



BAR Chronicle

BUREAU OF AGRICULTURAL RESEARCH
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BAR TECHNICAL DIVISIONS HOLD SIMULTANEOUS IN-HOUSE PLANNING WORKSHOPS

The Impact Evaluation and Policy Division (IEPD), National Program Division (NPD) and the Regional Program Division (RPD) held its In-House Planning Workshops for CY 2000 last January 5-7, 2000 at SEARCA, Los Banos, Laguna.

Primarily, the activity was undertaken to review divisional accomplishments and performance for CY 1999 and to identify implementation strategies that will aid the divisions in the effective and efficient implementation and operationalization of their plans, programs, and activities. Also, staff and division capabilities, strengths and weaknesses, gaps, resource requirements, and needs were identified and assessed for appropriate action and consideration.

Dr. Merlie Manalili, who facilitated and acted as the resource person for IEPD, gave an overview of the Corporate Strategy Planning Process, which served as the division's guide for the two-day workshop.

By reviewing BAR's mission and vision, IEPD was able to come up with their own: "To provide a favorable policy environment for the National RDE System in Agriculture and Fisheries through an effective and efficient Monitoring and Evaluation System." Factors contributory to the attainment of this goal were identified such as the need for additional manpower resources, specific guidelines to operationalize the "one system- one program" approach, an established R&D Monitoring and Evaluation System, a functional coordination between DA bureaus and attached agencies, and improved capability in assessing appropriate technology.

During the assessment of divisional performance for the year 1999, IEPD compared their accomplished and unaccomplished activities as basis for planned activities for the year 2000. In doing so, they



NPD staff during their divisional planning workshop at SEARCA

PIRD AND KPSD CLARIFY ROLES

Last January 4, 2000, representatives from the Knowledge Products and Services Division (KPSD) convened with the Public and International Relations Division (PIRD) staff to clarify and identify their individual and specific areas of responsibilities. This is expected to improve the two divisions' relationship and provide them with a more delineated list of roles and functions as part of their effort in developing a more systematized process of program implementation.

The meeting was attended by Alvin Divinagracia, Vic Guiam, and Grace Garcia of PIRD while Lumen Ching and Marlowe Aquino represented KPSD.

Among those discussed were the support that both divisions will give to professional societies. This include the publication and printing of journals and proceedings which will be handled by KPSD while the release of advertisements to the different media which will be the responsibility of PIRD.

Basically, KPSD will be in charge of producing different knowledge products and materials that will be utilized during seminars, workshops and other BAR related activities. These include press releases, news articles, press kits, cards, gifts/other paraphernalia, video footage, etc. as will be required by the different divisions or the networks. Conceptualization and putting-up of exhibits also fall under this category. However, this will be managed and manned by PIRD.



ADVICE FOR NEW MANAGERS

If you have taken a leadership role:

- **Don't act like a know-it-all**

Let employees know of your experience but show them your on-going efforts to learn a new job.

- **Realize that some of your first decisions won't please everyone**

Don't hedge.

Tip: Develop a system with your boss for handling disagreements as they come up.

- **Get employee input on strategies**

Consult with team members who have knowledge that could be useful.

- **Keep employees and bosses up-to-date on your progress**

Don't rely on quarterly financial results. Measure your efforts with more immediate methods.

- **Observe and model the corporate culture**

Learn the organization's strengths, weaknesses and key players.

- **Know what your boss expects from you**

Make sure your employees know what to expect from you.

Examples: Does your boss need regular progress reports?

Do you prefer a hands-off-approach with your employees?

- **Get to know the concerns, goals and work styles of every staff member**

Hold a group meeting to address critical topics.

- **Don't annoy people** by constantly explaining how things were done back at your old company or department. Don't start your new position by complaining or demanding.

Source: Investor's Business Daily cited in Communication Briefings, 1101 King Street, Suite 110, Alexandria, VA 22314 USA.

As a conclusion, Dr. Manalili gave a lecture on the Integrated Planning Process (IPP) and its elements, which emphasized on the integration of the sub-functional activities and resources within the division and the Bureau as a whole. She pointed out the importance of control systems that provide the feedback and reward systems.

Meanwhile, NPD and RPD both utilized the Strategic Planning Process to objectively evaluate their performance for the year 1999 and identify their own strengths and weaknesses that could contribute or hamper the operationalization of their planned programs and activities.

Mainly, NPD's major programs and activities were restricted due to lack of technical staff and funding, and inadequate office equipment. However, these are counteracted by the continuous cooperation, support, and enthusiasm extended by the different network leaders and members, and involved institutions.

On the other hand, RPD also identified several strategies and activities to further systematize their program implementation. Among these are the conceptualization on the establishment of the regional RDE networks through consultation meetings, preparation of RDE Operations Manual and signing of MOUs, review of regional capability to enhance network members and staff, and the effective orchestration and formulation of the RDE agenda/programs and enhancement of the RIARC/RIFRC Strategic Plan.

As a result, NPD and RPD were able to draft their CY 2000 Work and Financial Plans, formulate its own goal, mission, and vision, and identify the lead and support divisions/units for each of their major activities. Tentative interfacing schedules with the National and Regional RDE Networks were formulated and will be reviewed during the National Team Leaders' Planning Workshop later in the year.

(Thea Kristina M. Pabuayon)

PIRD...

Circulation and distribution of these products and materials will be handled by PIRD. Specifically, these involve reproduction and dissemination to the different media outfits, offices, and other recipients as will be required.

With these clarifications and agreements, the two divisions hope to have a more harmonious, proficient and orderly working relationship.

(Thea Kristina M. Pabuayon)

BAR TECH...

were able to check and classify which activities need to be continued, intensified, pursued, or dropped. Furthermore, IEPD's functions as well as the three sections under it, the programs and institutional review section, technical tracking section, and R & D policy section, were also reviewed using its terms of reference and the identified key result areas.

What do you think?

Bureaucratic Lingo

Historically, language has been used to unite. However, language has also been used to divide as in the case of the biblical Tower of Babel where God cursed the people with different tongues so they could not understand each other. Those with the same tongues stuck with each other for the simple reason that it is easier to work with, fight with, or live with someone who understands every word you are saying (although some seems to disagree with this conclusion).

For the unlucky minorities who don't fit in languagewise, it has been necessary for them to adapt to survive.

Bureaucracy is often present in solidly structured organizations that unite a certain group into a common cause. If taken this way, bureaucracy

sounds great. In reality, it often slows down today's fast-paced process of life, resulting to non-delivery of goods, delays, irregularities, or simply serves to preserve the authority of an organization.

These have ultimately contributed to the rise of bureaucratic lingo. While it is used to tie up people, it may also be used to oppress another group who is not familiar with the terms used. In the case of some professionals, it can be taken too far.

You may notice, when you visit your doctor for those chest pains, that he will tell you you have the symptoms of "myocardial infraction." If he told you right out you were having a heart attack, you might probably have another one right there. When your lawyer tells you there's nothing to worry about and dishes out some Latin, you may not realize you're in danger of losing your suit. The next time your car needs a full overhaul because the fuel injection is not aligned with your dual overhead

camshaft engine, maybe it's time to get a second opinion.

Lingo is useful when used by people who understand it. This results to quicker feedback and problem solving. Also, it allows for clarity and a greater certainty of being understood by the team.

On the other hand, lingo becomes undesirable when used to cover up the truth or cloud an issue. Sometimes lingo is used so often in this way that it becomes second nature to the team members, and sadly, problems are automatically communicated and treated this way.

Always remember that when using lingo, we must always measure its appropriateness to the situation and examine the honesty of the language used. If the lingo is used to lie, cheat or steal, then the organization that has succumbed to it may be in danger of meeting the same fate of the people of who built the Tower of Babel which I believe no longer stands.

DO YOU SAY WHAT YOU MEAN?

WHAT YOU SAY

IT'S IN THE PROCESS
WE WILL LOOK INTO IT

A PROGRAM
EXPEDITE
CHANNELS
COORDINATOR
TO ACTIVATE
IMPLEMENT A PROGRAM
UNDER CONSIDERATION
MEETING
A CONFERENCE

TO NEGOTIATE
REORIENTATION
RELIABLE SOURCE
INFORMED SOURCE
A CLARIFICATION
WE'RE MAKING A SURVEY
NOTE AND INITIAL
SEE ME OR LET'S DISCUSS
WE WILL ADVISE YOU
LET'S GET TOGETHER ON THIS
FORWARDED FOR YOUR CONSIDERATION

WHAT YOU MEAN

so wrapped up in red tape that the situation is almost hopeless
by the time the wheel makes a full turn, we assume that you will have forgotten about it too
any assignment that can't be completed by one telephone call
to confound confusion with commotion
the trail left by interoffice memos
the guy who has a desk between expeditors
to make carbons and add more names to the memo
hire more people and expand the office
we're looking in the files for it
a mass mulling by the masterminds
a place where conversation is substituted for dreariness of labor and the loneliness of thought
to seek a meeting of minds without a knocking together of heads
getting used to work again
the guy you just met
the guy who originally started the rumors
to fill in the background with so many details that the foreground goes underground
we need more time to think of an answer
let's spread the responsibility for this
come down to my office, I'm lonesome
if we figure it out, we'll let you know
I'm assuming you're as confused as I am
you hold the bag for a while

Scientists Fear Spread of New Potato Virus

LIMA, Peru. To stem the spread of potato yellow vein virus, which is causing large losses in the potato production areas of northern Peru, CIP specialists recommend that transport of potato seed in infected areas cease, and that farmers only use certified seed. Field tests indicate the area infected by the virus now includes parts of Cajamarca; Chimbote, Chiquián, and Huaylas, in Ancash; the mountain areas of La Libertad and Piura; and some parts of Chachapoyas, in the Amazon.

The virus is suspected to have entered the country about five years ago in illegal potato imports. While the potato varieties Yungay and Canchán are most affected by this disease, infected native cultivar plants have also been found. Although this virus does not affect humans directly, it does cause serious economic losses to farmers, since diseased plants can reduce productivity by up to 50 percent.

Specialists fear that without sufficient preventative measures, the virus may spread to areas that are now disease-free. For example, two affected plants, eliminated



CIP researcher doing the scanning of new potato virus

immediately, were found in Junín. Although the flow of potato seed from the north, toward Junín, is practically nonexistent, certain areas of Pasco are at risk since many farmers there plant seeds from Ancash, one of the affected areas.

Difficult to detect

Potato yellow vein virus is transmitted by a white fly species that disseminates it not only to potato fields but also to certain weeds, which act as a reservoir for the pathogen but do not present symptoms. This hinders detection of the virus. Once established in the potato plant, the virus produces a yellowing of the veins. In many cases, farmers mistakenly attribute these symptoms to another, much less harmful disease caused by the mop-top virus. "Only at harvest time does the farmer discover the effect of the actual virus, which

reduces the size and amount of potato plant tubers, reducing the commercial value of the crop. Crop damage is multiplied by the fact that "the majority of tubers from infected plants continue to spread the virus," explains virologist Luis Salazar, Head of CIP's Crop Protection Department.

At CIP, an international agricultural research organization based in Lima, scientists are studying the virus molecularly based on samples obtained in Cajamarca. This has led to the development of a laboratory detection method known as Hybridization of Nucleic Acids, or NASH. CIP is currently working to devise a simpler, serological detection method--something more accessible to farmers, similar to detection methods developed for other viruses of potato, sweetpotato, and certain Andean roots and tubers. In a joint effort with the National Agricultural Health Service (SENASA), CIP is evaluating potato seed in northern Peru, and in collaboration with other institutions in the affected areas, CIP is teaching farmers how to stem the spread of this disease.

For more information, contact Christine Graves at the International Potato Center at (51-1) 349-6017 (Peru) or (1) 650-833-3365 (USA), or by e-mail at c.graves@cgiar.org.

ABARE ELECTS NEW OFFICERS



The Association of BAR Employees (ABARE) elected a new set of officers last January 10, 2000.

The election was declared an Open Slate where all members were qualified as candidates. Through the division of the house, 18 members were nominated as official candidates for the positions of President, Vice President for External Affairs, Vice President for Internal Affairs and Board Members.

The following staff were declared as winners for the respective positions. They are expected to take their posts immediately after the election.

President:
VP-External Affairs:
VP-Internal Affairs:
Board Members

Angel S. Morcozo
Alvin V. Divinagracia
Rodolfo L. Galang
Julia A. Lapitan
Rolando V. Labios
Marlowe U. Aquino
Victoriano B. Guiam
Ricarte C. Castro
Braulio B. Tamayo

Chronicle

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16-31 January 2000

DR. PONCE TALKS ON CONTINUOUS PROFESSIONAL AND PERSONAL DEVELOPMENT OF BAR STAFF



BAR staff during the strategic planning workshop at ATI-ITCPH, Lipa City

Exerpts from the Message of Dr. E. Ponce delivered during the BAR Assessment of 1999 Accomplishments and Strategic Planning held at ATI-ITCPH, Marauay, Lipa City, Batangas on 16-18 January 2000.

The Bureau of Agricultural Research (BAR) is an organization that is compared to an orchestra. Like any orchestra, it has a conductor, which provides the direction, proper timing and synchronization of the different instruments, which lead to a sound musical rendition. In doing this, BAR must look at the integrated national and regional RDE agenda and programs as their musical piece for proper program planning, program implementation, monitoring and evaluation and fund allocation. On the other hand, the different instruments are the strategies employed by BAR through the provision of technical assistance by the different technical divisions and units.

To ensure quality results, Dr. Ponce emphasized the issue of staff behavior, quality performance and outputs. The continuous professional and personal development of the staff is a major concern of BAR. The strength of this organization depends on BAR's ability to effect a vibrant staff development program through a continuing education program, which includes conscious learning at work. But the ability of BAR staff to take advantage of the opportunities provided them and, therefore, become assets of the organization depends on their attitudes. The BAR staff is therefore reminded of the following basic behavior to maintain the Bureau's organizational culture:

- Ability to listen, take a cue, and follow instructions from management including faithful compliance to BAR policies
- Eagerness to learn and to innovate
- Open attitude to criticism and suggestions. We frown on unnecessary defensiveness
- Transparency in their actions at work especially toward fellow workers and management
- Loyalty and dedication to BAR
- Hard worker and exhibits initiative. Works without being told
- A team player: subordinates personal interest for the sake of the division and/or BAR. In other words, the person is not hungry for credit such as putting all his/her name in all materials that do not call for such a label
- In case of doubt and question in their respective jobs, the person refers matters to management

Furthermore, he mentioned that BAR Management and division heads should spot the weaknesses of individual staff, and provide advice and guidance. Those staff members who continue to exhibit serious attitudinal problems shall be warned and appropriate actions must be taken. Regular staff should be re-assigned to other units either at BAR or the regions while those who are project-based should not qualify for renewal.

Towards this end, BAR staff also expects appropriate motivation and provision of benefits and equal treatment. Organizational problems must be dealt with professionalism and justifiable actions.

The Bureau has the potential to be a very effective instrument of agriculture and fisheries development if it made a difference in the life of the farm and fishing community. The challenge lies on being part of a team that is action driven, clientele-oriented, exudes professionalism and remains loyal to the Bureau.

BAR STARTS FIRST NATIONAL TEAM LEADERS' MEETING FOR CY 2000

The Department of Agriculture-Bureau of Agricultural Research (DA-BAR) will sponsor a National Team Leaders' Planning Workshop from February 2-4, 2000 at Anne Rachel's Mountain Resort in Olongapo City. The National Research, Development and Extension (RDE) Network Leaders, Assistant Team Leaders, Sub-Network Leaders, the DA-RFU Regional Directors and selected BAR staff will attend the activity.

The planning workshop is the 1st in the series of quarterly meetings to be coordinated by BAR for the year 2000. Since last year, these series consultations were done to regularly assess and evaluate the status of the different networks and to provide necessary fine-tuning to improve their agenda and program implementation.

Specifically, the planning workshop will involve the finalization and review of the following: Work and Financial Plans of the National RDE Networks, detailed proposal format and Terms of Reference (TOR) of the Team Leaders and the Technical Team, and interfacing schedules with the regional RDE Networks. Moreover, issues concerning the implementation of high impact projects and strategies on program implementation will be discussed. Aside from these, the participants will also be trained on the utilization of the Microsoft Project Program to further enhance their project planning capabilities.

This activity is expected to further advance, develop, and strengthen the 19 National Commodity-based and Discipline-based Networks established by BAR, and through the renewed commitment of the Team Leaders, attain agricultural modernization in the spirit and provisions of AFMA. *(Thea Kristina M. Pabuayon)*

BAR TO USE THE GIS TO STRENGTHEN ITS POLICY INFLUENCING CAPACITY AND TECHNOLOGY MONITORING

The important role of Geographical Information Systems (GIS) and database management can prove to be a promising tool for the Bureau of Agricultural Research in its effort to strengthen its capacity in influencing R & D policy direction and orchestrating the National Agriculture and Fisheries R & D System. This was discussed during a meeting of all BAR division heads, ITD software consultants and IEPD staff on the proposed project on the utilization of the Geographical Information Systems in Research, Evaluation, Monitoring and Analyzing Policies (GIS-REMAP) last January 27, 2000 at the BAR Conference Room. Dr. Steve Godilano, International Rice Research Institute (IRRI) Project Scientist and GIS Specialist, served as the resource person of the said activity.

The GIS is a computer system capable of assembling, storing, manipulating, and displaying geographically referenced information which enables users for policy decisions/direction, management and program operations. Once this is installed, the GIS will become a part of

the R & D National Information Network (NIN) being maintained by the DA-BAR.

There are four major components identified under the proposed project: 1) Developing the Technology Database, 2) Technology Mapping and Monitoring, 3) Technology Tracking, and 4) Developing the Electronic Atlas. At present, BAR is in the first stage of developing the technology database through the Impact Evaluation and Policy Division (IEPD) where 1,000 completed researches have already been inputted. Other relevant data such as inventory of facilities and equipment, human resource profile and on-going researches are available through the IDD and NPD, respectively. However, these data should be integrated to come up with one consolidated R & D database.

During the consultation meeting, the Bureau has identified some issues that need to be addressed to fully operationalize the GIS. These include the need for a unified digital database format to link research data and results of the different agricultural

agencies, a database that conforms to the requirements of the R & D NIN, a comprehensive database and management among agencies interested and involved in GIS, and the need for additional fields in the existing databases, as cited by Mr. Winston Tabada. Moreover, Dr. Godilano mentioned that although GIS has these capabilities, its functions are often hampered by poor, inappropriate data gathering and consolidation, untrained staff, and unavailable/inadequate software and hardware programs.

As the world enters an era of advanced information management technologies, the use of GIS is considered to be one of the effective and efficient management tools in aiding policy makers from the different sectors of agriculture, business, transport and other service organizations in making decisions. With these potentials, the GIS can be effectual in providing timely and reliable research information in support to the Philippine program on food security and alleviating poverty. *(Ricarte Castro)*

What do you think?

NEW LOAN POLICY TO IMPROVE CREDIT ACCESS OF FARMERS/FISHERFOLK

Credit services to farmers and fisherfolk are now expected to improve following the approval of a new loan policy which extends the grace period on loans of agriculture and fishery projects with long gestation periods.

With the approbation of the Monetary Board last November 11, 1999, Section X349, entitled "Agriculture and Fisheries with Long Gestation Period," was added to the Manual of Regulations for Banks through the *Bangko Sentral ng Pilipinas Circular no. 217, Series of 1999*. This was done in pursuance to the objectives of Resolution no. 1566 and done in line with the provisions of the Agriculture and Fisheries Modernization Act (Republic Act No. 8435).

Specifically, Sec. X349 mandates that "agriculture and fishery projects with a long gestation period shall be entitled to a longer grace period in repaying the loan based on the economic life of the project." Banks and guarantee institutions will be allowed to extend loans and guarantees with a grace period of up to seven (7) years. This means that projects which remain economically productive and constantly produce revenues will not be penalized even if they exceed the allowed period of payment upon maturity of the loan.

Lending banks shall, however, institute necessary safeguards and precautions to

determine the viability of the financed projects and ensure that the borrowers have the ability to fulfill their financial commitments. Furthermore, rules on past due loans and non-performing loans were compounded. Past due and non-performing loans under Section X306 and Section X309, respectively, shall apply except that both will have the reckoning dates as their grace periods instead of the original maturity of the loan. (*Thea Kristina M. Pabuayon*)

Source: Bangko Sentral ng Pilipinas (BSP) Circular No. 217, Series of 1999. 11 November 1999, City of Manila, Philippines

ITD CONDUCTS MICROSOFT PROJECT TRAINING



Participants in action

The Bureau of Agricultural Research (BAR) staff underwent a training on the utilization of the Microsoft Project program from 25-28 January 2000 at the ATI-BAR Conference Room. This is part of the continuous BAR In-house Staff Development Program to enhance staff efficiency and increase productivity. The training was conducted to assist the staff in the preparation and formulation of their individual workplans and presentation

of accomplishment reports. Information Technology Division consultant, Mr. Winston Tabada served as the resource person for the four-day training.

The Microsoft Project is a software that helps organize and track the multiple peculiarities of a project or program task. With minimum data input, it can calculate most schedule details, thus simplifying the updating process of the document. Moreover, the differences between original estimates and actual data are calculated and displayed. This will help the employee monitor his/her actual performance and aid him/her in making the necessary adjustments.

Through demonstration and hands-on method, the participants were familiarized with the different concepts and terminology on project

management and trained to use the software in generating reports and track activity progress. This involved a lecture on project management fundamentals, actual inputting of project configuration data, creating the task list, assigning and assembling resources and costs, monitoring of accomplishments by tracking and updating, and the display and printing of the generated workplan and accomplishment reports which need to submit by all BAR staff every month.

With these advantages, the Microsoft project is deemed the most appropriate software to track staff monthly activities. Thus, it is expected to serve as an important and effective basis for staff performance monitoring and evaluation.

(*Thea Kristina M. Pabuayon*)

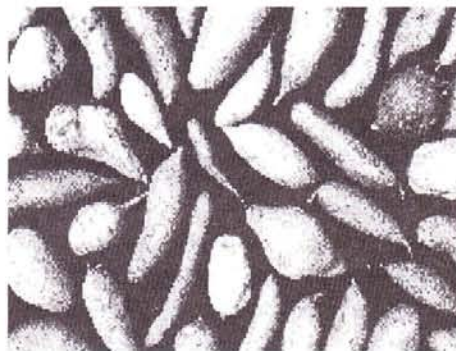
Backyard Farmers May Hold Major Piece of World Food Puzzle

Global initiative seeks to boost productivity and sustainability of agriculture in 21st century megacities

LIMA, PERU—The shantytowns of Lima sprawl across one of the world's most barren deserts. Yet their resourceful inhabitants have found ways to produce everything from sweetpotatoes and artichokes to chicken, fish, and pork.

Many of these urban farmers are recent immigrants from the Andes mountains, where agriculture has been a way of life for thousands of years. Their skills have been put to good use in this burgeoning city of 8 million¹/₄ providing critically needed food and income to some of the western hemisphere's most economically depressed neighborhoods.

As urban populations grow at unprecedented rates here and around the globe, city farmers are becoming more and more important. Under a new initiative launched by the Consultative Group on International Agricultural Research (CGIAR) in Washington, some of the world's leading agricultural scientists will be looking for ways to help those farmers play an even bigger role.



Backyard farmers produce

"Researchers have been working for years to make rural agriculture more productive and sustainable," said Hubert Zandstra, Director General of the Lima-based International Potato Center (CIP), which will spearhead the effort. "In looking at the needs of urban farmers, we're pursuing the same goals as we are in the countryside—food security for developing countries, a way out of poverty for food producers, and better access to food for consumers."

The \$500,000 Global Strategic Initiative on Urban and Peri-Urban Agriculture will link several of the CGIAR's 16 research centers with international aid agencies, nongovernmental organizations, and research networks in Latin America, Africa, and Asia. Among the sites to be considered for intensive study are Lima; Yaunde, Cameroon; Harare, Zimbabwe; Manila, Philippines; Accra, Ghana; Beijing, China; Dhaka, Bangladesh; Lusaka, Zambia; Dar es Salaam, Tanzania; Bogota, Colombia; and Maputo, Mozambique.

An urbanizing world

By 2015, more than half the world's population will live in urban areas. Of the nine cities projected to have populations exceeding 20 million, eight will be in developing countries. Feeding the growing numbers, Zandstra said, represents "one of the greatest challenges in the history of agriculture."

Urban agriculture can be traced to the world's earliest civilizations. The Aztecs, Mayans, and Incas all produced food within the borders of their urban settlements. City farms were also crucial to the development of Europe. Indeed, the sites of many modern cities were selected because of their access to water and high-quality land.

Today an estimated 800 million people are engaged in some form of urban farming, whether tending home gardens or working in commercial livestock, aquaculture, forestry, or greenhouse operations.

Farmers in Cairo, for instance, raise 80,000 head of livestock, while 1.7 million inhabitants of Mexico City rely on city dairy farmers for their milk. Ninety percent of the leafy vegetables sold in the public markets of Dar es Salaam are grown within the city limits. In Kampala, Uganda, about 30 percent of the population's need for meat and eggs is met by urban farmers. More than 16 percent of Harare's urban area is planted to crops.

For more information, contact Christine Graves at the International Potato Center at (51-1) 349-6017 (Peru) or (1) 650-833-3365 (USA), or by e-mail at c.graves@cgiar.org.

Some Practical Tips

5 R's to a Career Tune-up

R - effect Re - align
R - eview Re - chart
Re - define

If your career or life is going down,
STRIVE for better performance

S - top blaming others
T - hink trade offs
Re - align your expectations
I - dentify what you need to do
V - alue your work
E - liminate your bad habits

When things don't work **FOCUS** to
balance your life and/or career

F - orm a positive frame of mind
O - rganize yourself around key
result area
C - onfront your post, hurt and
breakthrough your defenses
and excuses
U - se foresight
S - et-up a support network

Source: Training Materials of the Supervisory
Development Course 27-31 July 1999,
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Civil Service Commission NCR 25
Kaliraya Street, Quezon City

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