

PROJECT APPRAISAL REPORT (PAR)

(6-00020)

PROJECT NO. 660-11-740-050	PAR FOR PERIOD: 6/30/75 TO 6/30/76	COUNTRY Zaire	PAR SERIAL NO. 76-ZA1-1
--------------------------------------	--	-------------------------	-----------------------------------

PROJECT TITLE
Planning and Management Services

PROJECT DURATION: Began FY <u>73</u> Ends FY <u>77</u>	DATE LATEST PROP Jan. 2, 1975	DATE LATEST PIP None	DATE PROGRAM PAR June 30, 1975
---	---	--------------------------------	--

U.S. FUNDS: a. Cumulative Obligation Thru Prior FY: \$ 651,000	b. Current FY Estimated Budget: \$ 500,000	c. Estimated Budget to completion After Current FY: \$ -0-
--	---	---

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)	
a. NAME U.S. Department of Agriculture	b. CONTRACT, PRISA OR VOL. AG. NO. PASA AFR(AG) 07-73

I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		
X	X		1. Recruit replacement for Urban	August 1, 1976
X		X	2. Designate Zairian counterparts for each U.S. advisor	August 1, 1976
X		X	3. GOZ formally reorganizes Dept. of Agriculture	Dec. 1, 1976
	X	X	4. GOZ fully staffs, per reorganization plan, the planning, econ. analysis, project design, budgeting, and statistics functions.	Dec. 31, 1976
	X		5. Recruit Budget Systems Analyst	Nov. 1, 1976

II. REPLANNING REQUIRED REVISED OR NEW: <input type="checkbox"/> PROP <input type="checkbox"/> PIP <input type="checkbox"/> PRS AG <input type="checkbox"/> PJO/T <input type="checkbox"/> PJO/C <input type="checkbox"/> PJO/E	DATE OF REVIEW June, 1976
---	-------------------------------------

PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE David Fredjek, Asst. Program Officer <i>DF</i> 6/17/76	REGIONAL DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE Fermino J. Spencer, Director <i>FJS</i> 6/24/76
--	---

B. PERFORMANCE OF KEY INPUTS AND ACTION AGENTS

A. INPUT OR ACTION AGENT CONTRACTOR, PARTICIPATING AGENCY OR VOLUNTARY AGENCY	B. PERFORMANCE AGAINST PLAN												
	UNSATISFACTORY		SATISFACTORY					OUTSTANDING					
	1	2	3	4	5	6	7	8	9	10	11	12	
1. U.S. Department of Agriculture					X								X
2.													
3.													

Comment on key factors determining rating
 Four of five PASA positions now filled; quality of assigned staff is superior. The team is making progress in shifting project focus from an operational one to one of technical assistance, training and institutional-building. This process has required continuous effort and attention by team members. Zairian professionals are taking initiatives in project evaluation and design, statistics, and agr. sector planning.

4. PARTICIPANT TRAINING	1	2	3	4	5	6	7	8	9	10	11	12
					X							X

Comment on key factors determining rating
 Several positions have been filled in the Department of Agriculture's ongoing reorganization proposal. U.S. advisors have been giving seminars for GOZ personnel. Twenty Zairois professionals are in English-language training & serve as a pool for specialized training in U.S. Project is now in a good position to release qualified personnel.

5. COMMODITIES	1	2	3	4	5	6	7	8	9	10	11	12
					X						X	

Comment on key factors determining rating
 Time required for delivery of G.S.A.-procured commodities is a serious problem. Better planning will be required in similar Mission projects; as well as improved follow-up procedures by the Mission and AID/W.

6. COOPERATING COUNTRY	a. PERSONNEL											
	1	2	3	4	5	6	7	8	9	10	11	12
				X								X
			X							X		

Comment on key factors determining rating

- GOZ has not yet formally approved and staffed recommended organization for the Department of Agriculture.
- Counterparts for U.S. advisors have not been designated.
- Department of Agriculture does not have operational budget; reorganization of government disbursing procedures is recommended.
- In longer term (3-5 years) inequities in salaries & benefits for DOA employees vis-a-vis other GOZ services must be redressed.

7. OTHER DONORS	1	2	3	4	5	6	7	8	9	10	11	12
				X						X		

7. **Comments:** Comment on key factors determining rating of Other Donors

Effective collaboration with FAO, Belgium, and France has eliminated duplication of technical assistance. Aid programs to Department of Agriculture are generally compatible and not redundant.

III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Units/Amount)					
		CUMULATIVE PRIOR FY	CURRENT FY76		FY77	FY78	
			TO DATE	TO END			
Accurate inventory compiled of all existing agricultural development projects	PLANNED	100%	100%	100%	N.A.	N.A.	100%
	ACTUAL PERFORMANCE	100%	100%				
	REPLANNED			--	--	--	100%
Establish guidelines for systematic project evaluation.	PLANNED	75%	100%	100%	N.A.	N.A.	100%
	ACTUAL PERFORMANCE	100%	100%				
	REPLANNED			N.A.	N.A.	N.A.	N.A.
Prepare methodological basis for analyzing projects and programs in agr. sector.	PLANNED	75%	100%	100%	--	--	100%
	ACTUAL PERFORMANCE	50%	75%				
	REPLANNED			75%	100%	100%	100%
Develop statistical base, conceptual framework for comprehensive, quantitative planning & implementing a nat'l agr. devel. strategy.	PLANNED	30%	50%	50%	--	N.A.	50%
	ACTUAL PERFORMANCE	5%	15%				
	REPLANNED			15%	20%	--	20%
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT: Nine Zairian professionals in the Bureau d'Etudes are capable of performing such work. Development of statistical inputs, preparation of long-range strategy, & project design and eval. is proceeding, though it be a slower pace than initially planned. We are 3-5yrs. away from					
1. Improve capability of GOZ to formulate developm't projects based on short, med & long-term dev'lt strategies.		COMMENT: a thoroughly Zairian product.					
2. Improve coordination of multi-donor projects & general operations including Service du Plan & other GOZ departments.		The Dept. of Agriculture (esp. Bureau d'Etudes) now is focal point for agricultural projects and programs. The DOA will need to establish national agr. programs as the Service du Plan is preoccupied. The DOA has estab. excellent liaison with the					
3. Establish central point within DOA for evaluating and analyzing all agr. development projects.		COMMENT: Office des Routes. The proposal which designates the Bureau d'Etudes as a full Direction of the DOA is currently under review by the Exec. Council & Civil Service Authorities. The Dept. is already operating that way, as the central programming function for the DOA in agriculture.					

AM 1880-28 (18-78)	PROJECT NO.	PAR FOR PERIOD:	COUNTRY	
PAGE 4 PAR	660-11-740-050	to June 30, 1976	Zaire	76-ZAI-1

IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROPI

To develop within the Department of Agriculture a capability to
 (a) elaborate a plan for agricultural development of Zaire;
 (b) collect, analyze, and present accurate statistical data necessary for the elaboration of such a plan; (c) design and evaluate specific projects contributing to the achievement of the development plan.

B. 1. Conditions which will exist when above purpose is achieved.

2. Evidence to date of progress toward these conditions.

1. Bureau d'Etudes developing agr. statistics required for agr. planning & project design.
2. Bureau d'Etudes agr. development proposals based on systematic and realistic criteria.
3. Bureau d'Etudes taking initiative in design of projects consistent with overall agr. strategy.
4. Bureau d'Etudes coordinating DOA programs with other donors, GOZ depts. etc.
5. Bureau d'Etudes has established methodology, criteria, and has started to elaborate agr. development strategy and plan.
6. Bureau d'Etudes entirely Zairois-staffed.

1. Data system approach agreed upon; construction of sampling frame underway. Pilot run in priority region (Bandundu). Test & revise are next steps. Activity not completed.
2. Accomplished; ongoing.
3. Ongoing, though limited by numbers of professional Zairians, need to define staff required and recruit and train. Condition is beyond scope this project.
4. Accomplished, ongoing.
5. Methodology and criteria established; elaboration of agr. strategy and plan proceeding slowly, due slow movement in reorganization and staffing.
6. Will not be attained this year and Bureau d'Etudes will require technical assistance for 3-5 years to reach this condition.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

To increase agricultural production.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the problem? Cite evidence.

Zaire's public resources (local budget and foreign exchange) for agricultural development investment are meager. The improved planning capacity of the GOZ Department of Agriculture has resulted in a tripling of the DOA's budget between 1975 and 1976 (est. 18 million Zaires), while other Departmental budgets are reduced or unchanged. Considering that Zaire imports \$200 million of foods per year, DOA investment programs cannot alone constitute a significant contribution to the programming goal.

An empirical foundation has been laid for modern agricultural programming through this project, which is now generating Zairian proposals for agr. development and investment.