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**ZAIRE AGRICULTURAL POLICY AND PLANNING PROJECT**

**FINAL REPORT**

**Submitted to  
USAID/Zaire**

**Submitted by  
Chemonics International**

**Revised  
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## Table of Contents

	<u>Page</u>
Executive Summary	ii
A. Summary	1
B. Programmatic Status	2
1. Summary Description	2
2. Original Contract Scope of Work	2
3. Expected Outputs	3
4. Accomplishments	4
a. Sector Evolution	4
b. Contract Execution	5
(1) Contractor Contributed LOE	5
(2) Other Contributors	7
(3) Implementation Problems	7
(4) Changes in Focus, Resource Allocation	10
(5) Project Achievements	12
(6) Lessons Learned	28
c. Status of Counterpart Agencies	32
C. Administrative Status	33
1. Personnel	33
2. Real Property	33
3. Participants in Training	33
4. Records Management	33
Annex 1 Detailed Contract Costs Invoiced 12/31/91	36
2 Budgeted Cost Estimate for Contract Closeout	37
3 Documentation on Contracting for Studies	38

## EXECUTIVE SUMMARY

This is Chemonics' final report on technical assistance (TA) provided to the Zaire Agricultural Policy and Planning Project (APP) under the U.S. Agency for International Development Contract No. 660-0119-C-00-8001-00. The report covers the period from October 22, 1987, contract signing date, to March 31, 1992, when the contract was terminated for the convenience of the U.S. Government.

**Project input cost.** Chemonics provided approximately 296 person-months of technical assistance to this largely institution building project at an estimated total cost of \$4,560,000.

**Beneficiary and purpose.** The Project targeted the Studies and Planning Service (SEP) of the Ministry of Agriculture and Rural Development as the primary beneficiary with technical assistance also provided to the Agriculture Division of the Ministry of Plan. The purpose of this project was to increase the capability of the Government of Zaire to develop and implement coordinated (and effective) agricultural policies and investment plans in order to increase agricultural production and increase rural incomes and well being.

**Original scope of work.** Chemonics was to help SEP to institutionalize ways to accomplish program outputs such as a) analytical and situation reporting on regions and commodities; b) primary and secondary data collection in support of Project/SEP activities; c) preparation of policy position papers; d) annual conferences on agricultural policy and/or planning; e) evaluation of development projects; and f) the expansion, updating, and improved accessibility of information in the agricultural statistics data bank.

### **Implementation problems faced by the contractor.**

- **Difficulty in completing studies and reports** due to a) lack of motivation of Zairean staff to complete work, b) the system of review which blocked publication and distribution of most documents, c) shifted priorities for project outputs, and d) a brush fire approach to managing SEP's work program. This report describes a pay for studies approach which helped to resolve the bottleneck.
- **Resistance to national policy conferences** on the part of the Director of SEP. Change of Minister of MOARD and increased pressure by USAID helped to put the conferences component back on track with significant policy impact as reported below.
- **SEP organization and management** including employment policy, a cumbersome organizational structure, frequent turnover of leadership, lack of resource management and ineffective program planning. This problem persisted through to project termination.

- **Resistance to changing the ineffective statistics gathering system.** An assessment completed by Chemonics Data Collection Advisor resulted in USAID discontinuing funding for this component of the project.
- **Lack of an appropriate subcontract for training coordination** due to lack of a mechanism in the Chemonics contract through which to administer funds for training. As a result, the intent to provide closer and higher quality supervision by a contracted institution including the preparation of a long term training plan by a professional consultant was not possible. Management was left to the mission and USDA or CID. Nonetheless, the Chemonics COP worked closely with the PO to provide needed coordination.

**Changes in focus, resource allocation and timing** substantially altered the project in terms of design, and affected the activities and deliverables to which Chemonics was committed. Most notable among these changes were: 1) an increased emphasis on policy dialogue/advocacy with more focused policy studies, 2) corresponding de-emphasis of commodity, regional and situation reports, 3) substantial reduction in long term TA, 4) discontinuation of TA to the Ministry of Plan and 5) contracting for SEP outputs.

#### **Principal project achievements under the Chemonics contract.**

- **Enhanced dialogue and reform efforts** including two national policy conferences, which culminated in the development by the MOARD of a Master Plan for the Agriculture Sector. The Master Plan provides a broad based consensus policy to guide policy, redefining and clarifying the role of government and the private sector toward a free market environment for production and marketing activities.
- **Strengthened policy linkages** within the GOZ and between the GOZ, the private sector, donors and NGOs.

**Improved policy studies and investment plans.** Eight major policy studies were completed including topics on regional market liberalization, savings and credit mobilization, food security, trade and commercial policy, the structure and conduct of Kinshasa food markets.

- **A contracting for studies program** which dramatically reduced the level of counterpart funds required for the project, provided incentive for good work, increased the quality and timeliness of outputs and provided an opportunity for the more talented SEP staff to advance professionally.
- **An assessment of the statistics/data collection system** which led to termination of support for the existing system, and provided recommendations for future efforts.

- **Computerization of SEP** with 15 IBM compatible computers to facilitate analysis activities and word processing as well as develop appropriate data bases. All SEP technicians were trained in basic use of word processing and spread sheets. Computer center technicians were trained in the development and maintaining of data bases.
- **Development of data bases for economic analysis.** Conversion to an IBM compatible DBase III system provided a more efficient data base system.
- **Long Term Training.** Eight MSc graduates, funded partially under the contract, returned to SEP. Fifteen additional participants initiated training under the contract, eleven participants at the MSc level and four at the PhD level, at U.S. universities and representing approximately sixty percent of the life of project level of effort. The Chemonics COP worked closely with the USAID PO to coordinate training activities.
- **Short Courses.** The project provided 15 person months of training at locations in the U.S. to SEP technicians in the areas of project management, agricultural credit, agricultural development and statistics and data processing. Chemonics technical advisors provided approximately 20 person months of local short course training to over 115 technicians and support staff in the areas of research methods, data collection, computer applications for statisticians, computer applications for economic analysis, food needs assessment, word processing and technical writing.

#### **Lessons learned.**

- **Importance of a project environment conducive to policy reform.**
- **The policy reform process followed in the last year of the contract worked.** It was characterized by limited long term and substantial short term highly qualified TA. The activity was conducted at the highest possible level policy making level. A democratic process of broad based dialogue was used.
- **Need for a balance between policy reform and institution building** to assure sustainability over the long term.
- **Need for more objective non-advocacy policy analysis capability.** Zairean policy researchers need to develop the capacity and be encouraged to do positive policy analysis which focuses on the consequences of alternative policy choices, rather than concentrate on advocacy research which largely bolsters an existing policy agenda.

- **Need for high quality agricultural statistics.** Any policy reform initiative should include a data collection and processing component, limited in scope and oriented toward low cost methodologies for obtaining information.
- **Future design for starting new initiatives in Zaire** would include the major features of the design for Phase II which was derailed by events. Details can be found in the text.

## A. Introduction

This is Chemonics' final report on technical assistance (TA) provided to the Zaire Agricultural Policy and Planning Project (APP) under the U.S. Agency for International Development Contract No. 660-0119-C-00-8001-00. The report covers the period from October 22, 1987, contract signing date, to March 31, 1992, when the contract was terminated for the convenience of the U.S. Government.

With amendment 9, USAID extended the Chemonics contract in April 1991 for one year to April 30, 1992, for a total estimated LOC cost including fixed fee of \$4,747,610. Table 1 illustrates the evolution of amendments with related cost changes.

**Table 1. Evolution of Amendments and Related Costs**

<u>Contract</u>	<u>Total Budgeted Cost</u>
Original Contract	\$ 3,344,614
Amendment 1	no change
" 2	3,726,502
" 3	no change
" 4	no change
" 5	3,866,788
" 6	4,129,549
" 7	4,218,731
" 8	4,298,876
" 9	4,747,610

Table 2 summarizes the above budgeted costs by category and compares with estimated actual costs for the contract period. Estimated actual costs include the invoiced/approved costs through December 31, 1991 of \$4,480,832.49 (See Annex 1 for details.) and estimated "quick close-out" costs of \$82,126 (See Annex 2 for details.). Total costs for the contract period October 22, 1987 to March 31, 1992 are estimated to be \$4,562,958 as compared to \$4,747,610 budgeted. As indicated, the single cost overrun for staff benefits is less than 1 percent, well within USAID guidelines.

**Table 2. Comparison of Contract Budgeted and Estimated Actual Costs\***

<u>Cost Category</u>	<u>Budgeted</u>	<u>Estimated Actual Costs</u>
Staff Salaries and Wages	\$ 1,255,400	\$ 1,203,249
Staff Benefits	287,400	289,255
Overhead	934,700	898,983
Travel and Transportation	515,700	511,659
Allowances	1,188,900	1,159,349
Other Direct Costs	214,300	201,070
Procurement	51,900	0
General and Administrative	126,700	126,784
<hr/>		
Total Estimated Costs	\$ 4,575,000	\$ 4,390,349
Fixed Fee	172,610	172,610
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Total Estimated Costs and Fixed Fee	\$ 4,747,610	\$ 4,562,959

\*/Invoiced costs through 12/31/91 plus budgeted for closeout (Annex 2)

**B. Programmatic Status**

**1. Summary Description**

The APP project was programmed as a ten year effort, the fourth consecutive project funded by USAID over a period of 15 years. The purpose of this largely institution building project was to increase the capability of the Government of Zaire to develop and implement coordinated (and effective) agricultural policies and investment plans in order to increase agricultural production and increase rural incomes and well being.

The Studies and Planning Service (SEP) of the Ministry of Agriculture (MOARD) was the primary beneficiary of the project with some technical assistance also provided to the Agriculture Division of the Ministry of Plan (PLAN).

**2. Original Contract Scope of Work**

The contractor was to provide technical assistance to increase the above-mentioned capability by institutionalizing ways to accomplish program outputs such as a) analytical and situation reporting on regions and commodities; b) primary and secondary

data collection in support of Project/SEP activities; c) preparation of policy position papers; d) annual conferences on agricultural policy and/or planning; e) evaluation of development projects; and f) the expansion, updating, and improved accessibility of information in the agricultural statistics data bank.

### 3. Expected Outputs

Table 3 shows the outputs expected of the contractor during the initial phase as compared to outputs for the life of project. A shift in 1989 of project focus changed the expected emphasis on commodity, regional and situation reports toward more direct intervention in policy dialogue through focused policy studies and papers and national conferences (Changes in Focus...pg.10). These changes were encouraged and authorized by USAID .

**Table 3. APP Expected Outputs, Life of Project and Contracted**

<u>Expected Output</u>	<u>PROJECT LOE 1987-1995</u>	<u>CHEMONICS 1987-1991</u>
Commodity Reports	15	7
Regional Reports	10	7
Situation Reports	NS	NS
Policy Papers/Studies	NS	NS
Reports on 5-Year Plans	NS	NS
PIP Reviews	NS	NS
Project Evaluations	20	9
Project Proposals	NS	NS
Annual Policy Conferences	8	3
Data Bank	Continuous	Continuous
Data Collection Handbook	Continuous	Continuous
Post Graduate Training, MSc and PhD (MSc equiv.)	35	12
Professional Cadre Short Course	40	12
Non-professional Short Course	270	90

NS means not specified

#### 4. Accomplishments

##### a. Sector Evolution

At contract signing in 1987, the sector was influenced by a number of factors conducive to success of the policy and planning initiatives of the project. These factors were a relatively stable government, a national program of structural adjustment and economic reform, an official policy of economic liberalization (removal of price controls and state monopolies, establishment of reasonably free payments and trade regime and of a money market, removal of impediments to investment, etc.). There was an increasing decentralization of power towards private interests and regional governments. An indicative 5-year national plan made agriculture a national priority and espoused market liberalization. Public investment in projects was controlled by a "Priority Investment Program" (PIP), closely monitored by the Ministry of Plan, the IMF and the World Bank, with monitoring TA provided intermittently by the World Bank.

At the project level, there was a demand for policy analysis. SEP was increasingly looked to for project evaluation, policy analysis, and information for decision making. A small core cadre of SEP staff, trained by the project at the MSc level, was beginning to produce useful but largely descriptive analyses and reports. The lack of adequate, reliable agricultural statistics persisted and hampered analysis. There was chronic turnover of ministry officials and other high level decision makers, which caused a lack of continuity for policy reform.

At the same time, the project faced the challenge of a poorly performing agriculture sector, characterized by stagnant or declining production, persistent resistance to the liberalization of production and marketing activities, extremely wide marketing margins, declining transport and marketing infrastructure, continued excessive involvement of government in production and marketing activities, low public expenditures for investment in agriculture, and a poor climate for private investment in agriculture and agri-business. There was a lack of coordinated policies and investment plans among the various sub-components of the sector, i.e., transportation, marketing, budgeting, etc.

Economic and political conditions deteriorated rather rapidly with the GOZ decision in 1989 to abandon structural adjustment and economic reform programs and to default on foreign debt payments. With the heightened political unrest, and the untenable economic deprivation, the environment for policy analysis and reform initiatives became increasingly problematic. Nonetheless, during most of this period, support for policy reform initiatives remained strong due to a dynamic, reform oriented Minister of Agriculture. However, economic and political conditions continued to deteriorate, culminating with the closing down of all donor activity in Zaire, including that of USAID, which led to cessation of project activity in late 1991.

**b. Contract Execution**

**(1) Contractor Contributed Level of Effort**

By project termination, March 31, 1992, Chemonics had contributed approximately 270 person months of long term technical assistance to fill eight advisor positions. As Table 4 indicates, nine different long-term advisors contributed to this technical assistance, with three functioning in more than one role during their tenure due to shifts in personnel responsibilities to better reflect their capacities, as well as the evolution of the project.

Table 4. Summary of Long-term Technical Assistance Through December 31, 1991

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<u>Specialist Name</u>	<u>Advisor's Title</u>	<u>Person Months</u>
Mohamed Ben Senia	Chief of Party Ag Policy/Planning Adv.	39.00
Edward Rawson	Ag Policy Coordinator Chief of Party	46.80
Saad Nasr	Data Processing Advisor	16.80
Brook Greene	Economic Analysis Adv.	37.68
Douglas Barnett	Projects Advisor	28.08
Carlos Camacho	Ag. Planning Advisor Ag. Policy Coordinator	32.04
George Branson	Administrative Officer	36.60
Suha Satana	Data Collection Advisor	17.28
Adel Labib	Data Processing Advisor	13.80
	Total Person Years	<u>268.08</u>

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All TAs except the COP were terminated on or before the end of February 1991. The COP, originally extended through April 1992, was evacuated from Zaire in September and remained on the project in a stand-by status under a stop work order, until the end of November. Subsequent to project termination, one additional week of his time was required for the writing of the Final Report, with costs to be billed under the close out agreement.

Chemonics provided 20.4 person months of short term technical assistance, presented in Table 5, over the four years of the contract. The Chief of Party managed and coordinated an additional 4 person months of technical assistance financed through buy-ins with Ohio State University and the World Council of Credit Unions (WOCCU) for assistance in Savings and Credit research and for special PIO/Ts for technical assistance to the 1990 agricultural policy conference.

Table 5. Summary of Short-term Technical Assistance Through December 31, 1991

<u>Specialist Name</u>	<u>Specialist Title</u>	<u>Person months</u>
Douglas Barnett	Projects Evaluation	2.77
Carlos Cuevas	Rural Credit	0.83
Adel Labib	Data Processing	2.54
Heather Peck	Tech. Writing/Editor	0.96
Ramona Garcia	Administrative Assistant	1.00
James Bucknall	Human Resources	1.85
Robert Weaver	Policy Analyst	4.47
Eric Tollens	Policy Analyst	3.18
Franz Goosens	Data Collection/Mktg.	1.00
Bart Minten	Marketing	1.80
	Total Person-Months	20.40

Chemonics provided 5.78 person months of field support by home office management and Washington-based publications and procurement department support for the project, as illustrated in Tables 6 and 7.

Table 6. Summary of Field Support by Home Office Project Management

<u>Name</u>	<u>Title</u>	<u>Person Months</u>
Tony Teele	Proj. Supervisor/Director	0.92
David Dupras	Project Supervisor	0.60
Jim Davis	Project Administrator	0.51
Mary Ellen Ressler	Project Administrator	0.60
Lyrae Johnson	Project Administrator	0.42
	Total person months	3.05

Table 7. Summary of Other Home Office Support

<u>Department</u>	<u>Person months</u>
Publications	0.73
Procurement and Shipping	2.00
Total person months	2.73

(2) **Other Contributors**

In view of the institution building and human resource development purpose of the project, Chemonics provided the above TA to project activities in a collaborative, facilitative, training and coordinating mode. To the extent possible, Chemonics TAs avoided working in isolation and independently producing outputs for the project. Thus, nearly all major project accomplishments represent a substantial level of effort on the part of other contributors. Contributions of Zairean counterparts were of particular note. This includes Zairean researchers and administrators, both at SEP and at the Cabinet level of the Ministry. For example, Zairean researchers were the primary authors or co-authors on nearly all of the special policy studies, including market price transparency, rural savings and credit mobilization, and comparative advantage. They contributed to the design, implementation of data collection and analysis as well as to writing the reports. Top level technicians in the MOARD, appointed by the Minister to a special working committee

were the authors of the Master Plan for Agriculture, with Chemonics specialists providing guidance and reflection on the strategy document.

The project also benefitted from the analytical capabilities in the USAID Mission. USAID economists in Agriculture and Rural Development, the Program Office, and the Project Development Office, contributed significantly to technical outputs in the identification of issues, the conceptualization of studies, the review of analyses and the process of dialogue which surrounded the development of the Master Plan and the subsequent Action Plan activities. They also contributed largely to the design of the contracting for studies approach which was implemented in the last eight months of project.

### **(3) Implementation Problems**

**Difficulty Completing Reports.** Conducting of studies and preparation of reports represented a major set of constraints and frustrations faced by project TA. This was due to 1) lack of motivation of Zaireans to complete work, 2) the system of review which blocked publication and distribution of most documents, 3) shifted priorities for project outputs, and 4) a brush fire approach to managing SEP's work program. The incentive for doing these studies, like most of the studies conducted at SEP, was more the opportunity a study afforded for field work and the related per diem. Participation in field research was considered as a perk to be distributed equitably by the Director to SEP staff, often without consideration of qualifications. Great pressure was placed on TAs to hurry the process of developing appropriate methodology, preparing questionnaires and training enumerators and field staff supervisors, in order to accelerate getting to the field (to earn per diem and thus more than double their monthly salaries). Likewise, once the field work was completed, interest in analysis and report writing waned, resulting often in low quality analysis and presentation, tardy completion or not completing the reports at all.

The problem was addressed in the short run by a review of project priorities and a resulting shift to focused policy studies, more careful selection of studies participants and greater control over the remuneration for work completed. A pay for outputs policy implemented for the 1991 work plan, succeeded in providing incentive to do quality work and substantially unblocked the review process. Also, review, editing and production of many of the major outputs was completed outside of SEP to avoid the existing bottlenecks. (See Changes section below.)

**Resistance to National Policy Conferences.** At project startup time, the Director of SEP (who later became the Secretary of State for Agriculture) strongly resisted project involvement in policy conferences. The stand against policy conferences persisted until early 1990. In March of 1990, the newly appointed Minister of Agriculture and Rural Development (MOARD) enthusiastically endorsed the concept of a National Agricultural Policy Conference to discuss current issues facing the sector. Strong support from USAID also facilitated the effective dialogue process in the latter part of the contract period. (See Changes section below.)

**SEP Organization and Management.** SEP, a GOZ institution, continues to have serious management and organizational problems which impede effective implementation of policy analysis and planning functions and responsiveness to needs of decision makers. These problems are related to GOZ employment policy, a cumbersome organizational structure, frequent turnover of leadership, lack of resource management and ineffective program planning. The GOZ employment policy results in over-staffing, low salary levels, and only a select few qualified to do policy studies and planning. There is a resulting low morale and little incentive to do work even among the more capable. Incentive structure does not reward good work. There is a tendency to mis-manage project resources, resulting in degradation of the physical plant and equipment.

The problems persist. Any future USAID involvement in the agriculture sector should include insistence on the reorganization of the Ministry of Agriculture and Natural Resources, an activity being pursued by USAID and Chemonics at the request of the Minister just prior to shutting down project activities. The reorganization effort should again have coordinated support by all donor agencies.

**Persistent Problems with Système Permanent.** Improving the data collection capacity of the MOARD was one of the major objectives of the project. Problems to be addressed were well documented in the project paper. Despite project efforts to address these issues and enhance data collection capacity, major methodological and management problems of the MOARD's permanent agricultural data gathering system, "Système Permanent" (SP), persisted, leading to continued failure to provide adequate and reliable statistics. As will be elaborated below, USAID ultimately withdrew funding for the SP.

**Problem with the DSA Division Chief.** Replacement of the Division Statistics Agricoles (DSA) division chief with a qualified technician trained at the MSc level was one of a number of preconditions for continued project support for the DSA. In fact, the appointed Division Chief was a political appointee with limited qualifications as a statistician, who proved to be incompatible as a counterpart to Chemonics Data Collection Advisor (DCA) as well as hindrance to implementing badly needed change. He preferred to occupy his time with administration rather than appropriately dealing with technical matters, largely because he was not capable of communication on technical matters. Because of this lack of communication, the DCA often worked by himself or with the technicians in the Methodology Office and the Computer Center, who had a greater degree of training and also were more receptive to suggestions and willing to work.

**Contractor Management Issues.** Project progress was impeded at first by a COP not suited to team leadership, some TAs unsuited to the roles they were asked to play, and late and staggered arrival of key TAs. Of particular note is the difficulty of recruitment and very late arrival of the Data Collection Advisor. The DCA was to have played a very crucial role in developing methodologies for data collection for major studies. His role in this regard

was limited, due to his late arrival, however, the DCA's overall contribution to the project was substantial. (See Changes below.)

#### (4) Changes in Focus, Resource Allocation and Timing

A number of changes in focus, resource allocation and timing substantially shifted the project from its original design and from the activities and deliverables to which Chemonics was committed under the Contract. USAID authorized alterations in the project through covering amendments to the existing contract, rather than through a redesigned project paper and PROAG. USAID intended to pursue a redesign prior to the signing of a Phase II contract, but this activity was cut short due to changes in USAID's overall program. Discussion of these changes and the factors which led to them follows.

**Changes resulting from the 1989 Mid-Term Evaluation.** USAID contracted for a start-up evaluation of the project to help them and the MOARD assess project impact and to identify needed improvements. The evaluation took place in March 1989. (Evaluation by Bucknall and Gutman). Actions taken in response to the evaluation included the reassignment of selected members of the Chemonics technical team to more suitable roles, a revision of expected outputs (See Focus on Policy below.), the assessment of Système Permanent with eventual dropping of support for the Statistics Division, an attempt to address the problem of staff incentive to produce quality work, and the redesign of the project for Phase II.

**Increased Focus on Policy Dialogue and Reform.** While policy analysis and dialogue were a part of the project from the beginning, the emphasis of the project shifted substantially during the 1990-91 period from institution building to policy dialogue and reform, with focused studies to inform the policy process. This shift included the development of a priority policy research agenda and the reinstatement to the project of national agricultural policy conferences as a means of opening discussion on selected priority policy issues and intensifying dialogue with leaders in government and the private sector.

The shift of the project to a more focused policy advocacy role began in October of 1989 with the development of the 1990 SEP work plan which focused research on six priority policy themes and a national policy conference to discuss and prepare a national policy research agenda. The project sponsored an interdepartmental workshop, attended by representatives from USAID, the Canadian Technical Assistance and the World Bank, which ratified the themes of food security, agricultural trade, market liberalization, market structure and performance, savings and credit mobilization and supply and distribution of improved seeds as priority for the 1990-91 Work Plan. The plan limited work on commodity studies and regional reports to finalizing four studies for which research had already been completed. The 1990 Work Plan also retained priority investment planning and collaborative efforts with the Department of Plan on the Second National 5-Year Plan.

The intensification of project focus on dialogue and reform was in large measure a response to pressure from the USAID Mission as well as from the newly appointed Minister of Agriculture and Rural Development. USAID needed "results" (policy dialogue and reform) to strengthen their position for the Mission's strategy portfolio and particularly to justify continuing the APP project, which had been supported for nearly 15 years. The Minister, appointed in March 1990, expressed a concern for new approaches to resolving constraints to sector development. He strongly supported the first National Agricultural Policy Conference.

**A Dynamic Minister of Agriculture with Extended Tenure.** Two factors facilitated the intensification of policy dialogue and reform. First, the Minister was a career research scientist (PhD) who had headed the National Agricultural Research Institute, (INERA) and who understood first hand the immense problems facing the sector. This Minister quickly asserted himself as a man of action. Secondly, the USAID/ADO cultivated a rapport with the Minister, which facilitated access and improved communication. These factors increased both the level and the intensity of dialogue.

Furthermore, unlike the four previous ministers of agriculture, this minister had an extended tenure, largely due to his high level of performance. Thus, the project was able for the first time to conduct activities at a policy making level where there was chance of making a difference. The results will be discussed below.

**Changes incorporated in the 1991 Work Plan.** The 1991 Work Plan consisted of two major tasks, (1) Master Plan development and related dialogue and reform activities, and (2) completion of policy studies. Both activity areas were a continuation of work initiated in 1990, but not completed. The work plan activities for 1991 reflected elements in the design of the follow-on Phase II for the Zaire APP including:

- the strong orientation toward policy dialogue and studies.
- substantial reduction in long term technical assistance.
- increased reliance on qualified Zairean researchers for studies and planning activities with support from short term specialists as needed.
- confining technical assistance efforts to the MOARD, while discontinuing assistance to the Ministry of PLAN.
- use of counterpart funds to contract for SEP outputs in lieu of general funding of local costs.

**Review and Redimensioning of USAID Assistance to Zaire.** Under the leadership of the Director, USAID subjected its entire portfolio to close scrutiny in the last half of 1990. The evaluation reflected a combination of the Director's philosophy for development,

the low performance of several projects, a substantial (though temporary) reduction in available counterpart funds to support programs and ultimately, a congressional mandate to reduce assistance to Zaire. The process of evaluation and redimensioning went through several iterations carrying over well into 1991 and coming to a climax in April with the preparation of a "Wind-down Plan" to comply with the Brook Amendment.

Phase II of the project, scheduled for implementation in early 1991 fell victim to the wind-down process, being cut short after the bidding process had reached the Best and Final stage. However, the APP project survived the initial iterations of the new programming with a substantially reduced level of effort, i.e., one long term TA and 7 person months of short term consultancies. Survival could be attributed largely to recent policy initiatives and achievements and the progress in the development of a national strategy for the agriculture sector. USAID extended the Chemonics contract to April of 1992 to provide ample opportunity and short term technical resources to bring the policy initiatives to a fruitful conclusion.

**Ordered evacuation.** The preparation of the new portfolio was interrupted in late September by the civil disturbances and political unrest which led to the ordered evacuation from Zaire most official Americans. This evacuation accelerated the shutting down of the project.

**Termination of the Project.** Due to existing economic and political conditions in Zaire, USAID has terminated all assistance to that country. The Chemonics contract for the Agricultural Policy and Planning Project (660-0119) was formally terminated for the convenience of the U.S. Government on March 31, 1992.

(5) **Project Achievements Toward Accomplishing Outputs and Targets**

Table 8 compares outputs delivered to that which was expected under the Chemonics contract. The difference between outputs expected and delivered is due to the constraints faced and to the changes in project orientation documented above.

**Table 8. Comparison of Chemonics Expected Outputs to Those Delivered**

<u>Expected Output</u>	<u>Expected 1987-1991</u>	<u>Delivered 1987-1991</u>
Commodity Reports	7	2
Regional Reports	7	0
Situation Reports	NS	1
Policy Studies (Major)	NS	8
Policy Papers	NS	10
Reports on 5-Year Plans	NS	1
PIP Reviews	NS	3
Project Evaluations	9	7
Project Proposals	NS	4
Annual Policy Conferences	3	2
Data Bank	Continuous	1
Data Collection Handbook	Continuous	1
Other Unplanned Documents		6
Post Graduate Training, (MSc equiv.)	12	21
Professional Cadre Short Course (person months)	12	15
Non-professional Short Course	90	See description below.

NS means not specified

Project related activities portrayed in the table focused largely on fulfilling four global project objectives (a) of enhancing policy dialogue and reform, (b) of improving policy studies and investment plans, (c) of strengthening data collection and processing capabilities, and (d) of further developing the human resource base. The following section describes technical activities and outputs according to these categories, emphasizing those which have contributed most.

(a) **Enhancing Policy Dialogue and Reform**

**National Agricultural Policy Conference.** On May 29 and 30, 1991, the project sponsored its first national agricultural policy conference entitled, "Economic Liberalization in the Agriculture Sector - Achievements to Date and a Strategy for the 1990s." The conference brought together 165 high level officials from the GOZ and leaders from donor agencies and the private sector to discuss major issues facing the agriculture sector. The purpose was to arrive at a consensus on a priority policy agenda to promote sustainable broad based economic growth in rural Zaire. The conference provided to participants a combination of key note speakers with expertise on selected topics, findings of recent GOZ studies and an opportunity for discussion which would facilitate the understanding of issues and potential strategies. Issues addressed at the conference included those related to market liberalization, international trade and Zaire's comparative advantage, the government budget for agricultural development and fiscal policy, para-fiscality, transportation and agricultural credit.

The conference was considered a success by the Minister, USAID and other donors, because it:

- Enhanced broad based and informed dialogue on major issues by key government decision makers, leaders of farmer groups, NGO's and the private sector.
- Raised the level of awareness of existing barriers and policies contradicting market liberalization in Zaire, particularly at the regional level.
- Resulted in a general consensus on a policy agenda for further study and dialogue.
- Provided a high degree of public exposure to the issues and for the participants by the newspapers, national radio and television.
- Resulted in a widely distributed set of conference proceedings.
- Set the stage for further dialogue on major issues.

In his closing remarks to conference participants, the Minister launched the challenge for the development of a National Master Plan for the Agriculture Sector.

**The Master Plan for Agriculture.** In March 1991, the GOZ completed the final version of a National Agricultural and Rural Development Sector Master Plan ("Plan Directeur"). As indicated above, the Master Plan was a culmination of policy dialogue and reform efforts launched by the May 1990 National Agriculture Policy Conference and brought to consensus at the "National Round Table" conference, March 4-11, 1991. At the Round Table, 120 participants, including high-level regional and national officials, donor

representatives, farmer leaders and others from the private sector, openly debated the policies and strategies proposed in the Master Plan. Revisions reflecting consensus of the group were subsequently incorporated into the final published version.

The Master Plan represents a significant departure from past philosophies and strategies which have hampered economic growth. Consistent with the philosophy of economic liberalization, the Master Plan redefines and clarifies the role of government as that of providing public goods and services and of insuring an economic and political environment conducive to development of the private sector. According to the Master Plan, the private sector in turn is responsible for producing and marketing agricultural inputs and products in an essentially free market environment. It proposes and defines food security as a priority strategic objective in place of food self-sufficiency.

At the Minister's request, USAID, through the Chemonics contract, took the lead in providing technical assistance to the MOARD during all stages of the conceptualization and drafting of the Master Plan. The Chemonics TA team including the COP and two short term TAs worked intimately with the drafting committee, providing assistance through a set of working papers and reflection pieces as well as committee discussion, while assuring that authorship of the draft document remained totally Zairean. The Chemonics Home Office Publications Division edited, translated and reproduced the final document, which received formal ratification and praise from the Minister at a specially called press conference. Thus, Master Plan development, debate, publication and distribution, represents a major accomplishment of the project.

**Action Plan Development.** As a follow-up to the debate and consensus on the Master Plan, 30 selected national experts, officials from each region, experts from bilateral and multilateral assistance organizations, and NGO representatives participated in an Action Plan Development Workshop. The purpose of this second phase of the national Round Table was to train national and regional planners in the methodology of action plan preparation and to provide guidelines for preparation of the regional plans consistent with the Master Plan. The workshop was a collaborative effort between the GOZ, USAID and the World Bank with Chemonics TAs contributing training materials as well as participating in the implementation of the workshop.

The MOARD followed this workshop with a three-pronged approach to developing a National Action Plan. This involved first an evaluation and redimensioning of the Ministry's project portfolio. Two short term Chemonics consultants provided guidelines for evaluating projects to be consistent with the PD. They also actively participated in the review of all the projects in the PIP. The process resulted in a report proposing redimensioning of PIP projects, which was to become part of the Action Plan.

Secondly, the MOARD planned a series of training seminars in the regions to assist them with the development of regional action plans to feed into the National Plan. Finally, the MOARD had a select committee conduct a review of relevant literature related to

developing the National and Regional Plans. These elements represented involvement of extensive human and financial resources with assistance promised by the World Bank. The development of the National Action Plan was cut short by political and economic developments.

Another result of the Master Plan process was the Minister's request for a reorganization of the MOARD. USAID staff and the COP were intimately involved in drafting a terms of reference for the required study. Ultimately, USAID had to withdraw support for this needed activity due to winding down program assistance under the Brook Amendment restrictions. Subsequently, the reorganization activity also fell victim to political events.

**Strengthened Linkages.** The Project strengthened linkages for policy dialogue and investment planning. Activities such as those related to the National Policy Conference, the development and ratification of the Master Plan for Agriculture and Rural Development and the preparation of regional and national action plans contributed to strengthened linkages through broad based participation in the process as well as raising the level of awareness of issues for which solutions reside outside the purview of the MOARD itself.

The Master Plan strengthened the hand of the Minister in dealing with GOZ decision makers at the highest level by providing a strategy with consistent policies achieved through this broad based consensus. It also provided the Minister and the GOZ at the highest level with a basis for review of the Priority Public Investment Plan (PIP) and guidance for future investments in the sector, both public and private. The document further provided to the Minister a strengthened position for negotiating increased government budget allocations.

The above activities also strengthened linkages between donors interested in policy dialogue and reform, including USAID, Canadian Technical Assistance, the French and the World Bank. The World Bank and the Canadians were particularly active in providing the project with support for the Master Plan and Action Plan activities. They also collaborated on preparation of the terms of reference for the MOARD reorganization study.

Placing the APC at the Ministry of Plan probably did not have the desired positive long term impact on linkages between PLAN and the MOARD. As pointed out in the 1989 Annual Report, the APC, by his presence at PLAN did provide strengthened communication related to PIP review etc., largely through his own expended energy. This did not affect the rigidities existing in PLAN related to budget planning and implementation and the establishing of priority investments. DSP/PLAN was unfortunately most interested in APC presence for the financial benefits. This caused a great deal of frustration to both Chemonics TAs who worked in this position.

**Contributions to the Five Year National Plan.** Both the APC and the APA contributed to a draft of the agriculture portion of the Second National Five-Year Development Plan. Ironically, the GOZ did not have a published version of the First Plan,

but used disparate versions of the national plan for implementation. In particular, the project contributed a diagnostic analysis of progress under the First Five Year Plan and introduced and reinforced the elements related to market liberalization and the removal of barriers to this policy. Work on the Plan was suspended in April of 1990 due to political developments, and was never resumed.

The Minister of Agriculture and Rural Development considered that the Master Plan should be the Ministry's contribution to the Five-Year Plan when work would resume.

### **(b) Improving Policy Studies and Investment Plans**

Through the "Studies" component, the project completed eight major policy studies, two commodity reports, and a situation report, which are briefly discussed below. These studies all contained substantial elements of policy analysis. The studies represent the collaborative effort of Zairean researchers and project provided technical experts on the respective subjects. This effort has improved the capacity of the MOARD technicians to conduct research and provided information potentially useful to decision makers on priority policy issues. Unfortunately, a number of these studies remained in an unpublished state due to the weak SEP mechanism for review and distribution. Nonetheless, several of the unpublished studies were used by decision makers, and/or as background information for other studies, e.g., the rice and maize commodity reports and the Agricultural Situation report.

**Market Liberalization in Shaba and Bandundu.** Completed in July of 1989, the study assesses progress toward implementation of the national policy on market and price liberalization. The study indicates that while farmers perceive that they have benefitted from liberalized markets, substantial barriers to free markets remain, such as price fixing by regional and local officials, oligopsonistic behavior of large marketers and illegal taxation. The study recommends removal of these barriers to assure the improved functioning of the market system.

The presentation of the study at the National Policy Conference led to heated debate, raising the level of understanding by conferees of the problems and pitfalls associated with liberalizing agricultural markets. The study is included in the published proceedings of the conference.

**Impact of Structural Adjustment Measures on Agricultural Lending.** This study, which began in 1988 as a review of the literature and of issues in agricultural credit, evolved into a study of the impact of selected structural adjustment measures taken in 1987 on agricultural lending by commercial banks, with particular attention being paid to lending for marketing campaigns. A number of significant findings and policy recommendations were presented. The study identified a need to look at the structure, conduct and performance of financial intermediaries in rural areas of Zaire. (This study has not been published.)

**Structure, Conduct and Performance of Rural Financial Intermediaries.** The need for the study identified above was reinforced by GOZ interest in the rapid growth of savings and credit cooperatives (COOPECs) in rural Zaire. This research study represents the collaborative effort of researchers from SEP, Ohio State University and FINAFRICA. Funding was through a combination of a OSU/USAID buy-in agreement and the use of project counterpart funds channeled through SEP. The study documented the dynamic but fragile nature of the COOPECs and other less formal intermediaries, identifying constraints to continued development, but recommending assistance particularly in the areas of improving management, instruments and infrastructure as well as the policy changes needed to facilitate their growth. (A summary of the study's findings and recommendations was published as part of National Policy Conference Proceedings; the final version in three volumes was published in 1991 and distributed to MOARD and USAID.)

**Plan of Action for Assistance to Savings and Credit Cooperatives.** The Bank of Zaire and USAID responded to the above OSU/SEP study findings with a request for further technical assistance to (1) develop an action plan for assistance to the cooperatives and to develop an improved legal/regulatory framework for credit union operations. A consultant from the World Council of Credit Unions (WOCCU) conducted additional research and prepared a plan of action which provided USAID and the BZ options for further assistance to COOPECs and a proposed revised legal framework to facilitate credit union operations. (Final draft distributed to MOARD, BZ and USAID. The final version is pending publication.) Follow-on activity proposed by this plan of action was cut short by the wind-down under the Brook Amendment.

**Kinshasa Food Markets.** A study of the structure, conduct and performance of the Kinshasa Food Markets represents collaborative research by the University of Leuven (Belgium) and SEP technicians. The analysis of data from six separate surveys of price transparency, road and river transport, wholesalers and retailers, marketing credit and market infrastructure were completed and series of reports published with project support for technical assistance. The completed study provides policy and investment recommendations to improve food product marketing efficiency in Kinshasa and contributed substantially to the development of a restructured USAID funded Area Food and Marketing project, which was discontinued due to termination of USAID assistance. (These reports were published in 1991.)

**Trade and Commercial Policy.** SEP completed a report in December 1990 on the comparative advantage of selected commodities sold on the Kinshasa food markets. Careful review of the report revealed the need for further data collection and an improved methodology to more completely address policy questions. The expanded study provides the GOZ with an improved methodology to address policy issues. It also provides the GOZ guidance on investment decisions, focusing on rice, maize and meat - all three commodity groups for which commercial and food aid imports are especially important. (The final report approved by USAID and SEP for publishing.)

**Food Security.** In early 1991, the APA completed a report of findings and analysis from a rural household survey in Bandundu on incomes, food needs and food access, which identifies substantial areas of food insecurity in the Bandundu region. The study contributes to improved understanding of the distinction between policies of food security food self-sufficiency and provides a rationale for food security. (The report has not been published but was distributed to USAID and MOARD.)

**Improved Seed Production and Distribution.** SEP staff and the Chemonics TA team collaborated with a private consultant to conduct a study to design a potential strategy for developing improved production and marketing of maize hybrid seed. The study was deemed not to be very helpful in providing direction for future assistance in the context of Zaire. A follow-on study of the overall seed production and marketing system was interrupted by political events in 1991. A SEP researcher collaborated with a specialist from Penn State University to develop an appropriate methodology for the study. (The document is not published but is in publishable form and is potentially useful to other researchers.)

**Commodity, Regional and Situation Reports.** MOARD commodity, regional and situation reports are a series of technical monographs initiated at SEP during the previous project (660-070), covering all the major commodities and all the regions of Zaire. The series has proven quite popular with attractive covers and a general compendium of descriptive statistics and information, but lacks analytical content. Project 119 was intended to update and improve the analytical content and statistical quality of these documents. The PP called for specific quantities of these reports as indicators of project achievement.

The mid-term evaluation revealed that preparation of these reports was a low priority for the GOZ. Thus, in line with the evaluation recommendations, the 1990 workplan de-emphasized the importance of producing commodity, regional and situation reports, calling only for the completion of those already in progress, namely four commodity studies on rice, maize, groundnuts and cassava and a regional study of Bandundu Region.

Working papers (never published) of the rice and maize reports provided a demand and supply analysis which pointed to the important role of continued importation of rice for the foreseeable future, while maize production had attained self sufficiency. The reports underscored the constraints to production including poor infrastructure and high marketing costs. They provided insight to the profitability of fertilizer use, concluding that given the financial and economic cost of fertilizer and lack of improved seed, fertilizer application could not be justified.

The APA assisted the Strategy and Planning Division (SPD) to produce one Situation Report, which provided the GOZ with a comprehensive diagnostic analysis of the economic situation related to the agriculture sector including the identification of major constraints to sector development and suggested solutions. Parts of this report were used by the MOARD in key presentations at the Symposium for the preparation of the Second National Five-Year

Plan, elements thereof later incorporated in the diagnostic portion of the draft document. (This report has not been published.)

**Priority Investment Planning.** The PP called for 20 project evaluations over the life of the project and an undisclosed number of project preparations. (At least seven evaluations were carried-out as listed below. Several of these involved proposals for follow-on activities.) This orientation toward evaluation versus preparation did not reflect SEP's role as perceived by the MOARD, since the DAGP Directorate was given charge of monitoring and evaluation of existing projects. The Project Bureau and the TA adviser were to concentrate on the project design for insertion into the Priority Public Investment Program (PIP). Nonetheless, largely because the DAGP personnel lacked the technical competence, the Projects Bureau conducted both evaluations and preparations and contributed significantly to the PIP.

Under the structural adjustment and economic reform program, the PIP, closely monitored by the IMF and the World Bank, represented Zaire's commitment to a controlled public investment program. Quarterly review and evaluation by the CE, the IMF and the World Bank was required and involved all the interested departments including Agriculture. The annual March review was the period when the GOZ and the World Bank negotiated all projects to be included in the PIP.

SEP staff participated in the PIP reviews and provided the PIP with input for new projects through project identification, feasibility studies, ex-ante evaluations of projects to be financed by donor agencies and in the negotiations for new projects. As part of this process, the Projects Bureau staff with the Chemonics Project Advisor have conducted the following studies, a number of which have been retained in the PIP:

- Kasongo-Lunda - extension/inputs delivery in Bandundu
- Ituri - livestock production and marketing in Haut Zaire
- North Shaba - maize production and rural development
- Sante Animale - delivery of livestock health products
- Veterinary Assistance and Agro-pastoral - two German financed livestock projects
- Codaik - reformulation of a failed project
- Buta - input delivery and extension

The APC helped the DSP/PLAN to coordinate the agriculture, rural development, forestry and environment components of the PIP quarterly and annual reviews, as well as to participate in the deliberations.

When the GOZ reneged on their economic reform programs in late 1989, they also abandoned the controls of structural adjustment, with supervision by the IMF and the World Bank. The PIP became largely a wish list of pet projects, poorly conceived, poorly funded and poorly managed, often inconsistent with development goals and great sources of corruption and financial abuse. SEP's role in project evaluation and preparation became

increasingly political rather than truly analytical. Chemonics' TA involvement in the above action plan process, at the request of the Minister, was a response to this plethora of worthless projects which the Minister rightly perceived as hampering development.

The 1991 program of work reflects USAID's shift away from support for project evaluation. This was justified both from the standpoint of an increased orientation toward advocacy and policy reform and from a sectoral program versus project strategy.

**Contracting for Studies Program.** The COP collaborated with USAID to develop a contracting for studies approach to fund priority policy studies. This program replaced the previous the system of primes (salary supplements using counterpart funds) used by USAID to provide support to project activities. The key elements of the new contracting for studies approach were:

- Use of counterpart funds to finance direct and indirect costs of studies.
- An agreed upon agenda of studies.
- An agreed upon selection of researchers to be involved.
- An agreed upon salary schedule for researchers, supervisors and support staff of studies activities which reflected the level of responsibility and level of participation.
- A format for proposals and budgets and agreed upon method of presentation. Approved budgets were pegged to the dollar.
- A system of approvals for payment which provided for start-up, interim and final payment for outputs. Individuals were paid directly for services and SEP received proportional payments for indirect costs as well as non-salary operating costs related to the studies.
- An oversight committee consisting of the PO, the SEP director and the project COP.

This program represented a substantial shift in how USAID financed the activities of the project. It dramatically reduced the level of counterpart funds used by the project. At the same time it provided enormous incentive to SEP researchers to produce quality outputs in a timely fashion, something which had previously been a chronic problem. The program provided an incentive for the best qualified researchers to improve professionally. Annex 3 provides details of this program.

### (c) Improving Data Collection and Processing Capabilities

Reliable statistics are essential for agricultural sector analysis, policy formulation and investment planning. The MOARD's "Permanent System" (SP) is responsible for collection, processing and diffusion of agricultural statistics for the Ministry.<sup>1</sup> However, despite several years of financial and technical support from a number of donors, and annually ambitious programs of work, the SYSPER has remained weak in its capacity to execute its programs and to provide reliable information on key variables. The Data Collection Adviser (DCA) and the Data Processing Adviser (DPA), despite their relatively late arrival<sup>2</sup> to the project, contributed significantly toward improving the MOARD's data collection system and quality of statistics as well as data processing capabilities.

**Changed Role of the DCA.** The DCA was assigned as adviser to the entire Division of Agricultural Statistics at SEP, rather than, as specified in the TOR of the Contract, to the Bureaus of Methodology and Current Statistics. This shift in assignment and responsibility was partly due to his late arrival, and partly due to the evolution of needs within the MOARD. Individual TAs and their respective bureaus had become relatively self sufficient in their data collection needs related to the development of surveys and studies. The GOZ and USAID were concerned about chronic problems in SP which inhibited the development of reliable statistical data bases for the agriculture sector. USAID concurred with the Director of SEP that there was need for a thorough assessment which would provide guidance in addressing this problem. They decided to place the DCA at the Division level where he would be directly answerable to the Director of SEP and to make his first major effort a careful assessment of the SP. As will be seen below, this macro level assessment of SP and follow-up activities became a focus of the DCA throughout his tenure with the project and one of the major contributions of the contract to achieving project goals.

**Assessment of the Permanent System for Agricultural Statistics.** The DCA produced two reports which provide an assessment of SP, a preliminary paper entitled, "A Review of Statistical Procedures at the Division of Agricultural Statistics," October 1989 and a second paper, "Essential Components for Evaluating SP's Data Collection System," March 1990. The assessment is based on discussions involved technicians, field investigations at regional data collection centers and analysis of data collection methodology in use. The assessment identified problem areas needing to be addressed and provided guidance to

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<sup>1</sup> SP consists of the central Division of Statistics at SEP and a regional system of data collection. The Statistics Division to which the DCA was attached, is organized in the four bureaus of Methodology, Compilation and Publication, Current Statistics and Data Processing to which the DPA was attached (the computer center). USAID, the World Bank and FAO provide financing and technical assistance to SP.

<sup>2</sup> The DCA, Suha Satana, arrived in Zaire in late July, 1989. The DPA, Adel Labib, returned to Zaire in November, 1989 as a long term TA, after having served as a short term TA during July and August.

evaluation and revision of procedures and to future planning and budgeting needs. The assessment underscored the need for a change in methodology to simplify procedures, reduce costs and increase reliability of data collected. It pointed to the need for more funding to raise the level of incentives to do good work and to assure coverage of operating costs. The reports called for improved management at all levels of the system including a change in personnel policy and training. Furthermore, the assessment highlighted a need for improved donor/GOZ coordination of agricultural statistics.

Follow-up activities to this assessment included consultations with FAO short term consultants on revising the methodology. The DCA also conducted evaluative field trips and wrote a number of technical papers to provide guidance in developing a protocol for price data collection, and to suggest an approach to improving the performance of regional bureaus including recommendations for their computerization. These activities resulted in some simplification of the data collection process.

Ultimately, FAO project administration resisted making changes in SP methodology and management systems. This resistance, coupled with a long standing concern over SEP's personnel policy which guarded large numbers of poorly qualified individuals in the system, caused USAID to withdraw all support from the Statistics Division and SP, effective January 1, 1991. Withdrawal of funding to SP, including the Division of statistics was facilitated by the GOZ transformation of SP into a new Directorate separate from SEP. This also coincided with the closing out of the DCA position for long term technical assistance.

**Data Collection Manual.** The DCA contributed to the development of a Data Collection Manual with technical notes on field area measurements and mathematical methods for production estimations. He developed training materials for rapid reconnaissance methods and prepared a training field trip experience which was cut short by availability of funds and events which led to closing out support for the statistics division.

**Other Contributions.** With researchers from the University of Leuven, the Chemonics DCA co-authored a statistical analysis study entitled, "Variances of Principal Farm Characteristics in the Bandundu Region and Implications on Sample Sizes and Research Methods," June 1990. The study, which provides a basis for future data collection work in the development setting was published as part of a series of research studies by the University of Leuven (Belgium) in early 1991.

**Training in Statistics and Data Collection Methods.** See "Human Resource Development" below.

**New Computers for SEP and Plan.** Following a study of computer needs by the DPA, USAID purchased 9 AST Premium 286 IBM compatible computers with 13 Okidata 391 printers and software (outside the contract) through USG procurement channels. Four 286 Premium and 2 AST Premium 386 IBM compatible computers as well as a AST LaserJet printer were purchased in Kinshasa. These computers, hardware and software were

distributed and installed according to a management plan developed by the Chemonics administrative officer (AO). This commodity acquisition has provided to all of SEP technicians access to computers to facilitate economic and policy analysis and to provide the computer center (BI) 180 megabytes of hard disk capacity for the storage and rapid retrieval of the agricultural data bases.

**Development of Data Bases for Economic Analysis.** Development of Agricultural Data Bases involved two major contract efforts (1) creating an IBM data base system using DBase III and (2) converting the existing data base from the Apple IIe system to the new system. The DPA assisted the BI to create the new system and transfer the old data base to it. The new system is a more efficient and functional data base system with a 25 percent saving in storage requirements. The transfer process was completed in 1990, with appropriate back up documentation prepared by BI technicians (part of the documentation provided to both USAID and SEP).

**Improving Computer Center Management.** The DPA identified a number of organizational and management problems in the computer center. He developed an improved BI management system which he initiated with the BI bureau chief. Unfortunately, due to interference from the FAO project, and general MOARD personnel policies, the management revision was never implemented.

**Computer Training.** See the section on Human Resource Development.

#### **(d) Developing the Human Resource Base**

Under three prior projects, approximately 70 Zaireans received training at the Phd and MSc level and returned to work for the GOZ. Of these more than one third still work in SEP as analysts and administrators. Others have moved from SEP to important roles as leaders in the other divisions of the Department of Agriculture, other key government institutions, donor funded projects, donor agencies and private enterprises. The APP project continued this emphasis on human resource development with a commitment to train 35 persons to the MSc or PhD level over the ten year life of the project (LOP).

The COP, in cooperation with the Director of SEP and the USAID Project Officer, coordinated the training program. The APP project training program addressed needs at two levels: for professional staff, to raise the level of understanding and skills in economic and policy analysis, investment planning, data collection, statistical analysis, data processing and management; for non-professional support staff, to raise the level of understanding and skills for data processing, document production including word processing and basic secretarial support. The program included a combination of long term post graduate training in the U.S., short courses in the U.S., Zaire and other countries, workshops, seminars and on-the-job experience working with experts on relevant Zaire related problems.

**Subcontract for Training Coordination.** Chemonics was supposed to manage participant training through a sub-contract to an academic institution (first Virginia State University, then the University of Arizona). In 1989, the RCO ruled that there was no mechanism in the Chemonics contract through which Chemonics or a sub-contractor could administer funds for training. As a result of this ruling, the intent to provide closer and higher quality supervision by a contracted institution including the preparation of a long term training plan by a professional consultant was not possible. Management was left to the mission and USDA or CID.

Nonetheless, the COP remained heavily involved with the Director of SEP in the process of selecting participants, coordinating logistics for language training and preparation of participants for travel to the U.S. He coordinated communication with the USDA and CID in collaboration with the PO.

**Human Resource Needs Assessment.** A Chemonics short term consultant completed a SEP human resource needs assessment February 14, 1990 with assistance of SEP staff and Chemonics team members. The report provides a number of helpful insights and recommendations to improve human resource development. He found that the strategy and planning division had an impressive level of trained manpower while the statistics division was weak in technical capabilities, level of management and quality of outputs. He discovered that SEP had trouble motivating and retaining trained manpower. Study recommendations included:

- a plan to reorganise the statistics division, reduce staff levels, upgrade technical capabilities and improve management.
- suggestions for retaining technical staff and improving motivation.
- a proposed moratorium on short term training and a slowing of long term training abroad until sufficient numbers of degree recipients returned to replenish the ranks.

**Interim Long-term Training Plan.** The Director of SEP, the SEP training coordinator, and the COP prepared and submitted to USAID a long term training plan. The plan provided for nine months of English Language Training at ZALI, followed by further training at the Economics Institute at Boulder to bring participants up to graduate school entry level in English, mathematics, statistics and economic theory. The plan also designated the specializations needed at SEP and named parting participants for these specializations. The plan also included PhD training for selected MSc degree holders at SEP, a follow-up to project evaluation recommendations. USAID accepted this plan, which was used to select participants and their specializations until 1990.

Politics interfered greatly with the selection of the later candidates for training. Efforts to maintain standards for entry were often thwarted. Thus, a large percentage of the

later candidates failed English language training or required prolonged periods of ELT at the Economics Institute at Boulder, Colorado and proved difficult to find placement at U.S. universities.

**Level of Effort for Long-term Training.** The long term training goal for the LOP was 35 participants trained at the MS and PHD level or 12 MS equivalents for the contract (first third). Eight participants who initiated training under the previous project but received at least part of their training under the current project have returned to Zaire with their MSc degrees. Currently there are 15 participants at U.S. Universities pursuing degree programs under the project, 11 MSc degree programs and 4 PhD. The above represent approximately 21 MSc equivalents or a 60 percent level of effort at the end of four years of the program.

**Impact of Wind-Down and Termination.** No new candidates entered the training program in 1991 due to a USAID imposed freeze on nominations.

As part of project termination, the COP assisted USAID to assess participants in the program for the purpose of developing a strategy to support them through to degree completion. This involved close coordination with CID to determine individual training status and expected completion date and a plan to extend financing where necessary.

**Short-term Training, U.S.** Eleven SEP staff took short-term courses or seminars outside of Zaire with project funding. This included courses coordinated by USDA and ISPC and represents approximately 15 person months of technical training. The courses represent a variety of subjects related to project management, agricultural credit, agricultural development and statistics and data processing.

**Technical Writing and Production.** Heather Peck, a technical writing/production specialist and manager of Chemonics Home Office publications division, provided her services as a short term consultant during July 1989 to assist SEP staff to build institutional capabilities in the area of technical report writing and production. She evaluated current writing and production abilities, researched the production resources available to SEP, and designed and conducted training to improve institutional reporting capabilities. At the request of the Director of SEP she prepared a writer's Style Manual in French adapted to SEP needs. About 12 individuals participated in the workshop.

**Statistics and Computer Training of SYSPER Technicians.** A three-day add-on workshop to formal statistics training given by the FAO was designed and implemented by the DCA and the DPA in December 1989. The purpose of the training was to reinforce statistical concepts and tools acquired by the participants in the earlier training and to initiate them in computer applications. Twenty-seven participants gave an enthusiastic evaluation of this course and requested that similar training be provided in the future.

**Data Collection Training for Supervisors and Enumerators of Studies.** For each of the major studies above, systematic training of enumerators and their supervisors was given. For the supervisors this included study methodology and preparation of questionnaires. For enumerators the training included a review of the questionnaires and interview techniques, etc.

**Computer Training.** Basic training in computers and applications have been given to most SEP staff. The DPA developed a plan and provided the basic training in computers and applications for each of the offices of SEP and the Agricultural Division of Plan. Training included use of Quattro spreadsheets and Word Perfect 5.0 word processing. Also, three support staff were trained in the Word Perfect at a private institution for a total of eight hours each. This basic training was supplemented by the respective advisors, who trained counterparts in applications related to their own applications needs, such as regression analysis, cost benefit analysis, tables and graph development etc.

The DPA provided advanced training to members of the computer center staff in applications related to development and management of the agricultural statistics data bases. This included special applications with DBase III and the use of Quattro spread sheets.

**Research Methodology.** The APA conducted a short course on research methodology. Twenty SEP economists participated.

**Food Needs Assessment.** Fourteen participants from SEP and USAID took part in a workshop to perfect Food Needs Assessment (FNA) methodology and to participate in simulated exercises to prepare for the 1990 Food Needs Assessment for Zaire, an annual exercise by USAID, with SEP participation. The training included a discussion of methodology and use of the FNA spreadsheet template. The DCA coordinated this effort, which depended heavily on the Computer Center. As a result of this training, a SEP technician was prepared to carry out the FNA for 1991 and beyond. This activity is useful to both USAID and to the GOZ to help anticipate food needs and plan PL-480 imports of rice and wheat.

**Applied Descriptive Statistics.** A 3-volume applied statistics manual was developed by Dr. Brook Greene, the Economic Analysis Adviser (EAA) in May 1990. The EAA subsequently used the manual for training selected SEP staff.

## (6) Lessons Learned

The project through the Chemonics contract did contribute significantly in the area of policy reform initiatives and special policy studies, as documented in the preceding pages, with hopefully lasting results. This section underscores four major categories of the lessons learned from both project successes and failures, which can be used to facilitate planning for future work in Zaire and for other similar policy and planning projects. Categories are (a) policy reform, (b) institution building and project sustainability, (c) future design and (d) other.

### (a) Policy Reform

**Importance of a project environment conducive to policy reform.** Tilney<sup>3</sup> proposes a number of factors which influence the conduciveness of the environment at the project level to successful policy reform initiatives. These include: 1) influential policy makers who support the project's goals, 2) technically well trained and capable host country staff, 3) concerted donor action in the country, and 4) a long term donor (USAID) commitment (Tilney, pg. 17). One should expand this list to include an effective demand for policy reform, a consensus on a priority policy agenda, and stability of government.

During the last year of the project these essential elements began to fit together to create a more conducive policy reform environment. This resulted in such successes as the Master Plan for the Agriculture Sector and subsequent action plan activities. The Minister of Agriculture created an effective demand for increased policy reform activities such as policy conferences and priority policy studies. His priority policy agenda coincided with that of USAID and the project. There was a special relationship of the Minister with USAID officials which facilitated policy reform dialogue. Furthermore, the Minister had a tenure of almost two years which created an element of stability.

In Zaire, neither the national socio-economic and political environment nor the immediate project environment were conducive to policy reform. As Barnett, Chemonics Projects Advisor, illustrates so capably in his End of Tour Report, the corruption existing at all levels of society, the lack of economic and fiscal responsibility of Government, hyper-inflation and political oppression created an environment in which it was nearly impossible for projects to succeed in the short term, let alone facilitate sustainable development. Even the adoption of the Master Plan and subsequent Action Plan, which culminated project involvement in policy reform activities, were largely neutralized and not sustainable because

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<sup>3</sup> USAID Efforts to Promote Agricultural Policy Reform and Institutional development in developing countries: Lessons for Design and Implementation, Tilney, John S. and Steven Block, Agricultural Policy and Planning Project, Phase II, Abt Associates, Bethesda, Md. July 1991.

of the prevailing social and economic situation, which climaxed finally in the recent disturbances which halted USAID assistance to Zaire.

**A Policy Reform Process Which Worked.** The policy reform process which characterized Master Plan and subsequent initiatives included: limited long term TA to provide liaison between government agencies, the private sector and donors and to coordinate short term TA; substantial short term TA, highly qualified in the areas of concern; activity conducted at the highest possible policy making level; democratic process of broad based dialogue.

The Minister himself appointed the core task force staffed with highly capable individuals to work with project short term consultants. Policy initiatives were supported by a concerted effort of most of the major donors; USAID and the Ambassador were strong supporters of the effort. The conferences and round tables had broad based participation by GOZ, private entrepreneurs, farmers, and donors.

For the studies component which fed the above activities, there was both long term and short term TA to provide both the technical expertise and a level of supervision to assure both quality and completion of studies. Policy studies addressed priority issues. SEP staff involved in studies were selected for their capacity to do good work, but required supervision at all levels from developing methodologies to completing analysis and presenting of results. One long term TA would normally not be able to carry out administrative activities as well as technical liaison and supervisory activities for studies. A combination of very productive and capable short term TA's plus substantial technical assistance from the project officer who had expertise for the trade study made it possible for the COP to provide the necessary coordination, technical and administrative functions.

While not fully tested, the system developed for contracting for studies between the USAID and SEP was very successful in providing a strong incentive system for conducting priority studies, for completion of analysis and writeup of reports and for careful but rapid turnaround of the review process. It also provided a realistic approach to financing SEP's overhead costs, allowing SEP management the freedom to make management decisions with the money acquired.

The scope of contracting was limited to the few researchers and administrators directly involved in the studies. It was very important for the success of the studies to be selective of the SEP staff approved for the studies. This created problems for the Director of SEP, accustomed to using studies as a form of patronage to be distributed according to his will. He often complained that most of his staff were twiddling their thumbs for lack of work. The new system created problems for the less capable and less productive individuals.

Over time to make SEP a functional unit, a substantial reduction of less well qualified staff would be called for under a broader overall reorganization and redimensioning of the MOARD.

**(b) Institution Building and Project Sustainability**

**Balance Between Policy Reform and Institutional Building.** In his discussion of USAID's move toward a program approach versus the traditional project approach, Tilney cautions against a tendency in recent "tied" programs toward quick fix approaches to policy reform which ignore the sustainability question and the importance of institutional development. (Tilney, pg.18) He further asserts that in situations where the environment is not conducive to policy reform, a project approach may provide an interim solution.

In Zaire, where USAID and the World Bank have increasingly moved toward sector assistance which is tied to policy reforms, the above world view is applicable. Certainly this caution would suggest a balance between policy reform initiatives and capacity/institution building for any future policy involvement in Zaire.

**Need for More Objective Non-Advocacy Policy Analysis Capability.** Zairean policy researchers need to develop the capacity and be encouraged to do positive policy analysis which focuses on the consequences of alternative policy choices on sector performance, consumers, business investment and on the economy as a whole. This is in contrast to advocacy research which largely bolsters an existing policy agenda either of the GOZ or of donors. Who determines the agenda for research in this case becomes a major issue. Preferably, the agenda for research will be based on a broad based representation from the government, the private sector and donor agencies.

**Importance of Location in the Policy Reform Hierarchy.** Particularly toward the end of the project, it became increasingly apparent that SEP was not properly placed in the policy reform hierarchy to significantly influence policy. Much of the more relevant project policy reform initiatives took place at the ministerial level. Coutu legitimately argues that even at this level, policy reform projects may not have a major impact on policy which most impact on sector accomplishments.<sup>4</sup> In terms of location, he suggests (Coutu, pg. 9) that in restructuring donor support for agricultural policy analysis, USAID should " first focus on what public entity has the prime authority in setting agricultural policies." This is often not within the Ministry of Agriculture.

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<sup>4</sup> / The Failure to Institutionalize Public Agricultural Policy Analysis Units, APAP II Collaborative Research Report No. 318. Coutu, A. J., North Carolina State University and for the Agricultural Policy Analysis Project, Phase II, U.S. Agency for International Development and Abt Associates Inc., Cambridge MA, July 1991.

### (c) Data Collection and Processing

#### **Need for High Quality Agricultural Statistics Remains.**

Agricultural policy research requires adequate statistics of reliable quality and addressing the key questions. For this a core of general agricultural statistical capability must be maintained in Zaire. This core can be supplemented in many cases by field studies to provide the necessary data. A combination of studies based on a statistically representative sample and rapid appraisal types of research are useful.

A data collection and processing component should be part of any policy reform initiative, limited in scope and oriented toward low cost methodologies for obtaining information. The principal mandate of this component would be to keep track of field surveys and questionnaires, design methodologies and process both secondary and primary data. This would require a small staff of individuals trained at the MSc or Phd level.

**Ambitious National Data Collection Schemes Harmful.** An overambitious data collection system does more harm than good. It wastes scarce resources, protects incompetence, dilutes management, misleads people (by giving a semblance of professional integrity by reproducing elaborate documents with statistics of dubious quality) and preserves a veil of obscurity to perpetuate itself. Such is the case of the *Système Permanent*.

### (d) Future Project Design

In reflecting on the above lessons learned, the components of the design of Phase II of the project, some of which were tested in 1991, are appropriate for follow-on or starting-over policy reform initiatives in Zaire. These components would include:

- the strong orientation toward policy dialogue and studies.
- reduced long term technical assistance, three maximum, with the COP responsible for policy reform initiatives and senior economists responsible for supervision of micro and macro economic policy studies.
- increased reliance on qualified Zairean researchers for studies and planning activities with support from short term specialists as needed.
- strong institutional linkages with Universities and/or other institutions specializing in policy reform, with a University taking the lead for training coordination.
- targeted institution to be determined by considering where the real fulcrum of decision-making is for policy change in the Agriculture Sector.

- use of counterpart funds to contract for outputs.
- support for a strong but low cost data collection and processing component.

c. **Status of Counterpart Agencies**

**SEP Not Sustainable at Present without Outside Support.** Despite the significant USAID and other donor investment in human capital and technical assistance, it is doubtful that SEP will survive as an effective source for policy studies information, without substantial continued donor support. This judgment is based on:

- **Technical capacity of human resource base:** relatively few of the staff are capable of conducting meaningful research. Of the returned staff with MSc degrees, approximately six are capable of quality policy research, and that with substantial supervision and input from technical assistance. Some of the more capable SEP staff are in the pipeline for either MSc or Phd. degrees. With the current work environment, there is little incentive for participant trainees to return to SEP or for the more capable to remain.
- **Inherent Institutional Rigidities:** Despite recent significant improvements associated with the contracting for studies approach, inherent institutional rigidities such as the employment policy, the cumbersome organizational structure, and lack of effective resource management and program planning capabilities persist. Any further involvement at SEP would require institutional reorganization and restaffing, part of a larger process of reorganization of the GOZ.
- **Reduced Data Collection and Processing Capabilities:** With the creation of a new national agricultural statistics service, SEP lost the more capable statisticians and persons trained in data collection methods. They also lost the management of the larger data bases and associated computers. SEP still has access to the service through MOARD channels. Any reopening of the project at SEP would require technical support in this area.

## C. Administrative Status

### 1. Personnel

All long term consultants hired for the the Chemonics contract have been released, as of the date of this report. There are neither TCN or FN personnel attached to the project. Edward Rawson, Chief of Party was hired by Chemonics and retained on standby under the contract Stop Work Order, until the end of November. Mr. Rawson returned to the project for one week of TA to write this final report.

### 2. Real Property

- a. Chemonics completed negotiations and payment for the lease of Rawson's apartment, which was in force at the time of evacuation.
- b. See Addendum.
- c. There is no procurement in progress

### 3. Participants in Training

There are no participants in training under the contract. The COP assisted John McMahon, the PO, to finalize a plan for 15 participant trainees including 4 PhD level and 11 MSc level to complete their training. The CID consortium coordinates training at the respective U.S. Universities. The plan has been submitted as part of the USAID Wind Up program.

### 4. Records Management

- a. List of Reports Delivered to USAID to Fulfill Contract Requirements
  - Annual Reports: Reports for 1988, 1989. None for 1990 as final report to cover. End of Tour Reports of all Parting TAs were submitted at the time of debriefings at USAID;
  - Semi-Annual Reports: November 1987 to June 1988, January to September 1989, September to March 1990, April to September 1990, September to March 1991, April to September 1991 (as status report completed prior to evacuation departure). Last three drafted as input for PIRs.

- **Contractor Status Report.** A Contractor Status Report was submitted December 12, 1991 in conjunction with the Stop Work Order
- **Final Report.** The Contract's Final Report was submitted May 30, 1992.
- **Annual Work Plans.** Work plans for 1988, 1989, 1990 submitted. The 1991 work plan consisted of a signed agreement between SEP and USAID under the contracting for studies and services procedures with full documentation submitted with budgets to USAID.
- **Technical Reports/Studies:**
  - Proceedings for 1990 National Policy Conference, 1990, SEP
  - National Master Plan for Agricultural and Rural Development, 1991, MOARD
  - Training Module for Action Plan, 1991, Tollens and Weaver
  - Thought Pieces for Preparing the National Master Plan, 1990, Tollens and Weaver
  - Thought Pieces for Action Plan Activities, 1991, Tollens and Weaver
  - Proposal for Redimensioning the MOARD, 1991, draft submitted for review of Weaver, Tollens and USAID, MOARD
  - Commodity Report, Rice Production and Marketing, 1990, SEP
  - Commodity Report, Corn Production and Marketing, 1990, SEP
  - Agricultural Situation Report, 1990, SEP
  - Regional Report, "Perspectives for Agricultural Development in Kasai Oriental, 1989
  - Diagnostic Analysis of Progress Under the First Five-Year Plan, Ben Senia, 1990
  - Market Liberalization in Bandundu and Shaba Regions, SEP, 1989
  - Impact of Structural Adjustment Measures on Agricultural Lending, SEP, 1990
  - The Study of Rural Savings Mobilization and Rural Credit in Bandundu and Shaba Regions (3 volumes), Ohio State University, SEP, 1991
  - Plan of Action for Assistance to Savings and Credit Cooperatives, WOCCU, 1991
  - Kinshasa Food Marketing Efficiency Study, University of Leuven, SEP, Chemonics, (9 volumes including publication numbers 25-27 and Statcom numbers 10 through 15), 1991
  - Price Transparency of Kinshasa Food Markets, SEP, 1991
  - Series of Thought Pieces and Proposals for Redimensioning the Bandundu Food Marketing Project, Tollens, Weaver, 1991

- Study, An Assessment of Food Security in Bandundu Region, SEP, 1991
- Series of SEP project evaluations and proposals which includes:
  - "Kasongo-Lunda" - extension/inputs delivery in Bandundu
  - "Ituri" - livestock production and marketing in Haute Zaire
  - "North Shaba" - maize production and rural development in Shaba
  - "Sante Animale" - delivery of livestock health products
  - "Veterinary Assistance and Agro-pastoral" - two German financed livestock projects
  - "Codaik" - reformulation of a failed project
  - "Buta" - input delivery and extension
- Documentation for the Contracting for Studies Approach Used Between USAID and SEP, 1991
- "A Review of Statistical Procedures at the Division of Agricultural Statistics", Satana, 1989
- "Essential Components for Evaluating SYSPER's Data Collection System", Satana, 1990
- "Variances of Principal Farm Characteristics in the Bandundu region and Implications on Sample Sizes and Research Methods", Satana, Goosens, Minten. U. of Leuven Publication Number 17, 1990.
- Printout of Agricultural Statistics Data Base, SEP
- Proposals for Procurement and Distribution of Microcomputers, Branson, 1989
- Report, SEP Human Resource Needs Assessment, Bucknall, 1990
- Interim Long Term Training Plan, SEP, 1989
- SEP Technical Writing Style Manual, Peck, 1989

CHEMONICS INTERNATIONAL  
CONSULTING DIVISION  
ZAIRE APP

## BEST AVAILABLE DOCUMENT

Contract Number: 660-0119-C-00-8001-00  
Appropriation Number: 72-116102.3

Obligated Amount: \$4,747,610

For: Services pursuant to the contract between USAID/Kinshasa and Chemonics International Consulting Division for the Zaire Agricultural Policy and Planning Project.

### SUMMARY

	Invoiced Through 12/31/91	Budget	Remainder
Salaries, Long Term	\$ 1,053,118.36	\$ 1,084,844.00	\$ 31,725.64
Salaries, Short Term	103,069.50	139,098.00	36,028.50
Salaries, Home Office	24,169.04	31,458.00	7,288.96
<b>Total Salaries</b>	<b>\$ 1,180,356.90</b>	<b>\$ 1,255,400.00</b>	<b>\$ 75,043.10</b>
Fringe Benefits, Expat LT	\$ 253,709.66	\$ 248,355.00	\$ (5,354.66)
Fringe Benefits, Expat ST	24,322.76	31,845.00	7,522.24
Fringe Benefits, Home Office	5,762.56	7,200.00	1,437.44
<b>Total Fringe Benefits</b>	<b>\$ 283,794.98</b>	<b>\$ 287,400.00</b>	<b>\$ 3,605.02</b>
Overhead, Expat LT	\$ 786,935.16	\$ 790,686.00	\$ 3,750.84
Overhead, Expat ST	76,783.44	116,292.00	39,508.56
Overhead, Home Office	21,423.60	27,722.00	6,298.40
<b>Total Overhead</b>	<b>\$ 885,142.20</b>	<b>\$ 934,700.00</b>	<b>\$ 49,557.80</b>
Travel & Transportation Allowances	\$ 480,609.21	\$ 515,700.00	\$ 35,090.79
Other Direct Costs	1,154,098.47	1,188,900.00	34,801.53
Equipment, Vehicles & Freight	199,828.45	214,300.00	14,471.55
	0.00	51,900.00	51,900.00
<b>SUBTOTAL</b>	<b>\$ 4,183,830.21</b>	<b>\$ 4,448,300.00</b>	<b>\$ 264,469.79</b>
General And Administrative Fixed Fee	\$ 124,392.28	\$ 126,700.00	\$ 2,307.72
	\$ 172,610.00	\$ 172,610.00	\$ 0.00
<b>TOTAL</b>	<b>\$ 4,480,832.49</b>	<b>\$ 4,747,610.00</b>	<b>\$ 266,777.51</b>

CHEMONICS INTERNATIONAL  
 CLOSE-OUT BUDGET  
 ZAIRE AG POLICY AND PLANNING PROJECT  
 CONTRACT NO. 660-0119-C-00-8001-00

ANNEX 2

A. SALARIES

FIELD STAFF

1. FINAL REPORT PREPARATION/E.RAWSON (5 days X \$235)	1,175
2. SEVERANCE PAY F/E.RAWSON (3 mo.s X \$5,092) [Per Chemonics Policy Manual]	15,277
3. LUMP SUM LEAVE F/E.RAWSON (26 days X \$235)	6,110

SUB-TOTAL/FIELD SALARIES;	22,562
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HOME OFFICE STAFF

4. FINAL REPORT PREPARATION/S.CAMERON (1 day X \$190)	190
5. FINAL REPORT PREP/OTHER STAFF (1 day X \$140)	140

SUB-TOTAL/H-O SALARIES	330
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B. FRINGE (23.85%):	5,460
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C. OVERHEAD

1. FIELD (60.3%)	13,605
2. H-O (71.68%)	236

SUB-TOTAL/O-H	13,841
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D. TRAVEL & TRANSPORTATION

1. AIR FRT OF PROJ. DOCS/KIN-D.C.	394
2. MOVE PROJ. FURNITURE TO AID/N'DOLO	1,000
3. UAB PACK-OUT	900
4. UAB SHIPMENT	1,686
5. UAB/RAWSON - US AIRPORT TO DOOR	1,355
6. CAPITALE ASSOC. O/H CHG. F/RAWSON UAB	104
7. RAWSON SURFACE HHE PACKOUT	1,400
8. RAWSON SURF. SHIPT/KIN-BALT.	5,887
9. CLEARANCE/CARTAGE SURF HHE TO RAWSC	5,000
10. TRANS/CLEAR RAWSON POV TO BRAZZA	720
11. STG CHGS RAWSON POV/BRAZZA (\$240/mo X 5	1,200
12. PVO SHIPMENT - KIN-BALT/BRANSON	8,400
13. HHE STG./RAWSON/OCT-JAN	282
14. EVACUATION AIRFARE F/RAWSONS	2,722

SUB-TOTAL/TRAVEL& TRANS.	31,050
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E. ALLOWANCES

1. RENT (3 mo.s X \$1,750) [EMR/OCT-DEC]	5,250
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SUB-TOTAL/ALLOWANCES	5,250
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F. OTHER DIRECT COSTS

1. REPORT PRODUCTION (50 pp. X 15 copies X \$0.09)	68
2. MEDICAL EXAMS FOR E. AND J. RAWSON (2 x \$250)	500
3. TELCOM/PHOTOCOP/POSTAGE	674

SUB-TOTAL/ODC	1,241
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G. GENERAL & ADMINISTRATIVE (3.00%)	2,392
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SUB-TOTAL:	82,126
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H. FEE	0
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I. TOTAL:	82,126
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BEST AVAILABLE DOCUMENT

43

\_\_\_\_\_, 1991

Monsieur Mansinsa Mvuala  
Directeur du Service d'Etudes et Planification  
Kinshasa

Subject: Memorandum of Understanding for Support to SEP for the  
Implementation of Policy Studies and Related Activities  
Under the Agricultural Policy and Planning Project  
(660-0119)

Dear Monsieur Mansinsa,

The purpose of this letter is to establish procedures for future USAID support to SEP for the implementation of policy studies and related activities under the Agricultural Policy and Planning Project (660-0119). Reimbursement will be made subject to availability of Zaires from USAID-generated local currency counterpart funds which are jointly managed by USAID Zaire and the Ministry of Plan. If you concur in the reimbursement procedures described below, mutually agreed-upon studies and related activities will be funded upon provision of appropriate documentation by SEP.

#### PROCEDURES

There are five steps required to receive reimbursement for studies and related activities. These five steps are:

- 1) SEP and a principal analyst develop a proposed research related task;
- 2) SEP submits a "Request for Approval to Proceed";
- 3) USAID approves the request by issuing a "Letter of Approval";
- 4) SEP submits a "Request for Reimbursement";
- 5) USAID initiates payment to SEP.

SEP will develop proposals for specific Tasks with "principal analysts." These proposals will include a scope of work, the estimated number of "workdays" by month and by technical grade required to complete the tasks, budgetary requirements, and specification of the final product.

SEP will submit to USAID a "Request for Approval to Proceed" in the format shown in Annex A. Among other things, this letter will lay out a proposed schedule for advance, intermediate, and final payments.

USAID will approve each "Request for Approval to Proceed" in a "Letter of Approval" to be submitted in writing to SEP in a format shown in Annex B. If an advance payment is requested, USAID will indicate approval in this letter.

H/H

Upon completion of all intermediate and final tasks (or outputs), SEP will submit a "Request for Reimbursement" to USAID requesting reimbursement for the estimated or actual workdays and other direct and indirect cost expenditures required to complete the task, as further described below. The format for this request is shown in Annex C.

Upon USAID approval of the "Request for Reimbursement" USAID will initiate payment to SEP.

REQUESTS FOR APPROVAL TO PROCEED

SEP will identify and prepare an estimate of the number of SEP workdays required by month and by technical grade to complete each proposed task. Other direct costs will also be specified. Each "Request for Approval to Proceed" submitted to USAID will stipulate:

- 1) the names and technical grades of all supervisors, analysts, and support staff participating in the accomplishment of the task;
- 2) the number of workdays estimated to complete the task by technical grade;
- 3) the calendar month or months during which the task will be performed;
- 4) whether payment will be made on the basis of services rendered or deliverables (see below);
- 5) the nature of the output;
- 6) an illustrative budget presented in a form similar to that shown in Annex D.

SEP "Requests for Approval to Proceed" will propose a clearly specified output (a "deliverable") based on a total estimated number of workdays which will be agreed upon in advance. A specific "principal analyst" will be responsible for assuring that the output is delivered on schedule and is of acceptable quality. Principal analysts may include qualified SEP personnel and other researchers that are not members of the SEP staff.

In the request, it is the responsibility of SEP, in collaboration with the principal analyst, to propose the total number of workdays and clearly define all intermediate and final outputs to be delivered. Intermediate outputs may include development of a detailed study proposal, interim progress reports, and working papers. The principal analyst and SEP must also formulate a budget as part of the "deliverables" request. This budget should include: an estimate of the number of workdays required by researcher and support staff category; an estimate of travel requirements (including air fare, days of per diem and location, and total kilometrage if a project vehicle is

involved); office materials; and an indirect cost calculation (a percentage of direct costs jointly determined by SEP and USAID, and revised annually). In addition, the date of completion for deliverables (both intermediate and final outputs) must be clearly specified.

Schedules for payment will depend on the duration of the task at hand. An advance payment of a mutually agreed upon percentage of workday and indirect costs will be made upon receipt of the USAID "Letter of Approval" (written in response to the SEP-generated "Request for Approval to Proceed"). Depending on study duration, interim payments of a percentage of workday and indirect costs may be requested by SEP and approved by USAID. Any interim payment will be made only after SEP has submitted an interim progress report, and an attached cover letter -- "Request for Interim Payment" -- and USAID has determined that sufficient progress has been made to merit payment (as evidenced by an "Approval of Interim Payment" letter). A final payment of all remaining direct and indirect costs will be made when the task is completed (as determined by a joint SEP-USAID review committee) and the final output is delivered to USAID. Workday and indirect cost payments will be based only on the estimated number of workdays, regardless of whether actual workdays fall below or exceed this estimate, unless USAID otherwise agrees in writing. All other direct cost payments will be based on properly documented actual expenses.

If a final output is not delivered to USAID within one month of the agreed-upon completion date (as originally specified in the "Request for Approval to Proceed" and the "Letter of Approval"), 10% of the final payment value will be deducted. For each additional month, 10% more of the final payment value will be deducted. This condition may be waived if SEP justifies the delay in a letter to USAID and USAID concurs.

Though USAID may provide technical support to SEP, it is the responsibility of SEP supervisors, in consultation with the principal analyst, to develop a mutually acceptable research proposal and "Request for Approval to Proceed." USAID will review materials received. When USAID is satisfied that the proposed task and the estimated number of workdays are acceptable for reimbursement, USAID will notify SEP of USAID approval to proceed by a "Letter of Approval" described below.

#### LETTERS OF APPROVAL

Any services to be furnished shall be initiated only following issuance of "Letters of Approval" by USAID Zaire. A Letter of Approval will provide USAID written approval of particular tasks mutually agreed upon by USAID and SEP and specify the agreed-upon estimated workdays upon which payment

will be based. Each Letter of Approval will reference this Memorandum of Understanding.

#### COST ESTIMATES

The total personnel cost estimate for each task will be the number of workdays estimated to be required to complete the "deliverable" multiplied by the price per "workday". A "workday" is defined as eight hours of a study participant's time. There are three grades of study supervisors: grade one corresponds to the SEP director; grade two corresponds to SEP division chiefs, and; grade three corresponds to SEP bureau chiefs. There are two categories of analysts or researchers -- principal analysts and assistant analysts. A principal analyst is an analyst who is responsible for doing the bulk of the research conceptualization, analysis, and writing. An assistant analyst is an analyst who aids the principal analyst in accomplishing these tasks, but takes a secondary role in terms of level of effort. If justifiable in terms of level of effort required to complete a task, there may be more than one principal analyst and assistant analyst.

Costs to be reimbursed will be computed as the local currency equivalent of the costs in U.S. dollars shown in the illustrative study budget contained in Annex A-1. The rate used to determine payments will be the Bank of Zaire exchange rate in effect on the date that USAID provides written approval of each advance, intermediate, and final payment. Total costs are calculated on the basis of reimbursement of salary costs, direct costs, and indirect costs. The indirect cost rate is calculated as a percentage of total costs (i.e. the "Sub-Total Cost of Study" line item in Annex A-1). Indirect costs include a share of: health care costs; computer costs not already provided for by other donors; costs for maintaining data archives; office space and equipment costs, and; office supplies not directly related to the study. Indirect cost rates may be renegotiated on a semi-annual basis, but only upon written justification furnished by SEP, and accepted by USAID.

#### REQUEST FOR REIMBURSEMENT

After completion of each intermediate and final task, SEP will submit to USAID a "Request for Reimbursement." Included in the Request for Reimbursement will be a certification by the authorized SEP principal analyst that the tasks have been completed according to the specifications laid out in the original SEP "Request for Approval to Proceed" and any modifications identified in the responding USAID "Letter of Approval."

"Requests for Reimbursement" will include:

- 1) the names and technical grades of all supervisors, analysts, and support staff participating in the accomplishment of the task;
- 2) the Letter of Approval number and date;
- 3) total number of estimated workdays approved by grade;
- 4) number of workdays by technical grade for which payment is being requested (including names of persons);
- 5) the signature of the SEP director attesting that the submitted "deliverable" meets the technical standards laid out in the original SEP "Request for Approval to Proceed" and any modifications identified in the responding USAID "Letter of Approval";
- 6) a listing of all direct costs incurred, certified by the SEP director and the SEP chief accountant.

PAYMENT FOR WORK COMPLETED

Reimbursement by USAID shall be made on the basis of estimated workdays. If the actual workdays required for completion are higher than the estimates, the additional costs will be borne by SEP. If the actual workdays are less than the estimate, the reimbursement will not be reduced. Estimates of required workdays to be reimbursed may be revised if SEP submits a formal request and USAID agrees to the revision in writing.

USAID will review Requests for Reimbursement and all reports relating to the tasks encompassed thereby, and may undertake such additional inspections as USAID deems necessary. Reimbursement of the agreed-upon amount for each task will be made only if the task has been completed in accordance with the specifications, plans, and criteria identified in the relevant Letter of Approval. Inspection of ongoing or completed tasks may be undertaken at any reasonable time.

USAID, upon determining that reimbursement is justified, will initiate payment for the established reimbursement amount to SEP.

MISCELLANEOUS

Either USAID or SEP may agree to terminate a given task upon 30 (thirty) days written notice.

If you concur with the provisions of this letter, please sign below and return one copy of this Agreement to USAID.

Sincerely,

Charles Johnson  
Director

\_\_\_\_\_  
Mansinsa Mvuala  
Director du Service d'Etudes et Planification

Date: \_\_\_\_\_

Cleared main text and Annexes A, A-1, B, and C:

B. deMarcken, D/DIR \_\_\_\_\_  
R. Harvey, ARD \_\_\_\_\_  
J. Bierke, PEP \_\_\_\_\_  
J. Wall, PDO \_\_\_\_\_  
A. Huilling, CONT \_\_\_\_\_

ANNEX A

REQUEST FOR USAID APPROVAL TO PROCEED

\_\_\_\_\_, 1991

TO: PROJECT OFFICER  
AGRICULTURAL POLICY AND PLANNING PROJECT  
AGRICULTURAL AND RURAL DEVELOPMENT OFFICE  
USAID KINSHASA

RE: REQUEST FOR USAID APPROVAL TO PROCEED

It is requested that USAID approval be granted to proceed with the implementation of the following task to be financed with counterpart funds.

- 1) Title of study (specification of "deliverable"):
- 2) Name(s) of SEP supervisor(s) and position:
- 3) Name(s) of principal analyst(s) and institutional affiliation:
- 4) Name(s) of assistant analyst(s) and institutional affiliation:
- 5) Total number of workdays estimated by month for each study participant:  
\_\_\_\_\_ 1991: \_\_\_ days  
\_\_\_\_\_ 1991: \_\_\_ days
- 6) Total costs:
- 7) Date of completion:
- 8) Payment schedule and intermediate and final outputs:  
Date      Output      Payment request (Amount and line item)

The scope of work with a detailed workplan, tasks to be accomplished, a detailed budget, and other supporting documents are attached.

Director, SEP

ANNEX A-1  
(To Be Attached to the "Request for USAID Approval  
to Proceed" Letter)

Line item (and Units)	Rate	Units	Total
Study			
Illustrative Budget (In US Dollars)			
Per diem:			
SEP researcher (days)	XX	XX	XXX
Drivers (days)	XX	XX	XXX
Enumerators (days)	XX	XX	XXX
Sub-Total			XXX
Workday Costs:			
Supervisor Grade 1 (days)	30	XX	XXX
Supervisor Grade 2 (days)	28	XX	XXX
Supervisor Grade 3 (days)	25	XX	XXX
Principal Analyst (days)	25	XX	XXX
Assistant Analyst (days)	20	XX	XXX
Data entry personnel (days)	14	XX	XXX
Secretary (days)	14	XX	XXX
Chauffeur (days)	10	XX	XXX
Enumerators (days)	5	XX	XXX
Translator (pages)	XX	XX	XXX
Sub-Total			XXX
Enumerator Training:	XX	XX	XXX
Transportation:			
Fuel and Maintenance (kms.)	0.30	XX	XXX
Air fares	XX	XX	XXX
Car rental (days)	XX	XX	XXX
Sub-Total			XXX
Documentation Reproduction:			XXX
Materials, supplies, misc:			
Materials and supplies			XXX
Miscellaneous			XXX
Sub-Total			XXX
Sub-Total Cost of Study			XXXX
Indirect Cost Factor	25%		XXXX
Total Cost of Study			XXXX

NOTE: Rates are payable in from counterpart funds based on the Bank of Zaire US Dollar-Zaire exchange rate as of the date USAID agrees to payment as expressed in letters of approval to SEP.

ANNEX B

LETTER OF APPROVAL

To: Director, SEP

Ref: (Relevant SEP "Request for USAID Approval to Proceed" Letter)

Subject: Letter of Approval of Support to the \_\_\_\_\_ Study

Dear Mr. Director,

I am pleased to inform you that the United States Agency for International Development (USAID) hereby agrees SEP should be reimbursed for SEP costs related to implementing a study on \_\_\_\_\_ . Reimbursement procedures to be followed will be those laid out in the Memorandum of Understanding for Support to SEP for the Implementation of Policy Studies and Related Activities Under the Agricultural Policy and Planning Project (660-0119), dated \_\_\_\_\_, 1991.

USAID hereby approves the tasks specified below as eligible for reimbursement under the \_\_\_\_\_ study.

- 1) Name(s) of SEP supervisor(s):
- 2) Name(s) of SEP principal analyst(s):
- 3) Name(s) of SEP assistant analyst(s):
- 4) Total number of workdays estimated by month for each study participant:  
\_\_\_\_\_ 1991: \_\_\_ days  
\_\_\_\_\_ 1991: \_\_\_ days
- 5) Total costs:
- 6) Date of completion:
- 7) Intermediate and final outputs include:

Reimbursable costs for this task will be calculated in accordance with the budget specified in the "Request for USAID Approval to Proceed" letter referenced above.

With this letter, USAID also approves an advance payment of the local currency equivalent of \$ \_\_\_\_\_ to be computed at the official exchange rate on the date of this letter.

Project Officer  
USAID Zaire

ANNEX C

REQUEST FOR INTERIM/FINAL REIMBURSEMENT

\_\_\_\_\_, 1991

Ref: (Relevant USAID "Letter of Approval")

TO: PROJECT OFFICER  
AGRICULTURAL POLICY AND PLANNING PROJECT  
AGRICULTURAL AND RURAL DEVELOPMENT OFFICE  
USAID KINSHASA

REQUEST FOR REIMBURSEMENT

It is requested that USAID reimburse SEP for tasks completed as of \_\_\_\_\_, 1991 under the \_\_\_\_\_ study. Support for these costs was agreed to by USAID in the letter referenced above. On the basis of inspections of a nature and frequency adequate to accurately assess the quality of work performed, it is hereby certified that all tasks completed for which reimbursement is sought in this request conform to the requirements contained in the Memorandum of Understanding for Support to SEP for the Implementation of Policy Studies and Related Activities Under the Agricultural Policy and Planning Project (660-0119), dated \_\_\_\_\_, 1991 and the Letter of Approval for this study.

SEP certifies that all tasks covered by this Request have been completed as agreed and requests reimbursement for the zaire equivalent of \_\_\_\_\_ dollars.

Supporting documents including an interim progress/final report (the "deliverable") and receipts for direct costs are attached.

Mansinsa Mvuala  
Director, SEP

**ZAIRE AGRICULTURAL POLICY AND PLANNING PROJECT**

**NON-EXPENDABLE PROPERTY**

**ADDENDUM TO THE  
FINAL REPORT**

**Submitted to  
USAID/Zaire**

**Submitted by  
Chemonics International**

**June 12, 1992**

## SUMMARY: NON-EXPENDABLE PROPERTY

This is Chemonics' final report on its custodianship of non-expendable property furnished by the United States Agency for International Development during the performance of the Agricultural Policy and Planning Project (APP), Contract No. 660-0119-C-00-8001-00. No non-expendable property was purchased under the APP contract; all procurement was performed by AID which reserved title but assigned custodianship to Chemonics and SEP under the APP contract.

Under the country program wind-down plan initiated by AID in compliance with the measures of the Brook Amendment, the APP was scheduled for termination in April, 1992. By the end of 1991, all but one of the technical assistance personnel had departed Zaire and the AID project officer had ordered a turnover of household furnishings, originally supplied to seven households of APP TA by AID/Kinshasa, to the South East Consortium for International Development (SECID), contractors for the AID-funded RAV contract. On 18 January, 1991, Chemonics submitted The Annual Report of Non-Expendable Property In Custody of AID Financed Contractor, effective 16 January, 1991, which itemizes this turnover of household furnishings to RAV (see Annex 1, attached).

At the end of September, 1991, when AID ordered the evacuation of all contractors from Zaire, Mr. Rawson submitted an inventory to Linda Gregory, Executive Officer/AID/Kinshasa, listing all AID-owned household furnishings in his apartment, SEDEC II, #5, as well as the three vehicles then under his control, i.e. one Toyota Land Cruiser, and two Toyota Corollas (see Annex 2, attached).

In April, 1992, Chemonics queried Walter Herzog of Capitale Associates, Chemonics' designated agent in Zaire, approved by the AID mission, about the whereabouts of the property previously under the custodianship of APP. Mr. Herzog sent Chemonics a FAX listing the property turned-over to the AID warehouse in N'Dolo (see Annex 3, attached.)

ANNUAL REPORT OF NON-EXPENDABLE AID FINANCED PROPERTY IN CUSTODY  
OF  
AID FINANCED CONTRACTOR OR COOPERATING HOST COUNTRY (HC) AGENCY  
(In thousands (000) of U.S. dollars)  
(Ref: USAID/Zaire Mission Order 301, Amendment No. 1)

ANNEX F - CERTIFICATION

Contractor/HC Agency CHEMONICS Project No.: 0119

Project Name: PROJET DE LA POLITIQUE ET PLANIFICATION AGRICOLE/SEP

Date of inventory report (Form CMS-MO301-9001): 16 JANVIER 1991

=====  
NOTE: The following certificate, required by referenced mission order, is to be executed by the responsible official signing the annual report of nonexpendable property Form CMS-MO301-9007, Feb 90. This certificate is to be signed and attached to the report when submitted using this form as Annex F thereto. The name and title of the individual signing must be printed or typed below the signature.  
=====

CERTIFICATE OF PROPERTY INVENTORY VERIFICATION

I attest that (1) physical inventories of AID financed property are taken not less frequently than annually; (2) the accountability records maintained of AID financed property in our possession are in agreement with such inventories; and (3) the total of the detailed accountability records maintained agrees with the property value shown opposite line C of USAID/Zaire report Form CMS-MO301-9001 which I have signed and the estimated average age of each category of property is as cited opposite line D of the above mentioned report.

Signed at KINSHASA this 18 day of JANVIER 1991.  
(City, village, etc.) (day) (Month) (Year)

by Edward M. Rawson (cop)  
(Authorized signature)

E. RAWSON

(Name typed or printed)

**BEST AVAILABLE DOCUMENT**

ANNUAL REPORT OF NON-EXPENDABLE AID FINANCED PROPERTY IN CUSTODY  
OF  
AID FINANCED CONTRACTOR OR COOPERATING HOST COUNTRY (HC) AGENCY

(Ref: USAID/Zaire Mission Order 301) Report date: 16/1/1991

In thousand (000) U.S. dollars

Contractor/HC Agency name: CHEMONICS Project No: 0119

Line	Factors to Report	Motor Vehicles (See Annex A)	Road Equipment (See Annex B)	Office Equipment (See Annex C)	House Furn (See Annex D)	Other (See Annex E)	Totals (Add across)
A.	Value of property as of last report						
B.	Net transactions during this reporting period (Line B1 - B2 = + or -)						
B.1.	Acquisitions (= a+b+c+d+e below)	65.580		131.801	118.855		316.241
	a. Purchased by contractor for own use						
	b. Transfers from AID for contractor's own use			123.744	102.520	19.800	246.064
	c. Receipts from procurement for project use						
	d. Receipts from others for project at no cost			8.062	16.335		24.397
	e. Receipts of project property on loan						
	f. Not previously reported						
B.2.	Disposals (= a-b+c+d+e below)			94.515	16.500	16.500	111.015
	a. Return to AID of property purchased by contractor for own use						
	b. Return to AID of property loaned to contractor			9.200	4.759		13.959
	c. Trfr AID financed property to HC						
	d. Trfr of project property to others at no cost			85.315	74.516	16.500	176.331
	e. Other disposals						
B.	Value of property as of report date	65.580		37.291	39.580	3.300	145.751
C.	Estimated average age of contractor held AID financed property	2 Yrs		2 Yrs	3 Yrs	3 Yrs	

REMARKS:

*Edward M. Rawson*

Signature: F. RAWSON

Name printed: COP/CHEMONICS

ATTACHMENTS: Annexes A through E, Property Inventory, Annex F, Certificate of Property Inventory Verification, Instructions for preparation. Also see Ref No. 301.

Form OMB-7000-001, Feb 90

ANNUAL REPORT OF NON-EXPENDABLE AID FINANCED PROPERTY IN CUSTODY  
 OF  
 AID FINANCED CONTRACTOR OR COOPERATING HOST COUNTRY (HC) AGENCY  
 (In thousands (000) of U.S. dollars)  
 (Ref: USAID/Zaire Mission Order 301, Amendment No. 1)

ANNEX A - MOTOR VEHICLES Report Date: 1/16/1991

Contractor/HC Agency CHEMONICS Project No.: 0119

Line	Factors to Report	Landed Cost	Remarks
1	2	3	4
A.	Value of property as of last report		
B.	Net transactions during this reporting period (Line B1 - B2 = + or -)	65,580	
.1.	Acquisitions (= a+b+c+d+e below)		
a.	Purchased by contractor for own use		
b.	Transfers from AID for contractor's own use	65,580	
c.	Receipts from procurement for project use		
d.	Receipts from others for project at no cost		
e.	Receipts of project property on loan		
f.	Not previously reported		
.2.	Disposals (= a+b+c+d+e below)		
a.	Return of AID property purchased by contractor for own use		
b.	Return to AID of property loaned to contractor		
c.	Trif AID financed property to HC		
d.	Trif of project property to others at no cost		
e.	Other disposals		
D.	Value of property as of report date	65,580	
E.	Estimated average age of contractor held AID financed property	2 Yrs	

MARKS: TOYOTA COROLLA

Form OMS-AC301-900, Feb 90; See reverse for preparation instructions; Appendix No. 1

NOTE : PAID ONT OF SEP CPF FUNDS-0119 ON SEP 0119 INVENTORY

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1	2	3	4	5	6	7	8	9	10	11	12
TYPE (DESCRIPTION)	MAKE	MODEL/ STOCK NO.	SERIAL NO. OF ITEM	CURRENT STATUS	LANDED UNIT COST	AGE OF UNIT	DATE RECEIVED	PERSON AGENCY SENDING SUPPLYING PROPERTY	PROPERTY TRANSFERRED FR PROJECT DATE	AGY RECEIVING PROPERTY	CURRENT LOCATION
VEHICLES											
1 automobile	Toyota	'88 Corolla	chassis no. EE90-0050.191	Good condition	21860	2 yr	5/20/88	SEP			E. Rawson resid.
1 automobile	Toyota	'88 Corolla	chassis no. EE90-0050.433	Good condition	21860	2 yr	5/20/88	SEP			G. Branson resid.
1 automobile	Toyota	'88 Corolla	chassis no. EE90-0048.700	Good condition	21860	2 yr	5/20/88	SEP			G. Branson resid.

BEST AVAILABLE DOCUMENT



## INVENTORY OF NON-EXPENDABLE PROJECT PROPERTY

CONTRACT NUMBER: 660-0119-C-00-8001-00

1	2	3	4	5	6	7	8	9	10	11	12
TYPE (DESCRIPTION)	MAKE	MODEL/ STOCK NO.	SERIAL NO. OF ITEM	CURRENT STATUS	LANDED UNIT COST	AGE OF UNIT	DATE RECEIVED	PERSON/AGENCY SENDING SUPPLYING PROPERTY	PROPERTY TRANSFERRED FR PROJECT DATE	AGY RECEIVING PROPERTY	CURRENT LOCATION
OFFICE EQUIP											
1 laser printer	AST			still in box	9200	1 yr		AID/Kinshasa	1/91	USAID/Kinshasa	Kingsbury ofc USAID/
1 printer	Okidata	391		good	1365	2 yr		AID/Kinshasa			Chenonics' SEP
1 software pkg.	Quattro			good	177.1	2 yr		AID/Kinshasa			Chenonics' SEP
1 software pkg.	dBaseIII+			good	402.5			AID/Kinshasa			Chenonics' SEP
1 software pkg.	WordPerf			good	345			AID/Kinshasa			Chenonics' SEP
1 software pkg.	Pg Maker	vers. 3.0		good	554.3	2 yr		AID/Kinshasa			Chenonics' SEP
1 metal bookcase				good	632.45		3/15/89	CPY			Chenonics' SEP
1 computer table				good	340.91		4/8/89	CPY			Chenonics' SEP
1 computer	AST	286	CPU no. YW0085043	good	6489.4	1 yr	4/13/89	AID/Kinshasa			Chenonics' SEP
1 computer	AST	286	CPU no. YW0065696	good	6489.4	1 yr	4/13/89	AID/Kinshasa			Chenonics' SEP
1 lg. wooden tabl	Hob. Dux			good	741.23		12/27/88	CPY			Chenonics' SEP
1 printer	Okidata	391		broken	1365	2 yr		USAID/Kinshasa			Chenonics' SEP
6 chairs	Hob. Dux			good	69.091		12/27/88	CPY			Chenonics' SEP
3 air conditioner	Genl Elect	AF913W		good	550	3 yr	2/16/88	USAID/Kinshasa			Chenonics' ofc at
1 air conditioner	Genl Elect	AF913W	DT254139	good	550	3 yr	2/16/88	USAID/Kinshasa			SEP Finance Of
1 air conditioner	Genl Elect	AF913W	DT254093	good	550	3 yr	2/16/88	USAID/Kinshasa			SEP administrat
1 air conditioner	Genl Elect	AF913W	DT254093	good	550	3 yr	2/16/88	USAID/Kinshasa			SEP Director's O
1 air conditioner	Genl Elect	AF913W	DT254086	good	550	3 yr	2/16/88	USAID/Kinshasa			SEP Conference R
1 air conditioner	Genl Elect	AF913W	DT254040	good	550	3 yr	2/16/88	USAID/Kinshasa			ex-Suba Sutana o
1 air conditioner	Genl Elect	AF913W	DT254128	good	550	3 yr	2/16/88	USAID/Kinshasa			Mr. Nzungu's of
6 air conditioner	Genl Elect	AF913W		good	550	3 yr	2/16/88	USAID/Kinshasa			other SEP offic
3 filing cabinets				used		6 yr	1/1/88	predecessor project			Chenonics' SEP o
2 desks				good	1677.9	3 yr	6/15/82	SRP			Chenonics' SEP o
2 mtl stg cabinet				good	322.99		6/15/82	SRP			Chenonics' SEP o
2 small wk tables	Hob. Dux			good				070 ?			Chenonics' SEP o
2 wood sort cases				good				070 ?			Chenonics' SEP o
1 UPS 1250 watt	Emerson		890500869	good	2122.9		4/13/89	USAID			Chenonics' SEP o
2 UPS 1000 watt	Emerson		890403983	good	1297.2		4/13/89	USAID			Chenonics' SEP o
3 vinyl chairs				good				070 ?			Chenonics' SEP o
1 mtl copier stan				good	32.902		3/18/89	CPY			Chenonics' SEP o
1 photocopy mach.	Canon	PC-7		good	3333		10/17/8	CPY			Chenonics' SEP o
2 heavy mtl trays				good				070 ?			Chenonics' SEP o
2 mtl file trays				good				070 ?			Chenonics' SEP o
11 computers	AST	286		good	6489.4	1 yr	4/13/89	AID/Kinshasa	4/13/89	SRP	
2 computers	AST	386		good	6967.8	1 yr	4/13/89	AID/Kinshasa	4/13/89	SRP	

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61

ANNUAL REPORT OF NON-EXPENDABLE AID FINANCED PROPERTY IN CUSTODY  
 OF  
 AID FINANCED CONTRACTOR OR COOPERATING HOST COUNTRY (HC) AGENCY  
 (In thousands (000) of U.S. dollars)  
 (Ref: USAID/Zaire Mission Order 301, Amendment No. 1)

ANNEX D - HOUSE FURNISHINGS Report Date: 1/16/1991

Contractor/HC Agency CHEMONICS Project No.: 0119

Line	Factors to Report	Landed Cost	Remarks
1	2	3	4
A.	Value of property as of last report		
B.	Net transactions during this reporting period (Line B1 - B2 = + or -)		
B.1.	Acquisitions (= a+b+c+d+e below)	118,855	
	a.Purchased by contractor for own use		
	b.Transfers from AID for contractor's own use	102,520	
	c.Receipts from procurement for project use		
	d.Receipts from others for project at no cost	16,335	
CPF	e.Receipts of project property on loan		
	f. Not previously reported		
B.2.	Disposals (= a+b+c+d+e below)		
	a.Return of AID property purchased by contractor for own use		
	b.Return to AID of property loaned to contractor	4,759	
	c.Trfr AID financed property to HC		
	d.Trfr of project property to others at no cost	74,516	
	e.Other disposals		
C.	Value of property as of report date	39,580	
D.	Estimated average age of contractor held AID financed property	3 Yrs	

REMARKS: INCLUDING ETHAN ALLAN AND CPF MOBILIA DUX FURNITURE

Form OMS-40501-900, Feb 90; See reverse for preparation instructions.  
 Appendix No. 1

BEST AVAILABLE DOCUMENT

INVENTORY OF NON-EXPENDABLE PROJECT PROPERTY  
 CONTRACT NUMBER: 660-8119-C-00-0001-00

1	2	3	4	5	6	7	8	9	10	11	12	
TYPE (DESCRIPTION)	MAKE	MODEL/ STOCK NO.	SERIAL NO. OF ITEM	CURRENT STATUS	UNIT COST	AGE OF UNIT	DATE RECEIVED	PERSON AGENCY SUPPLYING PROPERTY	SENDING PROPERTY	PROPERTY DATE	TRANSFERRED FOR PROJECT AGY RECEIVING PROPERTY	CURRENT LOCATION
2 lamps	Mob. Dur	HBD-B7		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Branson apt
2 buffets	Mob. Dur	HBD-D1		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
2 buffets	Mob. Dur	HBD-D1		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Branson apt
1 dining table	Mob. Dur	HBD-D2		good	531.77	2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 dining table	Mob. Dur	HBD-D2		good	531.77	2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
10 dining chairs	Mob. Dur	HBD-D3		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
10 dining chairs	Mob. Dur	HBD-D3		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
2 bookcases open	Mob. Dur	HBD-L1		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Branson apt
2 bookcases open	Mob. Dur	HBD-L1		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
3 bookcases close	Mob. Dur	HBD-L2		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 loveseat	Mob. Dur	HBD-L3		good	570.21	2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 loveseat	Mob. Dur	HBD-L3		good	570.21	2 yr	9/24/88	CPY		5/4/90	USAID/Kinshasa	David Kingsbury residence
2 easy chairs	Mob. Dur	HBD-L4		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 sofa	Mob. Dur	HBD-L4		good	766.16	2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
coffee table	Mob. Dur	HBD-L6		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
end table	Mob. Dur	HBD-L7		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
juncker chair	Mob. Dur	HBD-L8		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
desk table	Mob. Dur	HBD-L9		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
night tables	Mob. Dur	HBD-B3		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
bachelor chest	Mob. Dur	HBD-B4		good	604	2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
mirror	Mob. Dur	HBD-B5		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
lamps	Mob. Dur	HBD-B7		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
bookcase open	Mob. Dur	HBD-L1		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
bookcase closed	Mob. Dur	HBD-L2		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
easy chair	Mob. Dur	HBD-L4		good		2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
sofa	Mob. Dur	HBD-L5		good	766.16	2 yr	9/24/88	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 table ovale afr	Mob. Dur			good	531.77	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
2 vitrines s/dres	Mob. Dur			good	149.62	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 lit domino 200x	Mob. Dur			good	186.29	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 matelas DL 200x	Mob. Dur			good	129.33	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 table de nuit	Mob. Dur			good	97.142	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 tble jker 85x60	Mob. Dur			good	140.15	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
2 dominos moyen A	Mob. Dur			good	261.8	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
2 bureaux studio	Mob. Dur			good	220.28	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 dressoir jker 3	Mob. Dur			good	486.84	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
4 lampes pyramide	Mob. Dur			good	75.016	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 canape apollo 3	Mob. Dur			good	766.16	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 canape apollo 2	Mob. Dur			good	570.21	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
1 fauteuil apollo	Mob. Dur			good	394.98	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound
8 chaises coraet	Mob. Dur			good	95.749	2 yr	2/23/89	CPY		1/91	USAID-SRCID/NAV	ex-Greene compound

BEST AVAILABLE DOCUMENT

63

INVENTORY OF NON-EXPENDABLE PROJECT PROPERTY  
 CONTRACT NUMBER: 660-0119-C-00-8001-00

1	2	3	4	5	6	7	8	9	10	11	12
TYPE (DESCRIPTION)	MAKE	MODEL/ STGCKL NO.	SERIAL NO. OF ITEM	CURRENT STATUS	LANDED UNIT COST	AGE OF UNITS	DATE RECEIVED	PERSON/AGENCY SENDING PROPERTY	PROPERTY TRANSFERRED DATE	PROJECT AGY RECEIVING PROPERTY	CURRENT LOCATION
1 H2O htr 50 gal	Westinghs	YL537LRC		good	263.2	3 yr	2/16/88	U.S. Embassy	1/91	landlord	ex-Canacho residence
1 H2O htr 50 gal	Westinghs	YL537LRC		good	263.2	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
3 H2O htrs 50 gal	Westinghs	YL537LRC		good	263.2	3 yr	2/16/88	U.S. Embassy			storage
2 H2O htrs 30 gal	Westinghs	YL537LRC		good	193.2	3 yr	2/16/88	U.S. Embassy	1/91	landlord	ex-Barrett residence
1 H2O htr 30 gal	Westinghs	YL537LRC		good	193.2	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
6 H2O htr 30 gal	Westinghs	YL537LRC		good	193.2	3 yr	2/16/88	U.S. Embassy			storage
17 air conditione	Genl Elect	AP913W	Canach, Barnt., Grn. & Brans	good	550	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
1 transformer		BV8204		good	200.2	3 yr	2/16/88	U.S. Embassy		USAID-SRCID/RAV	ex-Branson apt
1 transformer		BV8204		good	200.2	3 yr	2/16/88	U.S. Embassy			ex-Ben-Senia house
1 transformer		BV8204		good	200.2	3 yr	2/16/88	U.S. Embassy	12/90	USAID-SRCID/RAV	Jack Traywick apt
1 transformer		BV8204		good	200.2	3 yr	2/16/88	U.S. Embassy			Ravson apt
1 transformer		BV8204		good	200.2	3 yr	2/16/88	U.S. Embassy			Chenonics' SRP ofc
1 transformer		BV8204		good	200.2	3 yr	2/16/88	U.S. Embassy	1/91		Chenonics' SRP ofc
1 H2O fltr ceram		SP3		broken	69.54	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	
1 H2O fltr ceram		SP3		good	69.54	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Branson apt
2 H2O fltrs ceram		SP3		good	69.54	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
1 H2O fltr ceram		SP3		good	69.54	3 yr	2/16/88	U.S. Embassy	1989	USAID/Kinshasa	Kifle Regash apt
1 H2O fltr ceram		SP3		good	69.54	3 yr	2/16/88	U.S. Embassy	12/90	USAID-SRCID/RAV	Jack Traywick apt
1 H2O fltr ceram		SP3		good	69.54	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
1 H2O fltr plastic		LP2		good	33.6	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Branson apt
2 H2O fltrs plast		LP2		good	33.6	3 yr	2/16/88	U.S. Embassy			ex-Ben-Senia house
1 H2O fltr plastic		LP2		good	33.6	3 yr	2/16/88	U.S. Embassy	12/90	USAID-SRCID/RAV	Jack Traywick apt
2 H2O fltrs plast		LP2		good	33.6	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
1 H2O fltr plastic		LP2		good	33.6	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
1 coffee table	Hob. Dux	HBD-L6		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Branson apt
2 coffee tables	Hob. Dux	HBD-L6		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
3 end tables	Hob. Dux	HBD-L7		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Branson apt
4 end tables	Hob. Dux	HBD-L7		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
2 junker chairs	Hob. Dux	HBD-L8		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
1 desk table	Hob. Dux	HBD-L9		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Branson apt
1 desk table	Hob. Dux	HBD-L9		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
2 dressers	Hob. Dux	HBD-B1		good	604	2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
1 dresser	Hob. Dux	HBD-B1		good	604	2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
2 wardrobes	Hob. Dux	HBD-B2		good	942.5	2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
2 night tables	Hob. Dux	HBD-B3		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Branson apt
8 night tables	Hob. Dux	HBD-B3		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
1 bachelor chest	Hob. Dux	HBD-B4		good	604	2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
2 mirrors	Hob. Dux	HBD-B5		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
2 mirrors	Hob. Dux	HBD-B5		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Branson apt
1 queen size bed	Hob. Dux	HBD-B6		good	1036.8	2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
1 queen size bed	Hob. Dux	HBD-B6		good	1036.8	2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Branson apt
1 queen size bed	Hob. Dux	HBD-B6		good	1036.8	2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound
2 lamps	Hob. Dux	HBD-B7		good		2 yr	9/24/88	CPF	1/91	USAID-SRCID/RAV	ex-Greene compound

BEST AVAILABLE DOCUMENT

64

1	2	3	4	5	6	7	8	9	10	11	12
TYPE (DESCRIPTION)	MAKE	MODEL/ STOCK NO.	SERIAL NO. OF ITEM	CURRENT STATUS	LAND/UNIT COST	AGE OF UNIT	DATE RECEIVED	PERSON/AGENCY SENDING PROPERTY	PROPERTY TRANSFERRED DATE	FR PROJECT AGY RECEIVING PROPERTY	CURRENT LOCATION
4 folding chairs		8475	WT11306	good	50.4	3 yr	6/30/88	PIO/C 60026	1/91	USAID-SRCID/RAV	ex-Greene compound
2 folding tables		499-2		good	165.2	3 yr	7/27/88	PIO/C 60026	1/91	USAID-SRCID/RAV	ex-Branson apt
2 folding tables		499-2		good	165.2	3 yr	7/27/88	PIO/C 60026	1/91	USAID-SRCID/RAV	ex-Greene compound
2 folding tables		499-2		good	165.2	3 yr	7/27/88	PIO/C 60026	1/91	USAID-SRCID/RAV	ex-Greene compound
1 folding table		499-2		good	165.2	3 yr	7/27/88	PIO/C 60026			7
1 vacuum cleaner	Hoover	C016	C1065	good	147	3 yr	6/6/88	PIO/C 60026	1/91	USAID-SRCID/RAV	ex-Branson apt
1 vacuum cleaner	Hoover	C016	C1065	good	147	3 yr	6/6/88	PIO/C 60026			Ben-Senia house
1 vacuum cleaner	Hoover	C016	C1065	good	147	3 yr	6/6/88	PIO/C 60026	1/91	USAID-SRCID/RAV	ex-Greene compound
1 vacuum cleaner	Hoover	C016	C1065	good	147	3 yr	6/6/88	PIO/C 60026			Rawson apt
1 vacuum cleaner	Hoover	C016	C1065	good	147	3 yr	6/6/88	PIO/C 60026	1/91	USAID-SRCID/RAV	ex-Greene compound
1 vacuum cleaner	Hoover	C016	C1065	good	147	3 yr	6/6/88	PIO/C 60026	1/91	USAID-SRCID/RAV	ex-Greene compound
1 vacuum cleaner	Hoover	C016	C1065	good	147	3 yr	6/6/88	PIO/C 60026	12/90	USAID-SRCID/RAV	Jack Traywick apt
1 upright freezer	Genl Elect	CAP16D	C1065-016	good	866.4	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Branson apt
1 upright freezer	Genl Elect	CAP16D	C1065-016	good	866.4	3 yr	2/16/88	U.S. Embassy			Ben-Senia house
1 upright freezer	Genl Elect	CAP16D	C1065-016	good	866.4	3 yr	2/16/88	U.S. Embassy	1989	USAID/Kinshasa	Kifle Hegash apt
1 upright freezer	Genl Elect	CAP16D	C1065-016	good	866.4	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
1 upright freezer	Genl Elect	CAP16D	C1065-016	good	866.4	3 yr	2/16/88	U.S. Embassy	12/90	USAID-SRCID/RAV	Jack Traywick apt
1 upright freezer	Genl Elect	CAP16D	AP165010	good	866.4	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
1 range/stove	Genl Elect	JBS034	AP100058G	good	541.8	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Branson apt
1 range/stove	Genl Elect	JBS034	AP100058G	good	541.8	3 yr	2/16/88	U.S. Embassy			Ben-Senia house
1 range/stove	Genl Elect	JBS034	AP100058G	good	541.8	3 yr	2/16/88	U.S. Embassy			Rawson apt
1 range/stove	Genl Elect	JBS034	AP100058G	good	541.8	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
1 range/stove	Genl Elect	JBS034	AP100058G	good	541.8	3 yr	2/16/88	U.S. Embassy	12/90	USAID-SRCID/RAV	Jack Traywick apt
1 range/stove	Kelvintr			good	677.25			CPP	1/91	USAID-SRCID/RAV	ex-Greene compound
1 range/stove	Kelvintr			good	677.25			CPP	1/91	USAID-SRCID/RAV	ex-Greene compound
1 range/stove	Kelvintr			good	677.25			CPP	1989	USAID/Kinshasa	Kifle Hegash apt
1 refrigerator	Genl Elect	FBI200F	DY547224	good	1198.4	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Branson apt
1 refrigerator	Genl Elect	FBI200F	DY547224	good	1198.4	3 yr	2/16/88	U.S. Embassy			ex-Ben-Senia apt
1 refrigerator	Genl Elect	FBI200F	DY547224	good	1198.4	3 yr	2/16/88	U.S. Embassy			Rawson apt
1 refrigerator	Genl Elect	FBI200F	DY547224	good	1198.4	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
1 refrigerator	Genl Elect	FBI200F	DY547224	good	1198.4	3 yr	2/16/88	U.S. Embassy	12/90	USAID-SRCID/RAV	Jack Traywick apt
1 refrigerator	Genl Elect	FBI200F	DY547224	good	1198.4	3 yr	2/16/88	U.S. Embassy	1989	USAID/Kinshasa	Kifle Hegash apt
1 refrigerator	Lenard			good	1498			CPP	1/91	USAID-SRCID/RAV	ex-Greene compound
1 refrigerator	Lenard			good	1498			CPP	1/91	USAID-SRCID/RAV	ex-Greene compound
1 washing machine	Genl Elect	WVA5412B	HA502996	good	595	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Branson apt
1 washing machine	Genl Elect	WVA5412B	HA502996	good	595	3 yr	2/16/88	U.S. Embassy			ex-Ben-Senia house
1 washing machine	Genl Elect	WVA5412B	HA502996	good	595	3 yr	2/16/88	U.S. Embassy			Rawson apt
1 washing machine	Genl Elect	WVA5412B	HA502996	good	595	3 yr	2/16/88	U.S. Embassy	12/90	USAID-SRCID/RAV	Jack Traywick apt
1 washing machine	Genl Elect	WVA5412B	HA502996	good	595	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound
1 dryer	Genl Elect	DD85211		good	435.4	3 yr	2/16/88	U.S. Embassy			ex-Ben-Senia house
1 dryer	Genl Elect	DD85211		good	435.4	3 yr	2/16/88	U.S. Embassy	12/90	USAID-SRCID/RAV	Jack Traywick apt
1 dryer	Genl Elect	DD85211		good	435.4	3 yr	2/16/88	U.S. Embassy			Rawson apt
1 dryer	Genl Elect	DD85211		good	435.4	3 yr	2/16/88	U.S. Embassy	1/91	USAID-SRCID/RAV	ex-Greene compound

BEST AVAILABLE DOCUMENT

65

INVENTORY OF NON-EXPENDABLE PROJECT PROPERTY  
 CONTRACT NUMBER: 660-0119-C-00-8001-00

1	2	3	4	5	6	7	8	9	10	11	12
TYPE (DESCRIPTION)	MAKE	MODEL/ STOCK NO.	SERIAL NO. OF ITEM	CURRENT STATUS	LANDED UNIT COST	AGE OF UNIT	DATE RECEIVED	PERSON/AGENCY SUPPLYING PROPERTY	PROPERTY TRANSFERRED DATE	FOR PROJECT AGY RECEIVING PROPERTY	CURRENT LOCATION
HOUSE FURNITURE											
5, 3-bedroom sets ea. consisting of	Ethan Al.			good	13930	3 yr	3/31/88	PIO/C 60026	12/90 01/91	1 set USAID-SKCID/RAV 1 set USAID-SKCID/RAV 1 set USAID-SKCID/RAV	Rawson & Ben-Senia residence Jack Fraywick Apt ex-Greene compound ex-Branson apt
1 carved chair		127110									
1 accent chair		207201									
1 easy chair		727860									
1 loveseat		717866									
1 sofa		717868									
1 open wall unit		804001									
1 mirror		805000									
2 framed mirrors		185040									
1 mirror		805010		2 broken							
1 dresser waster		805001		2 of 5 not received							
1 chest waster		805004		8 in lieu of 5 received							
2 nightstands		805006		3 of 10 not received							
1 china top		806017									
2 buffets		806016									
1 dining table		806023									
6 side chairs		806001									
2 arm chairs		806001									
1 commode table		808009		4 of 5 received							
1 cocktail table		808010									
2 lamp tables		808015									
1 accent table		818056									
4 twin mat/br		051013		1 single bed transferred					5/4/90	USAID/Kinshasa	David Kingsbury residence
1 queen mat/br		051015									
1 queen bedspread		033301									
1 queen headboard		805617									
6 bed pillows		069900									
2 double dressers		184570									
2 night tables		185016		3 of 10 not received							
2 chests		185104									
1 bachelor chest		805014									
4 twin headboards		185611									
1 floor lamp		092080									
5 bedroom lamps		094337		1 in ea. set is broken							
4 table lamps		094304									
desk	Ethan Al.	809020		good	604.8	3 yr	3/31/88	PIO/C 60026	12/90	USAID-SKCID/RAV	Jack Fraywick apt
desk	Ethan Al.	809020		good	604.8	3 yr	3/31/88	PIO/C 60026	1/90	USAID-SKCID/RAV	ex-Greene compound

106

ANNUAL REPORT OF NON-EXPENDABLE AID FINANCED PROPERTY IN CUSTODY  
 OF  
 AID FINANCED CONTRACTOR OR COOPERATING HOST COUNTRY (HC) AGENCY  
 (In thousands (000) of U.S. dollars)  
 (Ref: USAID/Zaire Mission Order 301, Amendment No. 1)

ANNEX E - OTHER PROPERTY Report Date: JAN.16-91

Contractor/HC Agency CHEMONICS Project No.: 0119

Line	Factors to Report	Landed Cost	Remarks
1	2	3	4
A.	Value of property as of last report		
B.	Net transactions during this reporting period (Line B1 - B2 = + or -)		
B.1.	Acquisitions (= a+b+c+d+e below)	19,800	
	a. Purchased by contractor for own use		
	b. Transfers from AID for contractor's own use	19,800	
	c. Receipts from procurement for project use		
	d. Receipts from others for project at no cost		
	e. Receipts of project property on loan		
	f. Not previously reported		
B.2.	Disposals (= a+b+c+d+e below)	16,500	
	a. Return of AID property purchased by contractor for own use		
	b. Return to AID of property loaned to contractor		
	c. Transfer AID financed property to HC		
	d. Transfer of project property to others at no cost	16,500	
	e. Other disposals		
C.	Value of property as of report date	3,300	
D.	Estimated average age of contractor held AID financed property	3 Yrs	

REMARKS: GENERAL ELECTRIC AIR CONDITIONERS

Form GNS-MC301-900, Feb 90; See reverse for preparation instructions; Appendix No. 5

BEST AVAILABLE DOCUMENT

To: John McMahon  
ADO/USAID

and

Linda Gregory  
USAID/EXO

From: Ed Rawson  
COP, Project 119

Date: September 25, 1991

Subject: Project Related Information Associated with Emergency Evacuation

Following are points to cover with you in preparation for the involuntary emergency evacuation. In addition I have summarized the status of the project to date including activities yet to be completed and/or actions to be taken.

I visited my office at SEP at 16:30 hrs. today to give you the latest possible information on the security of project procured assets. A quick tour seemed to verify this. My assessment is that SEP remains untouched with everything locked both in my office and in the SEP annex in back. Guards reported looters at zero hours Tuesday a.m. who included military. The guards said they persuaded them to leave the place alone.

- inventory of project purchased household furnishings I am attaching a complete list of project purchased furnishings in our apartment SEDEC II, No. 5. Dave Kingsbury or you should have a complete inventory taken by Jim Davis of household furnishings and other commodities for which Chemonics is responsible. This includes lists from John Loftin showing what he moved and to what location during the transfer to SECID. I have attached a copy for backup. As you are aware, we transferred 7 complete sets to SECID/RAV II technical team. Unfortunately, this transfer was never formalized. You should also remember that a number of items were turned over to David Kingsbury. Jim Davis tried to capture most of this in the document, however, I am not sure we have accounted for everything David Kingsbury has that belongs to the project, since part of the time I believe he dealt with SECID for some items. This needs follow-up.

- project commodities for which I am responsible at SEP This will be a rough idea. All SEP project related commodities including 13 286 AST computers and 2-386 computers (IBM compatible) were carefully inventoried by Ramona Garcia as a part of SEP accountability. Most of these commodities are totally under the control of the SEP Director. You or David should have a copy of this which was last done just before Ramona left the project. Ramona's inventory includes locations. What I have in my office (including the Admin wing) follows.

- one 286 IBM compatible AST computer and screen. One additional 286 AST computer is located in the consultants office of ARD along with a Okidata printer and a AST Laser Jet printer. You have not been using either the Laser Jet or the Okidata printer.
- two Okidata 390 printers, one not working
- software and documents for Quattro, Quattro Pro, Word Perfect 5.0, Lotus 1-2-3, Harvard Graphics, D-Base III. Two new sets of Quattro Pro are on your desk in ARD. Chemonics purchased these for the project.
- an unspecified number of Okidata Cut Sheet Feeders and tractor feeds
- large quantity of new 5.25 inch and 3.5 inch diskettes
- two full sized desks with drawers on both sides...keys in packet attached
- two metal cupboard/shelves with sliding doors...keys in shallow left hand top drawer of desk. One contains a lot of the project related documents inside and a number of classified files on top including both technical and admin.
- one table (dining room style) with chairs used for conferences in the outer office.
- one black trunk I am delivering to EXO full of most important admin records classified for shipment back to Chemonics ... shipment was delayed with the contract extension.
- one metal trunk with copies of project outputs and miscellaneous other documents slated to be shipped back to Chemonics...not a high priority.
- three trunks in the admin wing with miscellaneous, hardware, software and expendable commodities. Trunks were purchased for shipments from Chemonics Home Office to Zaire and are project property.
- one small shelf which belongs with the SECID furniture... never transferred.
- backup keys to most all project purchased vehicles at SEP including those under my control in desk in inner office.
- David Kingsbury has set of my office keys as well.

• project vehicles for which I am responsible

- one tan Toyota long chassis land cruiser license plate no. 013-IT-046, located in shelter behind SEDEC II, one key in attached packet, other key in desk at SEP
- one brown Toyota Corolla license plate no. 013-IT-050 located behind the SEDEC II building
- Kingsbury has the blue Toyota Corolla with (I believe) license plate no. 013-IT-057 at his residence along with a set of keys. By the way, he also has a set of my office keys. David was using this car and the office keys during my home leave.

• stacks of classified and unclassified documents I have most of the necessary files up on the shelf in the outer office, however, there are a lot of yet to be punched and filed documents which I have been working on as I had time. Sorry, for the mess.

• documents to be mailed APO I am leaving you with two folders of documents which need to be mailed to me APO for writing up semi-annual report (PIR???) and final report. I could be working on these reports while I wait in Washington, D.C. I have some of the writing already completed.

*SEDEC*  
• rent on our apartment Rent for the third quarter is due MARSAVCO at their accounting office. The bill came after I left on July 31, despite the indicated posting date. I purposely delayed payment a week or so until *MUSKID* made up their mind about moving me to Panorama...I have the *facture*. Unfortunately, I cannot find the Chemonics dollar check book which I have been carrying around with me for security reasons...real secure!!!! I will send you a check from Chemonics ASAP. MARSAVCO needs to be informed so we don't run into security problems with the apartment. *SEDEC*

• money owed other local businesses There are no other outstanding bills unpaid, however, we owe for telecom services not yet billed by the following businesses:

- Capitale Associates - Wally Hertzog (Estimate \$250)
- The Business Center, Hotel Intercontinental (a private company not associated with the hotel), located on ground level in the tower section of the hotel. (Estimate \$250)

• keys I include herewith keys to the apartment and to my POV along with an inventory of HHE below.

• in case of your need to pack us out Chemonics Home Office will be in touch on location to which to send personal effects. I will be residing and working in Washington D.C. Chemonics has a contract with MATRIX, Washington.

HOUSEHOLD FURNISHINGS PURCHASED BY THE PROJECT  
RAWSON HOUSEHOLD  
. LOCATION SEDEC II APARTMENT 5

Entry:

1 set shelves  
1 chest of drawers

Living Room:

sofa  
4 square end tables  
1 brass table  
1 coffee table  
2 chairs  
3 table lamps  
1 standing lamp

Dining room:

1 table  
8 chairs  
china cabinet  
buffet  
1 air conditioner

Bedroom #1

2 twin beds  
2 chests of drawers  
2 mirrors  
desk and chair  
(computer table is personal)  
2 bedside stands  
1 air conditioner

Bedroom #2

1 dresser with mirror  
1 chest of drawers  
1 queen sized bed with headboard  
2 bedside tables  
1 chair  
2 lamps  
1 air conditioner

Large Appliances

1 stove  
1 refrigerator  
1 washer  
1 dryer

Misc.

1 water filter  
2 transformers  
1 ladder

Balcony in Front

1 metal table  
4 chairs

Balcony in Back

1 round card table  
5 matching folding chairs in entryway closet

PLEASE NOTE: All drapes and bed covers our personal property. We did not take advantage of the curtain allowance.

HERZOG  
FAX  
(513) 242 0391

ORIGINAL

ADDENDUM  
ANNEX 3

CAPITALE ASSOCIATES / LOPASO  
FAX TRANSMITTAL

FAX NO. 202-331-8202

TO: CHEMONICS  
RAWSON / DeLUCCO

FROM: Wally HERZOG

NUMBER OF PAGES 3

# USAID WAREHOUSE INVENTORY PROJECT 119

PROJ	NAME	ITEM	QTY
119	AID/ARD	KEYBOARD AST KB	1
119	AID/ARD	UPS EMERSON	1
119	AID/ARD	PRINTER OKIDATA 391	1
119	AID/ARD	MONITOR AST VGA	1
119	AID/ARD	CPU AST PREMIUM	1
119	AID/ARD	PRINTER AST TURBO LASER	1
119	RAWSON	AIR CONDITIONER	3
119	RAWSON	ARMCHAIR	1
119	RAWSON	BED LEGS	
119	RAWSON	BOXSPRING TWIN	2
119	RAWSON	BOXSPRING QUEEN	1
119	RAWSON	CARPET	2
119	RAWSON	CHEST	3
119	RAWSON	CHINA CABINET TOP	1
119	RAWSON	CHINA CABINET BASE	1
119	RAWSON	DESK	1
119	RAWSON	DINING ROOM TABLE	1
119	RAWSON	DRESSER	3
119	RAWSON	DRYER GE	1
119	RAWSON	ELECTRIC STOVE GE	1
119	RAWSON	END TABLE	3
119	RAWSON	FLOOR LAMP	1
119	RAWSON	FOLDING CHAIR	5
119	RAWSON	FOLDING TABLE BAD	1
119	RAWSON	REFRIGERATOR	1
119	RAWSON	GLASS TOP	5
119	RAWSON	HEADBOARD QUEEN	1
119	RAWSON	HEADBOARD TWIN	2
119	RAWSON	LAMP SHADES	2
119	RAWSON	LOVE SEAT	1
119	RAWSON	MATTRESS QUEEN	1
119	RAWSON	MATTRESS TWIN	1
119	RAWSON	MIRROR	4
119	RAWSON	NIGHTSTAND	4
119	RAWSON	OFFICE CHAIR	1
119	RAWSON	PATIO CHAIR METALLIC	4
119	RAWSON	PATIO TABLE METALLIC	1
119	RAWSON	ROUND TABLE	1
119	RAWSON	SHELF	1
119	RAWSON	SHELF BOOKCASE	1
119	RAWSON	SHELF	3
119	RAWSON	SIDE CHAIR	7
119	RAWSON	SIDE CHAIR	2
119	RAWSON	SOFA	1
119	RAWSON	SOFA TABLE	1
119	RAWSON	TABLE LAMP	6
119	RAWSON	TRANSFORMERS	4
119	RAWSON	VACUUM CLEANER	1
119	RAWSON	WASHER GE	1
119	RAWSON	WATER FILTER	2
119	RAWSON	WING CHAIR	2

BEST AVAILABLE DOCUMENT

74

# USAID WAREHOUSE VEHICLE INVENTORY

PROJ	MAKE	MODEL	PLATE NO	CHASSIS NO
098	TOYOTA	COROLLA	013IT030	KE706217420
098	TOYOTA	LC	013IT321	HZJ800002038
098	TOYOTA	LC	013IT322	HZJ800002051
098	TOYOTA	LC	013IT045	HZJ800000621
098	TOYOTA	LC	013IT320	HZJ800002011
098	TOYOTA	LC	013IT323	HZJ800002070
098	TOYOTA	LC	013IT032	HJ750024726
102	ISUZU	TRUCK	013IT261	1607742
102	TOYOTA	LC	013IT222	HZJ800000601
102	TOYOTA	LC	013IT160	HZJ800000597
105	TOYOTA	COROLLA	013IT182	0280149
119	TOYOTA	COROLLA	013IT050	EE90-0050191
119	TOYOTA	COROLLA	013IT047	EE90-0050433
119	TOYOTA	LC	013IT046	HJ75-0036829
120	PEUGEOT	505	KN1965S	3196219
124	TOYOTA	COROLLA	013IT165	PILLAGED @ ZEKA
124	TOYOTA	HILUX	013IT157	LN106-0082308
124	TOYOTA	LC	013IT368	HZJ80002411
125	TOYOTA	LC	013IT001	HJ750035789
125	TOYOTA	LC	KN9770S	HZJ750005327
125	TOYOTA	LC	013IT006	HZ750035773
125	TOYOTA	LC	013IT159	HJZ750001833
125	TOYOTA	PICKUP	013IT242	HZJ75-0001835
ARD	TOYOTA	LC	013IT367	HZJ75003613
BSU	FIAT	TRUCK	013IT254	1120516
BSU	TOYOTA	LC	013IT253	WH016000964971
PEV	TOYOTA	LC	013IT215	HJ60048663
PEV	TOYOTA	LC	013IT216	HJ60048598
PEV	TOYOTA	LC	013IT210	HJ60048651
PSI	FIAT	UNO	013IT256	04347917
PSI	NISSAN	PATROL	013IT257	CRGY60100354
PSI	PEUGEOT	PICKUP	KN4075Q	6701334
PSI	PEUGEOT	PICKUP	KN4076Q	6701465
PSI	PEUGEOT	PICKUP	KN4074Q	6701324
PSI	TOYOTA	LC	013IT374	000675
PSI	TOYOTA	LC	013IT258	HJ750036809
PSND	ISUZU	TROOPER	013IT008	17FK7109735
PSND	ISUZU	TROOPER	013IT168	JACUBS55FK7
PSND	TOYOTA	COROLLA	KN9930S	AE950132036
PSND	TOYOTA	LC	KN2102S	PZJ700002245
PSND	TOYOTA	LC	KN2101S	PZJ700002233
PSND	TOYOTA	LC	KN2100S	PZJ5700002217
PSND	TOYOTA	LC	KN2091S	HJZ800001687
PSND	TOYOTA	LC	KN2103S	PZJ700002260
RAV	TOYOTA	HILUX	013IT099	LNA409001335
RAV	TOYOTA	LC	013IT380	HZJ80-0004545
RAV	TOYOTA	LC	013IT383	HZJ80-0003678
RAV	TOYOTA	LC	013IT382	HZJ80-0003675
RAV	TOYOTA	LC	013IT029	HZJ800000626
RAV	TOYOTA	LC	013IT379	HZJ75004532