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REPUBLIC OF ZAIRE

**DEPARTMENT OF AGRICULTURE
AND RURAL DEVELOPMENT**

QUARTERLY REPORT

JANUARY - MARCH 1985

NO: XV

**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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THE PRAGMA CORPORATION

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I. INTRODUCTION

This quarterly report covers the fifteenth quarter of activities of the Pragma Team, which provides technical 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 660-0070. The report covers the first quarter of 1985.

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

During the first quarter of 1985, the Pragma Team was pleased to welcome Mr. Ron Daniel, USAID/Zaire's new Project Officer for Project 070 (Zaire Agricultural Sector Studies Project). Mr. Daniel, who previously served in Dar Es Salaam, Tanzania, brings a refreshing openness, enthusiasm, and cooperative spirit to the project, and we are looking forward to working with him for the remainder of the project.

The quarter saw continued progress being made on several fronts under Project 070. During January, members of the Bureau Informatique presented a series of seminars and demonstrations to their colleagues from the Division of Statistics and from the Division of Strategy and Planning. These programs (also given for Director Mubenga and for the AID Mission Director, Agricultural Development Officer, and 070 Project Officer) were designed to familiarize personnel from the Service d'Etudes with the capabilities of the Computer Center and to provide demonstrations of the current activities of the Bureau Informatique. Questions during the seminars and demonstrations as well as subsequent comments indicated that the programs stimulated considerable interest among technicians from both Divisions in increased utilization of computers.

Following a 2-month hiatus in its activities, the Data Bank Management Committee met twice in March to discuss priorities regarding kinds and sources of data to be put into the Agricultural Statistics Data Bank. By the end of the second meeting, and following lengthy discussion, the committee recommended that several data series be entered into the Data Bank. These series, including the DMFCC price and food supply data, import-export data, and some rudimentary information on agricultural projects, were turned over to Cit. Kafilongo, the Data Bank Manager. They will serve as the test for the procedures for entry of data into the Data Bank -- procedures worked up by the DBMC technical sub-committee, and entailing considerable collaboration between the Bureau Informatique and the Bureau Depouillement.

The quarter also saw, in late January, the arrival of the long-awaited U.S. Presidential Task Force on Zairian Agriculture. SEP technicians were assigned to each of the Task Force working groups, and were involved prior to arrival of the Task Force in helping to make appointments for visits in Kinshasa. Once the Task Force arrived, these designated technicians accompanied Task Force members in their visits both in Kinshasa and throughout the country. Of course, this disrupted somewhat the ongoing work at the Service d'Etudes, but it also contributed to the execution of the Task Force's mission. We were thanked for this contribution by both the AID Mission Director and the Executive Secretary of the Task Force.

A number of draft reports and other documents were completed during the quarter, including the Bas-Zaire regional report, the manioc report, Mr. Conde's Inventory of Agricultural Policy, the formal proposal for carrying out a Southern Band Survey, the Master Policy and Procedures Manual for the Bureau Informatique, the Data Bank Policies and Procedures Manual, a report entitled "An Agricultural Policy and Planning Model for Zaire" by Dr. Frazier, and a manual in French prepared by Lorraine Thompson and designed to introduce people to Wordstar (our word-processing software). The first four of these documents were completed as first drafts, and circulated to appropriate individuals for comments. In addition, work progressed on a number of other documents: food-consumption surveys for the regional reports were carried out in Haut-Zaire and in Kasai Occidental, and progress was also made on the 1985 version of the report on the Current Situation of Zairian Agriculture.

Participant training activities constituted a major focus of activities during the quarter. Mr. James Gulley, USDA training coordinator for Project 070 participants in the U.S., was in Kinshasa in January. Following discussions with Mr. Gulley and Director Mubenga, Dr. Shapiro prepared a memorandum proposing Master's thesis topics for several of the SEP technicians presently in the U.S. In addition, procedures were developed for selection of seven technicians to take a 4-month intensive English course, in preparation for departure to the U.S. in August. These procedures

included taking a short course (20 hours of lectures) in Introductory Microeconomics. The course was given by Dr. Shapiro, with the aim of insuring that all individuals chosen for Master's-level training in Agricultural Economics have demonstrated the capacity to do work in Economics. By the end of the quarter, an English teacher (with a prior record of distinguished accomplishment under Project 052) had been hired, the Introductory Microeconomics course had been given, and the seven technicians had been chosen from a pool of nine candidates. The intensive English course itself was scheduled to begin in early April.

Work continued on the Five-Year Plan, with Dr. Chan and members of both the Planning and Projects Bureaus participating in numerous meetings to discuss various aspects of the Agricultural Development portion of the Plan. A proposal for the Plan was made by Dr. Chan and Cit. Imuine, Chief of the Planning Bureau. In addition, Dr. Chan also worked with Projects Bureau and DAGP (Direction de l'Administration Generale des Projets) technicians to develop a comprehensive "fiche de projet" form for gathering data on projects. These forms will be used to gather information necessary for preparation of the Five-Year Plan.

Dr. Shapiro initiated an Occasional Seminar Series. The purpose of the series is to disseminate information and stimulate discussion concerning both practical methods of data analysis and questions of agricultural policy, planning,

and development. The first seminar, given in early March, dealt with calculation of growth rates and presentation of data. A month later, a second seminar was scheduled, in which an article from The Economist entitled "In Praise of Peasants" and dealing with farmers response to higher producer prices was to be presented and discussed.

Finally, the Pragma Team and indeed all of us at Project 070 were pleased and proud to learn during the quarter of the recognition awarded to two individuals closely associated with Project 070. Director Mubenga was selected by the United States Information Agency (USIA) for participation later this year in the Agency's International Visitor Program. Under this program, individuals have the opportunity to travel to the U.S. for a month or so, during which time they visit institutions and individuals whose work is linked to their own work. Cit. Muteba wa Kambala, until late last summer a technician in the Projects Bureau and subsequently an advisor to the Commissaire d'Etat for Agriculture, was selected by USIA as a Hubert Humphrey Fellow for 1985-86. The Humphrey Fellows Program sends mid-level government officials from developing nations to the U.S. for a year's study at a leading educational institution in the States. The selection of these two individuals bears witness to the excellent reputation that the Service d'Etudes has developed in the past few years. We believe that this reputation is a direct consequence of the activities of Project 070.

For further information on project activities during the quarter, the interested reader is referred to 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).

Among the important efforts oriented toward this broad objective are those focused around the Five-Year Plan. While these efforts will not peak until later in the year, the broad outlines of the Agricultural Development Plan are already taking shape, and they reflect well on the achievements of Project 070. For example, the areas being targeted for agricultural development activities under the Plan coincide very closely with the areas recommended in the Planning Bureau's regional reports. These recommendations will also serve as points of departure for Projects Bureau technicians, who will be asked to work on project

identification and design activities for new projects to be included in the Plan. Hence, development of the Plan requires strategy formulation, based on analysis from the regional reports, and it will entail also program and project identification and development.

The different project 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 recent developments under the project should be cited in this regard.

The program of seminars and demonstrations given by the Bureau Informatique in January, by stimulating the interest of SEP technicians in computers, should serve to improve operational linkages between the Division of Strategy and Planning and the Division of Statistics. The work of the Data Bank Management Committee, as evidenced in the meetings in March at which priority data needs were discussed, accomplishes the same function. Ultimately, this enhanced interaction between the two Divisions should also lead to improvements in the data processing and analysis carried out for and by the Division of Strategy and Planning. Likewise, completion of the computer manuals will help to improve data processing programs.

The participant training activities that were initiated during the past quarter do not directly fulfill specific and immediate project objectives. However, in conjunction with the Master's-level training to be provided in the States, this training is an integral part of Project 070's long-term efforts to enhance the Service d'Etudes analytical capabilities and performance.

IV. MAJOR PROBLEMS AND CONSTRAINTS ENCOUNTERED AND PROPOSED SOLUTIONS

In the previous quarterly report, four continuing problems were identified and discussed:

- 1 - quality of typing services;
- 2 - difficulties in retaining competent and trained technicians;
- 3 - excessive work load for the Chief of Party; and
- 4 - the Statistics Division.

A fifth problem was also mentioned: difficulties in obtaining the three buses (from GM-Zaire) destined for transporting Service d'Etudes personnel.

As of the end of the first quarter of 1985, here is the status of each of these problems:

- 1 - Following a combination pep-talk/"shape-up-or-we'll-have-to-ship-you-out" lecture from the Chief of Party, and implementation of a notebook system permitting better control

of the activities of SEP secretarial personnel, there has been a modest improvement in the quality of typing services. In addition, present plans call for installation of a local area network of computers at the Division of Strategy and Planning; and in conjunction with Lorraine Thompson's Wordstar Manual, these computers will be available for enhancing the secretarial capacity of the Service d'Etudes.

2 - A salary proposal (discussed in the previous quarterly report) was completed and presented to Director Mubenga. As of the end of the quarter no action had been taken, but a meeting had been scheduled for early April between Dr. Bewa (the General Secretary of the Dept. of Agriculture), Director Mubenga, and Dr. Shapiro to discuss salaries, medical care, and other project issues.

3 - The work load remains excessive. Hiring an expatriate Projects Bureau Advisor (as recommended previously) is not a viable option in the short term. However, there is a Zairian Professor of Agricultural Economics, Dr. Lumpungu Kamanda, who is well-qualified to serve as an Advisor to the Projects Bureau. This possibility is currently being explored.

4 - As indicated in Dr. Frazier's individual report, Statistics Division Chief Mingiedi took actions during the quarter that had an adverse impact on the work of the Bureau Informatique. In addition, the quarter also saw problems with

the Statistics Division focused around the Data Bank Management Committee (DBMC). A mid-January DBMC meeting was abruptly cancelled by Cit. Mingiedi, the DBMC President. It was not until mid-March that the Committee actually met. A request made to Cit. Mingiedi by Dr. Shapiro for information related to the cancellation was met with a response emphasizing protocol considerations; this was followed by a lengthy memo from Dr. Shapiro to Director Mubenga, addressing administrative and technical issues of concern with recommendations.

In addition to the problems above, one new problem that will be with us for a time has arisen: office space. With the need in the coming months to hire replacements for those technicians who will be going to the States in August will come also the need for more office space. Since the Project budget for 1985 already includes funds for construction of additional office space, this construction work should be initiated soon to prevent overcrowding.

Finally, the project experienced one last problem that, while not completely resolved by the end of the quarter, appeared to be close to being resolved. Both project translators required new contracts as of the beginning of 1985. The previous project officer, Mr. Ross Wherry, had responsibility for preparing these contracts. Preparation

of the contracts was delayed (the second contract was not signed until February 25th), and the USAID/Kinshasa Controller's Office was then slow at processing the ensuing vouchers. Consequently, neither translator was paid prior to the end of the quarter for services rendered during the quarter. In January, anticipating a relatively brief delay, the Chief of Party had agreed to pay one of the translators out of his own pocket in order to insure a continuing flow of translator services to the project. By the end of March, the Chief of Party had advanced roughly \$2500 of personal funds to the translator in question. By that time, all the necessary paperwork had been done to process the translators' vouchers, so that it appeared that the problem would eventually be resolved.

V. INDIVIDUAL TEAM MEMBERS QUARTERLY REPORTS

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT

USAID PROJECT 070

PRAGMA TEAM

Studies and Planning Service

Department of Agriculture

Republic of Zaire

Name: Chan Phuc Nguyen

Position: Agricultural Planning Bureau Advisor

Period Covered: January - March 1985

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

- a) The last three chapters of the Bas-Zaire regional were finalized as planned. The completed report is now pending final approval by the Director of the Studies and Planning Service before its official publication can be undertaken.
- b) Regarding the Agricultural Policy seminar, I left Zaire for Washington, DC on January 11, 1985 to attend the workshop. During the one week seminar,

other participants and I enthusiastically discussed several topics related to (1) Agricultural Price Policy, (2) Agricultural Export Promotion, (3) Agricultural Decision Information Systems for Continuous Policy Analysis, (4) AID Strategies for Policy Assistance, (5) Approaches to the Policy Dialogue, (6) Pricing, Subsidies and Related Policy in Food and Agriculture, (7) Food and Agricultural Development and (8) Agricultural Policy Analysis. This workshop was presented by the Pragma Corporation for the Agency for International Development. Then I took one week vacation in California (from January 19 to January 25, 1985).

- c) At the request of the Director of the Studies and Planning Service, Citoyen Imuine and I thoroughly reviewed three DDA / Department of Plan documents: (1) the Diagnostic of the Agricultural Sector, (2) the Balance Sheet of the Agricultural Sector, and (3) New Approaches for Agricultural Development : "Islands of Development". After reviewing these documents, we made and submitted to the GOZ/DDA officials our comments:
- Note on Economic and Agricultural Development
 - Note on Agricultural Reform Approaches
 - Comments on the Balance Sheet of the Agricultural Sector
 - Brief Summary on the Evaluation of the

1982-84 Agricultural Recovery Plan

- 1986-1990 Five Year General Plan Proposal.

These papers aim to assist the GOZ to determine new policy and formulate appropriate strategies to map out the National Five Year Plan for Economic and Agricultural Development.

- d) Two food consumption surveys have been conducted in the Kasai-Occidental and Haut-Zaire regions thanks to the funds available. The results of these studies will be presented in the corresponding regional reports.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

- Assisted the Chief of Party to coordinate the SEP's staff members to work closely with the US Presidential Task Force from January 27 to February 13, 1985 while attending a series of meetings between the US/PATF and the GOZ/DOA.
- Submitted a paper concerning some comments and recommendations for the future of the Project of North Shaba (FNS) at the request of USAID/ARD's ADO.
- Provided technical assistance to the DAGP (Directorate of Project Administration) to design the project data sheet (fiche de projet) in response to the personal request of the Secretary General of

Agriculture in order to monitor the progress of agricultural project and to gather necessary information for the preparation of the Five Year Agricultural Development Plan (see minutes of a series of meetings with DAGP officials and World Bank team).

- Coordinated a series of joint department meetings (DOF & DOA) including the presence of international experts (World Bank Technical Assistance Team and Belgian Cooperants) to discuss the Five Year Agricultural Development Plan, its objectives, new policy and strategies, perspectives of areas suitable for agricultural development and agricultural projects in the next five years 1986-90 (see minutes of a series of these meetings).
- Submitted three project idea sheets to USAID/ARD at the request of the mission.
- Work on Fragma end-of-projet report.
- Attended a series of meetings concerning the data bank and procedures.
- Made numerous contacts with international organization experts and local authorities to discuss the agricultural planning, development and food strategies, including:

Topics of Discussion

. The Commissioner of State for Agriculture	Agricultural problems and development
. The Secretary of State for Agriculture	
. AID/W experts	070 Project progress
. FAO expert (Dr. Ortolo)	Agri. Planning
. World Bank (Mr. Trapman)	Agri. Economics
. US/PATF group	Agri. Development
. The Secretary General	Five Year Plan and Regional Studies.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

No major problems were encountered during the past quarter. However, Cit. Divova (who was working on the Kasai Oriental report) left the Service d'Etudes during the quarter. In addition, three Planning Bureau technicians were chosen for the intensive English course to begin next quarter. Their participation in that course will likely slow progress on completing the regional reports.

IV. ACTIVITIES PLANNED FOR THE NEXT QUARTER

- Assist the Agricultural Planning Bureau to prepare eight summaries of regional reports.
- Provide continuous efforts to the Department of Plan in the preparation of the Five Year Agricultural Development Plan.

- Follow up the preparation of the Kasai Occidental regional report.
- Prepare an individual annual report 1984-85 and quarterly report.
- Anticipate a food consumption survey in the Kivu region to gather agricultural data for the regional report 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: January - March 1985

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

Several activities were programmed for the first quarter of 1985:

- a) completion of the manioc and cotton reports
- b) provide on-the-job training to the Zairian staff of the Bureau of Economic Analysis
- c) completion of the Inventory of Agricultural Policy in Zaire
- d) continued work on the report on the Current Situation of Zairian Agriculture
- e) assistance in carrying out specific assignments from the Department of Agriculture and Rural Development

A - Manioc and Cotton Reports

Cit. Ngemba completed a first draft of the manioc report. This draft must be revised and approved on the basis of comments from members of the Fragma Team and from the Director of the Studies and Planning Service. Cit. Ngemba was very busy during the visit of the U.S. Presidential Task Force on Zairian Agriculture. He made a number of visits around Kinshasa and went on mission to Shaba with members of the Task Force.

Cit. Bokisila is in charge of the cotton report. An early version of the report was read by members of the Bureau of Economic Analysis and returned to the author for revisions and improvements. However, Cit. Bokisila had to discontinue work on the report because of other responsibilities. These other responsibilities included :

- a) a working meeting at C.S.Co. (Caisse de Stabilisation Cotonnière) on the cotton sector and meetings with American businessmen;
- b) work with IRAZ (Institut de Recherches Agronomiques et Zootechniques) in Rwanda ; and
- c) work with members of the U.S. Presidential Task Force on Zairian Agriculture, including visits in Kinshasa and a mission to Shaba.

B - On-The-Job Training of Zairians

On-the-job training of Zairian technicians took place throughout the entire quarter. In particular, this training included :

- comments and advice to Cit. Bokisila on the cotton report, and assistance to Cit. Bokisila in documentation for his work for IRAZ (dealing with solar dryers)
- supervision and advice to Cit. Ngemba on the manioc report
- assistance and support to Cit. Budiadia in the preparation of the chapter on agribusinesses for the Current Situation of Zairian Agriculture report, and on the survey of farmers in Haut Zaire concerning production of sweet potatoes
- comments and advice to Cit. Mbuyi concerning the tea report and also the banana report (the latter having been assigned to him during the quarter)
- support to Dr. Ngongo in his research for data on the raising of livestock.

C - Agricultural Policy Inventory

The first draft of the Inventory of Agricultural Policy was completed and copies were submitted to the Director of

the Studies and Planning Service and to the Pragma Chief of Party. This document served as well to define and specify the goals and objectives of the Five Year Plan 1986-1990.

D - Current Situation of Zairian Agriculture

Work on this report is being pursued currently. A synthesis on food crop production has been prepared. The synthesis on agribusiness production is well under way, with only the section on marketing left to be done. Collection of data for 1984 presents some problems, because frequently these data are not yet available from the companies. At the present time, Cit. Budiadia is working on the section on individual crops, while Dr. Ngongo is responsible for the section on livestock.

E - Specific Tasks for the Department of Agriculture

During the quarter, I was busy with several dossiers and other activities :

- a) a dossier on oil factories in Bas-Zaire;
- b) a dossier on an evaluation of the Agricultural Recovery Plan 1982-84. This activity required collecting data from agribusinesses, particularly for sugar;
- c) meetings with the TAMMAN Group (interested in investing in Zaire's agricultural sector) and with Mr. Gulley, who is the academic advisor for

the Zairian students in the U.S.;

- d) attendance at the Data Processing Bureau's program of seminars and demonstrations, and attendance at meetings at the Department of Plan;
- e) response to a questionnaire from the International Wheat Council on cereals;
- f) meetings with Dr. Makinan on rice policy in Zaire and with Dr. Davies on food strategy in Zaire;
- g) documentary support to students from the University of Kinshasa, dealing with the effects of liberalization of agricultural prices;
- h) assistance to Cit. Bokisila in designing a seed policy for Zaire.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

- a) Work on examining the impact of price liberalization on producers, at the request of USAID (note that many of the specific tasks for the Departement of Agriculture constitute unplanned activities).
- b) Work with Dr. Ngongo on a dossier concerning the raising of bees;
- c) Work with Dr. Ngongo on producing an inventory of Catholic rural developments centers;
- d) Work with Cit. Mbuyi on the banana report;

- e) Work on Pragma end-of-project report.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

- a) Difficulties in the collection of data, with documents frequently not available;
- b) Interference with other activities: U.S. Presidential Task Force, seminars, and overabundance of meetings;
- c) Irregularity in work of technicians of the Bureau of Economic Analysis, due in part to overly frequent visits by friends and comrades;
- d) The typing problem, and problems of logistical support generally;
- e) The delay in receiving the text of the cacao report from Cit. Afifi;
- f) The lack of motivation on the part of the technicians.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

- a) Complete the manioc, cotton and banana reports.
- b) Continue work on the report on the Current Situation of Zairian Agriculture.
- c) Provide on-the-job training to the Zairian staff of

the Bureau of Economic Analysis.

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

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT

USAID PROJECT 070

FRAGMA TEAM

Studies and Planning Service

Department of Agriculture

Republic of Zaire

Name: George D. Frazier

Position: Computer Bureau Advisor

Period Covered: January - March 1985

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

1. The seminar series was completed early in January for the Bureaus in the Division of Statistics and the Division of Strategy and Planning. The seminar series was also presented to the Director of the Studies and Planning Service and to USAID officials. This series presented the capabilities of the Computer Center and provided demonstrations of the present work being done in the Center. The capabilities for data retrieval and reporting from the Agricultural Statistics Data Bank were also demonstrated to these personnel.

2. A handbook providing the information regarding Computer Center capabilities was prepared for distribution to each of the offices participating in the Seminar.

3. The final drafts in both French and English were completed for the Master Policy and Procedures Manual. These will be reviewed and completed copies will be prepared early in the next quarter.

4. The final drafts in both English and French were completed for the Agricultural Statistics Data Bank Policies and Procedures Manual. These will be reviewed and completed copies will be prepared for distribution early in the next quarter.

5. A final report on the evaluation of data available for structuring and testing a model for forecasting the agricultural situation in Zaire was prepared both in English and French and distributed to Cit. Mubenga and USAID for their comments and evaluation. The report is entitled:

"An Agricultural Policy and Planning Model for Zaire"

6. A preliminary draft of a proposal for a long term program for the continued development of the computer capability within the Studies and Planning Service (and including the Division of Statistics) was completed. As a result of this preliminary plan the following activities were commenced:

a. Through the efforts of Dr. Shapiro, contact was made with the University of Kinshasa for the development of a special continuing education program for Computer Center personnel.

b. A major employment policy change was submitted to Cit. Mubenga for his consideration and approval. He approved the change and efforts began immediately to find and hire six additional personnel at the "license" level for the Computer Center.

c. All Computer Center personnel were enrolled in English language training at ZALI.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

There were no significant impacts on this quarter's accomplishments caused by unplanned activities.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

It must be noted that the Chief of the Division of Statistics had a significant adverse impact on the capability of the Computer Center to accomplish the necessary tasks during the quarter. Early in the quarter, Cit. Mingiedi assigned two Computer Center personnel to assist in the editing and clerical processing of a number of questionnaires. This work was to be done after regular work hours. However, it didn't quite work out that way. The personnel frequently left their regular work early. They frequently were late in coming to work after having worked long hours on their 'outside' assignment. As a consequence, these two key personnel did not accomplish an important part of their job which should have been completed early in the first quarter. I brought this to Cit. Mingiedi's attention on at least two occasions. He indicated that they were to do the work outside of regular work hours, but despite my comments no change was made in the situation.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

1. Preparation and distribution of final copies of the Master Policy and Procedures Manual.

2. Preparation and distribution of final copies of the Agricultural Statistics Data Bank Policies and Procedures Manual.

3. Completion and distribution of the proposed long term program for the continued development of the computer capability at the Studies and Planning Service, including (but not limited to) the Division of Statistics.

4. Participate in a seminar on the agricultural policy and planning model, to be given to personnel at the Division of Strategy and Planning.

5. If the documentation is completed prior to my departure, a review of the systems and programming documentation for the DMPCC price and food supply analyses.

6. Work with Cit. Kafilongo toward the revision of the Data Bank System to improve its expandability and operation.

7. In cooperation with Cit. Kabongo T., prepare a plan for the activities of the Computer Center for the balance of 1985.

8. Complete the training function on the Corvus Disk and LAN system with Cit. Kabongo T.

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT

USAID PROJECT 070

PRAGMA TEAM

Studies and Planning Service

Department of Agriculture

Republic of Zaire

Name: David Shapiro

Position: Chief of Party and Projects Bureau Advisor

Period Covered: January - March 1985

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

a) Carry out routine administrative work: SEP, AID, PRAGMA

Routine administrative work proved, as always, to be quite time-consuming: At SEP, meetings took place throughout the quarter. In addition to the monthly meeting and periodic meetings with Director Mubenga, I attended and organized meetings of the Data Bank Management Committee (2) and DBMC Policy Subcommittee, and a meeting to define and elaborate SEP policy regarding the sending of technicians on mission. I also participated in meetings with consultants from the FAO and from the EEC, as well as a meeting of the Commission Statistiques Agricoles. With Lorraine Thompson, I worked on development of a salary proposal aimed both at increasing

salaries substantially (by an average of about 70%) and restructuring the salary system entirely in an effort to pay salaries based on education, experience, and job performed (with increments in salary to be based on merit).

Administrative discussions with the AID Project Manager continued throughout the quarter, with particular emphasis on the Project Paper Amendment. Telex traffic and other correspondence, as well as supervising preparation of the monthly financial vouchers, constituted the main administrative work for Fragma.

- b) Complete the Quarterly Report for the fourth quarter of 1984

The report was completed and sent to Fragma for comments.

- c) Review documents: Bas-Zaire report, tuber and tea reports

All three reports were read, and detailed comments and suggestions for revisions were provided to the respective authors.

- d) Work with the U.S. Presidential Task Force on Agriculture in Zaire (PATF)

To facilitate carrying out the PATF mission, SEF technicians were assigned to accompany Task Force members, both in meetings here in Kinshasa and in travel throughout the country. At the request of Director Mubenga, I served as coordinator of these liaison activities.

In addition, I (and other Fragma team members) participated in two meetings with PATF members, to discuss the activities of SEP and of Project 070.

e) Work with members of the Projects Bureau, including presentation of lectures on project evaluation

The lectures on project evaluation were not given during the quarter, but postponed instead until next quarter (see item h. below for explanation). The Projects Bureau met twice during the quarter, and I worked with Cits. M'pia and Mukuna B. on a series of ongoing matters, ranging from preparing for a mission to Shaba in order to gather data on agricultural projects to participating in meetings and discussions with AID concerning the Bandundu Project (Project 102).

f) Work on the Agricultural Planning Model and Related survey

My work on the Agricultural Planning Model consisted of reviewing three successive drafts of Dr. Frazier's "An Agricultural Policy and Planning Model for Zaire." More substantial was my work on the related survey. Following continued discussions with a number of individuals, I completed a first draft of a formal proposal to carry out a survey in the Southern Band of Zaire. The major objective of the survey is to gather reliable data on agriculture to "feed" Dr. Frazier's Policy and Planning Model. The proposal,

entitled "The Southern Band Survey and the Agricultural Planning Model: A Research Project Proposal," was distributed to Pragma Team members, to John Gold, and to Ron Daniel for comments.

In addition, I held a number of discussions with Ron Daniel to work up a strategy for constitution and training of a data-collection team in the Division of Strategy and Planning. The resulting strategy involves using some current technicians and some new hires, and providing short-term training both in the U.S. and in Zaire.

g) Attend the Bureau Informatique's program of seminars and demonstrations

Between Jan. 8 and Jan. 25, I attended five sessions.

h) Coordinate participant training activities and new hires for DSF

Participant training activities were a major focus for me during the quarter. During January I held several meetings with Jim Gulley (academic advisor for stateside participants) and Director Mubenga to discuss students' progress and prospective thesis topics. These meetings resulted in a lengthy memo reviewing thesis topics for 3 participants in the U.S.

During February, following discussions with both the outgoing and incoming project managers, procedures for selection and training of 7 participants (for departure to

the States in August) were established. These procedures called for selection from among nine candidates based on three criteria: a written English exam, an oral interview in English, and performance in a 20-hour introductory microeconomics course. I taught the microeconomics course. In addition, with Lorraine Thompson I worked up a scope of work for an English teacher, and a teacher with a record of outstanding performance teaching English at the Bureau d'Etudes (Mrs Sharon Shapiro) was hired to teach a 4-month intensive English course to the seven individuals selected for training in the U.S.

Other than my convincing Director Mubenga of the need for new hires to replace those who will depart in August, the only thing done regarding new hires at DSP was to schedule a meeting early in April with the General Secretary of the Department of Agriculture. One purpose of the meeting was to obtain his authorization to hire replacements. With IMF restrictions in force, Director Mubenga felt it would be most prudent to obtain permission prior to initiating hiring activities. In the Statistics Division, by contrast, recruiting activities to augment the Bureau Informatique were initiated, and four individuals took a hiring test for the Bureau Informatique.

i) Take two weeks of vacation in Kivu

I took a week-and-a-half's vacation and climbed the Ruwenzori Mountains. Nobody asked me for a job or for a loan

or to solve a problem. It was nice.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

The principal unplanned activities during the quarter were as follows :

- Ross Wherry was replaced by Ron Daniel as USAID Project Manager for Project 070. I took the opportunity to make a presentation to AID/ARD individuals involved in the project (Mr. Peters, Mr. Sheldon, Mr. Wherry, Mr. Daniel), going over problems and prospects for the project. I also spent a good deal of time discussing the project with Ron Daniel, both to familiarize him with what's going on and to try to chart the course for the coming year.

- In early March I gave a seminar on calculation of growth rates and on aspects of data presentation. The seminar was motivated by my observation of difficulties on the part of several technicians with calculating growth rates and with presenting incomplete data. The seminar was very well received, and as a consequence I decided to establish an Occasional Seminar Series, discussing technical and policy questions on roughly a monthly basis. A second seminar was scheduled for early April.

- At Pragma's request, I wrote a first draft of the Final Report for the project. This report is required by the original 070 contract. Shortly after the draft had been completed, the Project's life span was fixed at an

additional 15 months. Hence, it was decided (with Ron Daniel) to shelve the Final Report until next year.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

The principal problems of the last quarter remain, and the interested reader is referred to the previous quarterly report. During the past quarter, Project 070's Data Bank Management Committee Meeting in January was abruptly cancelled which effectively halted progress on the Data Bank for two months.

In addition, the Projects Bureau remains a largely underutilized bureau, with most of the activities programmed for the year not having yet gotten off the ground. Two activities planned for this past quarter did not take place: my lectures on project evaluation (postponed so that I could teach the introductory microeconomics course used as a selection mechanism for participant training), and a mission to Shaba aimed at establishing norms for mechanized projects (canceled after Director Mubenga determined that similar work had already been done by another Directorate in the Department of Agriculture).

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

A. Carry out administrative work: SEP, AID, PRAGMA.

B. Complete the Quarterly Report for the first quarter

of 1985.

- C. Review documents: manioc report, agricultural policy inventory, FP amendment.
- D. Give occasional seminars on technical and policy questions.
- E. Work with members of the Projects Bureau, including presentation of lectures on project evaluation.
- F. Finalize the Southern Band Survey proposal and work on constitution and training of a data-collection team.
- G. Coordinate new hires for DSP and (as needed) participant training activities.
- H. Hire a replacement for Lorraine Thompson, who will be leaving at the end of July.
- I. Coordinate the Pragma semi-annual supervisory visit.