

AGRICULTURAL SECTOR STUDIES
PROJECT 600 070
1981-1984

Quarterly Report

KINSHASA, ZAIRE

Report No.
July 15 - September 30, 1981

AGENCY FOR INTERNATIONAL DEVELOPMENT
CONTRACT N° A R. 0070. C. 001039 - 00

PRAGMA TEAM

AGRICULTURAL SECTOR STUDIES
PROJECT 030 070
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CONTRACT N° A R. 0070. C. 601033 - 00

PRAGMA TEAM

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PRAGMA TEAM SELF-APPRAISAL OF ACHIEVEMENT OF WORK PLANS

SUMMARY

The purpose of the Agricultural Sector Studies Project (660-0070) is to provide technical assistance to the Department of Agriculture's (DOA) Division of Studies and Planning (DOSP) and the Division of Agricultural Statistics (DAS) in improving capabilities and performance in agricultural policy and strategy formulation; progress and project identification and development; analysis and evaluation. The project will lead to increased agricultural production and productivity, increase farmer income, and improve the standard of living of the rural and urban poor.

The contract for the implementation of the project was signed between the Agency for International Development (AID/W) and Pragma Corporation in Washington, DC on May 7, 1981. The contract requires a brief report to USAID every three months to indicate problems and accomplishments.

This is the first of a series of quarterly reports. It covers the activities of the Pragma Team from July 15 to September 30, 1981.

Although problems were encountered at the outset, project implementation began immediately upon arrival of the Pragma Team.

Differences between the Project Paper (PP) and the Contract were immediately brought to light. Recommendations for the improved implementation of the project were made in an attempt to achieve all goals. DOSP, DAS, and Pragma Team work plans for 1981-82 were approved by both the Mission and the Government of Zaire (GOZ) officials. Setting up a working office for the DSOP and Pragma was done with the completion of a moving plan. The building is newly painted, equipped with a telephone system and air conditioning. Office furniture and supplies have been provided to all staff members. Administrative Management has been improved with files and records arranged, books and documents collected.

The attendance of personnel during working hours is registered and time sheets are controlled on a daily basis and administrative officer personnel are assigned specific tasks and responsibilities.

Technical activities have begun, but are limited due to initial problems. Review meetings were held with AID/W, USDA, the Embassy, USAID, the GOZ, and other donors regarding agricultural production, policy, marketing, and pricing strategy. Discussions also were held regarding the preliminary study on the rehabilitation of improved seed multiplication centers in Zaire, and a common goal was reached regarding the improvement of efficiency, the role, structure, and interrelationship between the organizations related to agricultural development.

The progress report of the Pragma Team includes the following activities:

- ACTIVITIES IN WASHINGTON, DC

- A. Discussion on the Statement of Work with AID/W

- ACTIVITIES IN KINSHASA

- A. Discussion on the Contents of the Contract and PP with USAID and GOZ Officials

B. Working Conditions

1. Current Situation of DOSP

- a) Office
- b) Personnel

2. Current Situation of the DAS

3. Pragma Team Component

4. Interrelationship Between Pragma Team and DOSP and DAS

C. Working Office Arrangements

- D. Review the Current Situation of Zaire's Agriculture and Preparation of Work Plans

1. Review of the Current Situation of Agriculture

2. Preparation of Work Plans for Pragma Team, DOSP, and DAS

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ACTIVITIES IN WASHINGTON, DC

A. Discussion on the Statement of Work with AID/W

The implementation of the project was started with the discussion between the AID/W backstop officer, Mr. Russell Anderson, and the Pragma Team composed of Dr. Rifat Barokas, Executive Vice-President of Pragma Corporation; Dr. Chan Phuc Nguyen; and Mr. Alphonse Donasson, Agro-economist, on July 8, 1981. The main topic of discussion was focused on the individual responsibility of each Pragma Team member in achieving the goal of the project which is stated in Article I of Contract No. AFR-0070-C-1039-00.

According to the meeting, the tasks in Article I, Page 3, of the Contract are as follows:

- The Chief of Party will assist the DOA's Bureau of Studies and the DAS to improve the operational linkages between two divisions (Item I), to strengthen linkages with the Department of Plan's (DOP) Regional Planning Division (RPD) (Item 7); to institutionalize an annual planning mechanism that will highlight the performance of the agricultural sector over the previous year, present the coming year's program, and flag problem areas that need attention by GOZ authorities (Item 8); and institutionalize the review of the 10-year agricultural strategy paper (Item 10).
- The Economic Analyst will assist the DOA's DAS to institutionalize the collection of agricultural statistics that accurately reflect the performance of the agricultural sector (Item 3); to improve the data processing programs (Item 4); improve the quality of agricultural sector data and support of primary planning tasks (Item 9); work closely with other Team members in analysis of agricultural marketing conditions and with Team Leader in preparation of reports.
- The first Agro-economist will assist the GOZ's DOA to institutionalize the continuous identification, design, monitoring, and evaluation of projects and programs (Item 6), conduct agro-economic and marketing survey (Item 5).
- The second Agro-economist will assist the DOA's DOSP to conduct in-depth surveys of agricultural commodities and regional planning studies and recommend the agricultural development and marketing policy to the Chief of Party and DOA officials. He also is responsible to establish a quarterly agricultural situation reporting system that will include indices of agricultural production, agricultural marketing conditions, and reports on other important development in the agricultural sector (Item 5); and work closely with the Team Leader in achieving the goal set at Item 8.

A short-term consultant will assist the GOZ's DOA to improve administrative and accounting procedure in DOSP and DAS because the specialization is not foreseen in the job description of four-member team (Item 2).

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ACTIVITIES IN KINSHASA

A. Discussion on the Contents of the Contract and PP with USAID and GOZ Officials

Dr. Rifat Barokas and Chan Phuc Nguyen arrived in Kinshasa on July 15, 1981, later joined by Mr. Alphonse Donasson, Agro-economist, on July 19, 1981. The Team was provided housing and transportation. The Team went through a number of in-processing briefings and was issued radios and taught their operations. They were issued the appropriate identification documents as well as membership cards for AERWA Club.

Discussions ensued in subsequent days with USAID and GOZ/DOA officials regarding the Pragma Contract, the PP, commodities, Counterpart fund, supervision of 052 returning students, and possible amendments to the existing Contract.

On August 10, 1981, a memorandum was sent to Mr. Richard J. Peters, Chief of the Agriculture and Rural Development Division, USAID, regarding Team activities from July 15 to July 31 highlighting the following issues:

- differences between the PP and the Contract;
- level of effort;
- Team support;
- contract amendment; and
- revision of the Logical Framework.

The Team also sent seven action memorandums to the Mission for approval. These are:

- No. 1 - Approval of quarterly and annual report submission dates, schedule and duration of Pragma Project Director's visit, and duration for the trips supervising the implementation of Project 070.
- No. 2 - Approval of four long-term expert's work plans for year one of project life and elimination of Item No. 2 from the General Statement of Work in the Contract between USAID and Pragma.
- No. 3 - Approval of scopes of work of three additional long-term experts. Increased short-term from 9 to 27 months; increase of educational allowance; additional funds for in-country travel and per diem.
- No. 5 - Approval for the procurement of office equipment and associated budget.
- No. 6 - Utilization under Project 070 as short-term specialists of potential long-term experts to be funded by the World Bank.
- No. 4 - Approval of a subcontract between the Pragma Corporation and Logistics and Supply Company.

No. 7 - Extension of the Project Director.

The Mission agreed totally to Action Memorandum Nos. 1 and 6, partially to No. 3, and to the modification required on No. 5.

Although differences were found between the contents of the PP and the Pragma Contract, and disagreements between USAID and COZ/DOA on the classification of priorities in the statement of work in the Contract, the Pragma Team always wished that the goal set in the PP should be achieved if additional manpower could be approved by the Mission. (Details can be found in the letter and papers attached, sent to the Mission on August 10 by Dr. Rifat Barokas.)

B. Working Conditions

1. Current Situation of DOSP

a) Office

The office of the DOSP is an old building with six small rooms. At the time of the Pragma's arrival it was known that there was neither room nor space available in the building for Pragma's use.

b) Personnel

The DOSP presently consists of 17 professional Zairians:

- six agro-economists;
- two zootechnicians; and
- nine agricultural engineers.

Currently, this Zairian staff is assisted by two expatriates: an economist and an agronomist of Technical Cooperation of Belgium (CTB), the latter assists the Economic Analysis and Projects Bureau.

The distribution of personnel is illustrated in the personnel chart on the following page.

2. Current Situation of the DAS

At present, the DAS consists of 42 employees, including professional Zairians who are assisted by a FAO statistician. DAS's structure encompasses five bureaus:

- Administrative Bureau;
- Methodology Bureau;
- Data Collection Bureau;
- Statistics Bureau; and
- Computer Programming Bureau.

The chart on the following page illustrates the organization and the distribution of personnel:

PREVIOUS PAGE BLANK

DIVISION OF AGRICULTURAL STATISTICS

0

ADMINISTRATIVE
BUREAU

Cit. MALENBA
Cit. BENANGHOYO
Cit. NIUA
Cit. WAMBANGA
Cit. DENGGA
Cit. KASSINDJI
Cit. KABASU
Cit. BUKATU
Cit. KATUNDA
Cit. SAMULELO
Cit. LUVUEZADIO

METHODOLOGY
BUREAU

Cit. MUKENDI
Cit. MAMAMPANGA
Cit. PIKA MANS
Cit. NDIBU DIPA
Cit. NGANDU
Cit. MADELEIN

DATA COLLECTION
BUREAU

Cit. NSAVAR
Cit. KAMBAMBA
Cit. LELA
Cit. MAMPAKA
Cit. TSHILUMBA
Cit. KABONGO
Cit. MUKINZI
Cit. NKOMBO
Cit. LUANGO

STATISTICS
BUREAU

Cit. LUKUSA
Cit. KAPUKU
Cit. BOYENGE
Cit. KABENGA
Cit. LUKUNI
Cit. KAMANGA

COMPUTER PROGRAMMING
BUREAU

Cit. KUTIAKA
Cit. KABASELE
Cit. KABONGO
Cit. NKENDA
Cit. TSHIAMUA
Cit. MUSUNGAYI
Cit. LUNYASI

3. Pragma Team Component

The Pragma Team must consist of:

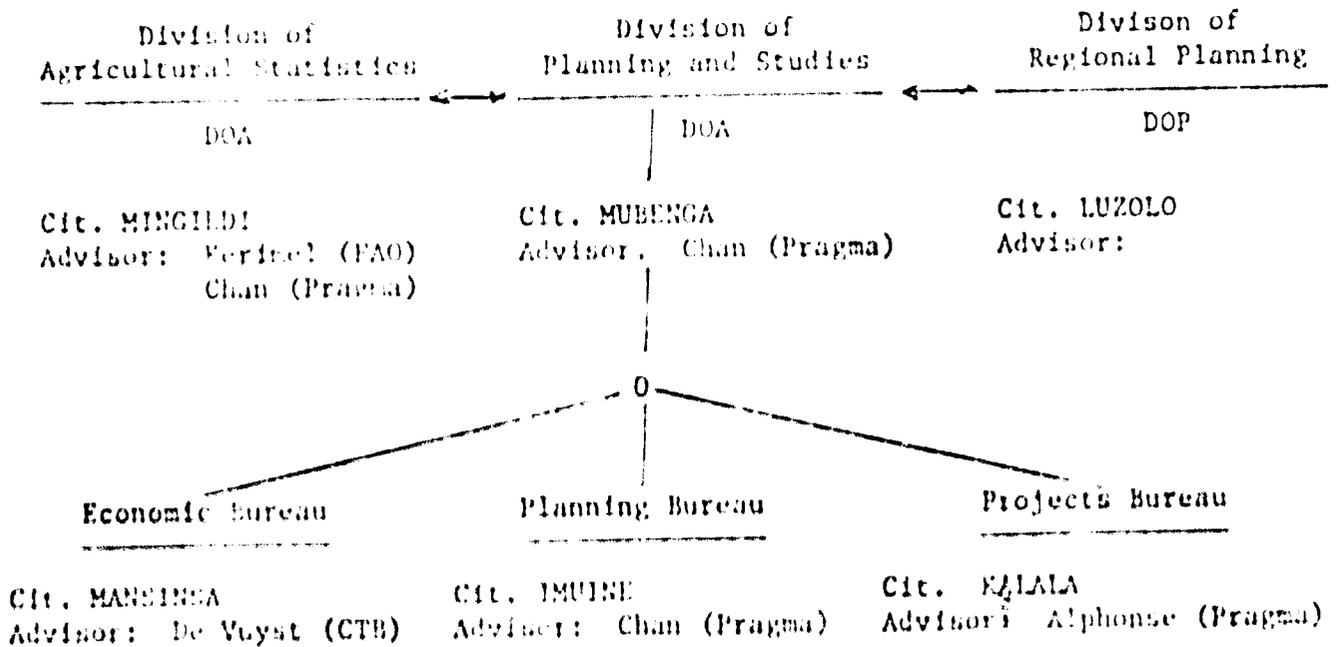
- Senior Economist Policy Planner/Team Leader;
- Economic Analyst; and
- Agro-economists.

However, only two of the four team members have been approved. Many candidates were proposed to fill the vacant positions but none were approved, except Mr. Georges Conde, for a three month period, and specific scope of work in rice marketing study. Because the position requirements are difficult to meet, Pragma Corporation has been searching for qualified specialists to submit to the Mission and GOZ for considerations.

A list of eight candidates, rank ordered from 1 to 8, was submitted on August 25, 1981. Mr. Earl Kulp was accepted by USAID on September 14, 1981. The recruitment of Mr. Kulp is now in process.

4. Interrelationship Between Pragma Team and DOSP and DAS

Because of the absence of two members, Mr. Chan Phuc Nguyen, Chief of Party, concurrently is assisting the Bureau of Planning, the Bureau of Economic Analysis, and the DAS. Mr. Alphonse Donasson is assisting the Bureau of Projects.



C. Working Office Arrangements

After several meetings with the DOSP regarding office space, the Team was taken to visit a rehabilitated building which was purchased by the GOZ under the framework of Project 052. The Team was impressed with this building because it comfortably houses the existing staff of GOZ and the Pragma Team. It also has the potential of doubling its present office space, thus enabling it to provide adequate space to all the returning students from the 052 project as well as house the DAS when this division moves to the new building.

Agreement on a moving plan was reached between DOA officials and Pragma Team. Recommendations were also made and agreed to by the DOA that the new building needed to be cleaned, equipped with a communication system, installed with air-conditioners, and wooden dividers set up to obtain more room for administration offices.

All this work was carried out by the DOSP Personnel.

D. Review the Current Situation of Zaire's Agriculture and Preparation of Work Plans

1. Review of the Current Situation of Agriculture

In order to be able to assist effectively the DOSP and DAS in improving their agricultural statistic capabilities in formulating an agricultural statistic development policy, as well as in designing agricultural projects, it is necessary that the Pragam advisors have in-depth knowledge about Zaire's agriculture, especially the main problems impeding development and the potentialities for achieving agricultural objectives.

Moreover, analysis of recent programs and conditions may also reveal structural and institutional relationship or policies affecting agriculture. A thorough review of literature related to the problem of Zaire's agriculture, therefore, has been done by the Pragma Team.

2. Preparation of Work Plans for Pragma Team, DOSP, and DAS

Two weeks after arrival, the Pragma Team was requested to submit its work plans for the year 1981-82 with the approval of DOA officials.

Meetings with DOA/DOSP and DAS officials were held to discuss the preparation of these plans which includes activities within the DOSP and DAS bureaus. Team work plans were followed by individual work plans.

Four weeks later, the work plans of the DOSP, DAS, and Pragma Team were submitted to USAID for approval. It is composed of three chapters writing in both English and French:

- Chapter I : Pragma Work Plan
- Chapter II : DOSP Work Plan
- Chapter III : DAS Work Plan

The proposed plans will assist:

- returning participants to complete their Masters theses;
- DOSP Planning Bureau in the formulation of agricultural strategy and policy;
- DOSP Economic Analysis Bureau in conducting agricultural commodities studies and preparing agricultural situation report;
- DOSP Projects Bureau in design, monitoring, implementation, and evaluation of agricultural projects;
- DAS in the improvement of data collection and statistic programming system; and
- DOSP and DAS in its coordination with other Directorates related to agricultural planning and statistics.

Details of the specific tasks and activities can be found in the work plans sent to USAID. The work plans were approved by USAID on August 28, 1981.

PRAGMA TEAM SELF-APPRAISAL OF ACHIEVEMENT OF WORK PLAN
DURING THE FIRST QUARTER OF PROJECT 070 IMPLEMENTATION

In making this self-appraisal for the achievement of activities stated in the work plan of first quarter of project implementation, the Pragma Team summarizes its accomplishments as follows:

- | | |
|---|---------|
| 1. Analyze Agricultural Sector Studies Project | 100/100 |
| 2. Set up working office and make contact and relation with COZ, DOA, and USAID, other donors and international agencies related to agricultural development in Zaire | 80/100 |
| 3. Resettlement of American technicians working for Agricultural Sector Studies Project | 50/100 |
| 4. Prepare the first preliminary work plans, submit to USAID for approval after discussions were held with GOZ/DOA officials | 100/100 |
| 5. Make observation tours in Zaire for Team members | 50/100 |
| 6. Write the first quarterly report | 100/100 |

PART II : PROGRESS REPORT OF CHIEF OF PARTY

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A. DIFFICULTIES

Many problems have been encountered by the Pragma Team during the first quarter of project implementation. Among them we can cite:

- Bureau chiefs are currently preoccupied with other assignments and have no time for project work.
- Employees are not working hard because the request for an increased salary supplement has not yet been resolved.
- Neither the administrative assistant, bilingual secretary, nor the project facilitator have been provided. The Team Leader has, therefore, spent an inordinate amount of time and effort in administrative activities.
- The inadequacy of two team members has put enormous pressure on the shoulders of the Team Leader who was, in the meantime, overburdened with a myriad of administrative and financial details.
- Communications are very difficult due to the lack of an effective telephone system.
- A shortage of equipment and spare parts has caused a lot of trouble for the office management. For example, no duplicating machine can be bought for the DOSP and DAS as planned.
- The working spirit is not totally motivated due to the lack of technical personnel and the habit of "come late and leave early."
- The delay in receiving investment budget funds has caused trouble in the coordination of activities.
- The lack of infrastructure, transportation facilities, and other factors have adversely affected project implementation.

B. ACCOMPLISHMENTS

1. Areas of Responsibility

The Chief of Party's responsibility to coordinate and plan activities of technical assistance and to carry out the work as stated in Article I of the Contract now encompasses two additional tasks:

- a) Providing technical assistance to the DAS and the Economic Analysis Bureau because two advisors have not yet been approved.
- b) Dealing with administrative, clerical services, and logistic support matters because the recruitment of an administrative assistant, a bilingual secretary, and a project facilitator has not been finalized.

In addition, the Chief of Party also has to cope with urgent requests by the GOZ or USAID whenever a technical advisor in a related field is absent.

2. Progress Report

In making this self-appraisal regarding the implementation of the project, the general statement of work in the Contract has been used as a bench mark.

Following is a summary of the Chief of Party's activities:

- a) Improvement of the Operational Linkage Between the DAS and DOSP
- b) Improvement of Administrative and Accounting Procedures
- c) Improvement of Agricultural Statistics
- d) Preparation of Annual and Quarterly Agricultural Situation Reports
- e) Institutionalization of the Continuous Identification, Design, Monitoring, and Evaluation of Projects
- f) Strengthening of Operational Linkages with the DOP's RPD
- g) Agricultural Problems and Planning Mechanism
- h) Assistance to Returning Participants in the Completion of Masters Theses
- i) Special Activities
- j) Coordination of DOSP and Chief of Party's Activities

a) Improvement of the Operational Linkage Between the DAS and DOSP

In an effort to strengthen the operational linkage between the DAS and DOSP, the Chief of Party proposed joint monthly meetings with concerned divisions in a joint meeting on August 15. The following conclusions were reached:

- In order to achieve common goals, joint division meetings are necessary.
- Monthly general meetings will be held the first Friday of the month at 10:00 AM. The purpose of the regular meeting is to review the activities and problems of each bureau and to discuss technical matters regarding data collection, data processing and analysis, availability and accuracy of data, statistical surveys, commodity studies, identification and evaluation of projects, formulation of agricultural strategy and policy. Regular meetings will be presided over by the chief of DOSP and in his absence by the chief of the DAS.

The first general meeting was held on Friday, September 4, 1981. In this meeting, all the activities and problems of seven bureaus were reported, project goals were discussed, cooperation between two divisions in agricultural surveys and reports were reached. Details of this meeting can be found in Annex III.

- Special meetings can be held upon the request of either DOSP or DAS chief to cope with emergency problems.

In several special meetings, work plans and a proposal to increase base salaries were discussed. However, more effort is still needed to improve work performance and efficiency.

b) Improvement of Administrative and Accounting Procedures

1) Working condition has been improved a little, such as:

- Office space: At present, the building is newly painted, equipped with two lines of telephones, and air-conditioning system. Dividers are set for administrative office.
- Office equipment: Office furniture and supplies have been provided to all staff members. Two Xerox copy machines were fixed. Eight new desks for returning 052 participants have been ordered and the purchase is expected to be completed in the first of October, 1981.
- Office management: Responsibilities were arranged to administrative office personnel. Records and files were established to facilitate administrative and accounting procedures. Communication has been improved but still needs more effort, training, skill, time, and practice.

- Personnel management: The attendance of personnel during the working hours is registered and time sheets are controlled on a daily basis. All employees are required to have entry and exit authorization by their direct supervisor.

ii) Professional efficiency and technical skills.

Professional staff members have specified scopes of work and responsibilities. Individual activity reports are submitted to the chief of bureau who will then prepare the bureau activities report to brief in monthly general meeting. Slow progress has been made but on-the-job training and time are very necessary for further improvement.

iii) Accounting procedures

- Budget, expenses, and financial activities are kept in separate books. Office furniture is also recorded for future auditing purpose. Distribution of office supplies are also kept in special files.
- Public announcement was proposed for future bids on remodeling the annex building.

c) Improvement of Agricultural Statistics

Improvement in this field has been very limited due to the lack of an American specialist. Moreover the Chief of Party is preoccupied with too many other problems. Close attention will be paid to this endeavor when the American statistician arrives in the near future. Following is a brief of progress to date:

- Discussions were held between the Chief of Party and the chief of DAS in order to prepare work plan for this division.
- Counseling was provided to resolve technical problems in data processing and computer programming.
- Special meetings with the chief of DAS and the FAO statistician were often held to discuss the improvement of data collection techniques and control. Population sampling, frame sample, and agricultural surveys were also discussed.
- Arrangement for a short-term USDA consultant was made in an attempt to organize a training course for SAS but, unfortunately, no information on the ETA of the USDA specialist has been received.
- A joint effort between DAS and the Economic Analysis Bureau of DOSP was agreed upon the preparation of an agricultural report for 1981 and a model statistic survey form to improve future data collection.

- Financial assistance for the repair of the DAS truck was arranged recently.

- Contact with the National Institute of Statistics was made to explore the possibility of cooperation in the improvement of statistical surveys, statistical methodology, statistical data collection, and accuracy of data.

d) Preparation of Annual and Quarterly Agricultural Situation Reports

The Chief of Party assigned the responsibility for the preparation of Annual and Quarterly Agricultural Situation Reports to the Economic Analysis Bureau. Counseling has been provided to bureau staff to improve economic analysis methods and interpretation data. The Chief of Party also held a meeting with all the members of the bureau to divide tasks, make schedules, and prepare work plans.

Arrangements were also made to motivate DAS personnel in the completion of these reports.

In addition, the Chief of Party has also arranged for Mr. Conde, a short-term consultant on rice marketing, to accommodate him with logistic support. The short-term consultant was briefed on agricultural marketing, the DOA's structure, and the organization of DAS and DOSP. He was also introduced to USAID and COZ officials. Arrangements were also made for two field trips to prepare rice marketing surveys: one in Haut-Zaire and another in the Kivu area. It is expected that a third trip will take place in October, 1981.

Counseling was provided to Mpia and Mputu in a wheat study in the Kivu and North Shaba regions. This study was requested by the Minister of Agriculture in an attempt to reassess the production of wheat with a possibility of preparing a wheat production project in the near future.

e) Institutionalizing of the Continuous Identification, Design, Monitoring, and Evaluation of Projects

Although the Projects Bureau advisor of the Pragma Team has the responsibility for this task, the Chief of Party, as the coordinator of the Team's responsibilities, has provided the following:

- Arranging for Mr. Alphonse, Projects Bureau advisor, to participate in a five day observation tour in Bas-Zaire to study the Improved Seed Multiplication Centers (CAPSA) upon the request of the DOA. The purpose of this preliminary study is to anticipate a future design for the rehabilitation of the CAPSA project.

- Developing a scope of work for a short-term evaluation specialist in an attempt to organize a training course regarding evaluation

and project analysis which may be held in the near future. The purpose of this training course is to provide the special technical skills necessary for project evaluation to Zairian professional staff.

- Providing the information of the Early Warning System Project upon the request of the Mission after contact was made between the Chief of Party and the Acting FAO Representative.

f) Strengthening of the Operational Linkages with the DOP's RPD

First of all, it has been known that no articulated program for agriculture, even with the recent economic recovery plan, has given an important role for agriculture.

Secondly, in the programming approach for agricultural development, programming for agriculture must be undertaken within the framework of national development planning for the whole economy.

Thirdly, problems of the agricultural sector cannot be separated from the macro-economic problems which currently preoccupy Zairian government officials. Therefore, an agricultural development plan must take into account the problem of resource allocation supporting the plan policy and strategy.

Finally, the frequent changes in senior government personnel, the continuous decline of productivity in the economy and notably in the agricultural sector, the critical shortage of foreign exchange, hyperinflation, the consequences of demonitization, all make agricultural planning needs a contingent and coherent plan with other sectors. Further, experience in the past indicates that an effective overall plan must be based on the needs of all the regions in the country. This is especially true as the Republic of Zaire is a vast country with great physical diversity, inadequate transportation infrastructure, and wide variations in climate. Therefore, a national plan must pay attention to all geographical requirements. Thus, the strengthening of the linkages with the DOP's RPD is becoming a critical necessity. Contact has been made with the Director of Planning, Citoyen LUZOLO, by the Chief of Party, to make a bridge between DOSP and RPD. Cooperation between the two divisions is very essential to future coordination and expected results of Project 070.

Several discussions were followed with Citoyen EKWI ANA, DOP's advisor, to discuss integrated rural development and agricultural goals conforming to national goals with an attempt to put agricultural development as an integral part of comprehensive national planning. The initial result is positive and encouraging but much more effort is necessary to improve the interrelationship in the months ahead.

g) Agricultural Problems and Planning Mechanism

Contribution of efforts to the planning mechanism can be summarized as following:

- i) Agricultural Planning: The Chief of Party, as Senior Economic Policy Planner, has directly provided his assistance to the Planning Bureau of DOSP where he helped the bureau prepare work plans, arrange meetings to discuss the agricultural planning program, provide counseling to all staff members who are now responsible for the preparation of future agricultural programs.

The Planning Bureau has now undertaken the following tasks:

- preparation of an agricultural situation program and
- study of the impact of mechanization on agriculture.

- ii) Organizational Structure: Discussions were also held between the chief of DOSP, the FAO short-term consultant, the Belgium agricultural economist, and the Chief of Party to discuss the improvement of agricultural efficiency and to recommend the new organizational structure of the DOA to the GOZ.

- iii) Agricultural Marketing and Price Policy: Counseling was provided to the recent proposal of agricultural and price policy with emphasis on the establishment of a special committee to conduct in-depth studies in the following areas:

- agricultural production;
- marketing efficiency and performance;
- supply and demand;
- pricing policy;
- marketing circuits and transportation of commodities;
- procurement of inputs and necessary equipment;
- agricultural credit; and
- storage and food loss.

The committee should conclude a concrete proposal on strategy and marketing policy to submit to the GOZ for consideration.

- iv) Agricultural Research: In discussions with PID design team for the Applied Agricultural Research and Extension Project, the Chief of Party contributed his personal suggestion to the team preparing the project.

v) Rural Development: The development of agriculture usually requires a joint effort with the rural development or at least mutually reinforcing unified strategy within both sectors. The Chief of Party, in seeking the cooperation with rural development, held talks with Citoyen GUMBU, coordinator of the "Equipe Administrative Polyvalence" (EPA), and Citoyen SANGANY KAYAKEZ, Director of the Rural Development Department (RDD), to explore the possibility of future agricultural and rural development planning. The response from RDD officials is very encouraging.

Besides the contacts aforementioned, discussions between the EEC representative, FAO representative, CTB Mission, other donors, and international agencies with the Chief of Party were also held to review the agricultural situation and to obtain future assistance for the IOSP in the preparation of an Agricultural Development Plan.

h) Assistance to the Returning Participants in the Completion of Masters Theses

Counseling was provided to all six students based upon individual request and upon the special needs of each student to deal with the preparation of their theses, including the problems of research in the field, the program of studies, the collection of data, the mathematical models, the statistic methods, the computer programming, and the presentation of theses, etc.

All six students: Citoyens KAHINDO, AFIFI, KALENDU, MASEYA, MUTEBA, and BOKISILA were provided logistical support. KAHINDO and AFIFI were arranged to accompany Mr. Conde on a field trip to study rice marketing.

Effort was also made to propose a granting students' stipend of 700,000 raires per month. This may have a good effect in increasing the effectiveness of their research and theses.

Arrangements were made for Dr. Thompson, Georgia University professor, to meet with DOA's officials and to obtain logistical and administrative support such as: office supplies, field trips, working office, and furniture, including the recent purchase of eight new desks for the students.

Several discussions were held with Dr. Thompson, who is now in charge of helping students prepare their theses. The purpose of these discussions is to examine the field of research, students' accomplishments, problems encountered, preparation of research and theses, process for selection of future candidates for long-term academic training in the U.S.

Dr. Thompson and Pragma Team strongly believe that the close relationship and the good cooperation between SECID and Pragma is necessary in assisting the students to complete their study and Masters theses.

1) Special Activities

Contribution to USAID's effort to resolve a thorny problem:

The request for an increase of base supplement salaries of Zairian employees working within the framework of Agricultural Sector Studies Project (660-0070).

The PP stated that the GOZ staff salaries will be paid out of the GOZ budget while counterpart funds will be used to supplement base salaries (Page 19), but there is no such mention of this in the Contract. The Pragma Team, especially the Project Director and the Chief of Party, have been involved in lengthy meetings and analysis of the problem dealing with Zairians' request for an increase in base salary supplements to DOSP and DAS employees.

It is our considered opinion that this problem must be resolved as soon as possible for the following reasons:

- The Pragma Team needs to work with GOZ professional and support staff in an environment of cooperation, trust, and mutual good will.
- The DOA staff have been repeatedly told that the problem will be resolved upon the arrival of the Pragma Team and the starting of Project 070.
- The Pragma Team has been informed that the Mission has agreed with the recommendation to increase supplements for other projects but has not proceeded with a speedy approval of similar supplements to the DOSP and DAS for this project.
- The Pragma Team believes that if a policy of long delays is followed by the Mission in deciding on the issue, or if a negative response is given to the DOA, it would be to the detriment of the project.

In response to a USAID request, the Chief of Party was assigned to reassess the problem. Based upon an early review of Mission's records and files, the Chief of Party first recommended that the increase is necessary but it must be according to U.S. regulation and GOZ agreement. Then, in subsequent discussions, it was found that the major problem was that the total amount of the request exceeded the budget proposed for the year 1981. The Chief of Party had several discussions with

both chiefs of DOSP and DAS to resume a proposal which was submitted to USAID for consideration. The proposal included an increase of base salary supplement and bonuses which were based upon three criterion:

- working performance;
- specialty; and
- position

and a limit that will not exceed the amount of funds budgeted for the year 1981.

Fortunately, the proposal was approved by the Mission and considered as basic ground for future increases of supplement and bonuses.

j) Coordination of DOSP and Chief of Party's Activities

At the time of the Pragma Team's arrival, the role of each bureau in DOSP and DAS was not specifically determined, although the Planning Bureau was in charge of agricultural economy, regional planning, budget allocation, fertilizer, and agricultural strategy and policy.

The Economic Analysis Bureau was responsible for agricultural indices, agricultural situation and development problems, agricultural prices, marketing, inputs, research, and training.

The Projects Bureau's responsibilities were the establishment of projects, files in cash crops, agro-industries, livestock, and other activities.

Discussions were held in the DOSP office to debate the role of each bureau. Responsibilities are now able to be summarized as follows:

- Planning Bureau: Chief of Bureau, Citoyen IMUINE
Advisor, Chan Nguyen (Pragma)

In order to carry out the work plan for the year 1981, staff members were assigned as follows:

- 1) Gathering regional information on agricultural production, livestock, population, climate factors, soil characteristics, marketing, and planning documentation. Responsibilities can be summarized as follows:

- Citoyen BUGOMVI is responsible for the Kivu and Kasai-Occidental regions;
- Citoyen KAMUKENJI is responsible for the Shaba and Kasai-Oriental regions;
- Citoyen KAHINDO is responsible for the Haut-Zaire and Bas-Zaire regions;

- Citoyen NSEYE MARA is responsible for the Bandundu and Equateur regions; and
- Citoyen MPIA is responsible for the Kinshasa area.

2) Restructuration of the Planning Bureau:

Planning Bureau personnel are now divided into two groups. The first group will be in charge of development and dealing with economic problems on a day to day basis. The second group will be responsible for long-term planning.

All members of the bureau will contribute to building a small library for the Planning Bureau. This will be very necessary to planners who are in need of information to use in the formulation of future agricultural strategy and policy.

- 3) Review the literature of the current situation of agriculture and constraints is the responsibility of Citoyen MPIA (rural integrated development), NSEYE MARA (food crops and agricultural engineering), KAHINDO (cash crop), KAMUKENZI (livestock).
- 4) Identification of priorities of agricultural commodities and classification of main crops is the responsibility of Citoyen IMUINE and MPIA.
- 5) Reassessment of the food need will be the responsibility of Citoyen MPIA and IMUINE.
- 6) Subsector studies for planning and organization of seminars have been assigned to Citoyens IMUINE, KAHINDO, and MPIA.

- Economic Analysis Bureau: Chief of Bureau, Citoyen MANSINSA
 Acting Bureau Chief, Citoyenne MPUTU
 Advisor, De Vuyst (CTB) and Chan
 Nguyen (Pragma)

With the aim of improving bureau working efficiency, talks were held between Zairian staff members, Belgium advisor, and the Chief of Party to divide tasks within the principle, "Everyone has his own task." The responsibility of each bureau member was discussed and assigned as follows:

- 1) Review entirely agricultural marketing with the emphasis on marketing performance, efficiency, and policy - Citoyen MANSINSA and Citoyenne MPUTU.
- 2) Organiza on-the-job training for bureau members - Citoyen MANSINSA, MPUTU, De Vuyst, and Chan Nguyen.

- 3) Update agricultural production indices and farm prices - Citoyen SINGA, De Vuyst, and Chan Nguyen.
- 4) Prepare of agro-economic studies - Citoyenne MPUTU, Citoyens MANSINSA and BUDIADIA.
- 5) Prepare detailed plan for commodities studies and agricultural inputs - Citoyenne MPUTU, Citoyens MANSINSA, BUDIADIA, and De Vuyst.

- Special Task Force

In order to cope with any emergency request from either the GOZ or USAID, a special task force was proposed. The task force will work under the direct supervision of the chief of DOSP assisted by the advisor.

Currently, the task force consists of five Zairian professionals, one veterinarian, and four agricultural engineers.

C. RECOMMENDATIONS

1. Recommendation to GOZ: Redetermination of the Role of Bureaus in DOSP

Development of Zaire's agricultural potential requires that priority attention be placed on crop production and livestock development with considerable emphasis upon the development of human resources within these sectors. With this in mind, the Pragma Chief of Party recognizes the need to concentrate on strengthening the GOZ planning, management, and service capacity within the crop production and livestock sectors through institutional manpower development programs. This requires great assistance directly to the DOSP, especially agricultural sector planning to help develop an agricultural strategy and policy responding to the development needs of the agricultural sector.

The Chief of Party strongly believes though that the determination of the role of each bureau of DOSP and DAS may eventually increase their capability and effectiveness in planning.

Therefore, after discussions with Zairian staff, the FAO expert, and the CTB specialists, it was recommended that the role of bureau of DOSP be summarized as follows:

- a) Planning Bureau - The Planning Bureau is, first of all, responsible for long-range, broad agricultural sector planning in support of national policy. It is expected to conduct a series of studies for major commodities development in several regions of Zaire. It may recommend budget allocations to various sectors according to priority. It should

prepare an overall national strategy for long-term agricultural development and recommend changes to meet the shifts in national policy, giving due attention to national food requirements and export crops for foreign exchange.

Another duty is the collection and classification of all agricultural economic reports and statistical data which relate to development planning and policy formulation.

The Planning Bureau should maintain liaison with data sources in other departments as well as other domestic and foreign sources of economic information. It also has to have a close relationship with important directorates of the Department of Agriculture and Rural Development such as agriculture, livestock, rural engineering, rural development, research institutes, and other agencies engaged in agriculture development.

In addition, the Planning Bureau must work closely with other departments such as that of Economy, Planning, especially Directorate of Regional Planning, and with donor agencies or organizations capable of financing agricultural development projects.

b) Economic Analysis Bureau - The Economic Analysis Bureau is responsible for in-depth studies of agricultural production potential and the marketing of agricultural commodities of Zaire. It should analyze agricultural price, evolution of supply and demand of agricultural commodities, price elasticity, and work closely with the DAS to prepare quarterly and annual reports on the agricultural situation. It should also recommend solutions for economic problems such as marketing and price policy decisions, export and import policies for agricultural commodities, establishment of food processing industries, commodity storage and transportation, etc.

c) Projects Bureau - The important function of this bureau is composed of: project analysis, design, implementation, monitoring, control, and evaluation. With adequate staff it should conduct feasibility studies for new projects, recommend priorities for agricultural projects based on development of priorities and available resources, coordinate agriculture projects with other national economic development programs, prepare in-depth analyses of all projects from foreign donors. It should also be engaged in project evaluation and monitoring.

It should establish bench marks for each project and assure that timely review of project activities is brought immediately to the attention of the responsible person for action. Regular meetings should be held with foreign donors to review project progress. Timely recommendations should be made to the Commissioner of State of Agriculture on project progress or, if necessary, to cancel ineffective projects. Finally, the Projects Bureau is responsible for the collection and classification of all project papers and feasibility studies documents.

2. Recommendation to USAID: Hiring a Regional Planning Specialist for Project 070

a) The Need for Regional Planning

A national plan for the development of agriculture in Zaire cannot be realistic unless it takes adequate account of the varying ecological requirements of the different areas in the country because Zaire is a country of great physical diversity. There are wide variations in climate, topography, and soil diversity which permit the growing of a wide range of crops: coffee at high altitudes and oil palm and rubber at lower altitudes. The central area of the country, the Zaire Basin, is covered by dense equatorial rain forests and is characterized by high temperatures and heavy humidity. Toward the rim of the Zaire Basin rise hills and mountains. Beyond the Basin extend vast plateaus and savannahs, while grasslands spread into the northwest. In the east there are mountains and in the southern part of Kasai the area rises to a high plateau ranging from 3000 to 5000 feet.

Currently, Zaire consists of eight regions and the Kinshasa area. Each region is, therefore, likely to have its own requirements for agricultural progress.

b) Justification

A number of documents reviewed to date have indicated the necessity to improve regional planning activities in Zaire as a part of an agricultural strategy for the sector. Discussions with the Mission and COZ officials have also indicated a response to the need to increasing the planning capability of individual regional government units.

In addition, the individual work scope of the Team Leader in the Contract mentions that "... he will assist the DOSP of DOA to conduct a series of subsectoral performance studies for major commodities in seven regions of Zaire ..."

Since the overall national plan for agricultural development should compose subplans for all regions in the country, it is really necessary to hire a specialist who would serve for the whole country in regional planning studies for agricultural development.

c) Recommendation

Therefore, the Chief of Party wishes to recommend hiring a regional planner for 24 months to meet the need of agricultural development of Zaire as identified in the PP.

d) Work Scope

During the two year assignment, the regional planner will:

- train four to five Zairian specialists at the Planning Bureau of DOSP/DOA in regional planning study;
- conduct a series of regional planning for agricultural development studies in eight regions and the Kinshasa area;
- work together with Zairian professionals to complete a series of subsectoral performance studies for major agricultural commodities;
- review all regional activities, resources available in terms of increasing agricultural production, look into alternative potential possibilities, organization of services, assess the need for planning and projects, then recommend regional planning to the Chief of Party;
- make contacts with local authorities to prepare regional agricultural development plans and to establish a regional planning and agricultural development committee in each region and train its members; and
- assist the Chief of Party to strengthen the operational linkage between the DOA/DOSP and DOP/RPD and regional planning committees.

D. CONCLUSION

Although the initial problems encountered, the implementation of project has gained momentum immediately at the start. The Chief of Party is very pleased to report some progress and to forward consultants' report summarizing their activities during the first quarter of 1981.

CHIEF OF PARTY SELF-APPRAISAL OF ACTIVITIES
DURING THE FIRST QUARTER
(from July 15 to October 15, 1981)

- 1. Review thoroughly Agricultural Sector Studies Project 90/100
- 2. Set up working office and make contact with GOZ, USAID, other donors, and international organizations related to the development of agriculture in Zaire 90/100
- 3. Resettlement of American technicians working for the 070 project 50/100*
- 4. Review the literature of recent agricultural situation in Zaire 100/100
- 5. Prepare first preliminary work plan to USAID Mission's approval 100/100
- 6. Arrange necessary observation tour and field trip for Team members 80/100
- 7. Write first quarterly report 100/100

*There are only two of four-member team, the score, therefore, is 50/100.

LIST OF CONTACTS

I. AGENCY FOR INTERNATIONAL DEVELOPMENT/WASHINGTON

- Dr. Howard Steverson
- Dr. Theodore L. Lewis
- Mr. Owen Lustig
- Mr. Russell Anderson, Backstop Officer

II. AMERICAN EMBASSY, USAID/KINSHASA

- Mr. Robert B. Oakley, Ambassador
- Mr. Thomas E. McNamara, DCM
- Mr. Norman L. Sweet, USAID Director
- Mr. Walter W. Boehm, USAID Program Officer
- Mr. Richard J. Peters, USAID, Chief ARD
- Mr. Rolland Deschambault, USAID Controller
- Mr. Robert E. Navin, USAID, Project Officer
- Mr. David Soroko, USAID, ARD
- Mr. Ron Mininger, USAID, ARD
- Mr. L. Braddock, USAID, DEO
- Mr. Ike T. Hatchimonji, USAID, ARD
- Mr. Ed Hirabayashi, USAID, Chief HRD
- Mr. A. Martinez, USAID, PRM
- Mr. R. Handler, USAID, PRM
- Mr. J. McCabe, USAID, MGT
- Mr. Heinz Gasser, USAID, ARD
- Mr. Robert L. Smith, PCV Deputy
- Ms. Eleanor B. Sutter, Embassy, ECON
- Mr. Willson G. Lane, USAID, ARD
- Mr. Peter D. Mickelsen, USAID, ARD

III. UNITED STATES DEPARTMENT OF AGRICULTURE

- Mr. James P. Keefer, Foreign Agriculture Service
- Mr. Don Gueres, Agriculture International Training

IV. GOVERNMENT OF ZAIRE

- Kamitatu, Commissioner of Agriculture Department
- Mubenga, Head of Division of Studies and Planning (DOSP), DOA
- Mingiedi, Head of Division of Agricultural Statistics (DAS), DOA
- Luzolo Kimi, Director of Regional Planning Division (RPD), DOP
- Ngumbu, Coordinator of Group Polyvalent Administrative (EPA), Rural Development

IV. (continued)

Shingani, Ciredtor, Rural Development, DOA
 Dr. Fr. Salumu Shabani, Director of INERA
 Dr. Kabamba Nkamany, Director of CEPLANUT
 Dr. Kintambu Makufu, Dean of IRES
 Dr. Lumumba Masudi Katoe, Representative of INERA/Kinshasa
 Lumbala, Director DOA
 Ekwi Ana, Advisor DOP
 Ditona, Advisor DOA
 Biangula Kabena, Director of Agricultural Production
 Dr. Becue, Director of Livestock Service

V. INTERNATIONAL AGENCIES

Jean Louis Lacube, Economic Advisor, CEE
 André Lefebvre, Advisor, CEE
 Tadess, FAO
 Thorigne, FAO
 Dusan Sidjanski, FAO, Geneva
 Le Blanc, Advisor, CTB
 De Vuyst, Advisor, CTB
 Mr. Anneet, Advisor, CTB

VI. NON-GOVERNMENT ORGANIZATIONS

P. J. Van Boeland, Professor, Florida University
 Dr. Thompson, Georgia University
 Jens Mosgard, Director, CID
 Dr. Guy Verhaegen, CEPAS

LIST OF BOOKS

- Zaire Agricultural Sector Studies Project, USAID, 1981
- Mobutu Plan 1979-81
- Motubu Plan 1981-83
- Agricultural Situation and Constraints, Bureau d'Etudes, DOA, 1979-80
- Marketing of Food Crop, USAID
- Zaire on Recent Economic Development and the Path to Recovery Memorandum, World Bank
- Zaire Agricultural and Rural Development, DOA
- Farm Indicators, DAS, DOA
- Agricultural Statistic Report, DAS, DOA
- Studies Nutrition in Zaire, MOH/GOZ
- Memorandum of Zaire Agriculture Development, World Bank, 1980
- Marketing of Maize in Zaire, USAID, 1976
- Program of Main Food Crop Production in Zaire, 1980-85
- Perspective of Development of Republic of Zaire, World Bank, 1980
- Zaire, Situation Economic and Constraints, 1980, World Bank
- Program of Agricultural Recovery Program, GOZ, 1980
- Agricultural Economic Development Project, 052, USAID
- Agricultural Department Manpower Projection, DOA
- Agricultural Year Book, DAS, 1979
- Project of Corn in Kasai-Oriental Region, DOA
- Economic Indicators of the Farm Income, USDA, 1979
- Managing Planned Agricultural Development, U.S. Government Affairs Inst. 1976
- Marketing on Main Food Crop, FAO, Zaire, 1981
- Manual of Evaluation of Project, USAID
- Guide to the Economic Evaluation of Irrigation Project, OECD, 1976
- Credit of Small Farmers in Developing Countries, USAID, 1976
- Economic Conjunction (Conjoncture Economique), 1980, 1979, 1978
- Agricultural Calendars, CEPAS
- The Use of Counterpart Funds for Agricultural Credit in Zaire
- Economic Analysis of Agricultural Project, World Bank

REPORT ON THE STAFF MEETINGS OF SATURDAY, AUGUST 15, 1981

On Saturday, August 15, 1981, a special meeting was held under the chairmanship of Citoyen MUBENGA, Director of the DOSP and the Pragma Team Leader for the discussion of the work plans 1981-82 prepared by the Pragma Team and their Zairian counterparts in the DOA.

Upon the initiative of the Team Leader, the purpose of the meeting was to create a bridge and strengthen interrelationships between the two divisions of the DOA which have common objectives.

The meeting began at 12:00 PM at the new office of the DOSP.

Participated at this meeting on the Pragma side: Dr. Chan Nguyen, Pragma Team Leader; and Donasson Alphonse, member. On the Zairian side were Citoyens MUBENGA, Director of the DOSP; MINGIEDI MAMBU, Director of the DAS; and MALEMBA, Chief of Personnel in the DAS; and KALALA, chief of Projects Bureau.

At the opening of the session, Dr. Chan outlined the main purpose and the need to have frequent and regular staff meetings for following up activities, actions taken, and achievements related to the work plans. He pointed out that such meetings give opportunities to exchange views on progress made and problems encountered in the implementation of work plans activities.

Citoyens MUBENGA, KALALA, and MINGIEDI expressed their agreement to Dr. Chan's approach of the problems of linkage for entities having common objectives and same tasks.

At this time, the chief of DAS promised to arrange appointments for the Pragma Team Leader to meet as soon as possible Zairian representatives and officials of the following organizations:

- Department of Finances for computer;
- ERTS for Landsat;
- Commissariat Général au Plan (planning agency) for contact with Institute National of Statistics; and
- OFIDA, for import and export statistics collected by customs offices.

On this side, Citoyen MUBENGA will take the appointments with the Commissaire d'Etat and other high rank officials. Citoyen KALALA is responsible for contacts with the Department of National Economy and the Bank of Zaire.

Decisions were taken on the following points:

a) Meetings: Regular and routine monthly staff meetings will be held every first Friday at 10:00 AM with the DAS, DOSP (without notice), and foreign advisors will be invited. The chairman of the regular meeting will be the Director of DOSP. In case of his absence, the Director of DAS will automatically replace him.

b) Duties of employees during working hours: Citoyen KALALA suggested a strengthening of existing regulations by establishing a register book recording all entry and exit permits. He emphasized that all personnel who want to go out should be allowed by written notice of their chief of bureau.

c) Duty representative: Alphonse raised the point as to the problem of automatic representative in case of absence of chief of any division, office, or bureau to assure continuity and duty; for instance, during the absence of Citoyen KALALA going for an official mission, who will be in charge of the Projects Bureau.

In reply, Citoyen MUBENGA indicated the following:

- for the Projects Bureau, Citoyens NLANDU NE SAKU, representative, or TONYEMBA OSSAMBA;
- for the Planning Bureau, Citoyen KAHINDO SIGHA, representative; and
- for the Economic Analysis Bureau, Citoyen MPUTU DIERI, representative.

The like action will be taken to automatically assure namely dutyship for other bureaus.

d) Office management: It was unanimously agreed that the office must be clean and documents must be arranged in order as soon as carpentry and painting work are over with in the building office.

e) Mimeograph machines: In remedy for the problems of reproduction of documents and reports in a sizable amount, it was agreed that two mimeograph machines will be necessarily bought as soon as possible. One will be given to the DAS and another to the DOSP.

f) Approval of annual work plans: Taken into account the importance of the work plan documents, Citoyen MUBENGA proposed to postpone its approval at a special meeting on next Friday, August 21, 1981. The meeting of Saturday, August 15, 1981, ended at 13:00 PM.

This report is prepared by Donasson Alphonse.

MOUVEMENT POPULAIRE DE LA REVOLUTION
REPUBLIQUE DU ZAIRE
DEPARTEMENT DE L'AGRICULTURE
ET DU DEVELOPPEMENT RURAL
BUREAU D'ETUDES

AGRICULTURAL ECONOMIC DEVELOPMENT.

C O M P T E - R E N D U
DE LA REUNION DU 07 Septembre
1 9 8 1

Projet 070

- DIVISION DE PROGRAMMATION
ET ETUDES
- DIVISION DES STATISTIQUES
AGRICOLLES.

Etaient présents :

- MINGIEDI MAMBU : Chef de Division des Statistiques Agricoles.
- Dr. CHAN NGUYEN : Chef de l'Equipe PRAGMA.
- DONASSON ALKHONSE : Membre de l'Equipe PRAGMA.
- CONDE Georges : Membre de l'Equipe PRAGMA
- DE KERIMEL : FAO/Dir. Projet Statistiques.
- Paul DE VUYST : Conseiller Technique Belge
- Professeur THOMPSON : Université de Georgia/U.S.A.
- MPIA ELENGESA : a.i. Chef de Division des Etudes et Programmation
- KALALA NDOMBA : Chef de Bureau des Projets
- MPUTU DIERI : a.i. Chef de Bureau d'Analyse Economique
- MUKENDI ^{BUTAKA} ~~LEKEMBA~~ : Chef de Bureau de Méthodologie
- NSAVAR LEBANSA : Chef de Bureau de Dépouillement
- MALEMBA KISEBA : Chef du Personnel/Statistiques Agricoles
- KAPUKU NGESA : Chef de Bureau Statistiques Courantes
- KAHINDO SIGHA NT. : a.i. Chef de Bureau de Planification
- BUCOMVI KAMALEBO : Rapporteur
- NZUNGU NE MBANGU : Chargé des finances/Projet 070

Durée : De 10 h à 12 h 40

Objet de la réunion

Il s'agit d'une réunion mensuelle au niveau des responsables en vue de suivre l'évolution des activités des deux Divisions du Projet 070 ainsi que les problèmes et les difficultés rencontrés dans l'exécution des travaux.

Le Président de la réunion, le Citoyen MINGIEDI ouvre la séance en commençant par rappeler les points traités lors de la réunion précédente qui sont à titre de rappel :

- 1 - Déplacement des employés aux heures de service
- 2 - Suppléants temporaires
- 3 - Ordre et arrangement des bureaux
- 4 - Achat de stencilleuses
- 5 - Relation avec d'autres services

Mr. DE VUYST : attaque directement le deuxième point en demandant les éclaircissements sur la tâche actuelle du Citoyen MANSINSA, Chef de Bureau d'Analyse Economique et la désignation sans aucune notification officielle de la Citoyenne

Cit. MINGIEDI : précise que les nominations officielles seront faites dès que le nouvel organigramme sera publié.

Cit. MPUTU : L'intérim ne se justifie pas pour quelqu'un qui n'est pas absent de Kinshasa et qui est plutôt occupé à d'autres tâches sur place.

Cit. KALALA : Le problème est délicat et mérite d'être traité avec sérieux.

Mr. DE KERIMEL: Il doit plutôt être vu sous un angle général afin de trouver des solutions générales.

Plusieurs interventions se sont suivies concernant les cas des Citoyens MANSINSA désigné par le Commissaire d'Etat à d'autres tâches (campagne vivrière, liquidation ONPV et IMUNE, Chef de Bureau de Planification en même temps Coordinateur de P.E.O. Il s'est fait remarqué que ceux-ci étaient occupés presque à 100 % par leurs nouvelles fonctions en sorte que leurs absences prolongées handicapaient la bonne marche des travaux au Bureau d'Etudes.

Etant présents à Kinshasa, ils pouvaient facilement combiner les deux tâches, s'ils n'avaient qu'un seul endroit de travail.

Plusieurs propositions ont été faites :

- charger le Cit. MINGIEDI et MPIA de les contacter pour leur demander leurs positions exactes
- les inviter à ^{venir travailler,} réintégrer le Bureau d'Etudes
- demander leur détachement en cas d'incompatibilité
- contacter le Directeur de Service pour trouver une solution

Cit. KALALA : A mon avis il est inutile de contacter les intéressés ou le Directeur. Ici nous ne faisons que constater la situation et montrer que leur présence au bureau est très nécessaire.

Cit. MINGIEDI : En conclusion, nous faisons notre rapport interne, quitte aux autorités de décider.

Ensuite le Président passe la parole aux chefs de Bureau pour présenter leurs rapports d'activités du mois d'août 1981.

1. Bureau des Projets

Cit. KALALA : Après la réunion du 15/8, je n'ai pas eu le temps matériel de communiquer à mon bureau les décisions prises car le 16/8 je partais en mission pour la Côte d'Ivoire. Je mentionnerais seulement qu'au début du mois d'août nous avons été bousculés par le déménagement.

Mr. Alphonse : En tant que conseiller technique, j'ai pu suivre les activités qui se résument en deux points :

- Mise en ordre du bureau
 - Rassemblement des données relatives au Dossier "Réhabilitation des CAPSA".
- Le questionnaire est déjà discuté et le travail se poursuit.

Dr. CHAN : J'aimerais que le Citoyen KALALA nous fasse un petit rapport sur sa mission à Abidjan.

Cit. KALALA : La mission avait pour but de finaliser le dossier du "Projet Cacao Bengamisa" auprès de la BAD (Banque Africaine de Développement).

La Banque a posé deux conditions avant le démarrage du projet :

- 1 - Le recrutement du Bureau conseil c.à.d. les expatriés qui doivent travailler dans le projet.
- 2 - La nomination d'un Directeur du projet. Un délai de deux mois a été donné car celui-ci doit participer au dépouillement des appels d'offre qui aura lieu prochainement à Abidjan.

Cit. MPIA : pose le problème de ne pas avoir associé le Plan à cette mission.

Cit. KALALA : Le plan n'est associé qu'au cas où il s'agit d'un projet nouveau comme la Banque du Zaïre et le Département des Finances sont associés quand il faut négocier les fonds. Pour un dossier technique, c'est le Département concerné qui est invité.

Cit. MINCREDI : aborde dans le même sens que le Citoyen KALALA.

Cit. MPIA : Associer ne veut pas dire nécessairement faire partie de la mission mais ne fut-ce que les tenir au courant.

2. Bureau d'Analyse Economique

Cit. MPUFU : présente son programme d'activités pour l'année 1981 qui consistera en des rapports trimestriels dont la synthèse constituera le rapport annuel. Les renseignements seront demandés : Le climat, le mouvement du personnel (techniciens et planteurs), l'offre et la demande des produits agricoles, les prix et le Crédit agricole.

Pendant le mois d'août elle s'est occupée essentiellement de la statistique des prix à la Division des statistiques agricoles. Mais elle a éprouvé des difficultés concernant les données climatiques et le mouvement du personnel.

La Division des statistiques ne dispose des données que sur la sous-région des cataractes, où une enquête avait été menée sur un échantillon sous-régional.

Mr. De VUYST : pour les activités des autres agents prière voir les rapports remis ⁴⁵
au Cit. MPIA.

Dr. CHAN : demande à NZUNGU o^u ^{il} est avec l'achat de deux stencileuses.

Cit. NZUNGU : Pour le moment il n'y en a pas sur le marché. J'ai sillonné toute la ville je n'ai rien trouvé sauf une stencileuse mécanique qui traînait quelque part.

Après plusieurs propositions, le Citoyen MINGIEDI charge les Cit. KALALA et NZUNGU de continuer à prospecter le marché. Dans l'entretemps il contactera le Directeur pour l'accès facile à la stencileuse de FOR-INFO installé au C.D.A.

Cit. KALALA : revient aux points traités à la réunion du 15/8 et demande aux Chefs de bureau d'en porter connaissance à leurs bureaux en insistant sur la discipline et le respect des heures d'arrivée et de sortie, au service.

Mr. Alphonse : demande s'il faut distribuer un exemplaire du compte rendu de la réunion du 15/8 à tous les techniciens.

Cit. MINGIEDI : Non, il faut faire un rapport verbal.

Cit. MALEMA : Ou distribuer une copie pour chaque bureau.

Cit. KALALA : propose pour les réunions qui suivront de commencer par examiner les points discutés aux séances précédentes avant d'entamer l'ordre du jour

Cit. MPIA : voudrait savoir si la signature de la liste de présence ne concerne que les seuls agents de collaboration et non les chefs de Bureau. Cet acte crée une certaine discrimination et entraîne certains agents à ne pas signer la liste.

Cit. MINGIEDI : Tout le monde doit signer à l'arrivée comme à la sortie sans distinction aucune car c'est à base de ce contrôle des présences et la façon de travailler d'un chacun ^{qu'} se feront les réajustements de suppléments de salaire.

MALEMA : D'après le Statut la catégorie des agents de commandement n'est pas appelés à signer la liste.

MPIA : Ici il s'agit d'un projet qu'il ne faut pas comparer avec les structures des autres divisions.

KALALA : explique l'historique de la liste de présences.

MPUTU : La présence de chef ne doit pas seulement être physique car ils sont tenus à suivre et à critiquer les travaux qu'ils donnent à leurs collaborateurs et ne pas les garder dans leurs tiroirs pendant plusieurs mois.

3. BUREAU DE PLANIFICATION

Cit. KAHINDO : donne les activités du mois d'août.

- 1 - Déménagement.
- 2 - Réunion avec Dr. CHAN sur la présentation du programme d'activités pour la période 1981 - 1984
- 3 - Tous les techniciens sont occupés avec la collecte des données et des documents pour la constitution d'une bibliothèque.

Cit. NUKENDI : Ne croyez-vous pas que vous risquez de vous compromettre en rassemblant des données ailleurs et pourtant les seules utilisées par le Département de l'Agriculture sont celles de la Division des Statistiques.

- KAHINDO : Il s'agit tout simplement de la collecte des données avant de débiter les travaux.
- BUGOMVI : Nous rassemblons les données et les documents en rapport avec la planification en vue de constituer une bibliothèque. Il n'est pas dit que nous les utiliserons dans notre travail.

4. BUREAU DE METHODOLOGIE

- MUKENDI : Le Bureau de Méthodologie est en train de contrôler les questionnaires de l'enquête sur le recensement agricole effectué dans la région de Bandundu au mois d'avril.
- Un agent travaille sur la préparation de la méthode d'enquête qui sera faite dans la sous-région du Bas-Fleuve au Bas-Zaïre.
- Comme problème, nous avons constaté qu'il y avait beaucoup d'erreurs dans les questionnaires retirés au mois de juin et qu'il fallait retourner sur le terrain pour les vérifier et retirer ceux qui étaient restés.
- Une mission était prévue dans la deuxième quinzaine d'août mais jusqu'ici personne n'est partie.
- MALEMBA : Nous attendons les ordres de mission pour voyager. Un agent sur les trois pourra déjà partir.
- MUKENDI : évoque les difficultés de transport que rencontrent les agents de la Division des Statistiques suite à la panne de leur bus et le manque de fonds de roulement.
- MINGIEDI : Revenant sur la mission au Bandundu, confirme qu'un agent pourra d'ici peu ^{voyager} et qu'il est à la recherche de fonds pour les 2 autres. du Zaïre
- Les difficultés proviennent de l'ouverture d'un compte à la Banque pour le Fonds de Contrepartie. Il est demandé à la Division d'Etudes et de Programmation de leur venir en aide soit en faisant réparer le bus soit en payant les indemnités de transport aux agents.
- MUKENDI : Tout le personnel n'est pas transporté. Réparer le bus n'arrange pas la situation.

MINGIEDI : En réparant le véhicule on allégerait déjà la tâche.

KALALA : Pour le problème de transport je ne sais pas s'il y a des fonds disponibles.

MINGIEDI : Dans le projet '052 on n'était pas prévu mais avec le projet 070 le transport du personnel des Statistiques a été inclus. C'est vraiment inconcevable quand on sait que certaines personnes qui ne font pas partie du projet touche ces frais de transport.

Dr. CHAN : C'est intolérable que les personnes en dehors du projet et en bénéficiant. Je voudrais que vous me disiez leurs noms.

MINGIEDI : Il est inutile de demander aux agents d'être à l'heure sur le lieu de travail au moment où ils ne sont pas transportés.

KALALA : Retracer l'historique de transport du personnel du B. Etudes depuis sa création en 1972 où il était toujours assuré sous plusieurs formes (véhicules à leur disposition, indemnités kilométriques, forfait transport)

Dr. CHAN : Revient sur les noms des personnes bénéficiant des frais de transport qui sont en dehors du projet.

MINGIEDI : Insiste sur le transport de ses agents dans le cadre du Projet 070 et fait allusion au personnel du Secrétariat d'Etat qui perçoit les frais de transport. Il voudrait que ce problème soit discuté en dehors de cette réunion.

MALEMA : Refait l'historique de transport du personnel qui était au début réservé aux cadres universitaires. Jusqu'à l'achat du bus fula-fula et ajoute qu'au temps de Mr. HUGHES certaines personnes de la Div. des Statistiques bénéficiaient de ces frais de transport.

KALALA : Demande à Mr. DE KESSEL si la FAO ne supporte pas ce transport de la Division des Statistiques.

Mr. DE KESSEL : La F.A.O. ne l'a jamais fait.

MINGIEDI

: Propose que ce problème soit discuté dans un Comité restreint

BUREAU DE STATISTIQUES COURANTES.

KAPUKU

: Le personnel vient d'être installé et est occupé actuellement à l'élaboration de l'annuaire statistiques. Ils ont commencé par critiquer les rapports annuels afin de se familiariser avec le boulot.

BUREAU DE DEPOUILLEMENT.

SAVAR

: Au courant du mois d'août nous avons reçu un travail urgent de " Contrôle et Correction des questionnaires pour le recensement " tandis que d'autres personnes étaient occupées par la statistique des prix et la situation alimentaire pendant l'année 1981 à partir des questionnaires envoyés mensuellement dans les zones. Comme difficultés, sur les 200 Zones il n'y a que 20 ou 30 qui répondent.

BUREAU DE L'INFORMATIQUE.

MINGIEDI

: Le Cit. MALEMBA, Chef du personnel remplace à temps partiel le Cit. KALONGA qui nous a quitté. Je ne sais pas si Mr. DE KERREL peut ajouter quelque chose.

Mr. DE KERREL

: Nous travaillons sur la liste des exploitations modernes et nous avons un programme de contrôle des informations (par dépouillement simple et tableaux croisés) de l'enquête réalisée en 1980 dans l'ancienne sous-région des Cataractes.

MALEMBA

: Nous sommes effectivement au contrôle des informations mais nous éprouvons un retard car nous n'avons qu'un seul agent qui n'a pas d'expérience. Nous comptons sur quelqu'un de l'Institut de l'Informatique qui sera avec nous pendant 15 jours pour l'aider et le former.

- Dr. CHAN : Demande à Mr. DE KERMEL s'il a pu élaborer les fiches villageoises car il l'avait fait au TCHAD.
- Mr. DE KERMEL : Non.
- MINGIEDI : Nous l'avons débuté en 1975 mais suite au coût élevé le travail a été mis en jachère.
- DE KERMEL : C'est un travail qui exige un ordinateur.
- Dr. CHAN : Lequel et si vous pouvez avoir des coordonnées pour que nous puissions l'acheter.
- DE KERMEL : Il y en a plusieurs.
- Dr. CHAN : Propose la coopération entre la Division des Statistiques et le Bureau d'Analyse Economique pour l'élaboration des questionnaires.
- DE KERMEL : Pas de problème.
- MINGIEDI : Vous pouvez concevoir un questionnaire et discuter avec nous.
- DE KERMEL : Ou présentez le sujet, inventoriez les besoins et nous autres faisons le questionnaire.
- DE VUST : D'accord avec cette idée.
- M' P I A : De même pour le Bureau de Planification.
- Dr. CHAN : Présente le Dr. THOMPSON, Professeur à l'Université de GEORGIA venu assister les techniciens du Bureau d'Etudes pour finaliser leurs thèses de Masters.
- KAPUKU : Revient sur les données météorologiques.
- MINGIEDI : Propose de contacter les différentes stations météorologiques.

DE VUYST : Peut contacter si vous Mr. CRABEL qui s'occupe de données climatologiques.

MINGIEDI : Demande à Dr. CHAN où ils en sont avec le projet de suppléments de salaire soumis à l'AID.

Dr. CHAN : L'AID est prêt à accorder les suppléments mais nous devons encore avoir des discussions concernant le problème de transport des agents, nous attendons ^{le} ~~son~~ retour. ^{de Mubenga et de} Donc c'est un problème qui demande encore quelques semaines.

Cit. M'PIA : D'après Mr. BAROKAS l'AID a donné son accord de principe mais voudrait avoir la garantie qu'à la fin du projet le Conseil Exécutif continuera à payer des suppléments.

Cit. MINGIEDI : Met fin à la réunion. Les problèmes de transport du personnel de la Division des Statistiques et les suppléments de salaire restés en suspens seront discutés en comité restreint avec Mr. PETERS de l'AID dès le retour du Cit. MUBENGA.

BUGOMVI
LWESSO - KAMALEBO.

PART III : PROGRESS REPORT OF THE FIRST AGRO-ECONOMIST

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FIRST QUARTERLY REPORT

by Donnason Alphonse, Agro-economist

I. INTRODUCTION

This first quarterly report should cover the period from July 15, 1981 to October 15, 1981 but it covers the period beginning July 21, 1981 through September 30, 1981, inclusive. Actually, I arrived at Kinshasa on July 19 and started working on Tuesday, July 21, 1981 when I was introduced to USAID Mission in Zaire.

It is well understood that any progress of my work should be measured and viewed in the light of the work plan activities agreed upon and signed by all parties concerned for the period under review.

It should also be pointed out that for the first agricultural economist modifications and substitutions have occurred upon special request of the Team Leader on Saturday, August 5, 1981 when he indicated three top priorities to replace some points of the activities previously agreed upon in the work plan.

Reporting Mr. Peters' request (according to the Team Leader), the area of concentration will be focused on the following top priorities:

- CAPSA
- North Shaba
- Kasai-Oriental

So, referring to the plan of work, its modifications indicated by the Team Leader, the achievements of the first agricultural economist are based on the following benchmarks:

- a) Familiarization with the functions of the project office of the DOA at the DOA;
- b) Review the available literature on the development of agricultural production in the region;
- c) Special concentration on the three key priorities indicated above (CAPSA, North Shaba, and Kasai-Oriental).

II. DEVELOPMENT OF THE POINTS MENTIONED ABOVE

In order to perform the activities mentioned above, a series of readings and contacts were made inside the office and with other public organizations.

A) Main Readings

The following documents handed to the writer have been read:

- from Citoyen KALALA

- 1. L'agriculture zaïroise; situation courante et contraintes (1980);
- 2. Fiche des projets (1980).

- from the Belgian advisor to the DOA, Mr. Paul de Vuyst

- 1. Les projets agricoles du Zaïre (1975) - a list of projects;
- 2. Inventaire des projets agricoles en 1980;
- 3. Les normes de la main d'oeuvre au Congo Belge.

- from other sources

- 1. Essai d'une planification de l'Economie Agricole congolaise par Mr. Van de Walle, Ingénieur Agronome Assistant à la Division d'Economie Agricole de l'I.N.E.R.A. à Yangambi (serie technique no. 61 - 198);
- 2. Project paper for Agriculture Sector Studies (Project 660-0070); and
- 3. An approach for assessing rural development project by H. Albert Green, December 1976.

B) Contacts

Besides official contacts made in USAID and routine contacts regularly made with the technicians of the DOSP or occasionally with those of the DAS formal and informal relationships have been tied with Zairian technicians and foreign experts.

The most important ones on a technical basis are the following:

- Citoyen EWE, Special Advisor in the Ministry of Planning
- Citoyen EWE, Member of the Cabinet of the Ministry of Agriculture
- Citoyen EWE, Director for Agricultural Inputs;
- Citoyen EWE, Director for Agricultural Production;
- Mr. Adrian van der Veken, Chef de Secteur agriculture développement rural (Coopération Technique Belge); and
- Mr. Gian Luigi Cottini, expert de la FAO pour la production des semences améliorées.

C) Accomplishments

Many points of the program indicated under Item A have been initiated or completed. They are as follows:

1. Survey on professional skill and status of technicians of the Projects Bureau.

The first step in the achievement of my duties started with a technical assessment of the technicians of the Bureau d'Etudes as to their skill and know-how in their regular daily works.

The results of this survey will serve as bench marks from which our technical assistance should be measured. (See table in annex.)

2. Planning and execution of survey on CAPSA.

- a) Preparation of two types of questionnaires.

- Canevas de travail sur CAPSA (outlines or check list for a survey on CAPSA); and
- Questionnaires spécifiques à remplir sur le terrain (questionnaires for a field survey on CAPSA).

- b) Field trip to Bas-Zaire for a survey on CAPSA. (Special report attached.)

3. Preliminary study on a rehabilitation program for the CAPSA in the Republic of Zaire. (Study attached hereafter.)

4. Special report on the interview with Mr. Piedboeuf. (Already transmitted.)

5. Preliminary report for discussions on North Shaba evaluation mission. (Methodology for evaluation and monitoring.)

6. Result of the preliminary revision of the list of projects, it is found that out of a list of 196 projects for the last recent years, the situation is as follows:

- 17 projects are not yet financed	9%
- 4 projects with feasibility studies	2%
- 42 projects operational (implemented)	21%
- 8 projects completed	4%
- 121 projects for which no information available	61%

7. Special meetings and advice given to Citoyen MAZEYA for the improvement of his thesis on cassava. Joint discussions have been held with this student together with Dr. Thompson.

III. CONCLUSION

It is obvious that this report is the first of the series to be issued during the three year period of our contract with Pragma. It initiates some activities to continue and institutionalize within the Projects Bureau.

Other activities previously envisaged in the initial work plan were left aside and substituted on request to new top priorities. But as a whole, the new scope of work for the first semester has been implemented.

ETUDE SUR LE DIAGNOSTIC PROFESSIONNEL

Survey on professional skill and administrative status of technicians of the Bureau of Projects
Division of Studies and Planning (DOA) Zaïre

Nom et Post-nom	Titre académique	Rang administré	Attributions	Date d'affect	Travaux courants effectués	Méthodes utilisées
TONYEMBA Ossamba Phytotechnicien	Ir 1978		Projets agro-industriels	1/11/81 3 ans	-préparation -fiche des projets agr. -analyses des rapports trimestriels, semestriels et annuels des projets agro-industriels	aucune mention sous cette rubrique.
LUKUSA Tshidinda Ir Chimiste agro-industriel	Ir Agronome 1975	ATB 1	Suppléant pour projets vivriers Contrôle et suivi des projets agro-industriels	mai 81	-consultation sur certains documents relatifs à l'orientation de la politique agricole au Zaïre	analyse rapports semestriels et annuels.
FALAMEA Tshibangu Dr en médecine vétérinaire	Dr Vétérinaire 1978	ATB 1	Responsable projets type élevage	3 ans	-élaboration fiche de projet élevage	analyse rapport project élevage.
PEZO YI BANBA	Ir Agronome 1978	ATB 1	Responsable suivi projets vivriers	3 ans	-préparation fiches de projets agricoles -analyse rapports divers	selon schéma, fiche de projets. analyse rapports annuels

Nom et Post-nom	Titre académique	Rang administrateur	Attributions	Date d'affect	Travaux courants effectuées	Méthodes utilisées
CHIMANUKA Fazili	D. Agronome	ATB 1	Responsable projets type général	4 ans depuis	<ul style="list-style-type: none"> -mise à jour fiches de projet -analyse rapports sur les projets -analyse rapports régions, sous-régions et zones rurales -recouvrement de documents prêtés 	

Services: Réponses à questionnaire intitulé "Diagnostic professionnel" élaboré par Donasson Alphonse

N.B. ATB 1 signifie "Attaché de Bureau de 1ère Classe"

PROJET DE REHABILITATION DES CAPSA

Canevas de travail sur CAPSA

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1. Localiser sur une carte ou un croquis le site et le rayon d'action des CAPSA.
2. Indiquer par astérisques ou couleurs différentes les CAPSA choisis comme prioritaires, c'est-à-dire ceux sur lesquels nous allons travailler immédiatement.
3. Calendrier agricole de la région ou de la sous-région desservie par le CAPSA.
4. Les denrées vivrières les plus importantes pratiquées dans la région ou sous-région.
5. Le rayon d'action et la population à desservir dans le rayon d'action prévue avec mode de repartition (disseminée ou groupée en villages).
6. Superficie emblavée par culture pratiquée dans la région
 - calendrier des emblavures
 - volume de semences ou d'intrants nécessaires par campagne agricole
7. Organigramme d'un CAPSA type ou d'un CAPSA existant.
8. Personnel
 - a) nombre et qualification du personnel du CAPSA
 - b) salaire du personnel par catégorie professionnelle
 - c) main d'oeuvre (spécialisé)
 - d) main d'oeuvre (non spécialisé)
9. Terre et Constructions
 - a) superficie occupée par un CAPSA
 - b) superficie affectée aux constructions
 - c) nature et affectations des constructions
 - d) autres infrastructures (glacis, garage, ateliers, silos), liées à la vocation des CAPSA
10. Fournitures et matériel
 - a) fournitures nécessaires au fonctionnement d'un Centre
 - fournitures de Bureau (nature, quantité et valeur)
 - fournitures agricoles (nature, quantité et valeur)
 - b) matériel
 - matériel de Bureau (nature, quantité et valeur)
 - matériel agricole (nature, quantité et valeur)
 - matériel roulant (nature, quantité et valeur)
11. Equipement avec accessoires
 - a) équipement lourd (nature, quantité et valeur)
 - b) Petit outillage (équipement léger) (nature, quantité et valeur)

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12. Dons, Subventions, Primes, Contributions
 - a) Fonds de roulement
 - Fonds de crédits
 - Autres formes financières d'interventions
13. Carburants, lubrifiants et assimilés
 - a) Carburants (nature, volume et valeur)
 - b) Lubrifiants (nature, volume et valeur)
 - c) Graisses (nature, volume et valeur)
14. Loyers, Electricité, Communications
 - a) Coût des loyers, s'il y en a
 - b) Coût de l'électricité
 - c) Coût des communications (téléphoniques, par Telex ou autres)
15. Imprévus
N.b. A prévoir 5% du coût total du Projet (par CAPSA).
16. Inflation
Les délais dans les formalités administratives peuvent rendre désuets en un laps de temps très courts tous les calculs de coûts; en conséquence, il est de toute prudence de prévoir un certain pourcentage additionnel à titre d'inflation.

DEPARTEMENT DE L'AGRICULTURE
BUREAU D'ETUDES

CAPSA

QUESTIONNAIRE A REMPLIRE SUR LE TERRAIN

1. Quelles sont les denrées vivrières produits dans votre zone et à quelle période de l'année?
2. Quels sont les fermiers (planteurs) ou des groupes de fermiers (planteurs) les plus éloignés du Centre qui viennent réclamer les semences améliorées?
3. D'ordinaire, où s'approvisionnaient les planteurs de votre zone ou de votre région avant l'existence du CAPSA?
4. Où continuent-ils à s'approvisionner avec la présence du CAPSA?
5. Quelle quantité de semences améliorées avez-vous distribuée au cours de la dernière campagne agricole? (2 saisons) par espèce.
6. Combien de fois au cours de l'année un fermier (planteur) ou un groupe de planteurs vient solliciter des semences améliorées?
7. Quel est le pourcentage moyen de germination obtenez-vous pour vos semences améliorées avant leur distribution?
8. Etes-vous toujours en mesure de répondre à la demande des semences améliorées réclamées par les fermiers (planteurs)?

OUI /___/ NON /___/
9. Si non, quelles sont les raisons de cette carence?
10. Combien de temps conservez-vous les semences avant leur distribution aux fermiers?
11. Que les organismes vous fournissent les semences de fondation que vous multipliez pour la distribuer aux fermiers?
12. Depuis quand travaillez-vous dans ce CAPSA?
13. Utilisez-vous le truchement des leaders locaux pour la propagation ou la distribution des semences ou boutures améliorées?
14. Quelle est la population totale de la région desservie par votre CAPSA?
15. Quelle est la population totale de fermiers?

16. Quelles superficie emblavez-vous par campagne pour pouvoir desservir toute la région ou répondre à toutes les demandes?
17. Sur quoi vous basez-vous pour déterminer la superficie nécessaire pour répondre aux besoins en semences des fermiers et de façon satisfaisante?
18. Quelle est la composition de votre parc d'équipement? Combien de tracteurs par exemple?
19. Combien de mois travaille votre équipement par année ou par campagne agricole?
20. Combien d'heures par jour travaille votre tracteur ou d'autres machines tractées? s'il y en a.
21. Combien d'heures travaille votre opérateur de tracteur?
22. Comment le Centre assure-t-il la distribution des semences (autrement dit est-ce le paysan qui vient au Centre pour acheter ou le Centre contacte chaque paysan chez lui pour lui assurer les semences?)
23. Capacité actuelle du CAPSA en matière de production de semences (espèce et quantité)?
24. Difficultés rencontrées par le Centre?
25. Quelles solutions envisagez-vous pour atteindre vos objectifs?

REPORT ON INTERVIEW HELD WITH MR. PIEDBOEUF
 on Saturday, September 5, 1981 from 10:00 to 11:30
 by Donasson Alphonse, Agro-economist

I. INTRODUCTION

Accompanied by Dr. Heinz Gasser, USAID Consultant for management in agricultural research, Mr. Piedboeuf visited the Bureau of Studies where he made important considerations about any program of seeds improvement and distribution. Mr. Piedboeuf was introduced by Dr. Chan and Dr. Heinz.

II. AREA OF OPERATION

Mr. Piedboeuf gave an extensive exposé about the success of his society in the field of multiplication and distribution of improved selected seeds. The areas he operates covers Kasai-Oriental, Kasai-Occidental, and Shaba regions.

III. SUCCESS OBTAINED

According to Mr. Piedboeuf, substantial and very good results have been obtained by his company with two varieties of maize, which are Salongo and EtoxTuxpeno (Kasai). These two varieties are yet ready for extension. The only problem faced with these varieties, but on a very small scale, is the "Streak/Virus." But yet, improved maize seeds have been distributed and reproduced at 15 kms, around.

IV. STRAINS ALREADY DONE

Mr. Piedboeuf has already produced one generation of maize from breeding seeds. From these stocks he can produce G2 and G4. His company planned to grow, on an area of 800 hectares, a production of 2,000 tons of G3.

He thinks that he can produce 100 tons of certified seeds for sale next year. In the same time they can flood one zone with good certified seeds in order to satisfy the farmers' needs. From the stocks given to farmers, the farmers can grow their own seeds during three consecutive years. After three years the stocks should be renewed with seeds from Kaniama-Kasese, which is the ideal location to produce good seeds.

V. EFFORTS MADE BY P.N.M.

Yet P.N.M. has produced 500 kg of Salongo and 200 kg of Eto. But P.N.M. faces many difficulties to keep up running center of production of seeds. Distance problems, roads maintenance problems, distribution problems, no appropriate funds, no equipments, etc.

VI. ACTIONS OF PRIVATE ENTERPRISES

According to Mr. Piedboeuf, three enterprises, if settled, could produce breeding seeds, one at Kaniama-Kasese Domain, one on the Plateau of Bateke, and the other at Shaba.

The second step would be an intensive motivation campaign, asking their needs to the farmers, and take necessary measures to operate on the basis of those needs.

Kaniama-Kasese has already dealt very efficiently in working on maize, soya, and rice.

VII. COMMENTS ON CAPSA

Based on his experience and his long career in working in private enterprise, Mr. Piedboeuf thinks that it is very hard and difficult to organize and control a public enterprise like CAPSA in the present situation. He points out basic urgent needs to satisfy which are: seeds, infrastructure, extension service, price (adequate and timely).

Furthermore, it is imperative to provide fertilizer and mechanization facilities. Only big size or medium size enterprises can manage on time all the problems involved in breeding seeds for multiplication and distribution to farmers on appropriate time.

VIII. CONCLUSIONS

1. It is not necessary to ... or try to ... CAPSA.
2. Only big and medium private enterprises can run and manage problems of production, multiplication, and distribution of improved seeds. Experiences do conclude in this respect.
3. It would be more important to create an organism which would include FAO representative, farmers' representatives and delegates. This organism would have the following functions:

2 2 2 2 2 2 2

1 2 3 4 5 6 7 8 9 10

- a) guarantee the quality of seeds produced by private enterprises;
- b) issues rules and regulations relative to standard buying seeds;
- c) controls the execution of seeds regulations; and
- d) establish criteria for seeds production.

All these functions could be codified in an appropriate legislation.

PART IV : PROGRESS REPORT OF SHORT-TERM CONSULTANT

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MONTHLY REPORT ON RICE MARKETING STUDIES

August 17, 1981 to August 31, 1981

by Georges Conde

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Arrival date in Kinshasa was August 17, 1981 at 10:30. After a stay in Alhadeff, I met with Dr. Chan and Citoyen MUBENGA, Director of DOSP and we planned the field trip survey to three areas: Equateur, Haut-Zaire, and Kivu.

In the afternoon I began to meet USAID officials. During the first week (Dr. Chan and I) went on visiting USAID staff members, Statistics head officer, FAO program officer, and I devoted the whole time to collecting information and data on rice to review the literature and to preparing the questionnaire with Citoyen KAHINDO, to be delivered to the farmers. I also prepared the field trip survey budget.

We got two briefings with Dr. Barokas.

The second week (August 24, 1981 to August 31, 1981) visits to some personalities (private and officials) C.S.Co., Sotexco, ONPV, Comagrin, and ONATRA to go on collecting data and information, statistic office, statistic, etc.

I performed the questionnaire, had it typed.

I have analyzed all the information I got from different sources.

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August 17, 1981 to August 22, 1981

Project 660-0070

Ref.: Rice Marketing Studies

08/17/81 : 10:30 : Arrival in Kinshasa
 11:00-12:00 : Meeting with Citoyen MUBENGA and Cr. Chan
 13:00-13:15 : Visit to Agricultural Head Statistic
 14:30-16:30 : Visit to USAID officials
 17:00 : Stay in Alhadeff

08/18/81 : 08:00-09:00 : Review of literature; Scope of Work
 09:10-10:15 : Visit to FAO program officer
 10:30-11:00 : Field trip survey budget
 11:15-12:00 : Visit to USAID
 15:00-16:30 : Visit to USAID
 16:45 : Stay in Alhadeff

08/19/81 : 08:00-12:00 : Review of literature; Questionnaire planning;
 Meeting with Mr. de Vuyst
 13:00-15:30 : Review of literature; Meeting with Citoyen KAHINDO
 16:00 : Stay in Alhadeff
 21:15 : Meeting with Dr. Barokas

08/20/81 : 08:00-12:00 : Questionnaire planning; Briefing with Dr. Barokas;
 Briefing with Mr. Alphonse on rice production and
 marketing
 14:00-15:30 : Review of literature
 16:00-16:45 : Reveiw of literature
 17:00-20:15 : Visit to Commissaire d'Etat with Pragma staff

08/21/81 : 08:00-12:00 : Meeting with Citoyen KAHINDO; Questionnaire
 planning
 13:30-15:30 : Review of literature

08/22/81 : 08:00-12:00 : Review of literature and questionnaire planning

August 24, 1981 to August 31, 1981

- 08/24/81 : 08:00-09:40 : Meeting with Citoyen KAHINDO on the questionnaire;
Review of literature and data analysis
- 09:45-10:15 : Interview with Mr. Moreau C.S.Co.
- 10:30-11:30 : Review of Moreau interview - analysis of data
- 11:55-12:15 : Visit to I.N. Statistiques
- 14:00-15:00 : Review of literature
- 15:30 : Stay in Alhadeff

- 08/25/81 : 08:00-09:00 : Agricultural calendar planning
- 10:25-12:00 : Visit to ONATRA
- 13:30-15:00 : Agricultural calendar planning
- 15:30 : Stay in Alhadeff

- 08/26/81 : 08:00-09:00 : Review of literature; Meeting with Mr. de Vuyst
- 09:30-12:00 : Visit to Sotexco and Nogueira
- 13:00-14:15 : Visit to Statistics Division, Citoyen MINGIEDI
- 14:30-16:00 : Data analysis
- 16:30 : Stay in Alhadeff

- 08/27/81 : 08:00-11:00 : Review of literature and interviews; Data analysis;
Meeting with Dr. Chan and Mr. Alphonse
- 13:00-14:30 : Visit to ONPV ONACER
- 15:00-16:30 : Visit to Comagrin - Crisa
Stay in Alhadeff

- 08/29/81 : 08:00-12:00 : Review of literature; Data analysis
Stay in Alhadeff

- 08/30/81 : 08:00-09:00 : Data analysis
- 09:00-11:00 : Visits to ONATRA, ONPV, Statistics
- 11:00-12:00 : Data analysis
- 13:30-15:00 : Data analysis
- 15:30 : Stay in Alhadeff

MONTHLY REPORT

September 3, 1981 to September 7, 1981

by Georges Conde

During that week we went on visiting some departments and tradesmen or middlemen involved on rice marketing. The idea was to get more information and collect data before working and checking the field. We tried to meet them again to discuss the information they gave us the month before and check the data. Sometimes it is not easy to meet some tradesmen because they are out of Kinshasa, overseas or inside the country.

In the official office generally they cannot give you any information without the authorization of the head administrative. For example, we tried to get in touch with Citoyen MANSINSA without success and the SNCZ manager without success.

I also met Citoyen MINGIEDI (Statistics) to get the commodities on the Zairian market, particularly in the region to be visited: Haut-Zaire and Kinshasa.

We also had a meeting with Dr. Chan, Mr. Le Blanc, and Mr. Alphonse on cost of production.

On September 3, 1981, we had an interview with Dr. Thompson, in the afternoon, on the situation of production in Zaire and also about the Zairian students who prepare their theses.

On September 3, 1981, we discussed on Vascoceles, representative of Comagrin, Grisa about the constraints of agricultural production and especially the rice production.

From Monday, September 7 to Sunday, September 13, 1981

It was the first trip to Haut-Zaire. The flight was late and we left Kinshasa at 08:00. Our first visit in Kisangani was the Division of Agriculture where we met Citoyen BARUTI, in the Statistic Department, for collecting paddy and rice price on the markets. Then after lunch, we took a truck to reach Yangambi, 97 km from Kisangani. We spent five days there where we visited the Commissaire Sous-Régional, other officials and the agronomist who is a hard-working man with only a motorcycle. We visited the farmers and delivered the questionnaires. It was not easy to meet more farmers because there was no fuel around and no vehicles to hire and too much rain. Fortunately, we found a tractor and paid 300 zaires for diesel oil to reach Tanonge, 22 km from Yangambi. We came back to Kisangani where we met ISSIA PRERES, SAICOM, GORNELIS, mill owners, the representative of economic affairs, the chief of agricultural division, and finally a visit to the markets in Kisangani to collect rice prices for estimating the margin.

The process of data began Saturday afternoon, Sunday before going back to Kinshasa.

In Kinshasa our first visit was to ISSIA FRERES, the only man who could give us the structures des coûts ex-usine, because the mill owners in Kisangani do not manage well the accounting section of their business.

We tried to get also from economic affairs in Kinshasa some data but without success. During the week before flying to Kivu, we continued with the process of data: 30 questionnaires, 40 questions dealing with production, marketing, transportation, price on the markets.

Trip to Kivu (09/18 to 09/23/81)

Our second trip was also very interesting. Better roads, different people (producers, marketing agents).

We went to Ruzizi plain an irrigated land for rice, the yield is higher, about 1.5 tons per hectare (Haut-Zaïre, 983.43 per hectare). They generally complained of the project ending, no fuel, no tractor, no plowing, etc. In this area, the price is very high, compared to Haut-Zaïre and Equateur, and the rice cannot reach Kinshasa market. Rice from Maniema is cheaper and is sold in Lubumbashi, Kalemie, and Kinshasa.

Meeting with ANEZA manager, economic affairs and we met the Mwami of the Collectivité. Now we are dealing with the process of data and we try to get rice reports from OFIDA.