

REPUBLIC OF ZAIRE

DEPARTMENT OF AGRICULTURE

AND RURAL DEVELOPMENT

QUARTERLY REPORT

JULY-SEPTEMBER 1984

NO: XIII

USAID/ZAIRE

AGRICULTURAL SECTOR STUDIES PROJECT

(660-0070)

CONTRACT NO. AFR-0070 -C-00-1039 -00

THE PRAGMA CORPORATION

REPUBLIC OF ZAIRE

DEPARTMENT OF AGRICULTURE
AND RURAL DEVELOPMENT

STUDIES AND PLANNING SERVICE

QUARTERLY REPORT

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THE FRAGMA CORPORATION

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I. INTRODUCTION

This quarterly report covers the thirteenth 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 third 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

The Pragma Team was augmented early in the quarter by the arrival of a new Chief of Party with prior experience in Zaire and at the Service d'Etudes et Planification. The Team continued to make good progress during the first quarter of the fourth year of activities under the Zaire Agricultural Sector Studies Project (Project 070).

Installation of three of five available microcomputers was accomplished during the quarter, following extensive efforts to prepare an adequate computer room at the Division of Agricultural Statistics (DSA). Dr. George Frazier conducted successful tests and a demonstration of the Data Bank on the Local Area Network (LAN) system.

The Bureau Informatique continued its work on analysis of price survey data for the Direction of Markets, Prices and Campaign Credit (DMPCC). In addition, Bureau Informatique personnel successfully completed systems analyses, programming, and implementation of the DMPCC Approvisionnement Study. This work was done during Dr. Frazier's absence (on home leave), and bears witness to his successful training accomplishments with the Zairian counterparts at the Bureau Informatique.

During the quarter, Dr. Frazier also made further progress in the drafting of two manuals: the policy and procedures manual for the Bureau Informatique, and the systems and operations manual for the Data Bank System.

The Pragma Team continued to provide input to the Department of Plan regarding the preparation of the Five-Year Agricultural Development Plan, principally through the efforts of Dr. Chan P. Nguyen. Dr. Chan also continued follow-up supervisory work on five regional reports (for Bas-Zaire, Haut-Zaire, Kivu, and the two Kasais), including initiation of a supplementary food-consumption survey in rural Bas-Zaire.

Together with Dr. David Shapiro and Mr. Georges Conde, Dr. Chan also worked on finalizing the Project Paper Amendment for Project 070. This work involved some revisions in the previously-established work plans of the different team members. Dr. Chan and the Chief of Party also reviewed and commented on two papers for USAID that had been prepared for the U.S. Presidential Task Force on Zairian Agriculture.

On-the-job training an important component of Project 070 activities, continued during the quarter. In addition to the informal training provided via supervi-

sion of work on the regional reports, Dr. Chan also presented three sessions on agricultural planning for members of the Bureau de Planification Agricole and he worked with new staff members to familiarize them with bureau activities.

Mr. Conde provided on-the-job training to four members of the Bureau d'Analyse Economique in conjunction with preparation of commodity reports (on cotton, rubber, and tea) and a report on the current situation of Zairian agriculture. The first draft of the rubber report was completed during the quarter.

In addition, Mr. Conde did a good deal of work during the quarter aimed at establishing a program for greater publicizing and disseminating of SEP reports and studies. This work included numerous visits to Zairian and internationally-funded public organizations as well as to private enterprises with an interest in agriculture.

As preparatory work for the development of an agricultural policy inventory, Mr. Conde obtained information on Zairian agricultural policy and its evolution.

Dr. Shapiro's work as Chief of Party began with the preparation of the Annual Report for 1983-1984. Under his direction, two changes aimed at improving adminis-

trative (management) procedures at SEP were implemented: monthly meetings were reinstated, and a standardized format for monthly reports of the bureaus was adopted.

Two new part-time translators were interviewed, tested, and hired by Dr. Shapiro to accommodate the project's increased flow of work to be translated. One of the new translators is working with Dr. Frazier, principally on the computer manuals. In addition, as an outgrowth of the need for translation of some of the background papers for the U.S. Presidential Task Force on Zairian Agriculture, a program for SEP technicians to engage in Supplementary Translation Work on an as-needed basis was established.

Finally, a potential crisis at the Division of Agricultural Statistics was averted during the quarter. There is a severe lack of coordination among the different bureaus at DSA, and the absence of rational planning there with regard to the Cellule d'Evaluation threatened to have an adverse impact on work at the Bureau Informatique.

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

The regional studies, commodity reports, Agricultural Statistics Data Bank, development of the computer capability at the Statistics Division, and on-the-job training provided in conjunction with these activities are the principal means by which the project seeks to achieve 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 contract between USAID and the Pragma Corporation).

There were several activities last quarter that contributed to the achievement of specific contractual project objectives (for a list of these objectives, see the contract or one of the previous two annual reports.) Installation of three computers represents an important accomplishment toward improved data processing. One of those computers is for the Bureau de Planification Agricole, and its presence will serve to improve the operational linkages between the Statistics Division and the Division of Strategy and Planning.

Progress on the Data Bank, as well as work on the

DMFCC price and approvisionnement studies, serve to improve the quality of agricultural sector data available in support of primary planning tasks. Work on the regional studies and commodity reports has served as the vehicle to institutionalize the collection of agricultural statistics, as well as to improve the quality of agricultural sector data available in support of primary planning tasks.

Input into the Five-Year Agricultural Development Plan strengthens linkages with the Department of Plan; while monthly meetings, a standardized monthly reporting format, and the Bureau Informatique's Gestion du Personnel project all improve administrative procedures at SEP. In addition, work on the next report on the current situation of Zairian agriculture constitutes establishment of a regular (albeit not quarterly) agricultural situation reporting system.

Finally, work by several team members on the Project Paper Amendment--designed to extend and shape the project through September of 1987--also aims to facilitate achievement of project objectives.

IV. MAJOR PROBLEMS AND CONSTRAINTS ENCOUNTERED

Difficulties in obtaining computer software have constituted a continuing and annoying problem. Trying to obtain software and other commodities via U.S. Government Purchase Orders has been time-consuming, inordinately slow, and highly inefficient.

Initially, the Project Paper Amendment and negotiations between USAID and Pragma over a new contract to extend to July of 1985 generated additional problems. There were three overlapping yet distinct scopes of work: one for the original contract, another for the contract extension, and a third for the PP Amendment. These different scopes of work generated some confusion among Pragma Team members, although at present--using a synthesis approach--that confusion has been eliminated.

The inability of USAID/Washington and Pragma to agree on a contract for the extension to July of 1985 has been and continues to be a source of concern on the part of Pragma Team members.

The major problem encountered, however, is the continued poor performance by the Statistics Division (apart from the Bureau Informatique). Very few people at the Division seem to have an understanding of

computers, data processing, analysis or statistics. The division appears to be willing to attempt to pursue any proposed donor project. As a consequence, numerous projects get initiated --apparently without much thought to the feasibility of the entire program. The Statistics Division is perennially overextended, embarking on new(usually ill-conceived and poorly planned and executed) projects before previous projects have been completed. The end result is that nothing substantial gets accomplished at the Statistics Division, with the notable exception of the accomplishments at the Bureau Informatique. Unfortunately this creates tensions between Informatique on the one hand and the other bureau chiefs and the Division Chief on the other. For further comments on the Statistics Division, please see the individual reports of Drs. Frazier and Shapiro.

V. INDIVIDUAL TEAM MEMBERS QUARTERLY REPORTS

INDIVIDUAL TEAM MEMBERS QUARTERLY REPORT

USAID PROJECT 070
FRAGMA TEAM

Studies and Planning Service
Department of Agriculture
Republic of Zaire

Name: CHAN F. NGUYEN

Position: Agricultural Planning Bureau Advisor

Period Covered: July--September 1984

I. STATUS OF ACTIVITIES PLANNED FOR THE QUARTER (see
Section IV of previous individual quarterly
report for a list of planned activities)

a. Vacation

I left Zaire for vacation in Spain, U.S.A. and Mexico on June 16, 1984, then returned to post on August 2, 1984. My family joined me in Zaire on August 23, 1984. During this period, I participated in a micro-computer seminar in San Jose, California, which was authorized by Mr. Ross Wherry.

b. On-the-job training

The Agricultural Planning Bureau presently has four new staff members: Citoyens Nkongolo, Khonde, Dr. Mfinda, and Divova. I am

currently involved in assisting them in familiarizing themselves with the work of the bureau. Three sessions on agricultural planning were given to the staff members of the bureau.

c. Preparation of Five Year Development Plan

Several contacts were made with the Department of Plan officials and the World Bank Team to prepare the five year plan. I was asked to be in charge of the agricultural education program.

Technical advice was also given to the Presidential Studies Service, particularly Citoyen Mukendi, to discuss the agricultural policy.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

The major unplanned activities for the quarter can be briefly summarized as the following:

-Dr. David Shapiro and I have worked together in reviewing the agricultural policy papers written by USAID officials to lay out the ground for the arrival of the U.S. Presidential Task Force.

-Dr. David Shapiro and I also carefully discussed the Agricultural Sector Studies Project Amendment Paper to extend this project until September 1987 with the GOZ/DOA and USAID Project Manager.

-I have been continuing to follow up the preparation of the five regional reports. Planning for an additional study on food consumption in rural areas in Bas Zaire was carried out (funds for the food consumption survey were limited and not sufficient for conducting the survey in rural areas last year). The survey itself should be conducted early next quarter.

Beside the routine work at the Bureau, we have had some interesting contacts with international visitors from Japan and South Korea to discuss: (a) the problem of agricultural development in Zaire, (b) the rice program, (c) the potential of agricultural development and the availability of local resources, (d) environment suitable for agricultural development and (e) the forage crops etc.

III. COMMENTS AND SPECIAL PROBLEMS

The micro-computer is now installed in the Agricultural Planning Bureau, but it still lacks the CPM card and the printer does not run well. Hopefully these small problems will soon be resolved.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

The following activities are planned for the next quarter (indicative purpose):

- complete the first draft of the Bas-Zaire regional report
- take a short trip to Shaba to verify and update some statistical data
- start to work on the newly installed mi-

cro-computer

- organize a written examination for Citoyen Kalombo whenever the questions are received
- continue to organize seminar session on agricultural planning within the framework of on-the-job training.

INDIVIDUAL TEAM MEMBERS 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: August 13--September 30, 1984

I. STATUS OF ACTIVITIES PLANNED FOR THE QUARTER

Planned activities:

- a. Annual leave from June 29 to August 13.
- b. Complete the cassava and cocoa reports.
- c. Provide on-the-job training to the Zairian staff.
- d. Assist in the carrying out of specific assignments from the Department of Agriculture and Rural Development.
- e. Complete first draft of the rubber report.

Among those objectives, we have been able to accomplish the following:

a. The first draft of the rubber report was completed with the assistance of Citoyen Budiadia. Currently, this text is being circulated for comments prior to the preparation of the final version to be submitted to the Director.

b. On-the-job training was provided to Citoyens Budiadia, Mbuyi, Ngemba and Bokisila, and centered around the preparation of the reports on rubber, tea, the current situation of Zairian Agriculture, and cotton, respectively.

c. Mr. Noudeu of F.A.T was assisted in the preparation of a synthesis on rubber, and in the evaluation of market prices, amounts paid to producers, transportation costs and gross margins for food products and coffee.

d. The cassava and cocoa reports have not been completed due to the fact that Citoyen Afifi, who is responsible for these reports, has moved to OZACAF and had earlier submitted the cocoa report to the Department of Plan during the preparation of the Five Year Plan.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

-Preparation of new work schedules in accordance with Mr. Wherry's workscope in the Project Paper Amendment.

.-Partial preparation of a methodology for the survey on marketing of the reports published by the Service d'Etudes.

-Visits to agro-industrial enterprises interested in buying these reports and to representatives of international organizations.

-Preparation of the tea report with Citoyen

Mbuyi. Surveys with the agro-industrial enterprises.

-Meeting with Citoyen Mubenga, Dr. Shapiro, and Dr. Chan to work on the new work plans.

-Obtain information on Zairian agricultural policy and its evolution.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

The change of workscope associated with the FF Amendment has increased our work and required a new adaptation on our part.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

- a. Complete the final texts of the rubber, cocoa, and tea reports.
- b. Provide on-the-job training for the Zairian staff.
- c. Prepare the list of potential clients for the studies published by the Service d'Etudes et Planification.
- d. Assist in carrying out specific assignments given by the Department of Agriculture.

INDIVIDUAL TEAM MEMBERS 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: July 1984 - September 1984

I. STATUS OF ACTIVITIES PLANNED FOR THE QUARTER

1. Annual leave from July 1 to July 16.

2. Computer Installations: The planned installation of the computers at both the Bureau Informatique and the Bureau of Agricultural Planning was initiated but not completed during this period. Upon my return from leave, the computer facilities at the Bureau Informatique were not completed. In order to minimize the impact of the delay it was decided to install the 20 MB Corvus system with two Apple units in my apartment. This permitted the testing of the Corvus Local Area Networking System (LAN) and the configuration and testing of the disc system which was completed early in August. It also permitted the continued development of the manuals and the Agricultural Statistics Data Bank.

3. The inability to install the LAN system at the Bureau Informatique has further delayed the training of Informatique personnel in the use of the LAN and the Data Bank.

4. Because two of the CP/M computer boards arrived in Kinshasa damaged, it was not possible to complete installation of the Apple Computer in the Bureau of Agricultural Planning during the quarter.

5. During my absence, the Bureau Informatique

completed the systems analyses, programming and implementation of the DMFCC Approvisionnement study and it appears that there are no problems with the operation of the system. This activity was done without any direct involvement on my part and is a preliminary indication that progress towards institutionalization of the computer concept has been made at the Bureau Informatique level. In addition, during this period, I prepared a computer plotting system for plotting weekly prices of each of the agricultural commodities which are being measured in the Kinshasa markets.

6. The work of preparing the Master Systems and Procedures Manual and the Data Bank Systems Manual continued to progress during the quarter after the installation of the Computer System in my apartment.

7. The elements of the Data Bank which had been developed on the stand-alone Apple at the Bureau Informatique were installed on the LAN system. Extensive tests of both the concept and the system were carried out. These tests proved to be successful and the system at its present stage of development was demonstrated to Dr. Shapiro and Mr. Wherry. In addition, several extensions and improvements were made to the system during the quarter.

8. The Gestion du Personnel Project can be considered to be completed at this time. The Bureau Informatique has now had the system in operation for over a year and is using it to provide weekly, monthly, and annual reports of personnel activities within the Bureau. This information has proven of value in terms of planning resource requirements for proposed projects. Cit. Kabongo B. is now in the process of developing the same system for analyses of computer usage for the department as further aids in project planning.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

The major unplanned activity was the installation of the LAN in my apartment. This caused a loss of time of about two weeks because of the necessity of making two installations instead of one and further delayed the training of personnel in the utilization of the new LAN system.

The arrival of the new Team Leader, Dr. Shapiro, added immensely to my productivity because of his willingness to undertake a variety of necessary tasks which would have otherwise been required of me in pushing the completion of the computer facilities at Informatique.

III. COMMENTS AND SPECIAL PROBLEMS

The Division of Statistics continues to be basically a reactor rather than an initiator. I continue to spend too much of my time encouraging the Division to approach their problems in a logical manner, especially with respect to their expectations regarding Informatique. They continually plan more work than they can possibly accomplish, given their level of professional competence and their level of available resources. It appears that this is done in order to take advantage of Donor financial opportunities for field missions.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

The following activities are planned for during the next quarter:

- . . .completion of site preparation and installation of the LAN system at the Bureau Informatique.
- . . .installation of the Apple IIe System at the Bureau of Agricultural Planning.
- . . .introduction of new systems and training for Bureau Informatique Personnel
- . . .training for Bureau of Agricultural Planning personnel
- . . .completion of market basket price study for DMFCC
- . . .completion of first draft of Master Policy and Procedures Manual
- . . .completion of first draft of Systems and Procedures Manual for the Data Bank
- . . .continuation of the development of the Data Bank and entering of additional statistics.

INDIVIDUAL TEAM MEMBERS 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: July--September 1984

I./II. ACTIVITIES DURING THE QUARTER

(NOTE: Normally, one reports planned and unplanned activities separately. However, since I was not in Zaire prior to this quarter, there were no activities planned as of the end of the previous quarter. Hence, this report combines categories I and II. Subsequent reports will follow the normal reporting format.)

Two general activities kept me busy after my arrival: trying to get a handle on where the project has been, and trying to figure out where it is (and should be) going. The specific activities most directly rele-

vant in these regards were, respectively, work on the annual report for 1983--1984 and work (with Mr. Ross Wherry, Cit. Mubenga Mukendi, and the Fragma Team members) on the Project Paper Amendment for Project 070. The latter, in particular, entailed numerous meetings and discussions at SEP and at AID; involving SEP, AID, and Fragma personnel. In addition, reports from short-term consultants Riordan and Farrell were read and critiqued (since they served as background documents in the preparation of the PF Amendment), and numerous meetings with Fragma Team members were required to reconcile the scopes of work in the PF Amendment with the work plans that had been established last May.

Installation of three of our five available-for-installation micro-computers required a good bit of my time. I rediscovered that, in Zaire, getting a task done requires continuous follow-up to insure that progress is being made. My efforts included a lecture and demonstration on the proper way to clean windows. We had hoped that the Division Chief at Statistics would be able to take care of arranging for an adequately secure computer room. That proved not to be the case, and in the end, I had to do a good deal of close supervisory work to insure that the job got done.

Another broad activity that kept me busy during

the past quarter was the reviewing of various documents. In anticipation of the arrival in Zaire of a U.S. Presidential Task Force on Agriculture, a number of briefing papers are being prepared under USAID supervision. I read and critiqued two of these papers (on Agricultural Policy and on Financing of Agricultural Activities). In addition, I reviewed portions of Dr. Frazier's policy and procedures manual for the Bureau Informatique and his systems and operations manual for the Data Bank. Director Mubenga also asked me to routinely read and critique the drafts of the regional studies and commodity reports submitted to him for approval. In this vein, I completed work on the first two chapters of the Shaba report.

During the past quarter a good deal of translation work had to be done. To facilitate this task, I hired and have since been supervising two additional part-time translators. In addition, a program for SEP technicians to engage in Supplementary Translation Work was established. This program was motivated by two considerations: AID's desire to have the briefing papers for the Agricultural Task Force translated into French by individuals familiar with the subject matter at hand, and the never-ending problem of seeking ways and means to supplement the meager salaries paid to SEP technicians (especially those who have completed post-

graduate degrees in the States). Under this program, the two briefing papers mentioned above were translated.

On the administrative side, routine administrative work proved to be very time-consuming. This included work for Pragma (the major aspects of which involved providing input relevant to the new contract to cover the period through June of 1985 and preparing of monthly vouchers for August and September under a new voucher system) as well as procurement of computer software and other supplies for the project and administrative work internal to SEP. In addition to day-to-day administrative work, there were two important developments during the quarter aimed at improving administrative (management) procedures at SEP: the practice of having monthly meetings of bureau chiefs, division chiefs, the SEP Director, and Technical Advisors at SEP was reinstated (after having been abandoned some time after the term of the Project's first Chief of Party); and a monthly reporting format (for the bureaus of DSP and DSA), similar to the format of this individual quarterly report, was adopted.

Work involving the Statistics Division, apart from the activities centered around the installation of the micro-computers, included a review of the proposed Cellule d'Evaluation and participation in meetings concerning the Cellule and the Commission Statistiques

Agricoles. A potential crisis at DSA that would have had a severe adverse impact on the work of the Bureau Informatique was averted. A memo that I prepared for Cit. Mubenga discussed the flaws in the Cellule d Evaluation, and argued that since the DSA Division had failed to coordinate plans for the Cellule with the Bureau Informatique, it was not feasible to attempt to process Cellule data using DSA computers.

At Dr. Frazier's request, I examined a simple Agricultural Planning Model that he had begun to sketch out. We discussed the model at length, and decided to gather data from the Southern Band of Zaire to motivate the model. In subsequent discussions with Mr. Wherry, it was decided that this data-collection effort and the model would serve as a point of departure for carrying out monitoring of the agricultural sector--an important activity under the Project Paper Amendment mentioned earlier.

Finally, I also held a meeting (in early September) with members of the Projects Bureau. At this meeting we discussed activities (past, present, and future) of bureau personnel, and the technicians also provided me with their views on a number of issues of concern. We agreed to hold regular monthly meetings of the Projects Bureau.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

After three months on the job, I can see why the position of Chief of Party has been so difficult to keep filled. The numerous administrative duties--internal administrative work at SEP, work for and with AID, coordinating the activities of Pragma Team members, and working with the Pragma Home Office--have the potential to be all-consuming. At the same time, the carrying out of these duties does not (at least for me) generate the kind of satisfaction that one gets from coordinating the completion of a regional report or a commodity report, or from feeling that one has been successful at "institutionalizing" the computer function at DSA. Almost from the outset, the job has seemed like a constant struggle to prevent the agenda of tasks to accomplish from growing exponentially.

The one special problem encountered that is noteworthy is the Division of Agricultural Statistics. Having spent six months in 1980 working at the Bureau d'Etudes and at the Statistics Division, I am able to compare the situation now with the situation then. In brief, the Bureau d'Etudes (i.e., Service d'Etudes et Planification/Division de Strategie et Planification) has made great strides while the Division of

Agricultural Statistics--with the notable exception of the Bureau Informatique--has made no progress. In fact, the Statistics Division is in some ways worse off than in 1980: only one technician remains in the Division from among those who received advanced training in the U.S. under Project 052; the Bureau Chief of Informatique appears to be largely ostracized by the Division's other Bureau Chiefs as well as by the Division Chief, who refuse to work collaboratively with Informatique; the Bureau Chief of Depouillement essentially ignores the requests and advice of his Project 070 counterpart, John Gold; and the Division Chief is not at all supportive of Project 070 goals, as perhaps best reflected by his lack of interest and/or inability to arrange for preparation of an adequate computer room. If there are no improvements at DSA, I fear that the project's accomplishments at the Bureau Informatique may not be sustainable.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

- Carry out routine administrative work: SEP, AID, PRAGMA
- Review documents: Shaba report, rubber and tuber reports, Dr. Frazier's manuals
- Complete 1983-84 Annual Report and Quarterly Report for the third quarter of 1984
- Coordinate semi-annual Pragma supervisory visit

- Work more closely with the Projects Bureau.
- Work on the Agricultural Planning Model and related survey
- Oversee completion of computer installation