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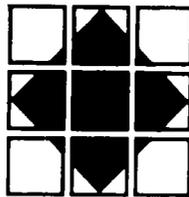
REPUBLIC OF ZAIRE
DEPARTMENT OF AGRICULTURE AND
RURAL DEVELOPMENT
STUDIES AND PLANNING SERVICE

FOURTH ANNUAL REPORT

JULY 1984 - JUNE 1985

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

CONTRACT NO. AFR-0070-C-00-1039-00
CONTRACT NO. AFR-0070-C-00-5003-00



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ABBREVIATIONS USED

- BI = Bureau Informatique
- DMPCC = Direction of Markets, Prices, and Campaign Credit
- DOA = Department of Agriculture
- DSA = Division of Agricultural Statistics
- DSP = Division of Strategy and Planning
- GOZ = Government of Zaire
- SEP = Service d'Etudes et Planification/Studies and Planning Service

I. INTRODUCTION

This report provides an overview of the activities of the Zaire Agricultural Sector Studies Project (USAID's Project 660-0070) during the period from July, 1984 through June, 1985. This period represents the fourth year of implementation of the project, commonly referred to as Project 070. The project provides on-the-job training and general technical assistance to the Studies and Planning Service of the Government of Zaire's Department of Agriculture, with the aim of enhancing the Service's institutional capacity in the areas of agricultural planning and policy formulation, project evaluation, and computerized data processing.

The bulk of the technical assistance under Project 070 is provided by the Pragma Team, which during the period covered by this report consisted of:

- Dr. David Shapiro, Chief of Party and Projects Bureau Advisor;
- Dr. Chan P. Nguyen, Agricultural Planning Bureau Advisor;
- Mr. Georges Conde, Economic Analysis Bureau Advisor; and
- Dr. George D. Frazier, Computer Bureau Advisor.

In addition, Mr. John Gold serves as Advisor to the Compilation Bureau, and Ms. Lorraine Thompson is the Studies and Planning Service's Administrative Assistant.

Figure 1 shows the organizational structure of the Studies and Planning Service (Service d'Etudes et Planification, or SEP) in relation to the technical assistance team of Project 070.

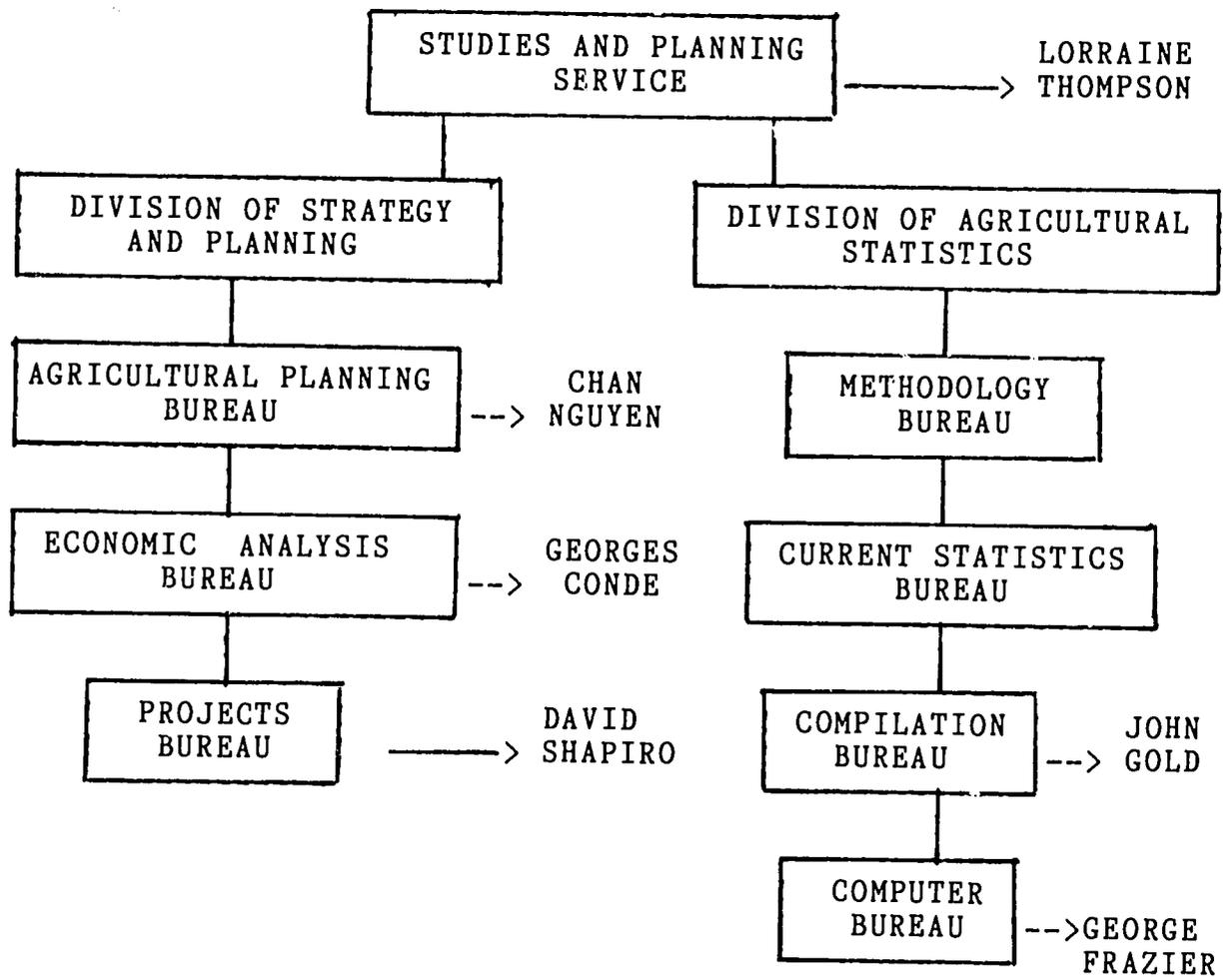


Figure 1. The Studies and Planning Service and the Project 070 Technical Assistance Team.

The Pragma team in Kinshasa is complemented by a three-member team providing superb backstopping to the project from the Pragma Home Office. That team consists of Dr. Mohammad Fatoorehchie, Pragma's Program Director for Agriculture and Project Director for Project 070; Mr. Nga-Ambun Kabwasa, Pragma's Financial Director; and Ms. Elizabeth Thompson, Administrative Assistant.

The period covered by this report was one of considerable progress for the project. The period was characterized by the presence of a full technical assistance team, and by a continued flow of output from the project. The following section of this report highlights the principal activities of the preceding year, while Section III discusses major problems and constraints that were encountered. Progress toward achieving the objectives of the project is reviewed in Section IV, while Section V offers recommendations designed to solve the problems and/or alleviate the constraints described in Section III. Plans for the coming year are laid out in Section VI, which is then followed by the reports of individual team members.

All of us from Pragma would like to take this opportunity to thank Cit. Mubenga Mukendi, Director of the Studies and Planning Service, for his continued cooperation and support. In the same vein, we would also like to thank Mr. Ross Wherry and Mr. Ron Daniel, USAID/Zaire's Project Officers for Project 070 during the period covered by this report, for their ongoing efforts on behalf of the project. The support that these individuals have provided to the project and to the Pragma team has been instrumental in contributing to the project's success and achievements to date.

David Shapiro
Pragma Chief of Party
Project 070

II. PRINCIPAL ACTIVITIES OF THE YEAR

The past twelve months was a period of intense activity for Project 070 at the Service d'Etudes. This activity was focused around numerous efforts that can be categorized into four broad groupings:

- a) activities that had begun prior to July of 1984, but for which very marked progress or accomplishment was particularly evident during the past year;
- b) efforts that had been going on for some time prior to July of 1984, and for which steady progress continued to be made throughout the year;
- c) activities that had been carried out early on in the life of the project, and for which there was considerable renewed emphasis in the course of the past twelve months; and
- d) previously unplanned efforts initiated during the past year and in some cases representing new directions for the project.

In addition to these various types of activities taking place at SEP, the past year also saw significant decisions made by AID and by the Government of Zaire concerning the future of Project 070 as well as some important personnel changes.

Sharp progress was apparent this past year with respect to two major activities: Dr. Frazier's work with members of the Computer Bureau (Bureau Informatique), resulting in the establishment of an active and well-functioning computer shop at the Division of Agricultural Statistics (DSA); and Dr. Chan's work with members of the Agricultural Planning Bureau on the Agricultural Development portion of Zaire's Five-Year Plan for 1986-90, resulting in completion of a first draft of the plan by the end of the year.

Following completion (in October 1984) of installation of the five micro-computers ordered for the Bureau Informatique (BI), on-the-job training activities for BI personnel began in earnest. Three principal ongoing activities were carried out by the BI during the year: processing of data from three continuing surveys (weekly surveys of retail and wholesale prices of food products in Kinshasa and monthly surveys of food supply to Kinshasa) carried out by the Department of Agriculture's (DOA) Direction of Markets, Prices, and Campaign Credit (DMPCC); continued work on development of the Agricultural Statistics Data Bank, with control of the Data Bank passing (roughly in mid-year) from Dr. Frazier to the Data Bank Management Committee and to Cit. Kafilongo, the BI's Data Bank Manager;

and implementation of the BI's own Personnel Management Project, which tracks and tabulates over time the daily activities of BI personnel.

During the month of January, Computer Bureau staff members presented a series of seminars and demonstrations to their colleagues at both the Division of Agricultural Statistics and the Division of Strategy and Planning (DSP), and to the Director of the Service d'Etudes and USAID/Kinshasa's Mission Director, Agricultural Development Officer, and O70 Project Officer. These presentations provided an overview and hands-on demonstration of the Bureau's ongoing activities. Recognition of the BI's accomplishments and capabilities now extends well beyond Project O70, as reflected in the request in April from the DOA's General Secretary for assistance in computerizing the Department's financial data. That task was carried out, and DOA financial data -- tracking expenditures vis-à-vis budgeted amounts for the different DOA directorates -- are now routinely updated by the BI via computer on a weekly basis.

By the end of the year, Dr. Frazier had completed his work on two computer manuals: the Systems and Operations Manual for the Agricultural Statistics Data Bank, and the Master Policies and Procedures Manual for the Bureau Informatique. While these manuals are intended to serve as reference documents to assist in both the day-to-day operations and general management of the computer center facilities, it is also anticipated that the manuals will be periodically revised and updated as SEP's computer facilities continue to grow and develop. In this vein, it should be noted that late in the year, Project O70 initiated procedures to acquire an additional five Apple IIe microcomputers. Four of these computers are destined for the Division of Strategy and Planning, as a first step toward implementing the second phase of Dr. Frazier's initial proposal regarding the computer configuration at SEP (from his February, 1983 report, "Final Report: Short-Term Contract," pp.52-66). This second phase called for development of a computer capacity at the DSP as well as at the DSA. The fifth computer will go to DSA's Compilation Bureau, to support its work on the Data Bank.

As indicated in last year's annual report, work on the Agricultural Development portion of Zaire's Five-Year Plan for 1986-90 had begun during the second quarter of 1984, as an unplanned activity for both Dr. Chan and Mr. Conde. At the request of Mr. Ross Wherry, USAID/Kinshasa's Project Officer for Project O70 until February 1985, this work was made part of Dr. Chan's work scope for 1984-85. The work was to be carried out in collaboration with staff members of SEP's Agricultural Planning Bureau and with representatives of the Department of Plan (which has the responsibility of

coordinating and supervising overall preparation of the Five-Year Plan).

Numerous meetings were held throughout the year to discuss and elaborate the Agricultural Development Plan. In addition to Dr. Chan, who was heavily involved in development of the Plan at each and every step, these meetings also included (at various times) staff members from the Agricultural Planning Bureau and from the Projects Bureau, staff members from DOA's Directorate for General Administration of Projects, representatives of other DOA directorates, staff members and advisors to the Department of Plan, and a number of other international experts and advisors (e.g., from the World Bank, FAO, EEC, and Belgian Cooperation). A point of pride for Project 070 is the fact that early on in these meetings the project's Regional Studies were identified as key reference documents to be used in design of the Plan.

Dr. Chan, working with Planning Bureau technicians, supervised preparation of a series of syntheses of the Regional Studies -- these syntheses to be used more directly as input and background to the Five-Year Plan. In addition, numerous other documents and reports were reviewed and synthesized, and others generated, as input into the Plan (the interested reader should consult Dr. Chan's individual report below for further detail). By the end of May, a first draft of the Agricultural Development Plan had been completed. Immediately subsequent to the period covered by this report (in July), the Agricultural Development Plan was approved by the Department of Plan, virtually without modification. SEP Director Mubenga repeatedly expressed his satisfaction with the Plan, and his appreciation for the efforts of Dr. Chan.

In addition to the dramatic progress and accomplishments cited above, steady progress continued to be made in the ongoing work on the Regional Studies and Commodity Reports, being carried out by staff members of the Agricultural Planning Bureau and the Economic Analysis Bureau, respectively. During the year, two reports were finalized and (at year's end) await publication: the Shaba regional study and the rubber report. Several other reports were completed in draft form and circulated to the Chief of Party and SEP Director for comments and possible subsequent revisions. These included the Bas-Zaire regional study and commodity reports on tea, root crops, manioc, cocoa, and Peruvian bark. At year's end, all but the last report had been reviewed by the Chief of Party, and revised versions of the first three studies were awaiting Director Mubenga's comments and approval.

Staff members of the Agricultural Planning Bureau also worked on regional studies for Haut-Zaire, Kivu, and the two Kasais. To this end, food-consumption surveys were carried

out in Haut-Zaire and Kivu (as well as in Bas-Zaire) during the past year. As noted above, brief syntheses of the completed regional studies were also prepared by Dr. Chan and members of the Planning Bureau, for Equateur, Bandundu, and Shaba. Staff members of the Economic Analysis Bureau, under Mr. Conde's direction, worked on commodity reports for bananas and cotton, in addition to work on the reports cited above -- which included missions to the field for both the manioc and Peruvian bark reports.

Renewed emphasis was undertaken in two principal areas during the past year: production of a revised and updated "Current Situation of Zairian Agriculture Report," being carried out by members of the Economic Analysis Bureau under Mr. Conde's supervision; and a series of activities all linked to participant training. One of Project 070's most widely circulated (and well-received) outputs was the 1983 Current Situation of Zairian Agriculture Report. At Director Mubenga's request, additional copies of that report were printed up earlier this year to meet the continued demand. At the same time, in an effort to "institutionalize" the report as a biennial document, Mr. Conde and the Economic Analysis Bureau were assigned the task of preparing a revised and updated version of the report. As indicated in Mr. Conde's individual report below, work on the Current Situation report is progressing reasonably well; and it is anticipated that a completed draft will be ready for the Director's comments and approval before the end of the calendar year.

During 1983, seven technicians from SEP's Division of Strategy and Planning were sent to the U.S. for Master's level training in Agricultural Economics. Following the practice initiated under Project 052 (the predecessor to Project 070 in USAID's long-term support to the Service d'Etudes), these participants were supposed to complete all of their course work in the U.S. and then return to Zaire to do research for and write a Master's thesis. The academic work in Zaire would be carried out under the direction of a field thesis supervisor. In mid-June, the first two of these participants -- Cits. Nseye Mara and Kule Sisko -- returned to Zaire. In addition, from mid-May through early June, Dr. Anthony Yeboah -- a faculty member in Agricultural Economics at North Carolina A & T University who had earlier been selected to be the field thesis supervisor for these seven participants -- was in Zaire for a short-term consultancy under Project 070 to inquire into potential sources of data and potential topics for thesis research. Dr. Yeboah's consultancy was motivated by repeated requests from the academic institutions training Project 070 participants concerning thesis topics and data sources. The consultancy resulted in a report, "Data Availability and Accessibility in Zaire", which documented a good range of potential thesis topics and data sources.

In order to compensate for ongoing and anticipated staff attrition, the Project 070 budget included funds for an additional twelve participants. Discussions early in 1985 involving Mr. Wherry, Director Mubenga, and Dr. Shapiro resulted in an agreement that seven SEP technicians would be selected as training participant candidates to depart for the U.S. in August of 1985, with the remaining five scholarships to be used a year later. In addition, Dr. Shapiro prepared a document entitled "Notes on Participant Training", specifying the principal criteria both for selection as a participant candidate (from among the nine eligible technicians) and for being sent to the U.S. In brief, selection for participation in the four-month intensive English course to prepare candidates for departure to the U.S. was based on a written English exam, an oral interview in English, and results of a 20-hour Introductory Microeconomics course given by Dr. Shapiro (previous participants had never been required to demonstrate competence in economics prior to leaving Zaire).

Ms. Sharon Shapiro, who had taught intensive English to two different groups under Project 052, and whose students in those classes had done extremely well, was hired to teach the intensive English course. The course meets Monday through Friday, for four hours each day. Students are required to obtain a score of 450 on the TOEFL (Test of English as a Foreign Language) in order to be eligible to go to the states; and by the end of June, three-fourths of the way through the course, it was clear that the students had made considerable progress in English.

A number of activities were carried out throughout the year that did not figure in the previously-elaborated work scopes of Pragma team members, but were either requested by USAID or by the GOZ, or initiated by Pragma team members themselves. Thus, for example, Mr. Conde completed an Agricultural Policy Inventory that Mr. Wherry had requested in the latter part of 1984. The inventory, which examines and analyzes various aspects of Zairian government policies that influence production and/or marketing of different crops, will be published in 1986, as part of the revised Current Situation of Zairian Agriculture report. In the same vein, Drs. Chan and Shapiro, at the request of USAID/Kinshasa's former Agricultural Development Officer Mr. Richard Peters, were involved in preparations for and activities with the U.S. Presidential Agricultural Task Force that visited Zaire in January and February. In the second quarter of 1985, Dr. Shapiro began working with several staff members of both the Projects Bureau and the Economic Analysis Bureau on a study of manioc prices. The study, initially requested by Dr. John Holtzman of USAID/Washington as one of a number of studies to be carried out in conjunction with the design and development of USAID's Bandundu Project (Project 102), should be completed in the third quarter of 1985.

At the request of Director Mubenga, Mr. Conde reviewed a variety of documents and attended occasional meetings throughout the year concerning proposed or existing agribusiness activities, and Dr. Shapiro gave a series of seminars on project evaluation to technicians of the Projects Bureau (most of whom were relatively inexperienced in project evaluation activities). Dr. Chan, at the request of the DOA's General Secretary, Dr. Bewa Nzau, worked on the Equateur Regional Development Plan (linked to the national Five-Year Plan) with members of the Agricultural Planning Bureau. At her own initiative, Ms. Lorraine Thompson produced a manual in French describing Wordstar, Project 070's word-processing software.

In February, Dr. Shapiro initiated an Occasional Seminar Series, aimed at exposing technicians from SEP's Division of Strategy and Planning to both questions of public policy toward agriculture and methods of data analysis. Each of the seminars given to date has been very well-attended and well-received. One of those seminars discussed a report written by Dr. Frazier and entitled, "A Policy and Planning Model for Zaire." Dr. Frazier's report describes a simulation model of food supply and demand that he developed. Beginning with Dr. Frazier's model and its related data needs, Dr. Shapiro (during the latter half of the year covered by this report) wrote a proposal for a primary data collection effort designed to "feed" Dr. Frazier's model and also fill significant gaps in our knowledge of traditional Zairian agriculture. The farm household survey proposed by Dr. Shapiro -- the Southern Band Survey -- is to be carried out during the coming year.

The discussion above covers the major substantive activities of Project 070 during the past year. At the same time, however, there were a number of important and noteworthy administrative activities and decisions and personnel changes during the year. Roughly nine months into the year, AID decided to extend Project 070 through September of 1986 with the Pragma team. This decision ended a period of prolonged uncertainty for Pragma team members, and not long afterward, ended the periodic work by Pragma team members on the seemingly endless number of drafts of the Project Paper Amendment written in conjunction with the extension. Eight months into the year, Mr. Ron Daniel replaced Mr. Wherry as USAID/Kinshasa's Project Officer for Project 070. Mr. Daniel's working relationships with members of the Pragma team are distinctly better than those of his predecessor.

On the GOZ side, two important sets of decisions were made. Following a series of meetings between Dr. Bewa (the DOA's General Secretary), Director Mubenga, and Dr. Shapiro, SEP was authorized to hire new technicians and to put into effect significant improvements in its salary and fringe

benefits package. By the end of June, four technicians had been hired for the Bureau Informatique, increasing the BI's personnel by more than 50 percent. Twenty candidates had been screened (via written exams and interviews involving Dr. Chan and Mr. Conde) for the seven positions at the DSP to replace the participants scheduled to leave in August. Recommendations for hiring based on the screening process had been made to Dr. Bewa by Dr. Shapiro, who had been given responsibility for coordinating hiring activities by Director Mubenga. In addition, the improvements in salaries and fringe benefits mentioned above (including increases in housing allowances, a sharp increase in the premium paid for a Master's Degree, institution of a medical care program for all project personnel, and provision of transportation via Project buses purchased by USAID/Kinshasa) had all been put into place.

Finally, there were two important personnel changes involving members of the Project 070 technical assistance team. In late May, Mr. James K. Gray was hired (initially on a short-term basis) as a replacement at the Bureau Informatique for Dr. Frazier, who left Zaire at the end of June following a total of more than two and a half years with Project 070. In the latter half of June, Ms. Henny Sebrechts began working as SEP Administrative Assistant, in anticipation of the early August departure of Ms. Lorraine Thompson after three years as SEP Administrative Assistant. In each case, then, the new project personnel had over a month to work with the outgoing incumbent; and it appears that these overlaps will greatly facilitate the transitions.

For more detail on the activities of Pragma team members during the past year, the interested reader should consult the reports of individual team members found at the end of this annual report, as well as the preceding four quarterly reports.

III. MAJOR PROBLEMS AND CONSTRAINTS ENCOUNTERED

Consideration of the events of the past year suggests that there are three major continuing problem areas that serve as constraints on the achievements of the project. These three areas will be discussed briefly, in turn, in this section.

An ongoing problem for the Service d'Etudes is the continued departure of trained and experienced technicians. In particular, the number of individuals remaining at SEP from among those who had gone to the U.S. under Project 052 and ultimately obtained Master's degrees in Agricultural Economics continues to dwindle. During the twelve months covered by this report no fewer than six such individuals left SEP's Division of Strategy and Planning: Cits. Mukuna Kalenda, Afifi, Mukandila, Muteba, Bokisila, and M'pia. At the time of their departures, four of the six were serving as bureau chiefs -- both the Projects Bureau and the Economic Analysis Bureau lost two bureau chiefs during the past year. Clearly, development of SEP's institutional capacity to conduct policy analysis and contribute to policy formation is rendered exceedingly difficult by the high degree of turnover manifested by its trained and experienced personnel.

This turnover problem is by no means unique to SEP, nor -- for that matter -- to the GOZ. In addition, while two of the individuals mentioned above left SEP to work in the private sector and a third left Zaire to work for an international organization, two others went to work for a Zairian parastatal organization and the sixth (like several other 052 alumni) moved up within the DOA. Hence, while all six are lost to SEP, five remain in Zaire and three remain in the public sector. At the same time, however, their departures definitely constitute a constraint on achievement of both specific short-run and more general long-run objectives of Project 070.

A second major problem area for the project is the continued inability of the Statistics Division (DSA) to set forth and carry out a coherent and feasible program of activity aimed at generating useful and reliable statistics on Zairian agriculture. While there has been some limited improvement during the past year in the relations between the BI and other DSA bureaus, the Division remains (apart from the BI) a largely underutilized and ineffective one. The causes and symptoms of this problem have been discussed at some length in each of the past four quarterly reports as well as in last year's annual report, and it does not appear that any useful purpose would be served by rehashing those discussions here. However, one important outcome is worth pointing out: the division of labor between DSA and DSP (the Bureau d'Etudes) that was envisioned in the 070 Project Paper -- with DSA collecting and processing data and DSP analyzing

it -- has failed to materialize. Consequently, DSP technicians in the process of conducting studies -- be they regional studies, commodity reports, or whatever -- have found that they must expend a considerable amount of time and effort on data collection. The development of analytical skills and techniques then is somewhat constrained by the necessity for development of data-collection skills and techniques.

The final major problem area encountered by the project is the persistence of delays in completing various project studies and reports. It is unusual for a report to be completed when it was originally scheduled for completion, and there are four obvious contributing factors. First, the problem of personnel turnover mentioned above comes into play. Quite frequently, the individual or individuals who complete a report were not involved in the report from the outset, and each personnel change entails new start-up costs as the new technician tries to ascertain what the study is all about and gear up to complete it. Second, difficulties in obtaining data are a perennial problem. As suggested above, desired data frequently does not exist and must be collected first-hand. At other times, the data may exist, but convincing the individual with control over the data (be it a government functionary or someone in the private sector) to release them proves to be a delicate and excruciatingly slow task. Sharing of information is a rare phenomenon in Zaire.

A third factor hindering timely completion of project reports is the effect of intervening tasks that are not part of the project's planned activities. Between AID and the GOZ, both Pragma team members and SEP technicians find themselves occupied with a wide variety of tasks that consume their time and delay completion of planned project activities. Thus, for example, USAID/Kinshasa made requests during the past year for assistance from Drs. Chan and Shapiro focused around the visit of the U.S. Presidential Task Force on Zairian Agriculture, and Dr. Chan was asked to travel to Shaba in conjunction with identification of a prospective new AID project there. Mr. Conde was asked by USAID/Kinshasa to write an Inventory of Agricultural Policy, and he was also asked by Director Mubenga to review numerous dossiers and provide advice on questions of interest to the GOZ. The Task Force visit, as well as a number of other non-project missions undertaken at the request of the DOA, occupied the time of SEP technicians working on several different reports.

Finally, a number of project reports have been delayed because of the impact of other project activities. Most notable in this regard was the intensive English course, which -- during the last quarter of the year covered by this report -- occupied the overwhelming proportion of the work time and energies of four individuals involved in work on project reports (three from the Agricultural Planning

Bureau and one from the Bureau of Economic Analysis). The contributions of these individuals to their respective reports were severely curtailed once they began their participation in the English course; and those reports will be further delayed as new hires are brought on board and provided the initial on-the-job training to familiarize them with the reports prior to their being able to make a sustained and effective contribution to the completion of the reports.

IV. PROGRESS TOWARD ACHIEVING PROJECT OBJECTIVES

(Note: As indicated in the original AID-Pragma contract for Project 070, this section is supposed to highlight "the project's performance vis-à-vis the outputs stated in the project paper." In August of 1985, a second mid-term evaluation of Project 070 took place, and a section of that evaluation entitled "Project Achievements" covered the very same issues that are to be covered in this section of our report. Although we do not agree entirely with all of the evaluator's conclusions, we do believe that they constitute a fairly accurate reading. With the permission of the evaluation team of Drs. Curtis Jolly and Glenn Howze, then, we present here their assessment of "Project Achievements" as this report's discussion of "Progress Toward Achieving Project Objectives." The only changes that have been made to their text consist of (1) spelling out certain abbreviations (e.g., PACD) and (2) renumbering tables to be consistent with the rest of this annual report.)

The Project Authorization Amendment, dated May 12, 1981, specified a set of End-of-Project-Status (EOPS) indicators, project outputs, and project inputs. The preceding sections discussed most of these in detail. This section of the report provides a summary of the projected EOPS, outputs and inputs and an assessment of the degree to which they have been achieved.

While the Project Assistance Completion Date (PACD) is still over a year away, it is useful to ascertain the current status of each of these items. As the PACD approaches, attention should be given to either fully achieving the specified inputs and outputs, or modifying the Project Paper (PP) to reflect the changes in these items. (It should be noted that there was a recent PP amendment which modified some of the expected inputs and outputs. Since the 1981 document was in force during the first four years of the project, achievements will be measured against its expectations.)

EOPS Indicators

The PP listed 14 EOPS indicators. A summary of these with an assessment of their current status is found in Table 1. Seven of the EOPS indicators have, to date, been achieved. Most of these had to do with the institutionalization of SEP's position in the planning process. The EOPS indicators achieved are:

1. Improved accounting procedures in place at SEP.
2. Improved data processing programs.

3. Fruitful employment of the returned participants.
4. Strengthened linkages with Plan's Regional Planning Unit.
5. Strengthened linkages with Central Committee's Advisory Committee on Agriculture.
6. Senior level GOZ personnel will rely on planning and analytical information.
7. Discussion of a program of public investment for the years 1983-1985.

Table 1. END OF PROJECT STATUS (EOPS) INDICATORS

Indicator	Discussion	Status
1. Improved operational linkages between DSA and rest of SEP.	Not much progress made to date. Little cooperation between units.	Not achieved
2. Improved accounting procedures in place at SEP.	Improved procedures in place. AID Controller reports system appears to be satisfactory.	Achieved
3. Institutionalized collection of agricultural statistics that accurately reflect the performance of the agricultural sector.	To date, DSA has not successfully conducted a primary data collection effort.	Not achieved
4. Improved data processing programs	Computer center established. Data processing capability improved.	Achieved
5. Establishment of a quarterly agricultural situation reporting system.	Has not been put in place.	Not achieved
6. Institutionalized identification, design, monitoring, and evaluation of projects.	Progress made within Bureau Projets. Not fully institutionalized because of a lack of trained personnel.	Progress made

7. Fruitful employment of the returned participants.	All returned participants were placed in important positions in SEP. Due to better job opportunities, most have left SEP.	Achieved
8. Strengthened linkages with the Department of Plan's Regional Planning Division.	SEP personnel have worked with Plan personnel on regional reports.	Achieved
9. Strengthened linkages with the Central Committee's Advisory Committee on Agriculture.	SEP personnel are routinely consulted by highest levels of GOZ on agricultural policy matters.	Achieved
10. Institutionalized annual planning mechanism that will highlight performance of agricultural sector.	SEP has published Situation of Agriculture Report. Process not routine.	Progress made
11. Improved quality and amount of planning supported by actual data.	There have been major improvements in both the quantity and quality of data used in SEP reports. However, the data in the reports are still far from adequate.	Progress made
12. Institutionalized review of the 10-year agricultural strategy paper.	SEP wrote the five year plan for agriculture. This represents progress in this area.	Progress made
13. Discussion of a program of public investment for the years 1983-85.	BPA (Planning Bureau) carried out this task.	Achieved
14. Senior level government personnel will more actively rely on planning and analytical information.	This appears to be the case. SEP routinely receives requests for special studies and analyses from upper levels of government.	Achieved

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Note. EOPS indicators are taken from Action Memorandum dated May 12, 1981, pp. 11-12.

There has been substantial progress toward the achievement of an additional four EOPS conditions. All of these were concerned with the institutionalization of the planning process in SEP. Progress was made on the following EOPS conditions:

1. Institutionalized identification, design, monitoring, and evaluation of projects.
2. Institutionalized annual planning mechanism that will highlight the agricultural sector.
3. Improved quality and amount of planning supported by actual data.
4. Institutionalized review of the 10-year agricultural strategy paper.

There has been no progress toward achieving three of the EOPS conditions. The most serious of these have to do with the lack of cooperation between DSA and the rest of SEP, and the continuing lack of quality primary and secondary data for agricultural planning. A list of the EOPSS not achieved follows :

1. Improved operational linkages between DSA and rest of SEP.
2. Institutionalized collection of agricultural statistics that accurately reflect the performance of the agricultural sector.
3. Establishment of a quarterly agricultural situation reporting system.

Project Outputs

The project outputs specified by the PP closely follow the EOPSS. A summary of them, with an assessment of their current status, is found in Table 2.

Table 2: Project Outputs

Output	Discussion	Status
1. Job descriptions and work plans for every position in SEP.	Accomplished by Administrative Assistant.	Achieved.
2. Trained administrators and bookkeepers for SEP.	Progress made. Financial system in place with trained personnel. Need trained Zairian administrators.	Achieved.
3. Trained personnel who can use area frame sample.	Trained personnel do not exist. Area frame sample never used.	Not achieved
4. Trained personnel to manipulate data processing programs.	Personnel in computer center have limited knowledge of a few data processing programs.	Progress made
5. Format established and personnel trained to produce a quarterly agricultural situation report.	Reports are not yet routine. Good data still lacking. Some progress made.	Progress made
6. Established procedures and trained personnel to identify, design, monitor and evaluate projects.	Not yet routinely done. Lack of trained staff currently limits scope of work. Progress made.	Progress made
7. Completion of Master's theses of returned participants.	052 participants completed theses with in-country guidance from American professor.	Achieved
8. Establishment of permanent institutional interaction between AGRIDRAL, Plan, Central Committee and SEP.	No formal forum for this interaction. However, there is regular contact.	Progress made
9. Completed studies of major agricultural commodities.	BEA (Bureau of Economic Analysis) has completed studies on all major commodities.	Achieved

- | | | |
|--|--|---------------|
| 10. Completion of long-term and short-term studies on the foodcrop marketing system in Zaire. | Three food commodity reports completed. Three others in progress. | Progress made |
| 11. Issuance of annual agricultural document highlighting the performance of the sector. | Reports are being issued. | Achieved |
| 12. Issuance of a policy paper that identifies options based on data collected. Addresses matters related to pricing, market mechanisms and project development. | Paper not prepared. | Not Achieved |
| 13. Production of a 10-year strategy paper. | SEP wrote the five year plan for agriculture. This represents progress in this area. | Progress made |
| 14. Proposed program of public investment in agriculture for the years 1983-85. | Accomplished by BPA. | Achieved |

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 Note: Project Outputs are taken from Action Memorandum dated May 12, 1981, pp. 12-13.

The evaluators judged six of the projected outputs as having been achieved. They are:

1. Job descriptions and work plans for every position in SEP.
2. Trained administrators and bookkeepers in SEP.
3. Completion of Masters theses by returned participants.
4. Completed studies of major agricultural commodities.
5. Issuance of annual agricultural document highlighting performance of the sector.
6. Proposed program of public investment in agriculture for the years 1983-85.

Substantial progress has been made toward the achievement of another six outputs. They are as follows:

1. Trained personnel to manipulate data processing programs
2. Format established and personnel trained to produce quarterly agricultural situation report.
3. Established procedures and trained personnel to identify, design, monitor and evaluate projects.
4. Establishment of permanent institutional interaction between AGRIDRAL, Plan, Central Committee and SEP.
5. Completion of long-term and short-term studies on the foodcrop marketing system in Zaire.
6. Production of a 10-year strategy paper for agricultural development.

There has been no progress toward the achievement of two of the anticipated outputs. They are as follows:

1. Trained personnel who can use the Area Frame Sample.
2. Issuance of a policy paper that identifies options based on data collected. Addresses matters related to pricing, market mechanisms and project development.

V. RECOMMENDATIONS AND REFLECTIONS

Problems encountered and constraints on the achievement of project objectives were discussed in Section III above. Here we attempt to suggest means for resolving these problems and relaxing the constraints, and/or to provide reflections concerning some of the project's ongoing problems. Three major problem areas were identified earlier: personnel turnover, the absence of useful and reliable statistics on Zairian agriculture, and delays in completing project reports. These problems will be discussed in turn.

Personnel turnover: As noted in Section III, the continued departure of trained and experienced technicians is not unique either to the Service d'Etudes or to the Government of Zaire. The severity of this "brain drain" problem in evaluating the efficacy of project training activities depends in part on the weight given to "spillover effects". That is, both Project 052 and Project 070 have made substantial investments in the training of SEP personnel. On the one hand, one might argue that the departure of each trained individual from SEP constitutes a complete loss of the associated investment in training (both formal academic and on-the-job training). At the same time, however, it could be argued that individuals who leave SEP but remain in Zaire (in either the public or private sectors) or remain in development work continue to generate benefits as a consequence of the investments made in their training. In any case, it is evident that personnel turnover hinders achievement of the "institutionalization" goal of Project 070 -- i.e., the development and maintenance of SEP's "capabilities and performance in agricultural policy formulation and analysis, strategy formulation, and program and project identification, development, analysis and evaluation" (Quote from the original contract between AID and the Pragma Corporation).

The solution to the personnel turnover problem is conceptually straightforward and simple: provide compensation comparable to what trained and experienced technicians can earn outside the Service d'Etudes. Practically speaking, however, this would be extremely difficult to implement, for several reasons. First of all, the current external (IMF) financial constraints on the GOZ make sharp salary increases virtually impossible. Second, requests for salary increases at SEP are typically met with the response that granting such requests would put SEP salaries out of line with those at other DOA directorates -- notwithstanding the fact that SEP is far and away the most productive DOA directorate. Even the increases in compensation implemented toward the end of the year covered by this report -- which were a step in the right direction -- were enacted only after much persistence on the part of the Chief of Party to convince Director Mubenga and DOA General

Secretary Dr. Bewa. Third, and most fundamental, is the fact that the concept of merit pay is an alien notion within the GOZ. The upshot of all this is that experience and training are inadequately compensated at SEP -- four of the Master's degree holders who left SEP during the past year quadrupled or quintupled their salaries when they changed jobs.

Agricultural statistics: the absence of regular flows of reliable data on Zairian agriculture is a constraint on the achievement of some of Project 070's original objectives. The problem is a very difficult one, and stems from multiple causes. Agricultural data collection in a country as vast and diverse as Zaire, with a very poor transportation infrastructure in rural areas and a lengthy rainy season, is exceedingly difficult. Low compensation at the DOA and relatively extensive opportunities elsewhere have made retention of trained and capable statisticians virtually impossible. And, the leadership at DSA has not come up with a realistic program to address Zaire's agricultural statistics problem.

While it is not possible to completely "solve" this problem during the remainder of Project 070, we have developed a strategy aimed at making progress in the area of agricultural data collection. The strategy emphasizes preparation and execution of an organized and useful agricultural data-collection effort--viz., the Southern Band Survey. It is anticipated that the survey will be developed and implemented so as to serve as a model for future data-collection efforts. In addition, we would like to get both divisions--DSA and DSP--involved in the planning and implementation of the survey. Finally, the strategy also entails the provision of training in agricultural data collection, including sending three senior DSP technicians for a short course to be offered in August by the U.S. Bureau of the Census in Washington and arranging for a USDA course on "Basic Agricultural Survey Statistics and Methods" to be given during the coming year in Kinshasa.

Delays in completing reports: Four phenomena were cited as contributing to this problem -- personnel turnover, difficulties in obtaining data, intervening tasks requested by AID or the GOZ, and conflicts with other project activities. The first two of these phenomena have already been discussed somewhat in this section. The third -- intervening tasks -- represents the perennial conflict (cited in numerous previous project quarterly and annual reports) between long-term, planned activities and short-term, fire-fighting activities. If one acknowledges that both types of activities are useful and necessary, the implication is that plans and schedules for completing reports should be made with express allowance for delays attributable to unplanned intervening tasks. At the same time, allocation of such intervening tasks to specific SEP technicians and Pragma advisors should -- whenever possible -- be done so as to

minimize the disruptive effects of these tasks upon the completion of project reports.

In the same vein, conflicts with other project activities are to some degree unavoidable -- especially when some activities (e.g., participant training) are reintroduced to the project's agenda without much advance warning. Again, however, more careful and coordinated planning -- both within the Pragma team as well as among AID, the GOZ, and Pragma -- can serve to produce more realistic and more feasible timetables for completion of reports.

VI. PLANS FOR THE COMING YEAR

This section provides a brief overview of the principal activities planned by team members for the period from July 1985 through June 1986.

A. Chan Nguyen - Agricultural Planning Bureau Advisor

Dr. Chan's efforts will once again be focused on the Five-Year Plan and the Regional Studies. More specifically, he intends to :

- Work closely with other international experts (World Bank Team, Belgian Technical Cooperation Group, French Cooperants) working at SEP, DAGP, and DMPCC and with GOZ officials (DOP and DOA) to complete the proposal of the agricultural section of the country's Five Year Socio-Economic Development Plan (1986-90).
- Assist the Agricultural Planning Bureau to complete five brief syntheses of regional reports (Bas-Zaire, Kasai-Oriental, Kasai-Occidental, Haut-Zaire and Kivu).
- Organize agricultural planning seminars to train five new Agricultural Planning Bureau staff members.
- Coordinate, supervise and review the preparation of four regional reports: Kasai-Oriental, Kasai-Occidental, Haut-Zaire and Kivu.
- Provide personal expertise to the Agricultural Planning Bureau staffers, within the framework of on the job training, to carry out special work assignments that, as always, will be given to the Bureau by top DOA officials.

B. Georges Conde - Economic Analysis Bureau Advisor

Mr. Conde and the members of the Economic Analysis Bureau plan to work on three major sets of activities during the coming year:

- Completion of the commodity reports that are currently in progress (manioc, banana, cocoa, cotton, and Peruvian bark).
- Preparation of a revised and updated "Current Situation of Zairian Agriculture" report, including the Inventory of Agricultural Policy.
- Participation in the Southern Band Survey and related data analyses.

In addition, bureau members and Mr. Conde will, as always, carry out urgent and specific tasks requested by the Department of Agriculture and Rural Development. If these unplanned activities are not too time-consuming, Mr. Conde and bureau members will also work on updating some of the previously published commodity reports (e.g., rice, maize, sugar, coffee, and palm oil).

C. James K. Gray - Computer Bureau Advisor.

For the coming year Mr. Gray plans the following activities:

- Expand the quantity of data stored in the Agricultural Statistics Data Bank.
- Work with the Bureau Chief and the Management Committee of the Data Bank to up-date the manual, Policy and Procedures of the Agricultural Statistics Data Bank, concentrating on procedures to improve the communications between the Bureau Informatique and the Bureau Depouillement.
- Supervise the installation of new computer equipment at the Service d'Etudes et Planification (SEP) and the Bureau Depouillement.
- Work with the Bureau Chief to ensure that the agents who will be using the new computer equipment receive the proper training.
- Work with the Bureau Chief to up-grade the level of training for each agent in the Bureau Informatique.
- Assist the Chief of Party with any administrative tasks that require the use of computers.
- Work with the Bureau Chief to up-date, as required, the Master Policies and Procedures Manual for the Bureau Informatique.
- Serve as an advisor on computer-related matters to the advisors and staff within SEP or the Department of Agriculture.

D. David Shapiro - Chief of Party and Projects Bureau Advisor

Dr. Shapiro's planned activities for 1985-86 will be primarily administrative in nature. The principal specific activities in this vein include:

- 1) coordinating the activities of the Pragma team (including review of documents generated by or under the supervision of team members), supervising the work of the

project's administrative assistant and translators, and cooperating with the Pragma Home Office to insure continued logistical and technical support to the project;

- 2) preparation of an annual report and 4 quarterly reports, in collaboration with the Pragma Home Office;
- 3) assisting the SEP Director to establish improved management practices and to respond to the recommendations of the upcoming evaluation of Project 070;
- 4) handling liaison with USAID, GOZ and other donors;
- 5) participating in project evaluation and design activities.

In addition, Dr. Shapiro also plans to:

- 6) work with members of the Projects Bureau in project identification, design, and evaluation activities; and
- 7) coordinate implementation of the Southern Band Survey.

INDIVIDUAL ANNUAL REPORTS

NAME: Chan P. Nguyen
POSITION: Agricultural Planning Bureau Advisor
PERIOD COVERED: July 1, 1984 to June 30, 1985

INTRODUCTION

This annual report covers the fourth year of activities of my assignment as Agricultural Planning Bureau Advisor at the Studies and Planning Service of Zaire's Department of Agriculture.

Details of accomplishments during this period from July 1, 1984 to June 30, 1985 have been documented in four quarterly reports, files and publications. Therefore, they are only briefly presented here in a simple list format.

I. MAJOR ACTIVITIES AND ACCOMPLISHMENTS

Major activities in the fourth year of project implementation have been focused on three crucial targets:

1. Improvement of the Agricultural Planning Bureau staff members' technical capabilities.

To enhance the Zairian staff's technical knowledge, on-the-job training has been provided to bureau members through:

- a) a series of agricultural planning seminars;
- b) several orientation sessions on food consumption surveys;
- c) field trips accompanying Zairian counterparts;
- d) preparation of regional reports for agricultural development planning;
- e) discussions on analysis of data, problem identification, policy and strategy formulation, planning design and agricultural assessment, etc..

2. Coordination of agricultural economic survey to prepare the basic ground for future agricultural planning.

Supervised the agricultural planning bureau staff to prepare five regional reports. The 300-page Bas-Zaire report was finalized and submitted to the Chief of Party and the Director of the Studies and Planning Service for comment in January 1985. The three hundred page updated Shaba report was also completed along with three brief synthesis regional

reports in June 1985 (Equateur, Bandundu and Shaba). The writing of four other regional reports (Kasai-Oriental, Kasai-Occidental, Kivu and Haut-Zaire) is under way.

3. Contribution to the preparation of the Agricultural Development portion of the National Five-Year Socio-Economic Development Plan, 1986-90.

- Coordinated work of Zairian technicians to collect necessary information and agricultural statistics and assisted them to synthesize data from reports and documents. The results were then presented to the GOZ/DOA and DOP (Department of Plan) to formulate national policy and strategies for agricultural development within the framework of the National Five-Year Development Plan.
- Coordinated numerous meetings (5) to discuss various aspects of the Agricultural Development portion of the Five Year Plan with GOZ/DOA officials and international experts.
- Attended several meetings with DOP authorities to discuss the preparation of the Five Year Plan.
- Provided personal expertise and coordinated DAGP (Directorate of General Administration of Projects) and SEP (Studies and Planning Service) staffs to design a new project data sheet (a 19 page fiche de projet) for inventorying and monitoring on-going agricultural projects.
- With the Chief of the Agricultural Planning Bureau, prepared: (a) an agricultural planning proposal, (b) a review of the evaluation of the Agricultural Recovery Plan, 1982-84 and (c) a set of guidelines addressing agricultural and rural development issues. These documents were sent to the Representative of DOP to clarify and determine DOA's agricultural policy position.
- with the Studies and Planning Service's staffers, I worked on the design of the Equateur Regional Development Plan.

Results included the first draft of the Agricultural Development portion of the National Five-Year Socio-Economic Development Plan, which was completed in May 1985; and the Equateur Agricultural Development Plan, which was submitted to the DOA's Secretary General in June 1985.

II. PROBLEMS AND CONSTRAINTS ENCOUNTERED DURING THE FOURTH YEAR OF PROJECT IMPLEMENTATION

There have been two problems that have slowed the progress of the Agricultural Planning Bureau:

1. Lack of Personnel: three bureau technicians left the Service d'Etudes for better paid positions elsewhere, and the three technicians chosen for participant training have been preoccupied with English training to meet the requirements of the US universities before their departure, scheduled for August 1985.
2. Insufficient information concerning on-going and newly identified projects, which delayed the completion of the investment budget of the agricultural development portion of the Five-Year Plan. The preparation of the Plan has consequently taken longer than anticipated.

CONCLUSION

The above mentioned problems have been brought to the Chief of Party's attention. The Chief of Party is aware of our difficulties and sympathizes with our situation. Therefore we hope and expect that he will give the Planning Bureau additional support to bolster the morale of bureau members and eventually increase their productivity to achieve project goals in the coming year.

Despite these problems, the Agricultural Planning Bureau has accomplished its task with greater proficiency than we expected. For example, the bureau members now know how to make a systematic review of sectoral programs, how to carry out regional studies to insure that inter-sectoral allocations are consistent with the overall development strategy, how to assess the likely availability of resources, and how to prepare an evaluation of an agricultural plan.

NAME: Georges Conde
POSITION: Economic Analysis Bureau Advisor
PERIOD COVERED: July 1, 1984 to June 30, 1985

I. MAJOR ACTIVITIES AND ACCOMPLISHMENTS

The work program for the Bureau of Economic Analysis for the past year included:

- a) Elaboration and drafting of reports on food crops and cash crops;
- b) Drafting (in part) of a biennial report on the Current Situation of Zairian Agriculture, including syntheses on the production and marketing of food crops as well as on the production and marketing of cash crops;
- c) Provision of on-the-job training to the Zairian staff, focused on the work of preparing reports and on data collection in the field;
- d) Providing assistance to the Department of Agriculture and Rural Development in carrying out specific tasks;
- e) Providing information and documentary support to different experts, consultants, international organizations, individuals from the University of Kinshasa, etc... with the objective of informing them in a regular and complete manner concerning production of crops, their processing and their marketing;
- f) Preparing a list of potential clients interested in the publications of the Studies and Planning Service;
- g) Preparing the Inventory of Agricultural Policy in Zaire;
- h) Screening of job applicants for positions at the Division of Strategy and Planning.

A. Reports on Production and Marketing

The following reports are presently in various stages of preparation:

<u>Title</u>	<u>Technician in charge</u>
a) Manioc	Cit. Ngemba
b) Banana	Cit. Mbuyi
c) Rubber	Cit. Budiadia
d) Tea	Cit. Mbuyi
e) Cocoa	Cit. Afifi
f) Peruvian bark	Cit. Kassenga
g) Cotton	Cit. Bokisila

The rubber report has been finalized and approved for publication. The tea report is currently being reviewed by Director Mubenga, and should be finalized fairly soon. There is a draft text available for each of the other reports. These drafts are presently being reviewed for comments designed to improve the quality of the reports prior to reproduction. The delays in completing the reports on manioc, banana, cocoa, and cotton were due to the fact that these reports were originally undertaken by members of the Bureau of Economic Analysis who are presently working elsewhere. The problem of turnover of personnel from the Bureau of Economic Analysis constitutes a constraint on completion of these reports.

B. Work on the Current Situation of Zairian Agriculture Report

Members of the Bureau of Economic Analysis are actively working on the preparation of this biennial report. First drafts of the two syntheses dealing with food-crop production, cash-crop production, and the elements essential to marketing of these crops, have already been prepared. These syntheses will be incorporated into the report on the Current Situation of Zairian Agriculture.

In addition to these syntheses, the chapters on individual cash crops, inputs and fertilizers, agricultural credit, "hydraulique rurale", and livestock production are in the process of being updated. The Bureau of Economic Analysis is facing a severe personnel shortage problem (in the process of being resolved) which has delayed the preparation of the updated report.

C. Provision of On-The-Job Training for the Zairian Staff

The training is performed in several ways. In addition to developing the technical skills of Zairian technicians, this training has the objective of making the Zairian professionals aware of the constraints that impinge upon the agricultural sector. In addition, training attempts to look at possible solutions, while taking into consideration

physical and human resource constraints, availability of funds, and the impact of local and international interventions. In this way, it is hoped that the errors of the past committed in Zaire and elsewhere can be avoided.

More specifically, several major issues received particular attention:

- a) presentation of ideas on the preparation of reports;
- b) search for information and identification of sources of data;
- c) preparation of crop-specific questionnaires, followed by visits to interested parties (e.g., agribusinesses or government offices concerned with the crop in question);
- d) comparisons of data coming from different sources and analysis of the reliability of these sources.

Each member of the Bureau of Economic Analysis is responsible for preparation of a report. As part of their on-the-job training, technicians share data collected in the course of their inquiries.

As part of the work of preparing these reports, a number of missions have been undertaken:

<u>Technician</u>	<u>Region(s)</u>
Cit. Ngemba	(Bandundu, Bas-Zaire, Kivu)
Cit. Bokisila	(Shaba, Bas-Zaire, Bandundu)
Cit. Kassenga	(Kivu)
Cit. Mbuyi	(Bandundu, Bas-Zaire)
Cit. Ngongo	(Haut-Zaire)

Finally, during the course of the year, the members of the Bureau of Economic Analysis have participated in several seminars held by Dr. Shapiro and aimed at improving the commodity reports.

D. Specific Tasks for the Department of Agriculture and Rural Development

Members of the Bureau of Economic Analysis frequently are assigned tasks emanating from the highest ranks of the Department of Agriculture. These tasks are assigned to them by the Director of the Studies and Planning Service. During the past year, these tasks have included work on:

- a) Mushie-Pentane sugar factory
- b) Oil factories in Bas-Zaire

- c) IRAZ (Institute for Agronomic and Zoological Research) in Rwanda
- d) The effects of price liberalization
- e) A questionnaire for the International Wheat Council
- f) Cotton (C.S.Co.)
- g) Kwilu-Ngongo sugar factory, including work with the World Bank mission
- h) Seed policy for Zaire
- i) Bee keeping
- j) Inventory of centers of rural development
- k) The American Presidential Agricultural Task Force to Zaire
- l) Regional studies.

E. Documentary Support

This support consists of furnishing information to visitors, and at times accompanying them in the course of visits to certain institutions. During the past year, this support was provided to the following institutions or individuals:

- a) TAMMAN mission
- b) FAO (Resident Representative)
- c) USAID (Consultant)
- d) PAT (Mr. Noudeu)
- e) PNE (farm price)
- f) Fonds de Convention de Developpement
- g) Department of Plan
- h) Dr. Yeboah.

F. Preparation of a List of Potential Clients

This list was prepared and covers the names of more than 300 institutions, including those in the public sector as well as agribusinesses, church groups and other private sector groups involved in agriculture.

G. Inventory of Agricultural Policy

The first draft was prepared and subsequently reviewed by Dr. Shapiro. The revised version of the inventory has been completed, and is presently being typed. This inventory will be included as part of the Current Situation of Zairian Agriculture report.

H. Screening of Job Applications for Positions at the Division of Strategy and Planning

20 candidates took written exams, and I graded each of those exams. On the basis of the results of the written exams, 15 candidates were called back for interviews, and I participated in each of the interviews.

II. PROBLEMS ENCOUNTERED

During this past year, several problems were encountered:

- a) departure of certain senior members of the Bureau of Economic Analysis (for example, Cit. Afifi, Cit. Bokisila);
- b) irregular presence of the personnel at work;
- c) problems with logistical support (typing and photocopying);
- d) poor circulation of information to and within the Bureau of Economic Analysis;
- e) non-motivation of technicians; and
- f) interference with the Bureau's work program stemming from urgent tasks requested by the Department of Agriculture and (occasionally) from tasks assigned to other bureaus.

RECOMMENDATIONS

We have three recommendations aimed at improving the output of the Bureau:

- a) Fill the positions presently vacant in the Bureau
- b) Provide the Bureau with good typists
- c) Insist on regular staff attendance on the job, combined with disciplinary actions and incentive programs.

NAME: George D. Frazier
POSITION: Computer Bureau Advisor
PERIOD COVERED: July 1, 1984 to June 30, 1985

(Note: Dr. Frazier's report effectively constitutes an end-of-contract report, as it reviews the items in his original work scope and is not limited to the 1984-85 period.)

I. STATUS OF ACTIVITIES PLANNED FOR THE PROJECT

The period July 1, 1984 to July 1, 1985 was unplanned in the original scope of the project. Project 070 was extended beyond June 30, 1984 because of the interminable delays in receipt of the computer equipment and the preparation of the computer site. As a consequence, the activities planned for this period were essentially the same activities planned for the prior fiscal year. During this period all of the elements of the work scope for this position were completed and included:

1. Evaluate and propose software and hardware components (sic) in addition to the existing computer capacity at Division of Statistics with the purpose of creating an agricultural statistics data bank.

This work was completed in the preceding year of the project (1983-1984).

2. Subject to approval by USAID/GOZ, assist in the procurement of equipment and supplies, install and train appropriate GOZ staff in its operation.

The equipment was ordered early in 1984, received in July of 1984 and finally installed in October of 1984. The training function is a never-ending task. However, Zairian personnel were trained in all aspects of the software and hardware and most particularly the management personnel were trained in the management aspects of the computer office at the Division of Statistics to the extent that they demonstrated a minimum level of carrying out the planning and management functions of the office.

3. As advisor to the Division of Statistics and its chief Cit. Mingiedi, you will be working closely with all the bureau chiefs (Methodology, Current Statistics, Complilation, Computer) in the identification, assembly, and data entry of the historical agricultural statistics currently available into the data bank.

This part of the work scope was revised. I was made the advisor to the head of the Bureau Informatique, Cit. Kabongo T. However, in developing the Agricultural Statistics Data Bank, the other bureau chiefs were consulted where possible in the development of the Data Bank. A Data Bank Management

Committee was created and includes the Compilation and Computer bureau chiefs and other parties who should have a relationship with the development of policies and procedures for the Data Bank. Initial efforts have been made in the identification and entry of relevant historical data series to be included in the Data Bank through advisory efforts with the Data Bank Management Committee.

4. Expand the data bank concept to include management information on all on-going agricultural and agro-industrial projects in the country. This activity which may start during the 12 month period of your contract will be completed by the end of project life subject to the extension of your contract and its approval by USAID/GOZ. However, this activity is conditioned upon certain GOZ organizational questions that have yet to be resolved.

This last sentence is most important. The GOZ organizational questions were resolved to the effect that a new Directorate of General Project Administration was created outside the Studies and Planning Service. As a consequence, this activity was never actually started during the two years covered by the contract and its extension. However, the Data Bank Management Committee has requested that project information be included as a part of the Agricultural Statistics Data Bank. Appropriate actions have been taken to enter at least a part of this data into the Data Bank.

5. Evaluate the agricultural data available for the structuring and testing of an econometric model for forecasting the agricultural situation in Zaire.

This activity was completed during the year. A simple accounting model was structured and developed for the estimation of agricultural production and demand for vegetable crops at the regional and national levels. Insofar as possible actual data was used in estimating the required coefficients. The purpose of the model was two-fold: first, to provide a structure for estimation; and second, to test the applicability of the data to such a model. The results are reported in a paper entitled: "A Policy and Planning Model for Zaire."

6. You will recommend for approval two appropriate candidates to work as systems manager of the computer facility from among a set of candidates identified by GOZ.

The GOZ or its representatives never provided, explicitly, a set of candidates for this position. However, through consultation with Cit. Mingiedi, a Chief of the Bureau Informatique was identified and put in place. The other managers of the bureau have been identified and installed in cooperation with the Bureau Chief, Cit. Kabongo Tshialemba-Lemba.

7. You will submit a final report at the end of your assignment in July 5, 1984, summarizing your accomplishments under this contract. Your report will include the following:

- A) Prepare a proposal for a long term program to improve the collection, processing and analysis of agricultural statistics in Zaire. Because of the change in my advisory role, this was modified to a longer-term proposal for the continued development of the computer capability of the Division of Statistics and the Studies and Planning Service. This report was prepared and is entitled "A Five Year Plan -- Bureau Informatique."
- B) A description of the management and utilization of the data management system of which the data bank will be an integral part. This was completed early in 1985 and is entitled "Agricultural Statistics Data Bank Policies and Procedures."
- C) A data management and systems operation manual will be prepared in a collaborative mode by this 3 person team including yourself describing the management and operation of the system of which the data bank will be an integral part.

This particular aspect of the contract evolved into a major part of the contract and resulted in a manual covering all aspects of the management of the Computer Bureau. This manual is entitled: "Bureau Informatique Master Policies and Procedures Manual."

NAME: David Shapiro
POSITION: Chief of Party and Projects Bureau Advisor
PERIOD COVERED: July 1, 1984 to June 30, 1985

I. INTRODUCTION

This report provides an overview of my activities during the past year and of problems encountered. Since the four quarterly reports for the year cover these topics in fairly considerable detail, the overview provided here will be a brief one.

II. MAJOR ACTIVITIES AND ACCOMPLISHMENTS

During the past year, I was involved in the following broad types of activities:

- Carrying out both routine and nonroutine administrative work for the project, involving SEP, USAID, and Pragma. As noted in the past year's quarterly reports, this item covers a multitude of activities.
- Preparation of project reports (4 quarterly, one annual, and one end-of-project report).
- Reviewing and commenting on documents (two regional studies, five commodity reports, two computer manuals, and several additional papers) prepared by or under the supervision of Pragma team members.
- Providing input to USAID regarding the 070 Project Paper Amendment and the Pragma extension contract for 1984-85, and assisting both USAID and SEP in work related to the U.S. Presidential Task Force on Agriculture in Zaire.
- Initiating a series of Occasional Seminars, dealing both with questions of agricultural policy and methods of data analysis, for technicians at SEP's Division of Strategy and Planning.
- Coordinating participant training activities for 7 candidates for master's level training in the U.S., including giving a 20-hour short course in Introductory Microeconomics.
- Meeting regularly with members of the Projects Bureau, and giving a series of seminars to bureau technicians dealing with Cost-Benefit Analysis and Project Evaluation.
- Drafting a formal proposal for a primary data collection effort (the Southern Band Survey), to be carried out in 1985-86.

- Coordinating hiring activities (written exams plus interviews) for twenty candidates for seven positions (to replace those technicians who will be sent to the U.S. for long-term training).
- Coordinating a supervisory visit by Pragma's Project Director for Project 070, Dr. Mohammad Fatoorehchie.
- Providing input regarding possible thesis topics and data sources for Project 070 participants already in the United States, both through direct contact with the USDA academic advisor for these participants (Mr. James Gulley) and by arranging a short-term consultancy for Dr. Anthony Yeboah aimed at examining prospective thesis topics and data sources.
- Working with Projects Bureau technicians on preliminary project identification work being carried out in conjunction with preparation of the agricultural development portion of Zaire's Five-Year Plan for 1986-1990.
- Initiating a study of manioc prices in collaboration with technicians from the Projects and Economic Analysis Bureaus, the study having been requested by USAID/Kinshasa as one of many studies being carried out in preparation for Project 102 (the Bandundu Project).

III. PROBLEMS ENCOUNTERED AND COMMENTS

During the past year, the Projects Bureau has seen two different (Master's level trained) Bureau Chiefs leave the Studies and Planning Service for much higher-paying positions elsewhere. This turnover of trained and experienced personnel hindered implementation of the bureau's program of work activities. In addition, by leaving behind a bureau whose members are relatively inexperienced, this turnover also contributed to the underutilization of the Projects Bureau that characterized most of the past year. Only at the very end of the year, as bureau technicians increasingly became involved in work related to the Five-Year Plan, was the Projects Bureau as a whole actively involved in SEP's ongoing activities.

An additional factor contributing to the underutilization of the Projects Bureau is the fact that the bureau does not have a full-time advisor. In previous quarterly reports it has been noted that the Chief of Party's work load is excessive and that one consequence is that the Projects Bureau ends up being treated like a neglected stepchild. Under the guidance of a full-time advisor, the Projects Bureau would be able to elaborate and implement an

ongoing work program focused on project identification, design, analysis, and evaluation activities. At present, this is not possible: the Chief of Party has been working a 55-hour work week during the past year, and the vast bulk of this work has been administrative in nature (i.e. as Chief of Party, not as Projects Bureau Advisor). To resolve this problem in the long term, Chief of Party and Projects Bureau advisor should be two separate positions. In the short-term, we anticipate using short-term consulting to increase the effectiveness of Project 070's technical assistance to the Projects Bureau.

The Statistics Division remains a problem area for the project. For a number of reasons, the regular flows of reliable data on Zairian agriculture that were envisioned in the 070 Project Paper have never materialized. Indeed, the two bureaus at DSA which would appear to be most relevant in this regard -- Methodology and Current Statistics -- effectively do not participate in any meaningful way in Project 070 activities. In addition, as noted in previous reports, there are serious management problems at DSA.

IV. CONCLUSIONS

Despite the problems cited in the previous section, the project has made steady progress during the past year. A number of new and renewed initiatives were undertaken, and ongoing project activities continued to advance. As we enter the final phase (last 15 months) of implementation of the project, there is a general sense that the project has already accomplished a great deal, and will continue to produce even more in the months ahead.