

AGRICULTURAL SECTOR STUDIES
PROJECT 060 070
1981-1984

PLM 269

38126

Quarterly Report

KINSHASA, ZAIRE

OCTOBER DECEMBER
1982

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

PRAGMA TEAM

INTRODUCTION

This report begins a [REDACTED] for the quarterly reports of PRAGMA Team to the Zaire Agricultural Sector Studies Project (660-070). The format, which emphasizes conciseness, divides the [REDACTED] Section [REDACTED] is a [REDACTED] of the quarter, while section [REDACTED] relates those events to [REDACTED] Section [REDACTED] deals with [REDACTED] encountered during the quarter, and the [REDACTED] section consists of the [REDACTED] again in a standardized format. It is noted that section 0 provides a quick check on the progress toward completion of individual work plans, by comparing the last section of the individual reports for any quarter with the first section of the report for the following quarter.

Questions, requests for elaboration, and suggestions from the reader are welcome.

Curt Reintsma
Chief of Party
PRAGMA Team

A. SUMMARY OF MAJOR EVENTS OF THE QUARTER

The last quarter of 1982 was a highly significant one for the Zaire Agricultural Sector Studies Project, especially regarding personnel. Two new members of the PRAGMA Team began work, along with the new AID Project Manager and a new Zairian head of the Project's Office.

[REDACTED] to serve as Chief of Party for the PRAGMA Team and as advisor to the Project's office of the Department of Agriculture's Studies and Programs Service.. [REDACTED] was unofficially named in November, upon completion of his Master's degree thesis and following the transfer of his predecessor to another division. Dr. George [REDACTED] serving as advisor to the Statistics Division on a three month contract that is expected to be extended to a long-term commitment. At AID, the project is now under the direction of [REDACTED], who [REDACTED] as [REDACTED]

Working closely with the PRAGMA Team, the AID Project Manager has begun a revision of the project outputs, designed to make them more realistic. This much needed revision should be completed during the next quarter. As the mid-term evaluation of the Project is also scheduled for next quarter, it is hoped that the two efforts together will produce expected end-of-project accomplishments that are much closer to what can realistically be attained by the Project.

Several meetings were held with AID and the PRAGMA Team in an effort to clarify the objectives, format and content of [REDACTED] Team's efforts. Specifically [REDACTED] Regarding the [REDACTED] reports, it was decided by all parties that there is simply not a sufficient

flow of regular statistics into Kinshasa to allow publication of such reports at this time.

Several administrative innovations were introduced during the quarter. For example, a [redacted] for quarterly reports was introduced, upon which [redacted]. The new format is designed to streamline the quarterly reports, and also to permit an easy assessment of progress being made toward completion of individual workplans, by comparing activities planned at the beginning of the quarter with actual accomplishments at the end.

A numbering system for telexes, a [redacted], [redacted] are among other administrative procedures introduced during the quarter. However a great deal remains to be done in terms of improving financial and administrative procedures for both the Project and the "Service d'Etude" in general. It was formally recommended to AID that a short-term consultant be called in to carry out a financial and administrative systems review which would include recommendations that would be implemented by the present administrative assistant and her counterparts (who have yet to be named).

An unforeseen and time-consuming activity during the quarter was the assignment of the PRAGMA technicians (along with all other expatriates and upper level Zairians of the Department) to work on special commissions appointed by the Commissaire d'Etat. This month-long activity was designed to produce nine reports on the Department of Agriculture's activities for presentation to the National Congress.

Several [redacted] were undertaken during the quarter. [redacted] with a regional planning team, while [redacted] headed a team [redacted] to gather information for the [redacted]. In the framework of a study begun by the Project's Office [redacted].

Best Available Document

for the same purpose. Other field trips were undertaken by members of both the Statistics Division and the Strategy and Planning Division.

B. PROGRESS TOWARD PROJECT OBJECTIVES

Several of the events cited in the previous section indicate progress toward the accomplishment of project objectives, as do other factors not specifically mentioned. The indications of progress cited below are not intended to be exhaustive; they are simply designed to relate specific events of the quarter to project objectives.

For example, the [REDACTED] (which means that [REDACTED]) is certainly a major step in laying the groundwork for fuller accomplishment of project outputs and objectives.

Another major step forward during the quarter was the completion, publication and distribution of the [REDACTED], under the direction of [REDACTED]. This major report provides the most current information available on the Zairian agricultural sector, and fills an important gap in the literature.

Several other reports advanced significantly during the October-December period, but were not yet ready for distribution by the end of the quarter. These include the commodity reports on maize and sugar cane, and the [REDACTED].

The study begun by the [REDACTED] represents the first attempt by that office to conduct a feasibility study of its own. [REDACTED] ward the project output [REDACTED].

Regarding the ability to analyze agricultural statistics, is noteworthy that [REDACTED] computer was acquired [REDACTED] thus setting-up the beginning of a genuine statistical analysis capability.

The administrative innovations put into place during the quarter, while relatively minor, nonetheless indicate progress toward the Project output of improved administrative procedures, as does the recommendation to bring in a short-term consultant to further improve the situation.

In more general terms, [REDACTED] during the quarter worked toward the overall objectives of developing the institutional capability [REDACTED].

Finally, and perhaps most significantly, it is noted that there is an increasing reliance upon the Service d'Etude's Zairian staff by the top officials of the Department of Agriculture. [REDACTED]

[REDACTED] to the point, in fact, that this is cited as a problem in the section below. It is, nonetheless, a clear indication of progress toward the broad objective of improving agricultural policy.

C. [REDACTED] AND CONSTRAINTS ENCOUNTERED

Although progress is being made toward the objectives of the project, a number of problems and constraints are also being encountered. While some of these problems are of a temporary nature or have relatively easy solutions, others are more intractable.

Perhaps the most crucial constraint to continued progress toward the accomplishment of project objectives is the [REDACTED] [REDACTED], [REDACTED] and [REDACTED] and [REDACTED] are having a highly visible detrimental effect on job performance. [REDACTED]

While most other government employees have probably experienced a similar decline in living standards due to the economic situation of the country as a whole, there is nonetheless a strong feeling on the part of the "Service d'Etude" professional staff that they are not receiving remuneration that corresponds to comparable employment opportunities elsewhere. This feeling is supported by a [REDACTED] but [REDACTED]

This is admittedly a complex problem involving larger questions of sustainability and government resources. Nevertheless, the simple fact remains that it is totally impossible to accomplish even a part of the project's objectives without a significant cadre of skilled, motivated Zairian professionals in the "Service d'Etude". It appears clear that such a cadre will not remain with the project unless rapid and effective action is taken to address the situation. [REDACTED]

Another major problem that was apparent during the quarter

Perhaps the solution to this problem lies in obtaining sufficient professional staff that a special team can be created, whose main function will be "fire-fighting"--that is, responding to special requests from outside the "Service d'Etude".

Yet another problem noted concerns the administrative procedures of the "Service d'Etude". While overall administrative procedures are perhaps somewhat better than the average of Zairian government offices, there remains much to be done. [REDACTED] in both the Division of Statistics and the Strategy and Planning Division.

[REDACTED], and other administrative and accounting procedures need to be looked into. In particular, filing procedures and documents control and availability are areas that impose constraints upon overall project progress. As was mentioned above, [REDACTED]

A final problem to be noted in this section relates to the need for support personnel for the PRAGMA Team, particularly regarding translation and typing services. With a full Team now in place, [REDACTED] This need has been well and repeatedly documented to AID.

In summary, a number of significant problems and constraints remain. Nonetheless, progress is being made toward the accomplishment of project objectives, and there is reason to believe that many of the events of the past quarter will tend to accelerate that progress.

D. INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORTS

-Coordinated general activities of the PRAGMA Team. 12'

II. UNPLANNED ACTIVITIES DURING THIS PAST QUARTER

-Spent considerable time during the month of November working on one of nine special Commissions set up by the "Commissaire d'Etat" to prepare reports for the December National Congress.

-Undertook short field trip to Bas Zaire in December as part of a study begun by the Project's office on seed multiplication centers.

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-Considerable time was spent working on a revision of the 070 Project's expected outputs, with the new AID Project Manager.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED (be brief)

-A new and very able Chief of the Project's Office took over during November, when the previous chief was transferred to a different division.

-The very frequent assignment of "service d'etude" staff to unplanned activities by DOA official is becoming a serious impediment to progress toward accomplishment of workplans. On the other hand, it is a strong indication that the human resources of the "service d'etude" are being increasingly utilized by decision-makers in Zairian agriculture.

-Another serious problem is the low morale of most of the Zairian staff, resulting largely from unfavorable salary and benefits vis a vis comparable employment opportunities elsewhere.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

- Preparation of sixth quarterly report;
- Finalize personal workplan;
- Finalize Project's office workplan with the Chief of Bureau;
- Follow-up recommendation for short-term specialist for financial and administrative systems review;
- Handle routine PRAGMA and AID administrative and liaison activities;
- Handle special PRAGMA, AID and GOZ requests;
- Continue to work with AID Project Manager on revision of Project outputs;
- Follow-up the question of support personnel for the PRAGMA Team;
- Work to ensure agreement by all parties on George Frazier's long-term scope of work;
- Coordinate general activities of other Team members;
- Work with the evaluation team for formal AID mid-term evaluation of Project 070;
- Begin study on Project identification, design and approval process in Zaire;
- Continue work with Project's office to complete study on CAPSA;
- ~~_____ study;~~
- Field trip and beginning of study on _____ project;
- Make recommendations to AID regarding improvements in working conditions for Zairian staff;
- Ensure that qualified replacements are assigned to the Project's office to replace the present staff that will be leaving for U.S. long-term training during the upcoming quarter.

INDIVIDUAL TEAM MEMBERS QUARTERLY REPORT

PRAGMA Team-USAID--Project 070
Division of Studies and Program
Department of Agriculture
Republic of Zaire

Name: Chan P Nguyen

Position: Advisor to the Planning Office

Period covered: October-December 1982

I. STATUS OF ACTIVITIES PLANNED FOR THE PAST QUARTER

Field Trip: In the frame of regional study for agricultural planning, I went to Lubumbashi with [REDACTED], a member of the Bureau of Agricultural Planning of the Department of Agriculture (DOA) and [REDACTED] of Regional Planning, Department of Plan [REDACTED] from September 27 to October 4, 1982. The main purpose of this trip was to:

- contact the local authorities and the regional offices of the agriculture, livestock and rural development divisions in order to gain support for the Planning Bureau Team which will carry out a regional study for agricultural planning;
- observe some different agricultural projects being carried out in this area, such as corn production projects (PNS and Gecamine), vegetable production projects, livestock production projects, cooperative projects (Pioneer Farm of Father Georges) and a corn mill;

The first hand information and field practice was very helpful in training the Zairian staff members who accompanied me on the trip.

Details of this mission can be found in the [REDACTED] which was sent to USAID, the GOZ/DOA and the [REDACTED].

Other Accomplishments: The new Chief of Party, Mr. Curt Reintsma, arrived on October 7, 1982. Upon the request of Dr. Rifat Barokas, I assisted the new Team Leader with familiarizing himself with his new position. The responsibilities were smoothly transferred.

The fifth quarterly report of the Pragma Team was completed.

A final draft of the review of the current agricultural situation was completed, circulated among the DOSP staff members for comments, and finalized. The report was published in December 1982. Copies were distributed to USAID, the GOZ/DOA and the Pragma Corporation.

The regional study team leaving for Shaba was briefed by myself on the gathering of information and the conducting of a regional study.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER(continued)

[REDACTED]

¹ However, the relationship may be hampered or jeopardized if the payment of the per diem and the transportation cost to the DDP's agent working with the agricultural planning bureau team is cut off.

INDIVIDUAL TEAM MEMBERS QUARTERLY REPORT

PRAGMA Team-USAID--Project 070
Division of Studies and Program
Department of Agriculture
Republic of Zaire

Name: Georges Conde

Position: Conseiller (Bureau d'Analyses Economiques)

Period covered: Octobre au Décembre

I. STATUS OF ACTIVITIES PLANNED FOR THE PAST QUARTER

Nous avons pensé réaliser [redacted] d'études, l'un au [redacted], l'arachide, les haricots, le second en [redacted] pour le [redacted]; le [redacted] le [redacted], les [redacted], le [redacted]. De même, il était prévu d'achever l'étude sur la [redacted], fin octobre 1982 et de consacrer notre temps à hâter les travaux sur les haricots du Citoyen Afifi, sur les [redacted] (le [redacted] et le [redacted]).

La visite au Kasai Oriental a eu lieu du 10 au 17 octobre, 1982 avec le Citoyen [redacted]. Nous avons effectué des enquêtes dans l'aire du Projet à Miabi; Kabeya-Kamwanga et Ngandajika. Des rencontres ont eu lieu avec les représentants de l'Agriculture de l'Economie Nationale et de l'INS à Mbuji Mayi.

Le Citoyen Afifi a achevé le texte de l'étude sur les haricots actuellement soumis aux commentaires des membres du Bureau d'Analyses Economiques. Le Citoyen Budiadia également, mais ce travail sera amélioré.

[redacted]

Le voyage en Equateur n'a pas eu lieu à cause des activités non prévues mentionnées ci-dessous.

II. UNPLANNED ACTIVITIES DURING THIS PAST QUARTER

Pendant un mois du 25 octobre 1982 au 25 novembre 1982, les travaux de préparation du congrès du MPR ont retenus notre attention et accaparé notre temps. En effet, nous avons participé à 3 commission d'études:

- production et commercialisation
- production animale et végétale
- voies et moyens de transport.

L'étude sur l'arachide a débuté et sera achevé au prochain trimestre.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED (be brief)

Les difficultés inhérentes à la recherche de l'information sont toujours les mêmes avec l'obligation de visites aux intéressés.

Les difficultés résultant de la mise en place n'ont pas cessé avec les questions des uns et des autres sur un éventuel départ. De plus, le Bureau d'Analyses Economiques travail avec un personnel restreint: Citoyen Budiadia, Citoyen Afifi, le responsable est rentré de congé, nous nommons la Citoyenne Mputu.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

Nous projetons l'achèvement des textes de rapports. [REDACTED]

Des voyages seront effectués au Kivu, en Equateur, au Bas Zaire pour les cultures vivrières et industrielles.

INDIVIDUAL TEAM MEMBERS QUARTERLY REPORT

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PRAGMA Team-USAID--Project 070
Division of Studies and Program
Department of Agriculture
Republic of Zaire

Name: George Frazier

Position: Short-term consultant

Period covered: October-December 1982

I. STATUS OF ACTIVITIES PLANNED FOR THE PAST QUARTER

Informatique: The hardware and software facilities of Informatique were evaluated for their applicability to the problems and responsibilities of DAS. It was found that the ~~new copy~~ was not loadable and a revised copy was ~~sent to the~~. The new copy apparently has a problem with one of the programs. NWA has been written to determine the problem. No response has been received as of this date.

Informatique operations were reviewed with Cit. Malemba and the other staff. The establishment of an operations plan and the development of operating procedures and regulations were basically deferred for a number of reasons. However, ~~the~~ the lack of work discipline in the department has made it very difficult to develop, implement and train personnel within the department. See comments below.

Department of Statistics: An introductory meeting was held with ~~the~~ at which time the workscope of my short-term contract was reviewed. Citoyen Mingiedi concurred with the scope of my responsibilities and indicated that I should have essentially free rein in my investigation and work. Subsequently, Citoyen Mingiedi held a meeting with me and the other Bureau Chiefs at which time I was introduced and my work program was briefly discussed. A request for information was drafted and translated into memo form and dispatched to each of the Bureau Chiefs. This request was followed up with a meeting with each of the Bureau Chiefs with the exception of Cit. Malemba who has either not been in the office or at meetings.

Bureau d'Etude: Meetings were held with Reintsma, Chan and Conde with respect to their known data bank needs.

Synthesis: ~~has not been completed, pending the completion of the data bank requirements requested from each of the Departments.~~

It was early found that the project has not received the new JCL key for SAS for the year 1982. Mr. Navin at AID was contacted and he presumably requested the new JCL for the year 1983.

What is JCL standing for?

I. STATUS OF ACTIVITIES PLANNED FOR THE PAST QUARTER (continued)

Area Frame Sampling documentation was reviewed and the sampling procedures for the Agricultural Census was evaluated. An attempt has been made to [REDACTED] and the [REDACTED]. At this point, this information has not been located in total. It should be noted that all filing procedures for the department are in a deplorable state.

Specifics: A meeting was held with all interested parties concerning a standardized format for the "commodity" studies. The results of that meeting are in the files. A meeting was held regarding the "Quarterly Agricultural Situation Report". [REDACTED]

[REDACTED] There just are not enough reliable statistics to publish a regular farm price report. Thus, it seemed unnecessary at this point in time to establish a format for the report. In conference with Mr. Reintsma, it was decided that the computerization of the "Fiche de Projet" was no longer relevant for the short-term contract. A test was made of Wordstar on the Apple as a means of facilitating reporting for the service and Division and it was found that a decided improvement could be made once word processing was fully implemented within the Service.

II. UNPLANNED ACTIVITIES DURING THIS PAST QUARTER

None of any consequence.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED (be brief)

There is the continual problem of lack of work discipline at practically all levels within the DAS, with the usual excuses of transportation, no pay, etc. being only partly true. Meetings are cancelled or not held. Personnel do not perform expeditiously. They are called to unplanned meetings and missions. Most recently, the last two weeks of December have been taken up by a "mise en place" meeting at the General Direction level at which both Cit. Mingiedi and Cit. Malemba have been requested to attend. Hence, they have been absent from the department practically full time. In addition, the Chief of the Bureau of Methodology has been on a mission to the Kasais since the last week of December.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

The month of January will be spent in drawing together all of the information collected during the past two months into the final report required for the short-term contract, including a [REDACTED] [REDACTED] activities of the Division of [REDACTED]