

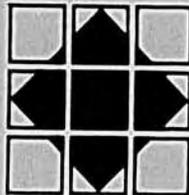
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REPUBLIC OF ZAIRE
DEPARTMENT OF AGRICULTURE AND
RURAL DEVELOPMENT

QUARTERLY REPORT
NO. XVI
APRIL—JUNE 1985

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

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



**THE PRAGMA
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Established 1977

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AND RURAL DEVELOPMENT

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THE PRAGMA CORPORAT

11

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I. INTRODUCTION

This quarterly report covers the sixteenth quarter of activities of the Pragma Corp., 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 second 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.

The Pragma Corporation

II. SUMMARY OF MAJOR EVENTS OF THE QUARTER

The second quarter of 1985 was an extremely busy and eventful period for Project 070 (Zaire Agricultural Sector Studies Project). In addition to the usual incremental progress with regard to the project's ongoing activities (e.g., the regional and commodity reports, work on the Five-Year Plan, development of the Agricultural Statistics Data Bank), there were also new initiatives in the area of participant training, important developments with regard both to project personnel and to a variety of administrative aspects of the project, and a significant improvement in the overall salary and fringe benefits package available to project agents and technicians.

USAID's plans for Project 070 and the Pragma Team were finally solidified during this past quarter. AID/Washington rejected the Project Paper Amendment that had been initiated by Mr. Ross Wherry, former 070 Project Officer, and that called for a 27-month extension of the project with an RFP to choose a contractor. Subsequently, AID decided to extend the project for 15 months, to September 30, 1986, and to retain the Pragma Team for the extension. During that time, an evaluation of Project 070 will take place, and the follow-on project (Project 119) will be designed. Mr. Ron Daniel (070 Project Officer since February 1985), with input from Dr. David

Shapiro, revised the Project Paper Amendment to reflect the new plans, and during the quarter the Amendment was finalized and a new Project Agreement (providing funding for the 15-month extension) was signed by USAID and the Government of Zaire. This ended nearly a year's uncertainty concerning the future of Project 070 and the Pragma Team.

With respect to personnel, it was an extremely busy quarter. Dr. George D. Frazier, advisor to the Bureau Informatique for nearly the past two and one half years, left Zaire at the end of the quarter. Throughout his tour, Dr. Frazier maintained a firm dedication to the goals and objectives of Project 070, and he made remarkable strides in developing the computer capability at the Service d'Etudes. He will be missed by many of us. At the same time, the company was quite fortunate to find (with Dr. Frazier's help) an excellent candidate here in Kinshasa to replace Dr. Frazier as advisor to the Bureau Informatique. The individual in question, Mr. James K. Gray, began working with Dr. Frazier and members of the Bureau Informatique in late May, with the idea that a full month's overlap would both smooth the transition and also significantly enhance Mr. Gray's effectiveness.

The project's Administrative Assistant since 1982, Ms. Lorraine Thompson, will be leaving Zaire after the month of July to return to the States to study for an M.B.A. degree. During this past quarter we conducted a successful search for

a replacement. Ms. Henny Sebrechts, with extensive experience and an impressive record of achievement as an administrative assistant, was hired and began working with Ms. Thompson on June 20th. This will permit a six-week overlap, aimed (again) at smoothing the transition and insuring that the newly hired individual receives training from the individual best qualified to provide it -- the successful incumbent.

Hiring activities were also undertaken with respect to Zairian project personnel. In mid-May, two of the individuals who had previously been tested as candidates for positions at the Bureau Informatique (Cits. Kabengele and Kamba) were hired and began working. In addition, 20 candidates were tested for the seven positions at the Division of Strategy and Planning (DSP) that we are seeking to fill to replace those individuals who will be going to the States in August for Master's level training in Agricultural Economics. On the basis of the written tests (graded by Dr. Chan, Mr. Conde, and DSP Division Chief Cit. Singa), 15 candidates were interviewed. By the end of the quarter, the detailed results of the tests and interviews had been submitted by Dr. Shapiro to Dr. Bewa (General Secretary of the Department of Agriculture), along with recommendations concerning whom to hire. Dr. Bewa promised to have a decision made on hiring (in consultation with Cit. Nzungu, the Secretary of State for Agriculture) early in July.

In addition, during the quarter, Dr. Bewa approved a series of adjustments to the salary and fringe benefits package of project personnel. By the end of the quarter, these adjustments -- including establishment of a medical care program, increased housing and Master's premiums, and a salary increase -- had all been put into place. In conjunction with the transportation provided by the new project buses put on the road during the quarter. These changes substantially improved the net economic welfare of project personnel.

Several activities linked to participant training were initiated and/or carried out during the past quarter. The intensive English course (20 hours per week of classroom instruction for those individuals scheduled to go to the States in August) began in early April and continued throughout the quarter. Early indications were that substantial progress was being made by the students. The course is scheduled to end in early August, with students taking the TOEFL (Test of English as a Foreign Language) as their final exam (and qualifying exam to go to the States).

Dr. Anthony Yeboah, a faculty member in Agricultural Economics at North Carolina A & T University, will be coming out later this year for a 2-year stint as field thesis supervisor for the seven SEP technicians who will be carrying out Master's thesis research over the next two years. During this past quarter, Dr. Yeboah came to Kinshasa as a short-term consultant, to look into potential sources of data and

prospective thesis topics both for some of the individuals whose research he will be supervising and for those who will be departing for the States in August. Dr. Yeboah visited numerous governmental and private-sector organizations during his three and a half week stay, and he also visited the PRONAM Project in Bas-Zaire and the CECOMAF Project on the outskirts of Kinshasa. He submitted a draft report prior to his departure from Kinshasa in June, and a finalized report was completed back in the States before the end of the quarter. In addition, shortly after Dr. Yeboah's departure the first two of the technicians whose thesis research he will be supervising returned to Zaire. A third technician is expected at the end of the summer, two more should return at the end of the year, and the last two are scheduled to return in approximately one year.

Progress was made during the quarter on a number of ongoing activities. Following extensive revisions pursuant to comments on the draft that had been circulated, the regional study on Shaba was completed and ready for publication. In addition, the commodity report on rubber (which was prepared using Word Star on the DSP microcomputer) was also completed and ready for publication by the end of the quarter. A first draft of the Agricultural Development portion of the Five-Year Plan for 1986-90 was completed and circulated for comments, and syntheses of the three completed regional studies (to be used in work on the Five-Year Plan)

were also prepared. An excellent first draft of the manioc report was completed by Cit. Ngemba early in the quarter. Work also continued on regional studies for Kivu (where a supplementary food consumption survey was held in May and June), Haut-Zaire, and the two Kasais, as well as on commodity reports for manioc, cotton, Peruvian bark, and bananas. Progress was also made on the biennial Current Situation of Zairian Agriculture report.

The quarter marked the first data entry into the Data Bank through the actions of the Data Bank Management Committee. Three of the five series that had been designated in late March for entry into the Data Bank were in fact entered. These series included some data on agricultural development projects, on the agricultural calendar, and on retail food prices in Kinshasa (DMFCC data).

III. PROGRESS TOWARD ACHIEVING PROJECT OBJECTIVES

The project's principal activities during this past quarter -- continued work on the regional studies and on the commodity reports, work on the Five-Year Plan, Data Bank and other Bureau Informatique work, and participant training activities -- all contribute to achievement of the Project's broad objective of assisting the Studies and Planning Service "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 AID and the Pragma Corporation.) The different project activities also contribute to achievement of a number of the specific objectives and end-of-project-status indicators identified in the O70 Project Paper. As these aspects will be reviewed in detail in the Annual Report for 1984-85, it seems redundant to review them in detail here as well. At the same time, there are two points worth noting in this regard.

First, the improvements that took place during the quarter in the salary and fringe benefits package available to project technicians constitute a small (albeit indirect) form of progress toward achieving the project's broad objectives. That is, achievement of those objectives requires a trained and experienced corps of technicians. To the extent that improved compensation can slow attrition (i.e. reduce turnover) from the project of trained and experienced personnel, it will contribute in the long run to achievement of the project's objectives.

Second, it should be acknowledged that there is one important area in which the project has not made the progress that was anticipated initially : primary data collection. In this vein, we will simply note here that the nascent efforts to organize a Southern Band Survey constitute a potential step in the right direction. Whether in fact these efforts do result in or contribute to improved primary data collection remains to be seen (in the coming year).

IV. MAJOR PROBLEMS AND CONSTRAINTS ENCOUNTERED AND PROPOSED SOLUTIONS

Five continuing problems were identified and discussed in the previous quarterly report:

- 1- quality of typing services ;
- 2- personnel turnover ;
- 3- too much work for the Chief of Party ;
- 4- the Statistics Division ; and
- 5- difficulties in getting our three buses at GM-Zaire on the road.

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

1- No major changes during the past quarter: typing services are somewhat better than they have been in the past, but not as good as they will be once we get more computers (scheduled for later this year) and have our typists trained to use the computers as word-processing stations.

2- Personnel turnover continued during the past quarter, with two Master's-trained bureau chiefs leaving the Studies and Planning Service (Cits. Bokisila and M'pia). The new, improved salary and fringe benefits package should help somewhat, but even with a five-fold increase in the Master's premium (to 1,000 zaires a month) our Master's-level people still find private sector salaries to be substantially higher than their

DOA compensation. The Master's premium needs to be adjusted substantially upward again if we are to have any hope of retaining our trained and experienced technicians.

3- The Chief of Party regularly works a 7-day, 55-hour work week, and the Projects Bureau remains neglected. Hiring Professor Lumpungu (as noted in the previous report) as a consultant to advise the Projects Bureau is being pursued. Second, the project should hire a part-time administrative assistant to work exclusively for the Chief of Party to relieve him of the more banal aspects of his administrative burden.

4- The Statistics Division remains insufficiently integrated into Project 070. Two bureaus (Depouillement and Informatique) are actively involved in project activities, while the other two bureaus (Methodology and Current Statistics) have virtually nothing to do with the project. The Division hosts an FAO project as well as Project 070, and this further complicates the situation. Better coordination with the FAO is required. In addition, if the Statistics Division is ever going to make a dent in Zaire's agricultural statistics problem, a radical restructuring of technical assistance to the Division will be required. Realistically, such a restructuring is unlikely to occur prior to the implementation of Project 119. In any case, there should be a review, rationalization, and possible

restructuring of the bureaus at the Statistics Division. An advisor should be attached to each bureau, with the Chief of Party serving as advisor to the Division Chief. The advisors, the Bureau Chiefs, and the Division Chief should work collaboratively to put together a coherent and realistic program aimed at attacking Zaire's statistics problem.

5- Thanks to intervention initiated by Mr. Ron Daniel, we finally obtained our buses in April and had them on the road before the month was out. With personnel now being transported directly to work, tardiness and absenteeism have been reduced substantially.

One additional problem emerged during the past quarter: lack of personnel to carry out various scheduled project activities. Between personnel turnover and the withdrawal of seven technicians from most of their regular duties to pursue the intensive English course, all three bureaus at the Division of Strategy and Planning were affected, with the Agricultural Planning Bureau hit hardest. In part, the necessity to continue participant training in the face of continued personnel attrition rendered this outcome inevitable. However, better communication among the project's technical advisors would have been desirable and might have alleviated somewhat the dislocations caused by the sudden removal of seven technicians from the available pool. In addition, swifter action by the GOZ in approving new hires would also have been

desirable, to permit those new hires to be trained and to begin more rapidly their period of productive employment with the Studies and Planning Service.

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT

USAID PROJECT 070
PRAGMA TEAM

Studies and Planning Service
Department of Agriculture
Republic of Zaire

NAME: Chan P. Nguyen

POSITION: Agricultural Planning Bureau Advisor

PERIOD COVERED: April - June 1985

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

- The update of the Shaba regional report was completed and submitted to the Chief of Party for sending to the Pragma Corporation on June 19, 1985.
- Three out of five brief synthesis of regional reports (Bandundu, Equateur and Shaba) were also completed and submitted to the Chief of Party (COP).
- Information and statistical analyses to support the design of the National Five Year Agricultural Development Plan (1986-90) were prepared and sent to the Department of Plan (DOP) for finalizing the first draft of the Plan which was announced in May, 1985. A copy of the section regarding Agricultural Development was also submitted to the 070 Project Manager for comment. This is only a temporary version, and a series of meetings have been held with DOA officials and with DOP's representative for detailed discussion of the Five Year Agricultural Development Plan.
- The writing of four regional reports (Kivu, Kasai-Oriental, Kasai-Occidental and Haut-Zaire) continued under my direct supervision.
- A food consumption survey has been carried out in the Kivu region from May 27 to June 24, 1985 after obtaining approval from the GOZ/DOA and COP.

- Individual quarterly report (April-June 1985) was submitted to the COP on June 29, 1985.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

- Prepared the Equateur Regional Agriculture Development Plan (1986-90) at the request of the Commissioner of State of Agriculture through Citoyen Mubenga, Director of the Studies and Planning Service. Six chapters including an overview of the Equateur region, analysis of the situation of agricultural production, food needs, plan purpose, policy and strategies, new development approach and recommended actions were completed and submitted to the COP on June 18, 1985 and to the Director of the Studies and Planning Service on June 19, 1985 for comments.
- Attended numerous meetings with the DOP's officials to discuss the preparation of the Five-Year Agricultural Development Plan and the preparation of the investment budget.
- Several contacts have been made with experts from the F.A.O., CIAT (Centro Internacional de Agricultura Tropical), the World Bank, JICA (Agence Japonaise de Coopération Internationale) and local officials (Equateur, Kasai) to discuss agricultural training, agricultural research, the agricultural development plan, agricultural production and industries and regional development, respectively.
- Graded 20 written exams and interviewed 15 candidates for new recruitment to reinforce the staff of the Division of strategy and Planning.

III. COMMENTS AND SPECIAL PROBLEMS

- Some major problems (personnel, communication) that hampered the implementation of the project and caused delays in the completion of the agricultural development plan and the regional reports have been brought to the COP's immediate attention for appropriate actions on June 13, 1985.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

- Assist the Agricultural Planning Bureau to complete five brief syntheses of regional reports (Kivu, Bas-Zaire, and two Kasai) as requested by USAID.
- Continue to provide on-the-job training for the new staff members within the framework of on-the-job training.
- Begin to review and edit the Kasai Oriental report and coordinate the completion of other regional reports.
- Prepare individual quarterly and annual report (1984-1985).
- Anticipate two to three weeks vacation in September 85.
- Continue efforts to finalize the Five Year Agricultural Development Plan with DOA officials.

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT

USAID PROJECT 070
FRAGMA TEAM

Studies and Panning Service
Department of Agriculture
Republic of Zaire

NAME: Georges Conde

POSITION: Economic Analysis Bureau Advisor

PERIOD COVERED: April - June 1985

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

- a) Completion of manioc, cotton and banana reports.
- b) Continued work on the report on the Current Situation of Zairian Agriculture.
- c) Assist in the carrying out of specific assignments from the Department of Agriculture and Rural Development.
- d) Provide on-the-job training to the Zairian staff.

A - Reports: Manioc, Cotton, Banana

Cit. Ngemba's first draft of the manioc report was reviewed by Dr. Shapiro, and the draft has been returned to Cit. Ngemba with Dr. Shapiro's comments. The revisions have not yet been done. One reason for this is that Cit. Ngemba was very busy preparing for and working with a World Bank mission on the sugar sector in Zaire. At present, Cit. Ngemba is on mission to Bandundu, Bas-Zaire and Kivu with the World Bank consultant, Mr. Dinan.

The cotton report of Cit. Bokisila is still at the first draft stage. Cit. Bokisila is no longer at the Bureau of Economic Analysis, and he only turned in his draft in the latter part of the month of June. For the moment, we are trying to read and comment on the document.

The banana report has not yet been done. This report was originally drafted by Citoyenne Mputu. At present, Cit. Mbuyi is hard at work on the report, but his preparations for travelling to the U.S.A. as well as his revisions to the tea report have slowed progress on the banana report.

B - Work on the Report on the Current Situation of Zairian Agricultural

Work on the new and updated version of this report continues:

- a) The synthesis on production and marketing of crops by agribusinesses is completed (first draft).
- b) With regard to the chapter on inputs that was given to Cit. Kassenga, the text on fertilizers is completed as well as the part (by Mr. Conde) concerning agricultural credit.
- c) The synthesis by agribusiness product is currently being done by Cit. Budiadia.
- d) The part on livestock has been updated by Dr. Ngongo, who currently is working on a synthesis on "culture attelée".
- e) Work on the chapter concerning "génie rural" and "hydraulique rurale" has just begun. At present, we are gathering relevant information for this chapter.

C - Assist in the Carrying out of Specific Assignments from the Department of Agriculture and Rural Development

Among the specific tasks for the Department of Agriculture, the following activities are worth noting:

- a) I participated in a meeting at the World Bank's Kinshasa headquarters concerning the sugar sector. Cit. Ngemba was also at the meeting, along with Mr. Dinan and Mr. Rambocus of the World Bank and representatives of SOFIDE, Zaire Trading and Engineering, and the Department of Plan.
- b) I reviewed and provided comments to Director Mubenga on the sugar dossier for Mushie-Pentane.
- c) I participated in a meeting on the studies of taxes imposed by decentralized administrative entities (i.e., regions, zones). The meeting considered propositions concerning the level of taxation.

- d) I participated in a meeting and discussion on the Policy Document of Mr. Noudeu, representative of the World Bank's PAT (Projet Assistance Technique) project at the Service d'Etudes.

D) Provide On-The-Job Training to the Zairian Staff

Assistance was provided to Zairian members of the Bureau of Economic Analysis as indicated below:

- a) Cit. Ngemba - sugar dossier, manioc report.
- b) Cit. Budiadia - synthesis on agribusinesses for the report on the Current Situation of Zairian Agriculture.
- c) Dr. Ngongo - synthesis on livestock for the report on the Current Situation of Zairian Agriculture.
- d) Cit. Mbuyi - banana report.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

A number of activities kept me busy in addition to the specific tasks done for the Department of Agriculture and Rural Development.

- a) Inventory of Agricultural Policy: the first draft was reviewed by Dr. Shapiro, and revised to incorporate his comments. The revised draft is presently being typed.
- b) Revisions were made to the report on root crops and to the cocoa report of Cit. Afifi. The former of these reports is currently being reviewed by Director Mubenga. In addition, the text of the rubber report has been finalized.
- c) Continued work on the Peruvian bark report of Cit. Kassenga.
- d) Information and data on various aspects of Zaire's agricultural economy was provided to Dr. Yeboah during his stay in Kinshasa, to the FAO, and to a student from the University of Kinshasa.
- e) Grading of 20 written exams and interviewing of 15 candidates for positions at the Division of Strategy and Planning of the Service d'Etudes.

- f) Participation in Dr. Shapiro's seminar on the Agricultural Policy and Planning Model of Dr. Frazier.
- g) Elaboration of the Project 070 work program for the Bureau of Economic Analysis for the 15 months beginning in July 1985.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

- a) Lack of personnel at the Bureau of Economic Analysis, which slows down the carrying out of the Bureau's work program.
- b) Irregularity at work of certain technicians.
- c) Interference in the carrying out of the Bureau's regular work program caused by other activities assigned to Bureau members (for example, Cit. Ngemba's recent work on the sugar sector).

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

The following activities are planned for the third quarter of 1985:

- a) Continued work on the report on the Current Situation of Zairian Agriculture.
- b) Completion of the cotton, banana and Peruvian bark reports.
- c) Supervision of on-the-job training to the Zairian staff.
- d) Assistance in the carrying out of specific assignments from the Department of Agriculture and Rural Development.
- e) Annual leave from July 5th through August 2nd.

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: April - June 1985

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

1. The Master Policies and Procedures Manual was completed and final copies were distributed to the Fragma Corporation. A manual was provided to Cit. Kabongo T. for his review and comments. Upon his approval a copy was provided to Cit. Mingiedi who is in the process of reviewing it. Upon his review and final comments, and with his approval, a copy should be forwarded to Director Mubenga for his comments and final approval.

2. The Policies and Procedures Manual for the Agricultural Statistics Data Bank was completed and copies were given to Cit. Kafilongo for translation into French. Final copies in both French and English were provided to the Fragma Corporation for final distribution. A review copy has been given to Cit. Kabongo T.. When his review is complete, a third copy should be given to Cit. Mingiedi as Chairman of the Data Bank Management Committee.

3. A five year plan for the continued development of the computer capability within the Studies and Planning Service was completed. Copies were provided to USAID/Kinshasa and the Fragma Corporation.

4. Copies of the paper entitled "An Agricultural Policy and Planning Model for Zaire" were prepared in French and distributed to USAID/Kinshasa. In addition, Dr. Shapiro presented a seminar on the model to the personnel at the Division of Strategy and Planning.

5. The balance of the items proposed to Cit. Mingiedi and Cit. Kabongo T. as being important for completion prior to my departure has received little attention by either party and little progress has been made and none of the important items have been completed. The most significant progress has been made by Citoyenne Wumba in the preparation of the documentation for the DMPCC retail price study.

6. Because a replacement had not been identified by the middle of May, I suggested that Mr. James K. Gray be hired as an interim Data Processing Specialist. By so doing, I would be able to use the month of June to brief Mr. Gray on the work that has not been completed as well as provide instruction in the activities that are currently under way. Mr. Gray was hired and is functioning as an interim replacement for my position.

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

Because of delays in funding the FAO project, the personnel from the Bureau Informatique scheduled for field work on that project did not leave during the quarter. I have asked Cit. Mingiedi directly whether or not Citoyenne Wumba is going to go on the study. He assured me that she wasn't going. However, rumor has it that she is still scheduled for the trip. It is my belief that if he sends her on this mission, it is a very direct manifestation of his lack of support for Project 070.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

The activities listed below are those planned for the Bureau Informatique. The completion of any of the tasks will be a function of the cooperation given by the Division Chief, Cit. Mingiedi, and the Bureau Chief, Cit. Kabongo Tshialemba-Lemba and the effort expended by those working in the Bureau. This list of activities is the same as that mentioned in paragraph I-5 above.

A. Documentation

- 1 - The retail price and the wholesale price studies need to be fully documented and an operator's manual written so that the programs can be removed from the control of the analyst and given to the operations staff.
- 2 - The system for the food supply study needs to be documented.
- 3 - Instructions are needed for potential users of the Bureau Informatique. This should be sort of a sales brochure listing equipment available, important personnel involved in the Bureau, capabilities of the Bureau in general, and procedures for requesting work from the Bureau.
- 4 - A 3rd and 4th Quarter Plan for the Bureau Informatique needs to be prepared.
- 5 - A list of proposed projects and tasks for the Bureau Informatique should be prepared.
- 6 - A "User Policies and Procedures" section needs to be added to the Master Policy and Procedures Manual.

B. Data Bank

- 1 - Change structure of all Data Bank files and programs to reflect the change in location codes.
- 2 - Procedures need to be written for revising and using Data Bank Master Files.
- 3 - Data Dictionary system needs to be finished.
- 4 - New data files approved by the Data Bank Management Committee need to be added to the Data Bank.

C. Training

- 1 - A three month training program for new hires needs to be developed.
- 2 - A continuous training program for up-grading the skills of everyone in the Bureau needs to be instituted.

D. Personnel

The following positions need to be approved within the organizational structure of the Bureau Informatique:

- 1) A systems and programming manager
- 2) An assistant manager for the Data Bank
- 3) An assistant Bureau Chief
- 4) An assistant manager for operations
- 5) An assistant systems and programming manager.

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: April - June 1985

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

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

Beginning in early April and continuing throughout the quarter, I held a series of meetings with Director Mubenga and Dr. Bewa, General Secretary of the Department of Agriculture, to discuss a number of project issues. By the end of the quarter, Dr. Bewa had authorized and the project had put in place: a program providing medical care to project agents and technicians, an increase in the Master's Prime from 200 zaires per month to 1,000 zaires per month, a general increase in the housing allowance, and a general salary increase (exhausting the remainder of available funds) for all project agents and technicians. The radical restructuring of the salary system aimed at linking salaries to education, experience, job performed, and merit (see previous individual quarterly report) was not adopted. However, the increases and improvements noted above, in conjunction with the arrival and utilization of our buses, have substantially improved the real disposable income of Project 070 agents and technicians. Additional meetings held during the quarter included the monthly meeting, a trouble-shooting meeting with the technical subcommittee of the Data Bank Management Committee, meetings to discuss and delegate SEP's work on the Agricultural Development portion of the Five-Year Plan, and meetings with both Cit. Mingiedi and Director Mubenga to discuss and finalize revisions to John Gold's scope of work.

Administrative work with AID, in addition to regular discussions with Mr. Daniel concerning ongoing and upcoming project activities, also included my providing input to the revised-again Project Paper Amendment. I also had a number of meetings with Mr. Daniel to discuss revisions to Mr. JohnGold's work scope and to review my proposal for hiring two Zairian professors from the Economics Faculty of the University of Kinshasa as short-term consultants to the project. Professor Lumpungu Kamanda is proposed to assist the Projects Bureau with its work on the Five-Year Plan and Professor Kalonji Nfalaja is proposed to assist with training activities to be carried out later in the year in connection with the Southern Band Survey.

Pragma-related administrative work consisted, as always, of preparation of the monthly financial vouchers and of telex communications regarding management of the project. In addition, in an effort to improve communication within the Pragma Team, two team meetings were held during the quarter. These proved to be quite useful, and should be continued in the future.

B) Complete the Quarterly Report for the first quarter of 1985

A draft of the report was completed and forwarded to the Pragma Home Office for comments and eventual approval.

C) Review documents: manioc report, agricultural policy inventory, PP Amendment

The manioc report, two drafts of the policy inventory, and several revisions of the PP Amendment were read and commented on during the quarter. In addition, the following documents were also reviewed during this period: a draft of the cocoa report, a preliminary version of the agricultural development portion of Zaire's Five-Year Plan for 1986-90, a draft of Dr. Frazier's five-year plan for the Bureau Informatique, and a proposal prepared by Lorraine Thompson for a Project 070 medical care system.

D) Give occasional seminars on technical and policy questions

Two seminars were given at the Division of Strategy and Planning during the quarter. The first, in early April, dealt with two articles from The Economist (Feb. 1985) focusing on the importance of agricultural development and on the responsiveness of farmers to higher producer prices. The second seminar, given in early May, presented and discussed Dr. Frazier's "An Agricultural Policy and Planning Model for Zaire". The discussions that took place suggested that the seminars were well-received.

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

A series of six lectures dealing with cost-benefit analysis and project evaluation was presented to Projects Bureau members during the month of May. A draft set of notes for these lectures, eventually to be distributed to the technicians, was also prepared. In addition, Bureau Chief Mukuna Bentsh, John Gold, and I made a proposal to Director Mubenga to give the Projects Bureau responsibility for preparing data on agricultural projects for entry into the Agricultural Statistics Data Bank. At the request of USAID, I began working with two members of the Projects Bureau and two members of the Economic Analysis Bureau to carry out an empirical study of manioc prices in Kinshasa (the study is being done as part of the preparatory work for USAID's Project 102, the Bandundu Project). Finally, toward the end of the quarter I worked with Projects Bureau technicians on preliminary project identification work to be carried out in conjunction with preparation of the agricultural development portion of Zaire's Five-Year Plan. This work will continue (and be expanded) during the next quarter, hopefully with assistance from Professor Lumpungu Kamanda (see A above).

F) Finalize the Southern Band Survey proposal and work on constitution and training of a data-collection team

Work on the Southern Band Survey during the quarter consisted primarily of a series of four meetings with Mr. John Gold, at which numerous methodological and logistical issues were discussed. The proposal was finalized and the survey was included in the PP amendment as Project 070's principal primary data collection effort for 1985-86. Constitution of a data-collection team was done, but training was held up by the delay in hiring new technicians for the Division of Strategy and Planning (since several of the new technicians are to be part of the data-collection team). However, plans were made for training of the data-collection team, via meetings and discussions with Professor Kalonji Ntalaja of the University of Kinshasa. Professor Kalonji has previously served as a trainer for a USDA course dealing with agricultural surveys and data collection, and we are hoping to hire him as a consultant to the project to assist particularly in the training component of the Southern Band Survey.

G) Coordinate new hires for DSF and (as needed) participant training activities

Considerable effort went into hiring activities during the past quarter, concentrated in May and June. We had 20 candidates for 7 positions, and I arranged for preparation and scheduling of the exams and also of the ensuing interviews. I

also compiled the results of the exam-interview process and presented and discussed these results and my recommendations with Director Mubenga and with Dr. Bewa. Participant training activities proceeded smoothly during the quarter, with no significant need for coordination on my part (however, see the discussion of unplanned activities below).

H) Hire a replacement for Lorraine Thompson, who will be leaving at the end of July

Beginning in May, we advertised for a new administrative assistant. On the basis of the responses to our advertisement, I (and Lorraine) interviewed four candidates, and eventually chose Mrs. Henny Sebrechts for the job. Mrs. Sebrechts, who has extensive experience and a record of distinguished accomplishment as an administrative assistant, began working on June 20th, permitting more than a month's overlap with Lorraine Thompson.

I) Coordinate the Pragma semi-annual supervisory visit

The visit was rescheduled to take place in July.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

The principal unplanned activities during the quarter were as follows:

- In response to several requests and questions concerning prospective data sources and thesis topics, a decision was made early in the quarter to bring Dr. Anthony Yeboah of North Carolina A & T State University out to Kinshasa as a short-term consultant to look into potential data sources and prospective thesis topics for Project 070 participants. I prepared a scope of work for Dr. Yeboah, and following his arrival in Kinshasa I spent time with him briefing him on the project, discussing thesis topics with him, and visiting some organizations (Project North Shaba, Caisse de Stabilisation Cotonniere or CSCo) with him.
- At the request of Dr. Bewa, General Secretary of the Department of Agriculture and Rural Development, I initiated discussions with individuals from USAID/Kinshasa dealing with possible USAID support for reference materials for the Secretary General's Office.
- At the request of USAID/Kinshasa, I took a series of photos depicting various Project 070 activities. These photos were enlarged and then provided to USAID for use in its exhibit at Kinshasa's International Fair (FIKIN).

- With Dr. George Frazier, I attempted (unsuccessfully) to convince USAID/Kinshasa to finance research into continued development of Dr. Frazier's Agricultural Policy and Planning Model for Zaire.
- I visited Cit. Mawampanga, the Statistic Division's lone remaining Master's-degree holder, in the hospital in Kisantu (Bas-Zaire) where he is recovering from a severely fractured leg. I took the opportunity to discuss the Southern Band Survey proposal with Mawampanga, and to visit a small nearby village and talk to visit selected fields and farmers.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

As the project's activities continue to grow, I find the work load necessary for me to remain on top of things to be an unreasonable one. Particularly now as the Projects Bureau is being called upon increasingly to contribute to work being done in conjunction with the Five-Year Plan (just at the time that the bureau has lost its second bureau chief -- Cit. M'pia -- in a year), the constraints on my time (i.e., the absence of a full-time advisor to the bureau) threaten to hinder the accomplishments of the Projects Bureau. I have proposed a short-term solution: hiring Professor Lumpungu as a consultant to serve effectively as Projects Bureau Advisor to assist with the project identification and design work to be carried out in conjunction with the Five-Year Plan.

Delays in hiring of new technicians to replace those scheduled to depart in August for U.S. training have been frustrating. The hiring process is a heavily politicized one, and for this reason Director Mubenga prefers to leave the process largely in the hands of expatriate advisors. In any case, as noted above, the delays in hiring have in turn delayed training to be carried out as part of the preparations for the Southern Band Survey.

Progress in entering data into the Data Bank has been slower than initially anticipated. A partial explanation for this is the fact that members of the Data Bank Management Committee (DBMC) were not fully aware of the technical requirements for data entry. Hence, considerable technical work was required once DBMC recommended series for entry into the Data Bank. A second contributing factor is that establishment of operational procedures by which the Bureau Informatique and the Bureau Depouillement work closely together to insure data entry has been a slow process. Progress is being made with respect to both aspects, and as we gain more experience the process of data entry should proceed more smoothly.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

- A. Carry out routine administrative work: SEP, AID, FRAGMA
- B. Complete the Quarterly Report for the second quarter of 1985 and the Annual Report for 1984-85
- C. Review documents
- D. Give occasional seminars on technical and policy questions
- E. Work with members of the Projects Bureau (including work on the Manioc Price study), and set up Professor Lumpungu's consultancy to work with members of the Projects Bureau
- F. Accelerate work and preparations for the Southern Band Survey
- G. Coordinate participant training activities (including giving part 2 of the short course in Introductory Microeconomics) and new hires for DSP
- H. Take annual leave
- I. Coordinate the Fragma semi-annual supervisory visit
- J. Work with the Project 070 evaluation team (scheduled to arrive midway through the quarter for a six-week stay) and on the Project 119 PID.