

AGRICULTURAL POLICY ANALYSIS PROJECT, PHASE II

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**ZAIRE: FINAL REPORT OF
THE EVALUATION OF THE
AGRICULTURAL POLICY AND
PLANNING PROJECT
(660-0119)**

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The Agricultural Policy and Planning Project is one in a series of activities designed to support the development of the Office of Studies and Planning (SEP) in Zaire's Department of Agriculture. This project was conceived essentially as an institution building activity with major emphasis given to human resource development, technical assistance and primary data collection. In the first phase covering three years, seven long-term advisors will assist SEP to increase its analytical capabilities in the agricultural sector.

The evaluation concludes that both USAID and the contractor, Chemonics, have significant opportunities to assist the Government of Zaire (GOZ) develop agricultural policy during the next two years. The authors suggest that a thorough review of the project is called for to ensure that the project conforms to the real needs of the GOZ. In addition, it is noted that changes are necessary in the short-and medium-term technical assistance component in order to be more effective.

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ABSTRACT

The Agricultural Policy and Planning project (APP-119) is one in a series of activities designed to support the development of the Office of Studies and Planning (SEP) in Zaire's Department of Agriculture. The objective of APP is to maximize SEP's impact on government policies which affect agriculture. Awarded to Chemonics in 1987, the APP project was conceived essentially as an institution building activity with major emphasis given to human resource development, technical assistance, and primary data collection. In the first three years of the project, seven long-term advisors will assist SEP to increase its analytical capabilities in the agricultural sector. Preliminary data collection emphasizes a series of small scale studies or surveys.

This start-up evaluation was intended to help USAID and SEP assess project impact and identify areas for improvement. Due to the shift of the Government of Zaire (GOZ) and SEP priorities from commodity and regional studies to macroeconomic issues related to the agricultural sector, the evaluation team calls for a revision of the Project Paper, Project Agreement, and the Chemonics contract to more accurately reflect the real needs of the GOZ. Other recommendations include the redefinition of various staffing positions, the development of realistic annual and quarterly work plans, and the enhancement of coordination efforts between USAID, SEP, the Ministries of Planning and Finance, and donors. The data collection component has had only marginal impact due to the almost total lack of new computer hardware and software, and the lack of a Data Collection Advisor. It is recommended that if further delays are anticipated, short-term contracts should be used to meet the immediate data collection need.

The evaluation concludes that both USAID and Chemonics have significant opportunities to assist the GOZ develop agricultural policy analysis during the next two years. The team recommends a thorough review and revision of the project design to respond to the GOZ/SEP perceptions and priorities, and to increase the impact of the project.

ACKNOWLEDGMENTS

The team would like to express its appreciation for the guidance and assistance it received from Government of Zaire officials, from USAID, the Chemonics Team and from other organizations. In particular, the team would like to thank Cit. Mubenga Mukendi, MOA Secretary of State, Cit. Mansinsa Muvale, Director/SEP and his staff. In USAID, the team is particularly indebted to Director Dennis Chandler and his deputy, Dr. J. Goodwin, Dr. D. Brown and Mr. Ron Harvey for their insights and Messrs. John McMahon for his overall guidance and Stephen Vance for the stewardship of the evaluation. Finally, the team would like to express its special appreciation for the outstanding cooperation it received from Dr. Mohamed Ben-Senia and the other six members of the Chemonics Team. A special note of thanks goes to Messrs. Chandler, Goodwin, Ben-Senia, Branson, Nasr and Rawson and their spouses for their hospitality.

TABLE OF CONTENTS

PAGE

LIST OF ACRONYMS

EXECUTIVE SUMMARY

i

1.0 EVALUATION PURPOSE AND METHODOLOGY

1

1.1 Purpose of the Evaluation

1

1.2 Methodology

1

2.0 AGRICULTURAL POLICY AND PLANNING PROJECT

2

2.1 Background and Overview of the Project

2

2.2 Purpose and Structure of SEP

2

2.3 Donor Support for SEP

3

2.4 Agricultural Policy and Planning Project

3

3.0 EVALUATION OF PROJECT TECHNICAL ACTIVITIES

5

3.1 Introduction

5

3.2 Technical Reports and Studies

5

3.3 Data Collection And Processing

8

3.4 Human Resource Development and Training

9

3.5 The 1989 Work Plan

10

4.0 ADMINISTRATION

12

4.1 Studies and Planning Service

12

4.2 Administrative and Financial Management

14

4.3 SEP-Plan Coordination

18

4.4 Sustainability

19

5.0 MAJOR FINDINGS

20

5.1 Current Situation

20

5.2 Accomplishments

20

5.3 Liabilities

21

6.0 PRINCIPAL CONCLUSIONS AND RECOMMENDATIONS

22

APPENDIX A Terms of Reference

24

APPENDIX B Selected References

28

APPENDIX C List of People Interviewed

29

LIST OF ACRONYMS

ADP	Automatic Data Processing
APP	Agricultural Policy and Planning
ARD	Agricultural Rural Development
AT	Advanced Technology (Computer)
BAE	Economic Analysis Division
BPA	Agricultural Planning Bureau
BPR	Projects Bureau
COP	Chief of Party
CPF	Counter Part Funds
DAGP	Project Monitoring Division
DOA	Department of Agriculture
DSA	Statistical Division
DSP	Strategy and Planning Division
EOP	End of Project
FAO	UN Food and Agriculture Organization
GOZ	Government of Zaire
HRD	Human Resource Development
IBRD	World Bank
MOA	Ministry of Agriculture
PIO/P	Project Implementation Order/Participants
PIP	Priority Investment Program
Plan	Department of Planning
PP	Project Paper
Proag	Project Agreement
PSC	Personal Services Contract
PSD	Productive Sector Division of Planning
RFP	Request for Proposal
SEP	Office of Studies and Policy
TA	Technical Assistance or Technical Advisor
TOR	Terms of Reference
UNDP	United Nations Development Program
USAID	US Assistance Mission
VSU	Virginia State University
Z	Zaires (Zairian currency)

EXECUTIVE SUMMARY

1. PURPOSE OF THE EVALUATION

This start-up evaluation of the Agricultural Policy and Planning project (APP, 119) is intended to help USAID and SEP assess project impact and identify areas for improvement.

2. METHODOLOGY

The methodology used in this evaluation consisted of:

- a. Interviews with SEP, Plan, other GOZ officials, USAID, the TA team and donors; and,
- b. A review of relevant publications and documents.

The Project Officer and the evaluation team agreed that there was insufficient time to conduct field trips to the Shaba and Bandundu regions. As a result, the evaluation does not address issues associated with regional data collection. This project component should be the subject of a separate assessment.

3. MAJOR FINDINGS

1. The priorities of the GOZ and SEP since project design have shifted from commodity and regional studies to macroeconomic issues related to the agricultural sector.
2. As a result, the rigidly quantified annual outputs demanded by the Chemonics contract have become less and less relevant in the eyes of the GOZ.
3. The Chemonics team and USAID recognize this impasse between the terms of the contract and the real needs of the GOZ. The team has tried to bridge it through broadening their annual work plans but the results, thus far, have not satisfied the GOZ.
4. Any major influence of Project 119 on GOZ agricultural policies would require that GOZ/SEP perceive the Team as a useful resource for timely advice on GOZ's priority issues. The GOZ does not appear to have this perception of the Team at the moment.
5. Due to earlier frictions over primes, continuing tensions within the Team over leadership, and changed GOZ priorities, no commodity or regional reports have been completed to date.
6. Some 15 months after the start of the project, no computers have arrived and no students have departed for long-term training in the U.S.

4. PRINCIPAL CONCLUSIONS

SEP, USAID and the Chemonics team have a wonderful opportunity to assist the GOZ develop agricultural policy during the next two years. However, in order that this opportunity not be missed, it is important that the following two tasks be undertaken:

- a. A thorough review of the project is required by SEP, USAID and the team to ensure that it conforms to the real needs of the GOZ.
- b. Short-term and medium-term changes are required to the TA team in order for it to be more effective.

5. PRINCIPAL RECOMMENDATIONS

1. Review the PP, the Proag and the Chemonics contract to ensure that they reflect the real needs of the GOZ. Revisions should be drafted by a SEP/USAID/Chemonics working group to ensure that the modified documents represent a true consensus of all parties. The new documents should reflect the dual nature of SEP in conducting studies and performing short-term policy analysis and should include the following considerations:
 - a. Reduce the quantitative emphasis on commodity and regional reports;
 - b. Reduce the emphasis on national policy conferences by replacing them with low-key technical seminars and workshops;
 - c. Permit the TA Team to serve as more integrated SEP staff resources; and,
 - d. Increase the importance of quarterly and annual work plans to organize and evaluate performance of the TA team.
2. Permit the current COP to focus his professional qualifications full-time on substantive technical and policy issues by replacing him in his COP capacity.
3. Phase down the Administrative Officer's functions over the next 12-24 months by turning over residual tasks to a locally-hired administrative assistant. Utilize the Administrative Officer to respond to the Director/SEP requests for assistance in management areas such as linking primes to performance, improvement of personnel utilization, multi-year staffing projections, and establishment of an incentive award system.
4. Phase out the long-term computer specialist position when the SEP staff are fully-trained in the use of the new computers. In future, any specific computer issues could be resolved by short-term specialists.
5. At the end of the current contract, cut the long-term TA Team to 4 or 5 members who would work in the following areas:
 - a. The proposed new policy unit in SEP (1);
 - b. Assistance in the development of new investment projects, liaison with Plan and donors, and project evaluation and design (1);

- c. Assistance in the design of studies and questionnaires and generally improving the quality of data collection, commodity and regional reports, etc. (1 or 2); and,
- d. A COP who, in addition to COP duties, would assist in all of the above areas (1).

The funds saved by reducing long-term technical support should be made available for specific short-term TA missions.

6. An HRD specialist should be contracted to prepare a training plan based on the following considerations:
 - a. It should provide specific long-term and short-term training recommendations for a 12-24 month period with only indicative recommendations for subsequent periods;
 - b. More Zairians should be trained to the Ph.D. level and fewer to the M.S. level than projected in the Project Proposal;
 - c. Several candidates for masters and Ph.D. degrees should be trained in disciplines such as economics, rural sociology, administration, general management, and project cycle management in addition to agricultural economics and statistics;
 - d. Short-term practical training should be offered in computer applications, research methodology, general management, and project cycle management;
 - e. The need for training personnel in other Divisions of the Ministry of Agriculture; and,
 - f. The development of an incentive system in SEP which recognizes the value of an M.S. degree.
7. A data collection specialist should be contracted to assess the regional data collection component of the project.
8. A small Policy Unit should be created in the SEP Director's Office. This unit would include one or two World Bank advisors, a Chemonics TA, and a few key SEP staff.
9. The follow-on contract should combine responsibility for all project elements under one authorized agent.
10. In order to improve coordination and management of Project 119, Director/SEP, USAID and COP should hold formal monthly meetings. An agenda should be prepared prior to the meeting and minutes should be drafted after the meeting.
11. The Director/SEP should call quarterly meetings to coordinate SEP-related activities of other GOZ entities, donor organizations, and other interested parties.
12. As long as project design and evaluation is under SEP and monitoring of project implementation is under DAGP, a joint working group should be established which meets regularly and integrates the three vital project cycle elements.

13. Establish a SEP/Plan working committee that sets up task groups to develop files on potential agricultural projects to the level of project identification and pre-feasibility studies.
14. All personnel and CPF records of Administrative/Financial Services should be computerized as soon as possible.

1.0 EVALUATION PURPOSE AND METHODOLOGY

1.1 PURPOSE OF THE EVALUATION

The purpose of this evaluation is to assist USAID and SEP in conducting a review of the Agricultural Policy and Planning Project. The results will be used as a basis for making adjustments to the project.

1.2 METHODOLOGY

The methodology used in conducting this evaluation consisted of:

1. Interviews with SEP, Plan, other GOZ officials, the APP team members, representatives of various donors and USAID personnel; and,
2. A review of GOZ publications, SEP documents, USAID/APP project documents and APP files.

The evaluation itself consisted of four distinct phases:

1. Initial interviews and review of key documents in order to develop a work plan;
2. In-depth interviews, thorough review of documents and drafting of preliminary findings, conclusions and recommendations;
3. Review of draft report with key personnel in SEP, GOZ, USAID and the Chemonics team; and,
4. Preparation of the final report.

After discussing the scope of work, the Project Officer and the evaluation team agreed that there was insufficient time to conduct field trips to the Shaba and Bandundu regions. As a result, the evaluation does not address issues associated with regional data collection. This important aspect of the project should be the subject of a separate assessment.

2.0 AGRICULTURAL POLICY AND PLANNING PROJECT

2.1 BACKGROUND AND OVERVIEW OF THE PROJECT

The Agricultural Policy and Planning project (APP, 119) is USAID's fourth activity to support the development of the Office of Studies and Planning (SEP) in the Department of Agriculture (DOA). The previous three projects achieved substantial staff training and institutional development and provided technical and commodity support. With USAID and other donor assistance, approximately 70 Zairians have been trained, mainly in the U.S., to the Master or Ph.D. level.

Project 119 is designed essentially as an institution building one, with major emphasis given to human resource development, technical assistance and primary data collection. In the first phase covering three years, seven long-term advisors will assist SEP to increase its analytical capabilities and skills needed for planning and policy analysis in the agricultural sector. Primary data collection emphasizes a series of small scale specific studies or surveys.

2.2 PURPOSE AND STRUCTURE OF SEP

SEP is responsible for agricultural planning, policy formulation, and evaluation (but not monitoring) of agricultural development projects. Its primary functions are:

1. To increase knowledge of the agricultural sector, its structural characteristics, behavior, performance, and potential;
2. To identify constraints to improvements in the performance of the agricultural sector;
3. To identify, analyze, and monitor policy improvements, as well as programs and projects designed to implement such improvements; and,
4. To facilitate dialogue between parties involved in the formulation and implementation of agricultural policies and programs.

The primary implementation agencies for the APP project 119 are SEP's Division of Strategy and Planning (DSP) and the Division of Agricultural Statistics (DSA).

The Division of Strategy and Planning (DSP) contains three bureaus: the Economic Analysis Bureau (BAE), the Agricultural Planning Bureau (BPA) and the Projects Bureau (BPR). The objective of the DSP is to conduct agricultural sector studies, to analyze and develop agricultural policy, to identify and design agricultural development projects, and to develop medium-term agricultural strategies at the regional and national level.

The Division of Agricultural Statistics (DSA) consists of the Methodology Bureau, the Current Statistics Bureau, the Computer Bureau, and the Data Compilation and Publications Bureau. The objective of the DSA is to collect and publish reliable primary and secondary agricultural statistics, to conduct specialized agricultural surveys, and to develop and maintain an agricultural data bank.

The SEP Director uses a small staff to perform a variety of short-term tasks such as summary commodity reports, project assessments, and policy position papers.

2.3 DONOR SUPPORT FOR SEP

SEP is supported by four technical assistance projects:

1. USAID's Agricultural Policy and Planning project;
2. UNDP/FAO's agricultural statistics project which enters its second phase in 1989;
3. The World Bank's "Agricultural Sector Institutional and Management Development Project" (PAT I and II), a multi-institutional support project; and,
4. One Belgian Cooperation advisor focusing mainly on perennial crops.

2.4 AGRICULTURAL POLICY AND PLANNING PROJECT 119

2.4.1 USAID PROJECT INPUTS

USAID will provide the following inputs:

1. Technical Assistance
2. Training
3. Commodities

The USAID input over the 10-year life of the project is projected at \$14.5 million. The Project Agreement (Proag) was signed on May 30, 1986.

2.4.1.1 Technical Assistance

The Proag provides seven long-term Technical Assistants (TA): one Chief of Party (COP), three TAs in DSP, two TAs in DSA, and one TA in the Department of Planning. The team is supported by an Administrative Officer.

Team members arrived as follows:

November 1987

1. Mr. Edward Rawson, Agricultural Policy Advisor and interim Chief of Party
2. Dr. Brook Greene, Economic Analysis Advisor

January 1988

3. Dr. Mohamed Ben-Senia, Chief of Party
4. Mr. George Branson, Administrative Officer

February 1988

5. Mr. Saad Nasr, Data Processing Advisor

May 1988

6. Dr. Douglas Barnett, Projects Bureau Advisor

June 1988

7. Dr. Carlos Camacho, Planning Bureau Advisor

The data collection advisor has not arrived yet.

In addition, short-term technical assistance will be made available to SEP.

The major reasons for the delays in fielding the team were:

1. Delays in selecting the contractor which in turn resulted in numerous defections of the originally proposed team; and,
2. Further losses occurred after the start-up due to health and other reasons.

2.4.1.2 Training

The training will include long-term participant trainees at U.S. academic institutions; short-term training at international institutes and U.S. universities; and seminars, workshops, and conferences in Zaire and in the region.

2.4.1.3 Commodities

The major commodities to be provided by USAID are office equipment, TA staff appliances and furniture, computer equipment, and equipment to support data collection surveys.

2.4.2 MAJOR PROJECT OUTPUTS

The principal outputs of the project according to the Project Paper are:

1. Human Resource Development
2. Annual Conferences
3. Regional and Commodity Reports
4. Specific Subject Papers
5. Project Evaluations
6. Statistical Surveys
7. Improved and Expanded Regional Data Bank
8. Linkages Between SEP, Plan, and other GOZ ministries.

3.0 EVALUATION OF PROJECT TECHNICAL ACTIVITIES

3.1 INTRODUCTION

The principal outputs of Project 119 consist of technical reports and studies, data collection and processing, and human resource development and training. Progress on each of these outputs is evaluated below.

3.2 TECHNICAL REPORTS AND STUDIES

Selected technical activities for the APP project, as specified in the approved 1988 work plan, were as follows:

1. Prepare reports on maize and rice;
2. Finalize the regional reports on Bándundu and Equateur and prepare a regional report on Shaba;
3. Review ongoing agricultural projects in the Priority Investment Program (PIP); and,
4. Prepare a prioritized list of policy issues and conduct analyses on current policy issues.

3.2.1 Commodity Reports

The proposed work schedule for the two commodity reports on rice and maize included:

1. Revision of the format of the previous commodity reports;
2. Revision of the methodology for data collection and analysis;
3. Definition and allocation of tasks for field work and report drafting;
4. Collection and analysis of data; and,
5. Report drafting.

By the end of March 1989, the first four tasks had been completed and some chapters of the reports had been drafted. It is clear from a review of the files and discussions with the TA and SEP staff involved in the preparation of these studies that this activity was a difficult one for all concerned. Some of the problems included:

1. A lack of consensus for a new methodology;
2. The slow development of rapport between the TA and SEP staff;
3. Many of the SEP officials involved in preparing the reports were called upon to do more urgent tasks;

4. Limited logistical support such as typing services; and,
5. Disputes over the level of primes.

There is, however, an even more fundamental design problem associated with the production of commodity reports. The Project Paper states that "the APP project will provide improved and expanded reporting on specific agricultural commodities". This presumes that APP project 119 equals SEP. However, it is SEP's staff, not APP's TAs, which must produce the commodity reports. The TA is not, and should not be in a position of authority to ensure that the commodity reports are produced. Therefore, the TA cannot be held accountable if the reports are not produced.

3.2.2 Regional Reports

The same perceived need for revising the report formats and the methodology arose here too. The following activities were proposed:

1. A review of the format and methodology for regional reports, including a review of the drafts prepared prior to the team's arrival;
2. Additional field work for the Bandundu and Equateur along a proposed scope of work; and,
3. A Shaba regional study.

As of the end of March 1989, not one of the three regional reports has seen the light of day. There is, however, a general expectation that all three will be completed by the end of 1989. There are a number of reasons why these three reports have not been finalized. These include:

1. The time required to agree upon a revised format and methodology for the regional reports;
2. Many of the Zairians involved in collecting new data and preparing the reports were called upon to perform tasks that had higher GOZ priorities;
3. Unscheduled work for the TA on the price liberalization study; and,
4. Disputes over the level of primes.

The same fundamental problem with the project that exists with the production of commodity reports also applies to the production of regional reports. SEP staff are responsible for producing regional reports not the TA. The TA should not be held accountable if they are not produced.

3.2.3 Project Evaluation

In view of the limited information available on ongoing projects, the APP team assisted in an overall review of agricultural projects described in the PIP rather than an evaluation of individual projects. The following was undertaken:

1. Developing a methodology;

2. Collecting project information available in Kinshasa;
3. Drafting a first phase report and defining a second phase scope of work;
4. Collecting and analyzing data from the project's field stations; and,
5. Advancing the report, individual project summaries, and a project handbook to the draft stage.

In view of the belated fielding of the APP project advisor, the delays in output delivery should be regarded in the context of:

1. The limited availability and dispersion of project information;
2. Problems with primes resulted in the non participation of Plan staff in data collection; and,
3. Technicians were called on to perform more urgent tasks.

3.2.4 Policy Analysis and Dialogue

One of the PP's stated goals for the project is to maximize SEP's impact on GOZ's policies affecting agriculture. The following was achieved:

1. An issue paper was developed on how to improve policy dialogue;
2. Current policy concerns of the GOZ were identified;
3. Proposals for priority policy areas were developed;
4. A conference on agriculture finance was approved; and,
5. Team members responded to a number of ad hoc policy requests by the Director of SEP.

Progress in the policy area has been slow in developing. However, the pace of work appears to have picked up substantially during the last part of 1988.

3.2.5 Conclusions and Recommendations

1. The integration of the TAs into the work of SEP was not smooth. Some of the factors that contributed to this situation included:
 - a. The arrival of the TAs over a period of eight months;
 - b. Uneasiness on the part of SEP towards the team due to problems with primes and per diems;
 - c. Uneasiness on the part of SEP and the TAs as to the role of the TAs in the preparation of reports; and,
 - d. Frustration on the part of the TAs with a perceived lack of professional freedom.

2. Despite these set backs, each of the TAs developed his own modus operandi and satisfactory working relations now appear to be the norm.
3. Each of the TAs is trying to adapt to the conflicting demands of their individual scopes of work and the priorities of the GOZ.
4. Scopes of work should be revised reflecting the fact that the TAs are called upon to provide ad hoc policy advice.
5. More weight should be given to quarterly and annual work plans in setting the work priorities of the TAs.

3.3 DATA COLLECTION AND PROCESSING

3.3.1 Progress to Date

The stated goals of Project 119 are to direct data collection and processing efforts towards priority needs, to improve the reliability of primary and secondary agricultural statistics and to increase their accessibility to the various users. Planned first year outputs were as follows:

1. Collaborate with FAO's statistics project to improve agricultural data collection system;
2. Develop improved data collection methods for commodity and regional reports;
3. Develop a computer procurement plan and assist in installation and administration of computer system; and,
4. Evaluate the existing data bank and start implementing a reorganization plan.

Some progress was made in each of these areas.

Team members participated in the design of the second phase of FAO's statistics project which is due to start later in 1989. Contributions dealt with the definition of priority needs for sector and policy analysis, cost savings suggestions, and an improved implementation plan. Contributions were also made to the preparation of the 1989 data collection work plan.

Efforts to develop cooperative work between the two SEP divisions in data collection and processing were only partially successful, partly due to the lack of an APP data collection advisor. Improvements in farm questionnaires and sampling for commodity reports were limited. Investigative and data collection methods were developed but are still awaiting implementation.

The computer RFP prepared by Project 070 was reviewed by the computer specialist on his arrival. As a result, it was decided that a needs assessment should be undertaken and a new computer procurement plan was developed. After protracted discussions with USAID on the appropriateness of the proposed plan, procurement based on a revised plan was eventually initiated. To date, some 15 months after project start-up, no computer hardware or software has been delivered.

Due to the delayed procurement of computer hardware and software, work on the data bank was limited to a preliminary assessment of the existing data bank.

The Data Collection Advisor has not yet been contracted.

3.3.2 Conclusions and Recommendations

1. Due to the almost total lack of new computer hardware and software and the lack of a Data Collection Advisor, the Project is having only marginal impact on the work of the Statistical Division. With the benefit of hindsight, it is clear that purchasing 5-6 standard ATs a year ago, before finalizing the overall computer plan, would have significantly increased opportunity for progress.
2. After much discussion, it is still not clear to the evaluation team whether a computer training plan has now been fully agreed upon. If such a plan does not exist, more time will be wasted when the computers arrive.
3. If the delays in the recruitment of the Data Collection Advisor continue, the immediate needs for data collection skills in the Statistics Division should be determined and satisfied through short-term contracts.

3.4 HUMAN RESOURCES DEVELOPMENT AND TRAINING

3.4.1 Progress to Date

The Project Paper calls for three general forms of training: (a) post-graduate participant training at U.S. institutions for SEP professional employees, (b) conferences and short courses in Zaire, in the U.S., and in third countries, and (c) technical training at the sub-professional level for SEP sub-professional employees. Activities undertaken thus far include:

1. A quick assessment of human resources at SEP and Plan was conducted;
2. A preliminary two year training plan for SEP and Plan was developed;
3. Objective M.S. candidate selection procedures were developed and used to select six participants for long-term training;
4. Proposals for short-term training outside of Zaire were developed; and,
5. A scope of work for a consultancy by a manpower specialist was prepared and approved.

Considerable planning for long-term and short-term training has been undertaken by the project. However, none of the six M.S. candidates selected for long-term training in the U.S. has left yet. There has been more success in short-term training overseas. For example, one trainee was sent to a course on agricultural credit and another trainee to a regional conference on urban/rural linkages. Attempts by team members to set up in-house short-term courses in quantitative techniques and in computer applications have thus far met with little success.

There appears to be considerably more success by the team in providing on-the-job training through the review of reports, preparation of scopes of work, and the design

and planning of applied research.

3.4.2 Conclusions and Recommendations

1. Despite the diagnostics and planning already undertaken with the assistance of the APP team, a long-term and short-term training plan still needs to be prepared.
2. An Human Resource Development (HRD) specialist should be contracted to prepare a training plan. The following considerations should be kept in mind during the drafting of such a plan.
 - a. The training plan should provide specific long-term, short-term and on-the-job training recommendations for a 12-24 month period with only indicative recommendations for the following periods.
 - b. A few more SEP employees should be trained to the Ph.D. level and a few less should be trained to the masters level than is called for in PP.
 - c. Several candidates for masters and Ph.D. degrees should be trained in a broader range of disciplines such as economics, rural sociology, administration, and project cycle management in addition to more traditional agricultural economics and statistics.
 - d. Short-term practical training should be offered in such subject areas as computer applications, research methodology, administration, general management, and project cycle management.

3.5 THE 1989 WORK PLAN

3.5.1 The Work Plan

The 1989 Work Plan is an extremely comprehensive document. It appears to contain every conceivable piece of work that might be undertaken by SEP in 1989. As such, it is a valuable compendium of all the possible tasks that might be performed under the auspices of the GOZ, World Bank, FAO, USAID etc. However, it is very ambitious and there is considerable doubt as to whether SEP has the resources to initiate and complete all of the work that is scheduled for 1989, especially due to the almost certain addition of ad hoc tasks.

SEP is not unique in being an organization with more work than resources. SEP needs to prioritize its work plans. It is the view of the evaluation team that the work plan severely underestimates the time needed to complete each task and that, as a result, many of the tasks will not be completed.

To overcome this problem, it would be advisable to have quarterly work plans in addition to the annual work plan. The annual plan would serve more as an indicative plan of what tasks need to be done in the long-run. The quarterly work plans would govern the work of SEP.

3.5.2 Recommendations

It is recommended that:

1. Indicative annual plans be produced, roughly in their present format. More realistic estimates of the time required to complete each task would greatly enhance the usefulness of these annual plans;
2. Quarterly work plans be produced which break down major tasks into sub-tasks. Each sub-task should describe what will be done, who will do it and how long it will take; and,
3. All work plans should provide time for requests by the Office of the Director/SEP.

4.0 ADMINISTRATION

4.1 STUDIES AND PLANNING SERVICE (SEP)

This Service consists of the Office of the Director and three divisions:

4.1.1 Office of the Director

This office includes the Director and secretarial staff, SEP's Administrative/Financial Services and two advisors.

Project 119-linked CPF operations are handled in the section with the assistance of a USAID PSC official in SEP and in close cooperation with the SEP Administrative/Financial Services Chief. The PSC and the Director exercise joint signature authority over all CPF expenditures. Together with the SEP administrative chief they prepare periodic CPF budgets and reports for approval by USAID/Plan. Almost without exception, purchases are immediately paid by check or in cash. The project does not use purchase orders and vouchers. Thus, the issue of cash vs. accrual accounting does not arise. Computerization will permit quantum increases in speed, efficiency and preparation of documents that can serve as management tools. The PSC also manages the motor pool with a present inventory of some 15 serviceable vehicles.

The PSC and the evaluators agree that GOZ personnel could - after additional training including that required by early computerization - assume many of the operational functions. The role of the PSC as purchasing agent and supply supervisor will be much more difficult to transfer. His/her functions as USAID's representative in enforcing the joint Plan/USAID procedures that apply to GOZ-wide CPF operations evidently cannot be redelegated and will continue to the end of the project/CPF support. Moreover, the presence of the PSC can reinforce the Director in case of outside bureaucratic pressures to utilize CPF for non-authorized purposes.

The Director/SEP may wish to consider the advantages of raising Administrative/Financial Services to the level of a Division. This should permit delegation of many operational functions and let the Director's office concentrate on policy issues.

4.1.2 Technical Advisors/SEP Staff Detail

The Director has currently two expatriate advisors detailed to his office. One is nominally the COP. The other is an IBRD expert whose primary role has been the preparation of responses to requests received by the Director from higher GOZ echelons. The IBRD expert is assisted by a staff of four professionals from the Division of Strategy and Policy (DSP) who are on detail to the Director's office. The IBRD expert, acting on behalf of the Director, draws on the professional resources of the entire SEP organization, and increasingly on the Chemonics team.

What distinguished the APP project from the 14 years of predecessor projects was the expectation of positively influencing GOZ agricultural policies through greater emphasis on relevant analyses. The GOZ's reliance on SEP for agricultural and macroeconomic analyses seems to increase steadily. A TA advisor in the Director's Office would help to ensure that advice offered under Project 119 auspices is

considered in the formulation of agricultural policy.

The Director/SEP is giving thought to having the organization chart reflect this added role by setting up a permanent Policy Unit in his Office. This section might consist of a nucleus of four persons supported by rotating details of another three or four employees. This would avoid depletion of bureaus charged with regular assignments, expose a growing number of professionals to varying and broader tasks and permit the utilization of specialized staff skills.

4.1.3 Division of Strategy and Policy (DSP)

The DSP consists of three Bureaus, respectively dealing with economic analyses, project design, feasibility studies and evaluation, and studies.

The Division numbers approximately 70 employees of whom roughly 50% are classified as professionals. Under Project 119, advisors have been assigned to all three bureaus. The Chemonics team considers the three units fully operational. Both the former and present Director and the TA team agree that further upgrading and diversifying of professional qualifications will assist SEP in carrying out its growing responsibilities.

Judgments regarding the numerical adequacy of present staffing and support levels become a function of projections of future ad hoc work loads, reduction of existing routine tasks and of the additional outputs envisioned in the Project 119 design, trade-offs between M.S./Ph.D. long term training and more specialized shorter term, non-degree courses and seminars, GOZ/IMF budget and civil service ceilings, future CPF availabilities, additional primes vs. non-sustainability upon EOP, contributions and demands by other donors, etc.

This type of assessment should be undertaken with the assistance of the scheduled manpower expert as a joint study by SEP's senior staff, the Director's administrative/financial services and the TA team with participation by its Administrative Officer. Based on observation, interviews and experience, the evaluation team suggests that the emphasis, at least for the duration of the present TA contract, be on qualitative improvements and consolidation of tasks rather than on numerical expansion.

The functional division of labor between the three bureaus appears rational. However, limitation of the Project Bureau's mandate to design and address the evaluation phase, excluding the implementation phase of the programming cycle, deviates from standard practice. Monitoring of project progress is the responsibility of another major Direction (DAGP) in the Ministry of Agriculture. The evaluators' discussions of this apparent anomaly indicates that this situation is linked to bureaucratic considerations rather than to programming philosophy. Preferably, the three project phases of design, implementation and monitoring, and evaluation should be grouped under one Direction i.e., either SEP or DAGP. In the meantime, SEP and DAGP should establish a joint working committee to review and integrate the elements of the project cycle.

4.1.4 Statistical Division

This Division includes four bureaus: Distribution, Current Statistics, Methodology, and ADP. These are staffed by approximately 50 employees, including one M.S. and 15 B.S. degree holders. There is general agreement that this Division needs, as a

first priority, qualitative rather than quantitative upgrading.

From the point of view of greater consolidation of functions and reduced span of control, the responsibilities of the Distribution Bureau might be added to those of the ADP Bureau which turns out the majority of materials requiring dissemination. Any such change in the present table of organization could involve bureaucratic considerations outside the scope of the evaluation.

4.1.5 Division of Documentation and International Relations

This Division is not supported by Project 119. It consists of three bureaus. The Information Bureau is largely concerned with the publication of a bulletin. The Documentation Bureau was supported by a FAO project until 1984. Since the phase-out of FAO assistance, activities have stagnated. A sizeable collection of books, publications, and documents on agricultural subjects continues to be catalogued by hand. The Bureau continues to receive inquiries and responds to the best of its ability to information requests. At some point, the functions of these two bureaus might be consolidated within a Division of Statistics and Documentation, i.e. by expanding the present Statistics Division.

The Bureau of International Relations is mainly concerned with expatriates under direct contract to the GOZ and bilateral donor relations. The latter function is largely preempted by the Director and the former could probably be consolidated into Administrative/Financial Services.

4.1.6 Recommendations

1. All personnel and CPF records of the Administrative/Financial Services should be computerized as soon as possible.
2. A Policy Unit, attached to the Office of Director, should be created.
3. A member of the TA team should be assigned to the Policy Unit.
4. An overall assessment of SEP's staffing needs should be undertaken at the time of the Human Resources expert's visit.
5. Consideration should be given to concentrating responsibility for the three project phases under one DOA service or to have a joint SEP/DAGP committee review and integrate the three project cycle elements.
6. Distribution functions of the Statistics Division could be attached to its ADP Bureau.
7. SEP could consider absorbing the functions of its International Division into the other two Divisions.
8. The Director/SEP should consider upgrading Financial/Administrative Services to Division level.

4.2 ADMINISTRATIVE AND FINANCIAL MANAGEMENT

Project 119 is administered by three entities: GOZ/SEP, USAID, and Chemonics.

Their respective roles are discussed below:

4.2.1 GOZ/SEP

For practical purposes, the Director/SEP represents the GOZ in all matters concerning Project 119. In the past, both policy and operational matters were decided at his level.

The Director is directly involved in the budgeting, obligation, and expenditure of Project 119 CPF funds. His signature appears jointly with that of USAID's representative on all financial documents. The requirement that he sign off on every minute expenditure often interferes with important work. Over time it should be possible to delegate authority for small expenditures to the official heading the Administrative/Financial Services in the Director's office. The counter-signature of the USAID representative will provide effective checks. Delegation should await the computerization of the accounting system.

Personnel operations follow GOZ regulations and fall outside Project 119 except for prime payments. Both GOZ and USAID officials have considered whether primes can be used as incentives. The evaluators have no recommendations to offer except to suggest any such study could apply to the entire USAID/CPF prime system. It should be conducted with the assistance of Zairian personnel specialists and include a local cultural anthropologist given the sensitivity of the issues.

One incentive that may merit consideration would be retaining 20% of travel advances until performance of TDY tasks has been certified.

In the meantime, some small incentives could be introduced into SEP's personnel system. Bureau chiefs might nominate an employee-of-the-month. If approved by the Director, the employee might be given a letter of commendation together with a small gratuity at the end of the flag-raising ceremony. Similarly, employee suggestions might be solicited, considered by a committee and rewarded. An occasional newsletter could highlight achievements of SEP and its staff as well as provide personal news items. These incentives have worked quite well in other African countries. The Chemonics Administrative Officer could provide assistance if SEP decided to set up some such program.

4.2.2 USAID

The present Project Officer has been in Zaire for approximately eight months. He has succeeded in establishing good relations with SEP officials and the TA team resulting in a much more collaborative climate. The PP envisioned the services of a full-time Project Officer while the incumbent also monitors another project. However, project needs have been covered except for procurement and participant training delays whose genesis precedes the Project Officer's assumption of duty.

By transferring his former counter-signing duties on financial documents to a PSC, the Project Officer can now monitor project activities without being directly involved in the expenditure of funds.

CPF operations are effectively administered by a USAID PSC in SEP with the help of a financial analyst in the Controller's Office. He has established good working relations with the Director/SEP and functions both as an advisor and monitor in CPF related matters. He was instrumental in assisting SEP to implement the

recommendations of the Project 070 audit.

The Chief of the ARD Division provides USAID's institutional memory for the project and its predecessors. He is aware of the differences between the original project concept and the actual course of events. The Deputy Chief/ARD follows the project closely and draws on experiences gained in other African settings.

The PP/Proag also provide for the services of an agricultural economist who will "assist in policy analysis and bilateral dialogue" with 70% of the time to be spent at USAID and the remainder at SEP and Plan. This individual is not aboard and his/her potential contributions to the APP Project are unclear.

Under the Proag, USAID has retained responsibility for procurement of dollar-funded commodities and of participant training (PIO/P). Upon expiration of the current TA contract, combined responsibility for all project components should be under one authorized agent.

4.2.3 Chemonics

The eight person Chemonics team is headed by a COP. In order to concentrate more on substantive tasks the COP delegated most of the responsibilities for administrative matters to the Administrative Officer. A memorandum, dated July 15, 1988 is titled "Redefinition of Administrative Officer's Responsibilities and Authorities". Its wording leaves doubt as to final decision making authority in administrative matters. Unless dual responsibility is actually intended in the local setting, the final authority of the COP should be reconfirmed.

The COP's office serves simultaneously as mail and conference room. Persons who want access to the Administrative Officer's office must walk through the COP's room and cross it again on leaving the Administrative Office. This constant traffic makes for a poor working environment and eliminates any privacy. Overall office space, provided by SEP, should include a private office for the COP.

The current COP is a very competent professional analyst. Conflicts between the Chemonics contract and GOZ/SEP priorities in combination with the COP's insistence on perfection - at times, at the cost of missing deadlines - have resulted in severe frictions within the team and between the team and SEP. This situation should not be permitted to persist.

The Administrative Officer was instrumental in leasing and furnishing quarters and organizing the Contractor's administrative and financial records system. Much of this has been computerized on the officer's personal equipment and can be readily retrieved in management-useful formats. An efficient document filing system has been set-up. At times, administrative matters may have taken precedence over general service functions. Overall, the Administrative Officer has made great progress working himself out of the most important tasks of his position.

Although, the Proag provides that the GOZ is to provide an administrative assistant "to the COP and SEP Director" as well as "an editorial assistant/translator in French and English for SEP", these positions have never been clearly defined nor filled; Both are needed.

As a first priority, an administrative assistant should be added to the team's administrative office. After understudying the Administrative Officer, the assistant

should be able to assume the largely general service-type remaining functions and carry on within the established system. The Administrative Officer, in turn, could then devote progressively more time to assignments by the Director/SEP in the area of management and administration. Illustratively, this might include studies - in close collaboration with the staff of Administrative/Financial Services - of how to improve the utilization of SEP's personnel, longer-range staffing projections, tying performance factors to the prime system, establishing incentive rewards, etc.

4.2.4 Coordination

Coordination consists mainly in frequent informal contacts between the three parties. The PP envisioned a project committee consisting of the Director/SEP, the COP, and the USAID project officer. The record does not show that regular meetings have been held. There would seem to be great value in scheduled monthly meetings to review progress, issues and the work ahead. In addition, such meetings would permit the parties to inform one another on other projects and activities of relevance to Project 119.

The absence of systematic project-specific coordination applies also to relations with the IBRD, FAO, and Belgian Cooperation. While the parties know one another, meet in various forums and have informal contacts, they are not true partners in building the SEP institution. USAID should suggest that the Director/SEP call quarterly meetings with attendance by SEP, Plan, Finance and donors to consider specific agenda items.

4.2.5 Conclusions and Recommendations:

1. To alleviate frictions within the team and between the team and SEP, the present COP should be permitted to work full-time on professional matters by replacing him in his COP capacity.
2. The follow-on contract should combine responsibility for all project elements, i.e., TA, procurement and training under one authorized agent.
3. SEP should consider a simple incentive program such as employee-of-the-month designations, suggestion awards, an in-house news bulletin, etc.
4. The Director/SEP, once the financial system is computerized, should delegate responsibility for small expenses to the Chief of Administrative/Financial Services.
5. Either the final responsibility/authority of the COP for both policy and administration should be reaffirmed or the existence of one authority for professional matters and one authority for administrative matters should be clarified.
6. Sufficient space should be provided by SEP to include a private office for the COP.
7. The Chemonics Administrative Officer should train an administrative assistant for gradual assumption of his residual duties.
8. The Administrative Officer should become increasingly available for special assignments by the Director/SEP.

9. SEP, USAID, and the COP should set up a schedule of regular meetings.
10. The Director/SEP should call quarterly meetings to coordinate SEP-related activities of the GOZ and donors.

4.3 SEP-PLAN COORDINATION

4.3.1 Progress to Date

The PP identifies the need for direct, effective linkages between SEP and the Ministry of Planning as a major objective of Project 119.

In accordance with the Proag, the APP project has placed an Agricultural Policy Coordinator into the Office of the Director of the Plan's Productive Sector Directorate (PSD). His priority task is "to support the project with policy analysis and promote coordination of agricultural sector planning with appropriate agencies of the GOZ".

The Coordinator's TOR visualizes that he act as catalyst in coordinating the data collection and analytical functions of SEP with the agricultural policy planning activities of Plan. His presence is to assist in the "institutionalizing" of links between the Directors of SEP and the PSD.

The Coordinator arrived in Zaire in November 1987. The early part of his assignment was marred by major dissensions over CPF.

The TA shares office space with the Chief of PSD's Agricultural Division who has been designated his counterpart. The Division includes a staff of five professionals whose major tasks relate to the Priority Investment Plan's (PIP) agricultural component. The Director/SEP thought that SEP/Plan cooperation had benefited considerably from the TA expert's efforts; a perception shared by the senior IBRD counselor. The TA has been successful in initiating a major study on rural financial intermediaries.

The PSD staff interviewed unanimously expressed their high regard for the Coordinator, his cooperative attitude, and their harmonious relationship.

Some Plan staff expressed interest in being detached to SEP from time to time to collaborate in the preparation of pre-feasibility and project dossiers.

Both Plan and SEP interviewees agreed that a coordinating committee should be activated with membership from Plan, SEP, and USAID.

4.3.2 Conclusions and Recommendations

1. The TA has evidently acted as a catalyst in reinforcing SEP/Plan coordination.
2. SEP/Plan/USAID should establish a committee that would meet quarterly to identify and review systematically matters of joint interest to reinforce coordination of ongoing and planned activities.

4.4 SUSTAINABILITY

Sustainability basically means assumption by the GOZ's own budget of primes and other costs now paid with CPF. The evaluators encountered not a single individual on the GOZ or USAID side who could project a date for this scenario.

Presumably, the GOZ would want to maintain this elite service that was created with USAID assistance given its reliance on SEP for an increasingly broad range of economic studies. However, even with maximum efforts, GOZ support would in all likelihood only be able to retain a small professional nucleus.

The evaluators are under the impression that GOZ statutes do not permit SEP to contract with outside entities and retain the income. Such funds would have to be deposited with the Treasury.

As suggested in the PP, if and when CPF support phases out, a study might determine whether SEP could be converted to a legal entity permitting institutional contracting.

5.0 MAJOR FINDINGS

5.1 CURRENT SITUATION

The original design of Project 119 in a number of respects no longer responds to GOZ/SEP's perceptions and priorities.

The evaluators believe that Project 119 can be turned into a vehicle that can serve the GOZ/USAID's joint objective of upgrading SEP's ability to contribute to the shaping of agricultural policies.

SEP performs a dual role. Its more routine activities will progressively create the statistical and analytical bases that are needed by the agricultural sector, be it as an input into policy formulation or for feasibility studies and project design.

A SEP task, which was not part of the APP 119 concept, is responsive to demands from higher GOZ echelons. Typically, these involve requests for comments on specific policy proposals, potential investment projects, etc. These ad hoc studies frequently place agricultural concerns into a macro-economic context. Over time they will contribute to an agricultural policy framework, although not as systematically and coherently as envisioned by the PP.

The required PP, Proag and annual outputs under the contract (two commodity reports, one regional report, two project evaluations, one policy conference, etc.) are increasingly seen as having secondary relevance to the real priority needs as defined by the GOZ.

To sum up, major influence by the APP project on GOZ agricultural policies is unlikely until senior DOA management perceives the team as a useful resource for pragmatic and timely advice on the GOZ's current policy issues.

5.2 ACCOMPLISHMENTS

Seven of the eight Chemonics team members are in place and are generally considered by SEP to be technically competent and increasingly a potential resource. By and large the TAs have earned high marks from their counterparts for their approach in trying to assist Zairians in doing the work rather than doing the work themselves.

The team has been housed, furniture and office equipment have been procured, and administrative/financial record systems set-up.

Project 119 has built on the important human resource base that was created by the three earlier USAID projects. The TA team increasingly contributes to the technical guidance and further upgrading of the design of studies and questionnaires in a collaborative atmosphere.

Several students have been identified for long-term training in the U.S. and have been English language qualified.

Computer hardware and software needs have been identified and material has been

ordered.

The work over the last year has familiarized the TA team with important aspects of GOZ agriculture, its policies and the resource constraints. The individual team members are now in a far better position to respond to GOZ requests for policy advice than when they first arrived.

The Chemonics team, recognizing the conflict between their contract and immediate GOZ priorities, is trying to reconcile this divergence through broadened annual work plans.

5.3 LIABILITIES

Earlier conflicts over primes, continuing tensions within the team, the exacting professional standards of the COP, and the pressures of GOZ priorities resulted in no commodity or regional reports having seen the light of day.

As a result of split responsibility between the Chemonics TA and USAID for the provision of commodities, no computer hardware and software have yet been delivered.

As a result of the delay in the signing of the Virginia State University sub-contract, no students have left for the U.S. for long-term training.

SEP continues to depend almost totally on U.S. assistance related resources. Under present circumstances, no one foresees "sustainability" at the end of the project.

6.0 PRINCIPAL CONCLUSIONS AND RECOMMENDATIONS

1. Review the PP, the Proag and the Chemonics contract to ensure that they reflect the real needs of the GOZ. Revisions should be drafted by a SEP/USAID/Chemonics working group to ensure that the modified documents represent a true consensus of all parties. The new documents should reflect the dual nature of SEP in conducting studies and performing short-term policy analysis and should include the following considerations:
 - a. Reduce the quantitative emphasis on commodity and regional reports;
 - b. Reduce the emphasis on national policy conferences by replacing them with low-key technical seminars and workshops;
 - c. Permit the TA Team to serve as more integrated SEP staff resources; and,
 - d. Increase the importance of quarterly and annual work plans to organize and evaluate performance of the TA team.
2. Permit the current COP to focus his professional qualifications full-time on substantive technical and policy issues by replacing him in his COP capacity.
3. Phase down the Administrative Officer's functions over the next 12-24 months by turning over residual tasks to a locally-hired administrative assistant. Utilize the Administrative Officer to respond to the Director/SEP requests for assistance in management areas such as linking primes to performance, improvement of personnel utilization, multi-year staffing projections and establishment of an incentive award system.
4. Phase out the long-term computer specialist position when the SEP staff are fully-trained in the use of the new computers. In future, any specific computer issues could be resolved by short-term specialists.
5. At the end of the current contract, cut the long-term TA Team to 4 or 5 members who would work in the following areas:
 - a. The proposed new policy unit in SEP (1);
 - b. Assistance in the development of new investment projects, liaison with Plan and donors, and project evaluation and design (1);
 - c. Assistance in the design of studies and questionnaires and generally improving the quality of data collection, commodity and regional reports, etc. (1 or 2); and,
 - d. A COP who, in addition to COP duties, would assist in all of the above areas (1).

The funds saved by reducing long-term technical support should be made available for specific short-term TA missions.

6. An HRD specialist should be contracted to prepare a training plan based on the

following considerations:

- a. It should provide specific long-term and short-term training recommendations for a 12-24 month period with only indicative recommendations for subsequent periods;
 - b. More Zairians should be trained to the Ph.D. level and fewer to the M.S. level than projected in the Project Proposal;
 - c. Several candidates for masters and Ph.D. degrees should be trained in disciplines such as economics, rural sociology, administration, management, and project cycle management in addition to agricultural economics and statistics;
 - d. Short-term practical training should be offered in computer applications, research methodology, general management, and project cycle management;
 - e. The need for training personnel in other Divisions of the Ministry of Agriculture; and,
 - f. The development of an incentive system in SEP which recognizes the value of an M.S. degree.
7. A data collection specialist should be contracted to assess the regional data collection component of the project.
 8. A small Policy Unit should be created in the SEP Director's Office. This unit would include one or two World Bank advisors, a Chemonics TA and a few key SEP staff.
 9. The follow-on contract should combine responsibility for all project elements under one authorized agent.
 10. In order to improve coordination and management of Project 119, Director/SEP, USAID, and COP should hold formal monthly meetings. An agenda should be prepared prior to the meeting and minutes should be drafted after the meeting.
 11. The Director/SEP should call quarterly meetings to coordinate SEP-related activities of other GOZ entities, donor organizations, and other interested parties.
 12. As long as project design and evaluation is under SEP and monitoring of project implementation is under DAGP, a joint working group should be established which meets regularly and integrates the three vital project cycle elements.
 13. Establish a SEP/Plan working committee that sets up task groups to develop files on potential agricultural projects to the level of project identification and pre-feasibility studies.
 14. All personnel and CPF records of Administrative/Financial Services should be computerized as soon as possible.

APPENDIX A

Terms of Reference

Best Available Document

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 01 OF 03 KINSHA 01016 00 OF 05 231002 1704 100674 A101234
ACTION A10-00

KINSHA 01016 00 OF 05 231002 1704 100674 A101234

ACTION OFFICE STAG-02
INFO AFCU-03 AFOP-06 AFPO-04 AFTR-05 AFY-03 APPE-01 BIFA-04
SAST-01 PPCE-01 APPE-02 PPPR-02 FV-01 PYC-02 ES-01
STFA-01 STAD-01 AAPF-01 SEOP-01 ST-02 STPS-03 TPA-02
FM-02 SERP-01 RELO-01 AGRI-02 /05/ 03 RL24

CAPACITY OF THE GOVERNMENT OF ZAIRE TO DEVELOP AND IMPLEMENT COORDINATED AGRICULTURAL POLICIES AND INVESTMENT PLANS. THE PROJECT IS GEARED TO UPGRADING DATA COLLECTION, ECONOMIC ANALYSIS, INVESTMENT PLANNING, AND PROJECT EVALUATION AND DESIGN. IT ALSO MODESTLY EXPANDS USAID ASSISTANCE TO AGRICULTURAL INVESTMENT PLANNING AND POLICY FORMULATION BEYOND THE MOA TO THE MINISTRIES OF PLAN, FINANCE AND TRANSPORT.

INFO LOG-00 AF-00 CIAE-00 ER-00 DEFE-00 AMAD-01 AGR-00
/001 M

THE PROJECT: 1. SUPPORTS HUMAN RESOURCE DEVELOPMENT AT SEP ALONG WITH LIMITED SUPPORT TO OTHER GOZ AGENCIES THROUGH GRADUATE-LEVEL DEGREE AND SHORT-TERM TECHNICAL LEVEL TRAINING; 2. SPONSORS ANNUAL CONFERENCES ON POLICY ISSUES FOR GOZ OFFICIALS, DONORS AND PRIVATE SECTOR REPRESENTATIVES; 3. PRODUCES UPDATED AND STATISTICALLY RELIABLE REGIONAL AGRICULTURAL REPORTS AND AGRICULTURAL COMMODITY REPORTS; 4. PRODUCES SPECIFIC POLICY AND RELATED SUBJECT REPORTS; 5. CONDUCTS PROJECT EVALUATIONS OF MOA

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FM AMEMBASSY KINSHASA
TO SECSTATE WASHDC PRIORITY 0938

UNCLAS KINSHASA 01016

AIDAC

FOR BILL GOODWIN, PROJECT MANAGER, ST/AGR

SUBJECT: ZAIRE AGRICULTURAL POLICY AND PLANNING PROJECT (660-0110); STARTUP EVALUATION

AGRICULTURAL PROJECTS; 6. ASSISTS IN PROJECT IDENTIFICATION AND DESIGN OF NEW GOZ AGRICULTURAL PROJECTS; 7. UNDERTAKES PERIODIC STATISTICAL SURVEYS TO COLLECT PRIMARY DATA NEEDED FOR PLANNING AND POLICY PURPOSES; 8. IMPROVES AND EXPANDS THE AGRICULTURAL DATA BANK; AND 9. DEVELOPS AND STRENGTHENS LINKAGES BETWEEN SEP AND OTHER GOZ AGENCIES WHICH ARE INVOLVED IN AGRICULTURAL POLICY FORMULATION AND ITS IMPLEMENTATION.

REFERENCE: A) 88 KINSHASA 17220; B) 88 STAT 410546

END OF PROJECT CONDITIONS INCLUDE: 1. TRAINED TECHNICIANS RETURNED TO ZAIRE AND WORKING WITHIN THEIR RESPECTIVE MINISTRIES AND AGENCIES; 2. THE INSTITUTIONALIZATION OF ANNUAL CONFERENCES ON AGRICULTURAL POLICY AND PLANNING WITH PARTICIPATION BY THE VARIOUS GOZ MINISTRIES AND AGENCIES INVOLVED, BY REPRESENTATIVES OF THE PRIVATE SECTOR AND BY OTHER SECTOR DONORS; 3. SOUND COMMODITY AND REGIONAL REPORTS BASED ON RELIABLE DATA; 4. THE PREPARATION OF SPECIFIC PAPERS ON PARTICULAR AGRICULTURAL POLICY QUESTIONS RELEVANT TO ZAIRE, WHICH WILL PROMOTE INCREASED AGRICULTURAL PRODUCTION, AND EVALUATIONS OF ONGOING AND PROPOSED AGRICULTURAL DEVELOPMENT PROJECTS AND PROGRAMS; 5. A SYSTEM OF DATA COLLECTION IN PLACE REPORTING RELIABLE AGRICULTURAL STATISTICS IN A TIMELY MANNER; 6. REGULAR CONSULTATION BETWEEN SEP AND OTHER GOZ AGENCIES AFFECTING AGRICULTURE.

1. PLEASE PASS THE FOLLOWING MESSAGE TO BILL LEVINE, APAP PROJECT DIRECTOR FOR APT ASSOCIATES.

2. AS DISCUSSED IN (01) KINSHASA AND THE GOVERNMENT OF ZAIRE MINISTRY OF AGRICULTURE PLANNING AND STUDIES SERVICE (GOZ/MOA/SEP), THE IMPLEMENTING AGENCY, TO CONDUCT A STARTUP EVALUATION OF THE AGRICULTURAL POLICY AND PLANNING PROJECT (660-0110). EVALUATION RESULTS WILL BE USED BY USAID AND THE GOZ AS A BASIS FOR MAKING ANY REQUIRED ADJUSTMENTS TO THIS PROJECT TO IMPROVE ITS EFFECTIVENESS AND IMPACT. THE EVALUATION WILL SPECIFICALLY EXAMINE THE APPROPRIATENESS OF THE PROJECT'S AND SEP'S MEDIUM TO LONG-TERM STRATEGY AND POLICY FOCUS; PROJECT ACTIVITIES, RESOURCES, AND MANAGEMENT; AND DONOR AND INTERAGENCY COORDINATION TO PROVIDE USEFUL STATISTICAL INFORMATION AND ANALYSIS WHICH ADDRESS KEY POLICY CONSTRAINTS OF THE AGRICULTURAL SECTOR IN ZAIRE. IN ADDITION, THE ADEQUACY OF PROJECT INTERVENTIONS TO DEVELOP AN INSTITUTIONAL CAPACITY WITHIN THE GOZ, INCLUDING AT SEP AND OTHER COLLABORATING GOZ INSTITUTIONS, TO CARRY OUT AND IMPLEMENT COORDINATED AGRICULTURAL POLICIES AND INVESTMENT PLANS WILL BE REVIEWED.

THE PROJECT INITIATED ACTIVITIES WITH THE ARRIVAL OF FIRST TEAM MEMBERS IN LATE 1987. THE PROJECT TEAM IS COMPLETE WITH THE EXCEPTION OF THE DATA COLLECTION ADVISOR. A HUMAN RESOURCE DEVELOPMENT CONSULTANCY IS SCHEDULED FOR START 1988 AND THE FIRST FOUR M.S. STUDENTS OF 36 PLANNED DURING THE LOP) ARE SCHEDULED FOR DEPARTURE TO THE U.S. IN LATE JANUARY, 1988 TO INITIATE THEIR PROGRAMS. OTHER PROJECT ACTIVITIES ARE ALL ONGOING.

II. BACKGROUND:

III. SCOPE OF EVALUATION:

THE AGRICULTURAL POLICY AND PLANNING PROJECT (APP) HAS A LOP FUNDING OF DOLLARS 14.5 MILLION, WAS AUTHORIZED ON APRIL 17, 1986, AND HAS A PACD OF MAY 31, 1986. THE APP PROJECT IS THE FOURTH PROJECT INTERVENTION BY USAID TO SUPPORT THE DEVELOPMENT OF SEP INTO A VIABLE POLICY ANALYSIS AND PLANNING UNIT IN THE MOA. THE EARLIER PROJECTS, FROM 1973 TO 1978, PROVIDED STAFF TRAINING, INSTITUTIONAL DEVELOPMENT, TECHNICAL ASSISTANCE AND COMMODITY SUPPORT TO SEP. THESE PROJECTS ENHANCED SEP'S EDUCATIONAL AND ANALYTICAL CAPACITIES ENABLING THEM TO PRODUCE BASIC COMMODITY REPORTS, REGIONAL REPORTS AND PLANNING. THE EMPHASIS OF THESE PROJECTS WAS PRIMARILY DESCRIPTIVE STATISTICS WITH LITTLE DIRECT POLICY ANALYSIS. IN ADDITION TO USAID, THE WORLD BANK, FAD AND THE BELGIAN GOVERNMENT PROVIDE TECHNICAL ASSISTANCE AND FUNDING SUPPORT TO SEP.

A. GENERAL COVERAGE:

- 1. REVIEW THE OVERALL AGRICULTURAL POLICY AND PLANNING PROJECT IMPLEMENTATION STRATEGY WITHIN THE CONTEXT OF THE PROJECT'S LOGICAL FRAMEWORK AND WORK PLANS. DETERMINE IF THE OUTPUTS TO DATE AND THOSE PLANNED FOR THE REMAINDER OF THE PROJECT ARE REALISTICALLY ATTAINABLE, AS WELL AS WHETHER THEY ARE GEARED TO ACHIEVE THE PROJECT PURPOSE IN THE PRESCRIBED TIME FRAME AND CONTRIBUTE TO THE PROJECT GOAL. REVIEW THE VALIDITY OF PROJECT ASSUMPTIONS.
- 2. DETERMINE AREAS FOR IMPROVEMENT IN THE IMPLEMENTATION OF THE PROJECT, INCLUDING ANY REQUIREMENTS FOR REDIRECTION

THE APP PROJECT PURPOSE IS TO INCREASE THE INSTITUTIONAL

15

UNCLASSIFIED
Department of State

TELEGRAM

PAGE 02 OF 03 AIRSHA 01816 00 OF 05 221650Z 1704 100674 A101214

AIRSHA 01816 00 OF 05 221650Z 1704 100674 A101214

INTERAGENCY COORDINATION, CHANGES IN RESOURCE ALLOCATIONS, INTERAGENCY COORDINATION, OTHER TECHNICAL AND MANAGEMENT AREAS.

INTERAGENCY COORDINATION RELATED TO POLICY DEVELOPMENT AND INVESTMENT PLANNING DURING THE DEVELOPMENT OF THE PROJECT'S WORK PLANS, CONDUCT OF PROJECT STUDIES, DATA COLLECTION AND POLICY ANALYSIS, SPONSORSHIP OF CONFERENCES ON POLICY ISSUES, AND REGULAR MONITORING OF SEP'S PROGRAMS. HAS THE INCLUSION OF THE MINISTRY OF PLAN (MOP) IN PROJECT ACTIVITIES AND THE ASSIGNMENT OF A TA POLICY ADVISOR TO THE MOP ENHANCED THE PROJECT'S ABILITY TO EFFECTIVELY CONTRIBUTE TO POLICY DEVELOPMENT?

3. ASSESS THE IMPACT TO DATE OF PROJECT EFFORTS ON INSTITUTIONAL STRENGTHENING OF SEP AND OTHER COLLABORATING GOZ AGENCIES IN AGRICULTURAL POLICY FORMULATION AND INVESTMENT PLANNING.

3. ASSESS THE APPROPRIATENESS, ADEQUACY AND QUALITY OF STATISTICAL DATA COLLECTION ACTIVITIES, INCLUDING THE TYPES OF DATA COLLECTED, METHODOLOGY AND QUESTIONNAIRES USED, CAPABILITY OF DATA COLLECTORS, SUPERVISION EMPLOYED, DATA ANALYSIS, AND REPORTS PRODUCED.

4. ASSESS THE ADEQUACY OF DONOR COORDINATION IN THEIR SUPPORT TO SEP AND OTHER COLLABORATING GOZ AGENCIES INVOLVED IN AGRICULTURAL POLICY. TO WHAT EXTENT DOES DONOR COORDINATION EXIST AS IT RELATES TO LONG-RANGE STRATEGIC AND ANNUAL IMPLEMENTATION PLANNING, RESOURCE ALLOCATIONS, SHARING OF POLICY REPORTS, AND MONITORING OF SEP AND OTHER GOZ AGENCIES POLICY RELATED ACTIVITIES. HOW CAN DONOR COORDINATION BE FURTHER ENHANCED?

4. REVIEW THE APPROPRIATENESS AND QUALITY OF PUBLICATIONS PREPARED UNDER THE PROJECT, THE DEGREE TO WHICH THEY HAVE BEEN DISSEMINATED, AND THE EXTENT TO WHICH THEY HAVE BEEN USEFULLY APPLIED IN AGRICULTURAL POLICY FORMULATION AND INVESTMENT PLANNING IN ZAIRE.

8. SPECIFIC CONCERNS: WITHIN THE GENERAL FRAMEWORK OUTLINED ABOVE, THE EVALUATION WILL FOCUS ON SEVERAL TOPICS AS:

1. ASSESS THE APPROPRIATENESS OF THE MEDIUM TO LONG-TERM STRATEGY/FOCUS OF SEP'S PROGRAMS TO ACHIEVE POSITIVE IMPACT ON AGRICULTURAL POLICY AND DEVELOPMENT IN ZAIRE. PROVIDE SPECIFIC RECOMMENDATIONS AS TO WHICH POLICY ISSUES THE APP PROJECT SHOULD PLACE GREATEST EMPHASIS ON, AND HOW TO BEST DEVELOP OVER TIME A COMPREHENSIVE POLICY FRAMEWORK FOR THE AGRICULTURAL SECTOR. DOES THE PROJECT PROVIDE RELIABLE, USEFUL INFORMATION AND ANALYSIS TO GOZ POLICY MAKERS IN A TIMELY MANNER?

5. REVIEW THE ORGANIZATIONAL STRUCTURE OF SEP ALONG WITH THE RESPONSIBILITIES OF EACH BUREAU, DIVISION AND REGIONAL OFFICES, TAKING INTO ACCOUNT BOTH BUDGETARY CONSTRAINTS WHICH WILL CONTINUE TO EXIST FOR THE FORESEEABLE FUTURE AS WELL AS TECHNICAL/MANAGERIAL CONSIDERATIONS. MAKE SUGGESTIONS ON WHAT TYPE OF MODIFICATIONS, IF ANY, COULD BE EMPLOYED TO MOST EFFECTIVELY IMPLEMENT SEP'S PROGRAMS, FROM BOTH A COST AND TECHNICAL STANDPOINT.

2. ASSESS THE APPROPRIATENESS AND QUALITY OF THE PROJECT'S INSTITUTIONAL DEVELOPMENT EFFORTS, INCLUDING TRAINING PLANS AND TRAINING CONDUCTED TO DATE, ADMINISTRATIVE AND FINANCIAL MANAGEMENT IMPROVEMENT ACTIVITIES, TECHNICAL ASSISTANCE, INFORMATION SHARING, AND INTERAGENCY COORDINATION TO CONTRIBUTE TO THE PROJECT PURPOSE. GIVEN THE HISTORY OF USAID ASSISTANCE TO SEP, THE EVALUATION WILL REQUIRE A GENERAL REVIEW OF PRIOR PROJECTS WITH SEP AS WELL AS

6. REVIEW HOW USAID'S AND SEP'S SYSTEMS OF PROJECT MANAGEMENT, PROGRESS REPORTING, AND PROJECT MONITORING/INTERNAL EVALUATION HAVE SUPPORTED OR IMPEDED ACHIEVEMENT OF PROJECT PURPOSE, AND HOW THESE SYSTEMS MIGHT BE IMPROVED.

OTHER DONOR ASSISTANCE TO SEP.

IV. METHODS OR APPROACH TO EVALUATION:

FOR TRAINING, REVIEW THE SUBJECT MATTER PROVIDED FOR M.S., PhD AND SHORT-TERM TRAINING WITHIN THE LONG-RANGE INSTITUTIONAL DEVELOPMENT CONTEXT; THE PROPOSED DISTRIBUTION OF LONG-TERM TRAINING WITHIN SEP AND AMONG OTHER GOZ INSTITUTIONS; THE PROJECT APPROACH TO HAVING ALL THIS WORK CONDUCTED IN ZAIRE; THE ON-THE-JOB APPLICATION OF SKILLS LEARNED; TRAINING OPPORTUNITIES ON-THE-JOB, IN-COUNTRY AND OUTSIDE ZAIRE; AND THE ROLE OF TA IN TRAINING. PROVIDE RECOMMENDATIONS ON ANY MODIFICATIONS REQUIRED TO BEST MEET THE PROJECT PURPOSE.

THE EVALUATION TEAM WILL WORK CLOSELY WITH THE SEP APP PROJECT TEAM INCLUDING AMENONICS CONTRACT PERSONNEL, OTHER SEP OFFICIALS AND USAID STAFF. VISITS WILL BE MADE TO OTHER GOZ COLLABORATING INSTITUTIONS SUCH AS THE MINISTRY OF PLAN, ONPCC, MINISTRY OF FINANCE, DABP, AND TO OTHER DONOR ORGANIZATIONS SUCH AS THE WORLD BANK, FAD, BELGIAN GOVERNMENT OFFICIALS. VISITS WILL ALSO BE MADE TO TWO OF SEP'S REGIONAL OFFICES IN SHABA AND BANDUNDU IN ADDITION TO SEP'S OFFICE IN KINSHASA. A REVIEW OF SELECT DONOR AND GOZ DOCUMENTS RELATED TO THE AGRICULTURAL SECTOR IN ZAIRE, PARTICULARLY AGRICULTURAL POLICY IMPLICATIONS, IN ZAIRE, ALONG WITH PROJECT ADMINISTRATIVE, STRATEGY, TECHNICAL AND PROGRESS DOCUMENTS WILL BE CONDUCTED.

FOR ADMINISTRATIVE AND FINANCIAL MANAGEMENT AREAS, REVIEW EFFORTS TO DATE AND PROVIDE RECOMMENDATIONS TO ADDRESS ANY EXISTING AREAS OF WEAKNESS. SPECIFICALLY, IN WHAT AREAS COULD THE TA ADMINISTRATIVE AND PSC ADVISORS, POSSIBLY IN COLLABORATION WITH OTHER OUTSIDE CONSULTANTS, PROVIDE ASSISTANCE TO IMPROVE SEP'S CAPABILITIES IN THE MANAGEMENT OF ITS PROGRAMS.

PRIOR TO INITIATING THE EVALUATION, THE TEAM WILL MEET WITH USAID, SEP AND OTHER GOZ OFFICIALS COLLABORATING IN THE EVALUATION TO REVIEW THE EVALUATION OBJECTIVES AND METHODOLOGY; INFORMATION REQUIREMENTS OF THE EVALUATION TEAM; SCHEDULING OF TRAVEL TO VISIT FIELD ACTIVITIES; AND THE ROLES OF THE VARIOUS PARTIES IN THE EVALUATION.

FOR TECHNICAL ASSISTANCE (TA), REVIEW THE SUFFICIENCY OF CURRENT TECHNICAL ASSISTANCE SKILL AREAS AND TA LEVELS TO BEST CONTRIBUTE TO SEP AND OTHER GOZ AGENCY INSTITUTIONAL DEVELOPMENT IN MEETING PROJECT OBJECTIVES. REVIEW PERFORMANCE TO DATE OF CURRENT TA AND THE USE OF CONSULTANTS. MAKE RECOMMENDATIONS FOR IMPROVEMENT.

DURING THE FINAL WEEK OF THE EVALUATION'S FIELD ACTIVITIES IN ZAIRE, A WORKSHOP WILL BE HELD TO DISCUSS PRELIMINARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS, AS WELL AS TO DEVELOP A TENTATIVE PLAN OF ACTION FOR EVALUATION FOLLOWUP WHICH IDENTIFIES SPECIFIC ACTIONS TO BE TAKEN BY SEP, MINISTRY OF PLAN, USAID AND THE TA CONTRACTOR. A SUMMARY PRESENTATION OF FINDINGS WILL BE USED AS THE BASIS OF DISCUSSIONS. THIS MEETING WILL BE ATTENDED BY SEP, MINISTRY OF PLAN, OTHER GOZ COLLABORATING INSTITUTION

EXAMINE THE EFFECTIVENESS OF INFORMATION SHARING AND

26

UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

PAGE 03 OF 03 KINSHA 01016 00 OF 05 2 059Z 9704 180974 1101254
PERSONNEL, USAID PERSONNEL, A REPRESENTATIVE OF THE TA CONTRACTOR'S HOME OFFICE AND TA MEMBERS, AND EVALUATION TEAM MEMBERS.

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USAID AND GOZ REPRESENTATIVES WILL PROVIDE THEIR RESPECTIVE VIEWPOINTS ON ALL ASPECTS OF THE EVALUATION FOR INTEGRATION BY THE TEAM MEMBERS INTO THE REPORT.

THE EVALUATION TEAM MEMBERS WILL REPORT TO THE EVALUATION OFFICER AND BE UNDER THE TECHNICAL GUIDANCE OF THE CHIEF OF THE AGRICULTURE AND RURAL DEVELOPMENT DIVISION, USAID/KINSHASA.

V. REPORTS REQUIRED:

THE TEAM LEADER WILL HAVE OVERALL RESPONSIBILITY FOR PREPARING THE EVALUATION REPORT INCORPORATING THE CONTRIBUTIONS OF THE OTHER TEAM MEMBERS. THE TEAM LEADER WILL SUBMIT TEN COPIES OF THE DRAFT REPORT TO USAID'S EVALUATION OFFICER ONE WEEK PRIOR TO THE END OF HIS CONTRACT. THIS REPORT WILL INCLUDE THE FOLLOWING: (1) A

THE EVALUATION IS EXPECTED TO REQUIRE FIVE SIX-DAY WORK WEEKS TO COMPLETE.

V. ROLE AND COMPOSITION OF EVALUATION TEAM

THE ROLE OF THE EVALUATION TEAM IS TO APPLY THEIR EXPERIENCE, AND EVALUATION AND TECHNICAL SKILLS TO SUPPORT A CRITICAL REVIEW BY USAID/KINSHASA AND GOZ OFFICIALS OF THE PROJECT. WHILE IT IS THE RESPONSIBILITY OF THE EXTERNAL EVALUATORS FOR THE OVERALL CONDUCT OF THE EVALUATION, PREPARATION OF THE EVALUATION REPORT, AND PRESENTATION OF FINDINGS TO USAID AND GOZ OFFICIALS PRIOR TO THEIR DEPARTURE, A COLLABORATIVE EVALUATION APPROACH WILL BE EMPLOYED.

SHORT EXECUTIVE SUMMARY (MAXIMUM FIVE PAGES) INCLUDING THE PURPOSE OF THE ACTIVITY BEING EVALUATED, PURPOSE OF THE EVALUATION AND THE METHODOLOGY USED, FINDINGS, CONCLUSIONS, LESSONS LEARNED, AND RECOMMENDATIONS; (2) BODY OF THE REPORT PRESENTING THE EVALUATION PURPOSE, EVALUATION FINDINGS AND CONCLUSIONS; (3) TECHNICAL APPENDICES AS APPROPRIATE ON SPECIFIC TOPICS REQUIRING IN-DEPTH DISCUSSION (IE. POLICY FOCUS, HUMAN RESOURCE DEVELOPMENT). TEN COPIES OF A FINAL REPORT WHICH TAKES INTO CONSIDERATION OBSERVATIONS OF SEP, OTHER GOZ OFFICIALS, USAID AND TA CONTRACT STAFF WILL BE SUBMITTED BY THE TEAM LEADER TO USAID'S EVALUATION OFFICER PRIOR TO DEPARTURE FROM ZAIRE. IN ADDITION TO THE ABOVE IT WILL INCLUDE: (1) THE TENTATIVE ACTION PLAN DEVELOPED DURING THE DEBRIEFING WORKSHOP AND (2) APPENDICES WITH A COPY OF THE EVALUATION SCOPE OF WORK A BRIEF BIBLIOGRAPHY OF THE DOCUMENTS AND REPORTS CONSULTED, AND A LIST OF THE PERSONS AND AGENCIES CONTACTED.

USAID PROPOSES THAT THE EVALUATION TEAM CONSIST OF TWO EXTERNAL EVALUATORS, WITH ACTIVE PARTICIPATION BY USAID REPRESENTATIVES AND ONE OR TWO REPRESENTATIVES OF THE GOZ. THE USAID REPRESENTATIVES WILL BE FROM THE AGRICULTURAL AND PROGRAM OFFICES. GOZ REPRESENTATIVES WILL BE FROM SEP, THE MINISTRY OF PLAN AND OTHER MINISTRY OF AGRICULTURE AGENCIES. THE EXTERNAL EVALUATORS WILL INCLUDE AN AGRICULTURAL POLICY/AGRICULTURAL ECONOMICS SPECIALIST AND AN INSTITUTIONAL DEVELOPMENT/MANAGEMENT SPECIALIST. PROFESSIONAL WORK EXPERIENCE IN AFRICA, PARTICULARLY WITH AGRICULTURAL RESEARCH AND AGRICULTURAL POLICY PROJECTS IS HIGHLY DESIRABLE. FRENCH FLUENCY AT THE B1-S3 OR B2-R3 LEVEL IS REQUIRED. PRIOR EXPERIENCE WITH AID FUNDED RESEARCH AND INSTITUTIONAL STRENGTHENING PROJECTS, AND PARTICIPATORY EVALUATIONS IS HIGHLY DESIRABLE.

VII. TIMING OF THE EVALUATION:

THE EVALUATION WILL REQUIRE THE SERVICES OF BOTH TEAM MEMBERS FOR FIVE WEEKS BEGINNING APPROXIMATELY FEBRUARY 26, 1989. SIX-DAY WORK WEEKS ARE AUTHORIZED. THE TENTATIVE SCHEDULE IS GIVEN BELOW.

TEAM LEADER-AGRICULTURAL POLICY/AGRICULTURAL ECONOMICS SPECIALIST

- COMPLETE CONTRACTING FEBRUARY 19, 1989
- INITIATE EVALUATION FEBRUARY 26, 1989
- SUBMIT DRAFT REPORT MARCH 10, 1989
- HOLD MEETING TO DISCUSS EVALUATION FINDINGS MARCH 14, 1989
- SUBMIT FINAL REPORT MARCH 17, 1989

QUALIFICATIONS: PHD IN ECONOMICS OR PUBLIC POLICY, WITH SPECIALIZATION IN THE FIELD OF AGRICULTURAL POLICIES IS REQUIRED. INDIVIDUAL SHOULD HAVE EXTENSIVE (AT LEAST EIGHT YEARS) EXPERIENCE IN FORMULATING NATIONAL AGRICULTURAL POLICY AND IN CONCEPTUALIZING AND ESTABLISHING AGRICULTURAL POLICY PROGRAMS/INSTITUTIONS IN DEVELOPING COUNTRIES.

INSTITUTIONAL DEVELOPMENT/MANAGEMENT SPECIALIST

QUALIFICATIONS: MINIMUM OF AN M.S. DEGREE IN ECONOMICS OR MANAGEMENT. INDIVIDUAL SHOULD HAVE EXTENSIVE (A MINIMUM OF FIVE YEARS) FIELD EXPERIENCE IN DEVELOPING COUNTRIES IN ECONOMIC/SOCIAL RESEARCH OR POLICY PROGRAMS HAVING SIGNIFICANT INSTITUTIONAL DEVELOPMENT ASPECTS. DIRECT MANAGEMENT EXPERIENCE IN AGRICULTURALLY RELATED RESEARCH OR POLICY INSTITUTIONS IS HIGHLY DESIRABLE, ALONG WITH EXPERIENCE IN HUMAN RESOURCE DEVELOPMENT/TRAINING PROGRAMS.

SPECIFIC SCOPES OF WORK

SPECIFIC SCOPES OF WORK ARE NOT BEING LAID OUT FOR THIS EVALUATION. IT IS EXPECTED THAT THE TEAM LEADER WILL ASSIGN SOME SUBJECT AREAS FOR CONCENTRATION BY EACH TEAM MEMBER BASED ON THEIR RESPECTIVE EXPERTISE, AND OTHER SUBJECT AREAS FOR JOINT REVIEW BY BOTH TEAM MEMBERS. THE

NOTE BY OC/T: (1) OMISSION IN PARA 2. A CORRECTION WILL FOLLOW.

21

APPENDIX B

Selected References

- Agricultural Policy Analysis and Planning; AID Evaluation Special Study No. 55, 1988
- Agricultural Policy and Planning (APP) Project Paper, 1986
- APP Project Agreement (660-119), May 1986
- Chemonics Contract 660-0119-C-00-8001-00, 1987
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Kinshasa, SEP, 1988
- Final Evaluation of Project 052 and Mid-Term Evaluation of Project 070, 1983
- Final Report, Project 660-070, 1981-1987, Pragma, 1987
- Project 070, 2nd Mid-term Evaluation, 1985
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- Project 660-119, Annual Work Plan 1988
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- Project 660-119, First Annual Report 1987-1988, Chemonics, 1989
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- Projet 660-119, Revue du Systeme Comptable, Coopers & Lybrand, 1987
- Propositions Pour Une Methodologie Operationelle de Suivi, Departement du Plan, 1988
- Report of the US Presidential Agricultural Task Force to Zaire, 1985
- SEP's Future Development Perspectives, Chemonics, 1989
- Synthese du 1er Plan Quinquennal de Developpement Economique et Social 1986-1990,
1986

APPENDIX C

List of People Interviewed

Government of Zaire

Cit. Mubenda Mukendi
Mputu Secretary of State, MOA

SEP

Cit. Mansinsa Muvale
Imuine Mutshima
Kabondo Tshialemba
Kassenga Ali Zibuka
Mukuna Bentsh
Ngemba Leng
Ngonde Nsakala
Nkuka
NzunduNe-Mbangu
Rumbasa Lugaba
Tamfunu Ezey-Ebio
Director, SEP

Chemonics Team

Mohamed Ben-Senia
Brook Greene
Carlos Camacho
Douglas Barnett
Edward Rawson
George Branson
Saad Nasr
Chief of Party

Plan

Cit. Tansia Molende Monkoy
Bundutidi-Nbenza
Mantekila Lutete Shato
May Iba Sur Inkol

USAID

Dennis Chandler
Joseph Goodwin
Donald Brown
Douglas Daniell
Glenn Rogers
John Bierke
John McMahan
Kamal Zein
Ramona Garcia
Ron Harvey
Director
Deputy Director

Scott Demarais
Stephen Vance

IBRD

Chris Trapman
David Chen
Quan Dinh

FAO

Komi Claude Gbeblewoo

Donors

Bibiane Brassard
Paul de Vuyst

CIDA
Belgium Cooperation