stakeholders through Independent Board**
- **Research Programs to Solve Specialized Issues**
- **Autonomy in Operation and Fund Utilization**
- **Compete for Public Funds from PARB**
- **Generate funds from private sector**
- **Attract High Quality Scientists by Offering Salaries at Market Rate**

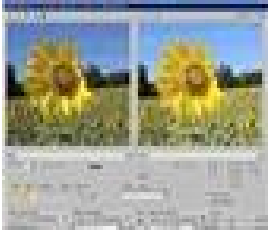




Corporatization of Research

Similar Successful Stories

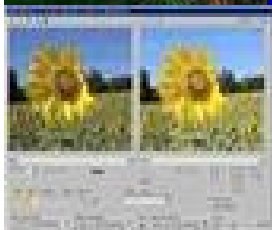
- **[IRRI, CIMMYT, ICARDA, etc.]** The institutes are completely autonomous, BOD provide general guideline, only certain proportion of the budget is assured for salaries from international donors, while scientists seek operational funds through competitive grants.





Corporatization of Research-Progress

- **Legal Consultant** - Hired the services of legal consultant for the registration of five corporate bodies under the Section 42 of the Companies ordinance 1984.
- **Registration of Companies.** Following five companies have been registered in June 2007.
 - ❑ **Sugarcane Research and Development Company Punjab.**
 - ❑ **Cotton Research and Development Company Punjab.**
 - ❑ **Rice Research and Development Company Punjab.**
 - ❑ **Mango Research and Development Company Punjab.**
 - ❑ **Citrus Research and Development Company Punjab.**





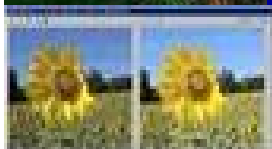
Corporatization of Research- Progress

Management Consultant. Help companies in the following:

- **Develop Organogram/Organizational Structure**
- **Set best-management practices**
- **Formulate automatic evaluation process**
- **Develop planning and control system**
- **Design Management Information System.**

The Advertisement for hiring the Management Consultant has been given. A PC-II for hiring BSES, an Australian based company having more than hundred years experience in Research, Development and Extension of Sugarcane crop as Management Consultant has been submitted to P&D Department for approval.

Search Committee. The Search Committee for the selection of Chief Executive has been notified on 19-07-2007.

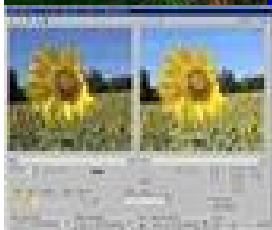




Corporatization of Research- Progress

Search Committee. The constitution of Search Committee for the selection of Chief Executive Officers of five research and development companies has been notified on 19-07-2007.

- **Notifications of Board of Directors.** The BOD and its Chairman of each company has been issued after the approval by the Competent forum.





Board of Directors of Sugarcane Research & Development Company

Chairman

1. Mr. Zaka Ashraf, Lahore.

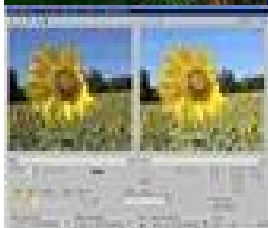
Ex-Officio Members

2. Secretary Agriculture
3. Sugarcane Commissioner, MINFAL, Islamabad
4. Cane Commissioner, Food Department Punjab.

Private Members

5. Chairman, Pakistan Sugar Mills Association (PSMA), Punjab Zone, 2, Happy Houses, Gulberg, Lahore.
6. Present Pakistan Society of sugar Technologist.
7. Dr. Ehsan Ullah, Professor of Agronomy, UAF.
8. Dr. Muhammad Munir Nayyar, ex-Director Sugarcane, AARI/Cane Advisor, Sugarcane Development Programme, Madina Sugar Mills, Chinnot.
9. Chief Executive Officer of the company-Member/Secretary.

The remaining six members of Board of Directors shall be nominated in due course of time.





Board of Directors of Cotton Research & Development Company

Chairman

1. **Mr. Khurshid zaman Qureshi, Bahawalpur.**

Ex-Officio Members

2. **Secretary Agriculture**
3. **Cotton commissioner, MINFAL, Islamabad**
4. **Director, Pakistan Central Cotton Research Institute, Multan.**

Private Members

5. **Chairman, All Pakistan Textile Mills Association (APTMA), Punjab Zone.**
6. **Mr. Nazir Ahmad Chaudhry, Scientist Emeritus Ayub Agricultural Research Institute, Faisalabad.**
7. **Mr. Waheed Sultan, Ex-Director Cotton Research Institute, Faisalabad.**
8. **Chief Executive Officer of the Company – Member / Secretary.**

The remaining seven members of Board of directors shall be maintained in due course of time.





Board of Directors of Rice Research & Development Company

Chairman

1. **Ch. Hamid Mallhi, Habibullah road, Lahore**

Ex-Officio Members

2. **Secretary Agriculture**
3. **Rice commissioner, MINFAL, Islamabad.**

Private Members

4. **Representative of Pakistan Rice Export Association from Punjab.**
 5. **Chairman Punjab Rice Processing Mills Association.**
 6. **President Basmati Growers Association.**
 7. **Dr. Ahmad Saeed Khan, Retired Professor, University of Agriculture, Faisalabad.**
 8. **Dr. Muhammad Sharif Zia, ex-Member Natural Resources, Pakistan Agri. Research Council, Islamabad.**
 9. **Chief Executive officer of the Company-Member/Secretary .**
- The remaining six members of Board of Directors shall be nominated in due course of time.**





Board of Directors of Mango Research & Development Company

Chairman

1. **Mr. Muzaffar Khan Khakwani, Quaid Azam Road, Multan.**

Ex-Officio Members

2. **Secretary Agriculture.**
3. **Chief Executive Officer, Pakistan Horticultural Development and Export Board, (PHDEB), Lahore.**
4. **Chief Executive Officer, Punjab Agriculture Marketing Company, Lahore.**

Private Members

5. **Chairman Punjab Mango Growers Association.**
6. **Dr. Muhammad Hussain, Ex-Director Horticulture, Faisalabad House No.44, Allama Iqbal Town, Church Road, R.Y.Khan.**
7. **Mian Irshad-ul-Haq, President Horticulture Foundation, House No.18, St. No.19, F-6/2, Islamabad.**
8. **Mr. Muhammad Nauman khan S/o Aziz Nawaz Khan, R/O Kot Rabnawaz Khanwala, Vehari Road, Multan.**
9. **Mr. Muhammad Ashfaq Khan, S/o Muhammad Sadiq Khan, Multan.**
10. **Syed Iftikhar Ali Shah S/o Syed Fakhar-ud-Din Shah, R/O Mouza Ponta, Tehsil Shujabad, District Multan.**
11. **Chief Executive Officer of the company-Member/secretary.**

The remaining four members of the Board of Directors shall be nominated in due course of time.





Board of Directors of Citrus Research & Development Company

Chairman

1. **Mehr Liaqat Hayat Lak, Sarghodha.**

Ex-Officio Members

2. **Secretary Agriculture**
3. **Chief Executive Officer, Pakistan Horticultural Development and Export Board (PHEDB), Lahore.**
4. **Chief Executive Officer, Punjab Agriculture Marketing Company, Lahore.**

Private Members

5. **Chairman Punjab Citrus Processing Unit.**
6. **Mr. Fasal Munir S/o Muhammad Munir, R/o chak No. 35/NB, District Sargodha.**
7. **Mr. Pervaiz ahmad S/o Ghulam Rasool, R/o chak No. 19/SB Tehsil Kot Momin District Sargodha.**
8. **Mr. Faisal Javaid Ghumman S/o Farrukh Javaid Ghumman, R/o Chak No. 104/NB, District Sargodha.**
9. **Dr. Daud Ahmad, ex-Professor & Charimnan, Department of Horticulture, University of Agriculture, Faisalabad, House No. 18, F/6-1, Street No. 31, Islamabad.**
10. **Dr. Saeed Ahmad, President Pakistan Horticulture Foundation, House No. 18, street No. 19, F-6/2, Islamabad.**
11. **Chief Executive Officer of the company-Member/Secretary.**

The remaining four members of Board of Directors shall be nominated in due course of time.



Next steps

- **Hiring research staff of each company at market rate.**
- **Funds for boarding and lodging of Board of Directors.**
- **Chairman of each company are required to convene the first meeting of the Board of Directors as per section 42 of the Articles of Association of the Company to chalk out the plan to run the affairs of the company.**
- **The engagement of Management Consultants to develop the organizational structure/organogram of the five corporate research bodies.**
- **The remaining system should also be given autonomy, and their service rules should be improved.**





Output of Reforms

- **Autonomy of the system with proper monitoring**
- **Increased operational funds for research**
- **Forge cross-institute and discipline collaboration**
- **Programs to resolve development constraints**
- **Mobilizing resources for research from the private sector**
- **Incentive to scientists for delivering outputs**





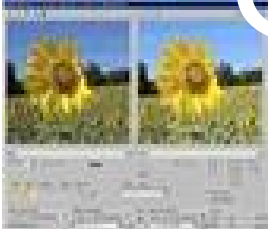
Impact of Reforms

- Enhance growth by resolving growth constraints
- Improved competitiveness in the domestic and international markets by resolving emerging issues in these markets
- Eradicate poverty by addressing problems facing to small farmers and landless tenants
- Making agriculture environment friendly





Thank You





PARB Structure

