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REPUBLIC OF ZAIRE

**DEPARTMENT OF AGRICULTURE
AND RURAL DEVELOPMENT**

QUARTERLY REPORT

OCTOBER - DECEMBER 1984

NO: XIV

**USAID/ZAIRE
AGRICULTURAL SECTOR STUDIES PROJECT
(660-0070)**

CONTRACT NO. AFR-0070 -C-00-5003 -00

THE PRAGMA CORPORATION

REPUBLIC OF ZAIRE

DEPARTMENT OF AGRICULTURE
AND RURAL DEVELOPMENT

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USAID/ZAIRE AGRICULTURAL SECTOR STUDIES PROJECT (660^D070)

CONTRACT NO. AFR-0070-C-00-1039-00
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THE PRAGMA CORPORATION

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	A. Chan P. Nguyen	
	B. Georges Conde	
	C. George D. Frazier	
	D. David Shapiro	

I. INTRODUCTION

This quarterly report covers the fourteenth quarter of activities of the Pragma Team, which provides assistance to the Studies and Planning Service (Service d'Etudes et Planification, or SEP) of the Zairian Department of Agriculture and Rural Development under USAID/Zaire Project 660-070. The report covers the fourth quarter of 1984.

There are four substantive sections to this report. The following section provides an overview of the major events of the quarter, while Section III reviews progress toward project objectives. Following a section on the major problems and constraints encountered, the report concludes with the individual reports of Pragma Team members.

DAVID SHAPIRO
Chief of Party
The Pragma Corporation
Project 070

II. SUMMARY OF MAJOR EVENTS OF THE QUARTER

New developments under the Zaire Agricultural Sector Studies Project (Project 070) during the last quarter of 1984 were most apparent with respect to computers. Early in the quarter, the installation of the new micro-computers was completed, as was the establishment of the Local Area Network System. This served to facilitate substantially the work at the Bureau Informatique, and provided considerable on-the-job training. Computer training activities were begun at the Bureau de Planification Agricole, and the computer there was used (with the available word-processing software) to generate both the previous quarterly report and the 1983-1984 annual report.

Two initiatives of Dr. George Frazier were acted upon by Director Mubenga during the quarter, resulting in: (1) adoption of the proposed policy governing the relationships between the Bureau Informatique and other offices at SEP vis-a-vis computers; and (2) establishment of a SEP Data Bank Management Committee (DBMC). By the end of the quarter, the DBMC had held its first meeting and designated two subcommittees (technical and policy), each of which, in turn, had held its first meeting to address issues raised by Dr. Frazier concerning the Data Bank. The Data Bank Policy and Procedures manual was near completion by the end of December.

In addition to its ongoing work on the DMFCC price and approvisionnement surveys and on the Data Bank, the Bureau Informatique also prepared (and presented a trial run) a program of seminars and demonstrations designed to explain the organization and functioning of the Bureau. The program is to be presented in January to the other offices of the Statistics Division, the offices of the Division of Strategy and Planning, Director Mubenga, and representatives of USAID.

On-the-job training continued at the Division of Strategy and Planning in the form of supervision by Dr. Chan P. Nguyen and Mr. Georges Conde of in-progress regional studies and commodity reports, respectively. The first two chapters of the Bas-Zaire study were finalized and circulated for comments, and plans were made for additional data collection for the Kasai Occidental and Haut-Zaire studies. Final drafts of the rubber and tea reports were submitted to Dr. Shapiro for comments, and the cocoa report was being typed by the end of the quarter. Progress was also made on the cotton and manioc reports, among others.

Dr. Chan also conducted two training sessions oriented around a food-consumption survey for the Bas-Zaire regional study, and organized and graded the written M.A. exam for Cit. Kalombo. On-the-job training also took place via the dispatching of one of the three junior technicians in the Projects Bureau (accompanied by a senior technician) to participate in a World Bank evaluation mission to the FMKO

project in South Oriental.

Towards the end of the quarter, the three Fragma Team members at the Division of Strategy and Planning worked with their respective Asian counterparts to establish work plans for 1985 for each of the offices.

The quarter also saw the naming of two new bureau chiefs (Cts.) M. Ma for the Bureau Projets and Cit. Bokisila for the Bureau d'Analyse Economique), to replace Cits. Mukuna Kalandia and M. Ma, respectively. (These latter individuals left the Service d'Etudes to work at DIACAP, purportedly for salaries five to six times higher than those they had been earning at SEP.) In addition, in an effort to facilitate smooth operation of each of the offices at DSP, three additional Bureau Chiefs were also named--to insure that when the Bureau Chief is absent, there will be someone around to coordinate the work of each office.

Mr. Conde continued his work involving contacting organizations that might be interested in a number of the studies and reports produced at SEP, and he completed compilation of an extensive list of over 500 potential clients for SEP studies. The organizations and offices on this list will be formally contacted next quarter, and informed of the studies and reports available for purchase. In addition, we plan to advertise the availability of these documents in the local newspapers as well.

Drs. Chan and Shapiro continued to be involved in preparations for the arrival of the U.S. Presidential Task Force on Zairian Agriculture. Dr. Chan also continued work on the Agricultural Development portion of Zaire's Five-Year Development Plan. Dr. Shapiro, along with Dr. Frazier and Mr. Gold, spent a fair amount of time assessing the proposed FAO Statistics project, and pointing out the numerous flaws in that project to several interested parties.

Finally, there were several developments during the quarter that served (and will serve) to contribute to the smooth functioning of the project. Dr. Mohammad Fatoorehchie, Pragma's Project Director for Project 070, spent nearly two weeks in Zaire in late October and early November for the semi-annual supervisory visit. Among other accomplishments during the visit was an agreement with Mr. Ross Wherry, USAID/Kinshasa's Project Officer for Project 070, concerning work scopes and budget matters for the extension contract to cover the period up through June of 1985. Thanks to the efforts of Pragma's Financial Director, Mr. Nga-Ambun Kabwasa, that contract was finally signed in mid-December.

Dr. Shapiro also traveled to the U.S. for consultations in early December. During his week's work in Washington, he worked with Dr. Fatoorehchie on coordinating upcoming short-term technical assistance for the Project (both through

Pragma and through AID/Washington's AFAP project), and with Mr. Kabwasa on a number of aspects of the financial management of the project. Among other activities, he also contacted the Executive Secretary of the Presidential Agricultural Task Force and a number of individuals at the World Bank.

The quarter and the year ended accompanied by distribution of a year-end gift from Pragma to all Zairian project personnel. The gift was very well received by project staff members.

For further details on project activities during the quarter, the interested reader may consult the Individual Team Members' Reports (Section V) below.

III. PROGRESS TOWARD ACHIEVING PROJECT OBJECTIVES

As discussed in the previous quarterly report, most of the ongoing activities of the project (e.g., regional studies, commodity reports, Data Bank and other projects at the Bureau Informatique) serve to contribute to achievement of its broad objective of assisting the Service d'Etudes et Planification "to improve its capabilities and performance in agricultural policy formulation and analysis, strategy formulation, and program and project identification, development, analysis and evaluation." (Quotation from initial

contract between USAID and Pragma).

These activities also contribute to achievement of a number of the specific objectives identified in the original project contract. Since the linkages between these ongoing activities and the specific project objectives were delineated in the previous quarterly report, they will not be repeated here. However, several of the new developments under the project should be cited in this regard.

Completion of the computer installation and establishment of the Local Area Network System, by expanding the computer capability at the Division des Statistiques Agricoles, contributes substantially to improving the data processing programs. The work of the Data Bank Management Committee should result in improved quality of agricultural sector data in support of primary planning tasks.

Establishment of the Data Bank Management Committee, adoption of a policy governing relationships between the Bureau Informatique and other SEP bureaus (particularly relevant to the Bureau de Planification Agricole which now has one of SEP's micro-computers), and initiation of computer training activities at the Bureau de Planification Agricole all serve to improve the operational linkages between the Statistics Division and the Division of Strategy and Planning. The program of seminars and demonstrations being

prepared by the Bureau Informatique will also contribute to improved operational linkages between the two divisions.

Administrative procedures were improved in SEP last quarter in two important ways: assistant bureau chiefs were designated as a means of facilitating the execution of work by each of the bureaus at the Division of Strategy and Planning; and the computer at the Bureau de Planification Agricole was used for word-processing purposes, with plans made for expanded use of computers for SEP administrative work--including for both the preparation of reports and payroll and other data. These plans included designation of one of the project secretaries as the "word-processor operator", and they also call for purchase of an additional computer for Cit. Nzungu's Administrative Office at SEP.

Finally, efforts by Dr. Shapiro to get both AID and the World Bank to agree formally to associate SEP technicians with missions doing project identification, design, and/or evaluation activities were one means of trying to institutionalize the continuous identification, design, and evaluation of projects and programs.

IV. MAJOR PROBLEMS AND CONSTRAINTS ENCOUNTERED AND PROPOSED SOLUTIONS

There are four distinct continuing problems that constitute constraints on the project's accomplishments. First, about half of the secretarial pool at SEP seems to be unable to provide good-quality typing services on a regular basis. The result is that the good typists get overloaded with work. If the inefficient typists cannot be motivated to improve their work performance, they should be replaced with competent typists or be provided with appropriate training.

A more serious problem, and one that has been present since the days of Project 052, is the difficulty of retaining competent technicians--particularly those who have received post-graduate training. During the past quarter and slightly more, a total of 5 Master's degree holders from Project 052 (Cits. Mukuna Kalenda, Afifi, Muteba, and Mukandila as well as Citnne. Mputu) have left SEP. At Mr. Wherry's request, Project 070's administrative assistant, Lorraine Thompson, is currently putting together a proposal for a substantial salary increase accompanied by a radical restructuring of the basis for determining salaries. The restructuring is designed to provide automatic and merit pay increases on a regular basis, and also to provide Master's degree holders with greater incentive to remain at SEP. The new salary proposal, which has benefited from input by Mr. Ross Wherry, should be completed during the first quarter of 1985.

In addition, the departure of a number of U.S.-trained technicians highlights the desirability of additional training. In this regard, Mr. Wherry had indicated that funds are available to send more technicians to the U.S. as early as mid-1985. Hence, we plan during the first quarter of 1985 to work up a program for participant training, including intensive English training for current SEP technicians. As part and parcel of this training program, SEP will also have to hire new technicians to replace those who will have begun intensive training.

A third problem area is the excessively burdensome work load for the Chief of Party. Not only is the administrative work load so heavy as to render nearly impossible any professionally-satisfying work; it is exceedingly difficult simply to accomplish all the administrative work to be done. As noted in Dr. Shapiro's individual report, there are two means of alleviating this problem: hiring someone to serve as Projects Bureau Advisor, thereby removing those activities from the Chief of Party's work scope and elevating the Projects Bureau from its current "neglected stepchild" status; and hiring someone to serve as administrative assistant/executive secretary to the Chief of Party, to deal with the paperwork and ever increasing errands foreseen in the near future.

Last but most assuredly not least in the pantheon of principal project problems the Statistics Division (apart from the Bureau Informatique). Although the last quarter finally saw signs of cooperation forthcoming from Cit. Nsavar, Chief of the Bureau Depouillement, the Statistics Division's non-Project 070 activities continue to be of little significance at best. Previous Statistics Division activities like the Cellule d'Evaluation and current proposals like the FAO Statistics project are consistently poorly conceived, executed, and received. In the view of Pragma's Chief of Party, the Division's continued willingness to engage in such activities reflects the absence of any serious effort on the Division to address the lack of reliable agricultural statistics.

One of the specific project objectives cited in the original 070 contract is to "institutionalize the collection of agricultural statistics that accurately reflect the performance of the agricultural sector." The regional studies and commodity reports have served as vehicles for the institutionalization of data collection, but resource constraints coupled with the technical shortcomings of the Statistics Division have prevented "collection of agricultural statistics that accurately reflect the performance of the agricultural sector." In order to fully achieve this project objective, AID and the GOZ would have to

make commitment of additional resources. Ideally , there would be technicians at the Division of Statistics with advanced, practical training (as there were at the outset of Project 070, prior to the severe attrition that has since taken place), and there would be a Conseiller to the Division Chief to prevent the Division from engaging in its present practice of running off into the field and technical groundwork without initial preparation that should normally be carried out.

In closing, there is one additional problem that, while not so much a constraint on project accomplishments, does represent a source of irritation and hence merits mention here. The problem in question concerns the three buses meant to be used for transportation of personnel. These buses arrived in Zaire in September of 1984, and since that time they have been sitting at GM-Zaire waiting for a customs exoneration. The ball is in GM-Zaire's court; but they have proven to be excruciatingly slow in working towards resolving this problem.

V. INDIVIDUAL TEAM MEMBERS' QUARTERLY REPORTS

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT

USAID PROJECT 070
FRAGMA TEAM

Studies and Planning Service
Department of Agriculture
Republic of Zaire

NAME: CHAN P. NGUYEN

POSITION: Agricultural Planning Bureau Advisor

PERIOD COVERED: October-December 1984

I. STATUS OF ACTIVITIES PLANNED FOR THE QUARTER (See Section IV of previous individual report)

- a) The first draft of the Bas-Zaire report was finalized. Chapters I and II were circulated to the professional staff and Pragma Team members for final comments.
- b) In response to a request from USAID/Kinshasa and the GOZ/DOA, Citoyen Kabengele and I took a short trip to Lubumbashi, Shaba on October 14, 1984 and returned on October 22, 1984.

The trip had several purposes:

-to discuss agricultural regional planning with Citoyen Kabongo, Regional Planning Division Chief, and review his paper on "Study of the Alternatives on Organization for Agricultural Production in the Shaba Region".

-to discuss agricultural production and food self-sufficiency, the agricultural campaign, and marketing and price policy with the local authorities.

-to review the overall economic situation in the Shaba region during the first two quarters of 1984.

-to collect and verify some statistical data to complete the Shaba regional report and to prepare the national Vo-Ag development plan (1986-1990). Details can be seen in the field trip report which was sent to USAID and to GOZ/DOA officials.

- c) I began to work on dBase Management and other aspects of use of the computer for the Agricultural Planning Bureau.
- d) I supervised a 6 hour written examination for Citoyen Kalombo at my office on October 31, 1984. I graded the answers and sent them to Dr. Aga Khan of Virginia State University for approval.
- e) Regarding the seminar on agricultural planning, two orientation sessions were arranged to train four bureau staff members before sending them to conduct a food consumption survey in the Bas-Zaire region.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

-An additional survey on food consumption was organized in the rural areas of the Bas-Zaire region to complete the estimate of basic food needs in the region. The survey began on October 17 and ended on October 22, 1984. The results were tabulated and interpreted in the Bas-Zaire regional report.

-Assistance was also provided to the Agricultural Planning Bureau to complete its 1985 work plan after an evaluation of last year's activities.

-I also submitted my 1985 personal work plan through the Chief of Party to the GOZ/DOA.

-At the request of the Department of Plan a special note on future agricultural development plan was prepared and sent to the design plan committee for consideration.

-Attended some meetings to discuss the Agricultural

Statistics Data Bank with GOZ/DOA officials.

III. COMMENTS AND SPECIAL PROBLEMS

No serious problems to be resolved. However, the departure from the Service d'Etudes of some technicians (e.g., Cit. Mukandila) will result in delays in completion of some of the regional reports (e.g., Kasai Occidental).

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

The following main activities are planned for the next quarter:

- Complete the last three chapters of the Bas-Zaire regional report
- Take a trip to Washington, D.C. to attend the Agricultural Policy seminar
- Review the Department of Plan's documents on (a) The Diagnostic on Agricultural Sector, (b) The Evaluation of Agricultural Sector (Bilan du Secteur Agricole) and (c) The Evaluation of the 1982-1984 Agricultural Recovery Plan.
- Organize a food consumption survey in the rural and urban areas of Kasai Occidental region. Another food consumption survey might be organized in the Haut-Zaire region if funds are available.

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT

USAID PROJECT 070
PRAGMA TEAM

Studies and Planning Service
Department of Agriculture
Republic of Zaire

NAME: GEORGES CONDE

POSITION: Economic Analysis Bureau Advisor

PERIOD COVERED: October - December 1984

I. STATUS OF ACTIVITIES PLANNED FOR THE QUARTER (See
Section IV of previous individual report)

The following activities and achievements were planned
for this quarter:

- complete the final drafts of the rubber, cocoa, and
tea reports;
- provide on-the-job training to the Zairian
professional staff of the Bureau d'Analyse Economique
- prepare the list of potential clients for the studies
published by the Service d'Etudes et Planification;
- assist in the carrying out of specific assignments
from the Department of Agriculture and Rural
Development.

Thus far, the tea and rubber reports have been
submitted to the other technical advisors for their comments.
The two reports are currently being critiqued by Dr. Shapiro.
Cit. Afifi's cocoa report is still being typed and will
be submitted for comments before a final review. Hence, two
of the three reports are almost completed. Once Director

Mubenga gives his approval they will be published.

During this quarter, on-the-job training was provided to the Zairian staff members of this office by assisting them in carrying out their different assignments. The following individuals have been assigned to elaborate reports on the following subjects:

Cit. Budiadia.....	rubber
Cit. Mbuyi.....	tea
Cit. Bokisila.....	cotton
Cit. Afifi.....	cocoa
Cits. Ngemba and Mbuyi.....	cassava
Cit. Ngongo.....	livestock
Cit. Kassenga.....	quinquina
	(Peruvian bark)

These individuals were advised on data collection methodology, including data collection from different businesses and companies with their subjects.

A list of over 300 potential clients for the studies produced by SEP was prepared this quarter. Numerous visits were made to different possible clients not only to promote the purchasing of these studies but also to let them know that we would appreciate receiving their comments and suggestions for improvements. Now that the initial contact has been made it is expected that these businesses and companies will be used as an additional source of agricultural information. Currently an effort is being made to contact all those agricultural policy decision makers and all those individuals and organizations who work directly with the farmers to inform them of these reports.

The following assignments from the Department of Agriculture and Rural Development were carried out this quarter:

- Information and documents were given to Citoyenne Bawa of the "Fonds des Conventions de Developpement";
- Comments were made on the conclusions in the report done made by the World Bank Supervision team and the Caisse Centrale team on the sugar cane situation at Kallu-Ngongo;
- Assistance to the Tapan Group, interested in possible investments in Zaire. Assistance was given to Dr. Lavy for the agricultural sector and Mr. Child for the sugar sector.
- Assistance was given to PAT on its study on the price of imported corn and on local prices as regards the calculation of comparative advantage.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

- Meetings on agricultural statistics;
- Preparation of the first draft of the cotton report by Cit. Bokisila;
- Field trips to Bandundu and Bas-Iaire by Cits. Ngemba and Mbuyi in order to finalize the cassava report;
- Meetings with Dr. Fatorenchie of the Pragma Corporation;
- Technical advice on the preparation of the unplanned quinquennial report by Citoyen Kassenga;
- Preparation of a work plan for the Bureau for the year 1983 (requested by Cit. Mubenga);
- Cit. Bokisila's trip to Bas-Iaire for the food consumption surveys currently being carried out by the Bureau de Planification Agricole.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

-Two of the members of the Bureau d'Analyse Economique who have their Master's degrees (Cits. Afifi and Mputu) have left the Service d'Etudes. Cit. Afifi, who left to work for OZACAF, neglected to submit a draft of the report on cocoa that he was working on. Citoyenne Mputu, who was nominated to the Minister of Agriculture's office as a technical advisor, left without submitting a copy of the banana report that she was responsible for editing.

-Certain members of the Bureau d'Analyse Economique are still occupied with the monograph of Haut Zaire. This prevents them from working on their regular duties.

-The Bureau d'Analyse Economique faces a problem with getting its work typed. The typists currently available are inefficient and very sloppy.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

-Complete the cassava and cotton reports;

-Complete the inventory of agricultural policy;

-Work towards the completion of the report on the Current Situation of Zairian Agriculture;

-provide on-the-job training to the Bureau d'Analyse Economique's professional staff;

-Assist in carrying out specific assignments from the Department of Agriculture and Rural Development.

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT

USAID PROJECT 070
PRAGMA TEAM

Studies and Planning Service
Department of Agriculture
Republic of Zaire

NAME: George D. Frazier

POSITION: Computer Bureau Advisor

PERIOD COVERED: October - December 1984

I. STATUS OF ACTIVITIES PLANNED FOR THE QUARTER

1. The site preparation work for the new installation at the Bureau Informatique was completed and the installation of the new equipment and the CORVUS Local Area Network System was completed early in the quarter and tested with no problems.

2. The Apple IIe computer system was installed at the Bureau of Planning and preliminary training was carried out with Dr. Chan and Ms. Lorraine Thompson on Wordstar. Ms. Thompson has found the Wordstar system to be a real assistance in report generation and preparation.

3. The Policy and Procedures Manual for the Agricultural Statistics Data Bank System was not completed but was far enough along that it will be completed early in

January.

4. The Data Bank system was completely re-installed on the LAN system installed at the Bureau Informatique.

5. A manager for the Data Bank System, Cit. Kafilongo, was named by the Chef of the Bureau. His preliminary training was completed during the quarter. Cit. Kafilongo completed the translation of the English Data Bank System into French.

6. Regular monthly activity reports for the Bureau Informatique were instituted at the beginning of the quarter and have been forthcoming on a regular and unsolicited basis during this quarter.

7. Two major policy matters were established during the quarter:

.Director Mubenga approved the proposed Policy governing the relationships between the Bureau Informatique and the other bureaus of the Service d'Etudes.

.Director Mubenga approved the establishment of the Data Bank Management Committee. The Committee was established and held its first meeting late in December.

8. A program of Seminars and Demonstrations for explaining the organization, structure, methods of operation and present functions was prepared for presentation early in January to:

.The Division of Statistics

.US/AID ARD Personnel

. . .The Division of Strategy and Planning.

9. Correspondence with Dr. Eaves of California State Polytechnic University was carried out with respect to the design of a special educational course in Computer Facilities Management.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

The major unplanned activity was my experience with a pinched nerve in my neck which caused me severe pain during a large part of the quarter. Just prior to Christmas I had recovered to the extent that it had no impact on my work. Other unplanned activities included:

1. At least one week of time was spent in evaluation of the proposed FAO project - the Ag Census test project in Bandundu. An evaluation of the project as originally proposed was prepared and followed at Mr. Babillot's request with suggestions for making the project feasible.

2. Continued support for the LAN system at Ceplanut was given to that project with assistance in the installation of their Corvus System.

3. A considerable amount of translation and computer time was provided to Dr. Shapiro and Dr. Mohammad Fatoorehchie during the latter's supervisory visit. This work involved putting the Pragma Annual Report and other items on the computer.

III COMMENTS AND SPECIAL PROBLEMS

This quarter was marked by significant progress in the completion of several major items with respect to the Project Workscope, i.e.

- . . . the completion of the LAN Corvus installation
- . . . the establishment of the Data Bank Management Committee

- . . . the progress made on the Policy and Procedures Manual for the Data Bank.

Overall, there would seem to be a major turn-around in the reception of the concepts imbued in Project 070 during the quarter. We are still a long way from home but it appears that several significant advances have been made.

Further, it would seem that with the installation of the computer system, the computer personnel have taken a renewed interest in their activities which is manifested in their work hours and attitudes in general.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

1. During the month of January a series of seminars and demonstrations will be given for the Offices of the Division of Statistics, US/AID Personnel, and the Offices of the Division of Strategy and Planning of the Studies and Planning Service. The purpose of this effort is to acquaint these personnel with the capabilities of the Bureau Informatique both present and potential.

2. Completion of the English and French translation of the Data Bank Policies and Procedures manual.

3. Entry of the English and French translation of the Master Policy and Procedures Manual into the computer (Wordstar) for ease of up-date and revision.

4. Preparation and distribution of the copies of the above two manuals.

5. A major revision of the Data Bank System is planned to improve its expandability and operation during the next quarter. This revision will also provide in-depth training for the Manager of the Data Bank.

6. A major training effort will be made with the Chef Bureau Informatique in the management of the Corvus Disc and LAN System and in the maintenance and management of a tape back-up system of the Corvus Disc.

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT

USAID PROJECT 070
FRAGMA TEAM

Studies and Planning Service
Department of Agriculture
Republic of Zaire

NAME: DAVID SHAPIRO

POSITION: Chief of Party and Projects Bureau Advisor

PERIOD COVERED: October-December 1984

I. STATUS OF ACTIVITIES PLANNED FOR THE QUARTER (Based on Section IV of previous individual report)

- a. Carry out routine administrative work: SEP, AID, FRAGMA

At SEP, monthly meetings and supplementary meetings took place throughout the quarter. The meetings in which I participated covered a wide variety of topics--ranging from the naming of assistant bureau chiefs at DSP (and naming new bureau chiefs for two of the three bureaus, to replace Cits.Mukuna Kalenda and Afifi, the OZACAF dropouts), to establishing work rules and policies for the project sentinelles, to monitoring progress on the regional reports. In addition, following signs of cooperation from the Bureau Depouillement, I took steps to reinstitute the housing prime for that bureau.

In addition to my frequent discussions with Mr. Wherry, activities at/with AID also included preparatory work in anticipation of the arrival next quarter of the U.S. Presidential Task Force on Agriculture to Zaire. This work included two meetings at AID, review of another background paper (on Human Resources Development) and supervision of translation of same, and work with Cit. Matesso in alerting organizations likely to be contacted by Task Force members.

Routine administrative work for PRAGMA consisted primarily of handling incoming and outgoing telexes and supervising preparation of the monthly financial vouchers.

b. Review documents: Shaba report, rubber and tuber reports, and Frazier's manual

Reviews of the concluding three chapters of the Shaba report and the full draft of the rubber report were completed during the quarter. No work was done on the tuber report. The small portions of Dr. George Frazier's computer manuals that were submitted to me were also reviewed.

The quarter also saw work begin by the Data Bank Management Committee, with a preliminary meeting held in late November, the first full committee meeting held in mid-December, and a meeting of the policy subcommittee held in late December (I mention activities like these in my individual report not only because I attend these meetings,

but also because I typically write and assure distribution of the memos convoking the meetings, help establish the meeting agendas, and supervise preparation of the minutes of the meetings).

c. Complete 1983-1984 Annual Report and Quarterly Report for the third quarter of 1984

Both reports were completed.

d. Co-ordinate semi-annual Fragma supervisory visit

Dr. Mohammad Fatoorehchie, Fragma's Program Director in Agriculture and Project Manager for Project 070, was in Zaire from October 21st to November 3rd for the semi-annual visit. This visit accomplished a lot, but it also consumed a great deal of my time, entailing as it did numerous meetings with Ross Wherry at AID (to discuss the 1984-1985 budget and project accomplishments and expectations); meetings at SEP with Director Mubenga, with SEP technicians, and with Fragma Team members; and a brief trip to M'vuazi in Bas Zaire to visit the PRONAM project.

e. Work more closely with the Projects Bureau

At the beginning of the quarter, the Projects Bureau was in a state of disarray, because the bureau chief (Cit. Mukuna Kalenda) had effectively abandoned his post in order to work at OZACAF. By the end of the quarter, the bureau had

a new chief (Cit. M'pia) as well as an assistant chief (Cit. Mukuna Bentsh) and it also had developed a program of activities for 1985. In addition, I initiated the hiring of an additional technician (demographer) for the bureau, and wrote and graded the hiring exam for this position.

The Projects Bureau held two meetings during the quarter. Following issues raised in the first meeting, I wrote a formal request to Mr. Richard Peters, Agricultural Development Officer of USAID-Kinshasa, requesting that Projects Bureau technicians be routinely associated with AID missions in Zaire involving project design, implementation, and evaluation activities. Although I have not received a written response to my request, I believe that the policy has been accepted in principle. Also in this vein I met with Mr. Balroop Rambocus, a World Bank technician based in Washington, and received assurances that the World Bank would routinely involve the Projects Bureau in such missions. The second meeting was focused around discussion and elaboration of the 1985 work plan.

f. Work on the Agricultural Planning Model and related survey

I held a number of discussions with George Frazier and John Gold concerning this project, and began working regularly with Cit. Kalombo (the new hire in the Projects Bureau) to identify the issues (and possible solutions) that would have to be addressed in carrying out the project. We

examined data from the 1970 Agricultural Census as a prelude to development of a sampling strategy, and I drafted the beginning of a project proposal for this project (with the aim of establishing a "model" for the identification, design, and elaboration of projects at the Service d'Etudes).

9. Oversee (as necessary) completion of computer installation

Installation of the computers was completed early in the quarter, and required the equivalent of perhaps 2 days of my time.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

The principal unplanned activities during the quarter were as follows:

- I returned to the States for a week of consultations at Pragma and AID/Washington. The trip allowed me to work at coordinating short-term technical assistance under the project, both through Pragma and through AID/Washington's APAP project. While in Washington I also worked on clarifying aspects of the financial management of the project with Pragma's financial manager (Mr. Nga-Ambun Kabwasa), met with the AID contracting officer concerning the new (extension) contract, met with several individuals at AID and at the World Bank, discussed the overall operation of the project with Pragma's O70 Project Director (Dr. Fatoorehchie), and met with the Executive Secretary of the Presidential Agricultural Task Force to Zaire. Finally, I also obtained some course materials back at Penn State that I plan to use in the project.

- I participated in numerous meetings and discussions focused on the proposed FAO Statistics Project. At various times, these meetings and discussions involved Mr. Wherry and Mr. Peters from USAID, Mr. Kinloch (the UNDP Resident Representative in Kinshasa), Mr. Babillot (the FAO Statistics Advisor), and George Frazier and John Gold. The thrust of

this work was aimed at pointing out the numerous flaws and absence of methodology in the proposed project, and noting the adverse impact that the project would likely have on the activities of the Bureau Informatique.

- I visited GM-Zaire with Ross Wherry to discuss the buses for our project.

- I met several times with John Holtzman of AID/Washington to discuss the Bandundu Project and possible SEP participation in project activities.

- I participated in DOA-organized activities marking World Food Day (Oct. 16).

- I sat in on a trial run of the seminar and demonstration to be conducted by the Bureau Informatique in January.

- I initiated and supervised presentation of a year-end gift from Pragma to all Project staff members.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

Errors by GM-Zaire have resulted in our 3 buses (meant to be used for transportation of personnel) spending the entire quarter at rest. We have been unable to obtain a customs exoneration for the buses. Progress in resolving this problem appears to be inordinately slow.

The Statistics Division is still a big problem. There were some signs of cooperation during the quarter, particularly from CIL, Manager of the Bureau Depouillement regarding the Agricultural Statistics Data Bank and the Data Bank Management Committee. However, the expenditures of energy and effort required to deal with the ill-conceived FAO Statistics Project meant that the net contribution last quarter to Project 070 of the Statistics Division (apart from the Bureau Informatique) was negative. More importantly, the absence of any critical evaluation of the FAO proposal is a telling indicator of the absence of technical competence (or suspension of critical faculties in the hope of getting some missions to the field) at DSA.

Finally, my work load continues to border on the unmanageable. By dint of "overtime" work on a regular basis, I have been able to stay reasonably on top of things; but I forever have the sense of being an individual struggling desperately to keep from being submerged by it all. The ideal (from my perspective) solution to this problem would consist of having two additional employees in the project: another administrative assistant, or an executive secretary to help me deal with paperwork; and a fifth team member to function exclusively as Projects Bureau Advisor.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

- A. Carry out routine administrative work: SEP, AID, PRAGMA
- B. Complete the Quarterly Report for the fourth quarter of 1984
- C. Review documents: Bas-Zaire report (as submitted), tuber and tea reports,
- D. Work with the U.S. Presidential Task Force on Agriculture in Zaire, as requested by Director Mubenga
- E. Work with members of the Projects Bureau, including presentation of lectures on project evaluation
- F. Work on the Agricultural Planning Model and related survey
- G. Attend the Bureau Informatique's program of seminars and demonstrations
- H. Coordinate participant training activities and new hires for DSP
- I. Take two weeks of vacation in Kivu.