

PROJECT EVALUATION SUMMARY (PES) -- PART I

Report Symbol: 114

1. PROJECT TITLE  AGRICULTURE SECTOR STUDIES	2. PROJECT NUMBER 6604070	3. MISSION/AID/W OFFICE Kinshasa
	4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) 85/13	
<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY <u>77</u>	B. Final Obligation Expected FY <u>86</u>	C. Final Input Delivery FY <u>86</u>	A. Total \$ <u>7.87 m</u>	B. U.S. \$ <u>5.5 m</u>	From (month/yr.) <u>November 1977</u>	To (month/yr.) <u>August 1985</u>
					Date of Evaluation Review <u>September 1985</u>	

B. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Once a student is accepted by an American university for graduate training, USAID/Kinshasa should request from the university a graduate catalogue. This should be reviewed by the USAID project officer, the SEP Director, and the Pragma Chief of Party. USAID should remain in communication with the university to ensure that the student follows a curriculum relevant to his/her future work with SEP. This action should be taken for the students who left for the U.S. in August 1985.	USAID	June '86
2. USAID/Kinshasa should request quarterly or semestrial scholastic reports from the universities involved with the participant training. These should be forwarded to the Chief of Party and the SEP Director. If a participant experiences academic problems, remedial solutions should be sought.	USAID	Ongoing
3. Short courses in project planning and evaluation, regional planning, and regional analysis should continue to be offered, as possible, in collaboration with the World Bank, FAO, USDA, and other institutions.	PRAGMA	Sept. '86
4. An effort should be made to retain the present trained technicians employed by SEP. The Mission should increase premiums paid to SEP employees to the same levels paid to personnel working with other USAID projects. Premiums	USAID/SEP	Sept. '86

I. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A.	<input type="checkbox"/> Continue Project Without Change
B.	<input checked="" type="checkbox"/> Change Project Design and/or
	<input type="checkbox"/> Change Implementation Plan
C.	<input type="checkbox"/> Discontinue Project

I. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

Evaluation Team  
 . Curtis Jolly SECID  
 . Glenn Howze SECID

Project Manager  
 Ron Daniel USAID/ARD

12. Mission/AID/W Office Director Approval

Signature [Signature]

Typed Name  
RICHARD L. PODOL

Date  
26 Sep 85

PROJECT EVALUATION SUMMARY (PES) - PART I

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1. PROJECT TITLE  AGRICULTURE SECTOR STUDIES Page 2		2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
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		<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	

5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. U.S. \$ _____	7. PERIOD COVERED BY EVALUATION	
A. First PRO-AG or Equivalent FY _____	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____		From (month/yr.) _____	To (month/yr.) _____

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

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should be paid according to responsibility, training, experience, and performance on the job.	PRAGMA	Sept. '86
5. The current series of commodity reports should be finished.	USAID	Dec. '85
6. Microcomputers should be made available to each of the Bureaus, and in-service training should be provided on their usage. BI should take the responsibility for the training.	PRAGMA	Nov. 85
7. BPE should concentrate its effort on the evaluation of ongoing projects.	USAID/ PRAGMA/ SEP	Dec. '85
8. The financial and technical management of the project should be improved. Currently, Division and Bureau chiefs are not adequately involved in the budgeting process. They should participate in the preparation of the budgets, and budgets should be tied to program.	USAID/ PRAGMA	Dec. '85
9. Bureau chiefs should work with Division chiefs to develop work plans and budgets for the coming year. This should include a list of materials and equipment needed. These reports should be used in the overall budgeting process for SEP.	USAID	Sept. '86
10. There should be a financial audit of the project.		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS			10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT	
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	A. <input type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	B. <input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Change Implementation Plan	
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	C. <input type="checkbox"/> Discontinue Project	

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)		12. Mission/AID/W Office Director Approval	
		Signature _____	
		Typed Name _____	
		Date _____	

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**PROJECT EVALUATION SUMMARY (PES) - PART I**

Report Symbol: U.A.

<b>1. PROJECT TITLE</b>  AGRICULTURE SECTOR STUDIES      Page 3	<b>2. PROJECT NUMBER</b>	<b>3. MISSION/AID/W OFFICE</b>
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<input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		

<b>5. KEY PROJECT IMPLEMENTATION DATES</b> A. First PRO-AG or Equivalent FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____	<b>6. ESTIMATED PROJECT FUNDING</b> A. Total \$ _____ B. U.S. \$ _____	<b>7. PERIOD COVERED BY EVALUATION</b> From (month/yr.) _____ To (month/yr.) _____ Date of Evaluation Review _____
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11. A Zairian should be hired to assist the Administrative Assistant in running the logistical aspects of the project	USAID/SEP	June '86
12. BD should increase its holdings of secondary data. The documents and data should be carefully catalogued and a list of the resources with key words should be made a part of the computerized data bank.	BD	Ongoing
13. BD should continue to develop the coding procedures for the data bank project. It should verify the data once they are entered on the computer.	BD	Ongoing-
14. A copy of the Agriculture Statistics Bank should be resident on the computer system being installed in the main SEP building.	BI/PRAGMA	Dec. '85
15. The system for backing up the Corvus fixed disk should be implemented immediately.	BI/SEP/ PRAGMA	Dec. '85
16. A system for file security should be developed and implemented as soon as possible in order to maintain the integrity of the files.	BI/SEP/ PRAGMA	Dec. '85
17. The Agriculture Statistics Data Bank should be expanded.	SEP/PRAGMA	Ongoing

**9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS**

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

**10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT**

A.  Continue Project Without Change

B.  Change Project Design and/or  Change Implementation Plan

C.  Discontinue Project

**11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)**

**12. Mission/AID/W Office Director Approval**

Signature \_\_\_\_\_

Typed Name \_\_\_\_\_

Date \_\_\_\_\_

PROJECT EVALUATION SUMMARY (PES) -- PART I

Report Symbol 11447

1. PROJECT TITLE  AGRICULTURE SECTOR STUDIES Page 4		2. PROJECT NUMBER	3. MISSION/AID/W OFFICE
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18. SEP personnel should be given training on the use of the data-bank system.	BI/SEP/PRAGMA	Ongoing
19. The level of the computer center staff should be upgraded. Additional in-service training should be given to current staff. The training should include operations, maintenance, programming, use of the Agriculture Statistics Data Bank, and the use of various software packages.	BI/PRAGMA	Ongoing
20. No new Apple IIe computers should be purchased. They should not be replaced, and minimal amounts of money should be spent on their maintenance.	USAID	Ongoing
21. Additional software for the Apples should be purchased as dictated by identified needs.	USAID/PRAGMA	Sept. '86
22. In order to obtain data for analysis, DSPA should develop a closer working relationship with DSA. The PRAGMA team should take the initiative in fostering this relationship.	PRAGMA	Ongoing

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS			10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT	
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	A. <input type="checkbox"/> Continue Project Without Change	
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		Date _____	

PROJECT EVALUATION SUMMARY (PES) -- PART I

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<p><b>1. PROJECT TITLE</b></p> <p>AGRICULTURE SECTOR STUDIES Page 5</p>	<p><b>2. PROJECT NUMBER</b></p>	<p><b>3. MISSION/AID/W OFFICE</b></p>
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23. At the end of each fiscal year, each Bureau chief should submit to his Division chief a summary of proposed and achieved activities, the level of spending in the bureau, and the problems and constraints encountered. These summaries should be used in the preparation of the annual report for SEP and ASSP.	SEP/PRAGMA	Ongoing
24. The computer center staff should specialize in various packages.	BI	Ongoing
25. SEP should provide USAID/Kinshasa with annual reports.	SEP	Ongoing
26. The Mission should provide the Pragma team with ample time on matters concerning contracts and contract termination.	USAID	June '86
27. All the Bureaus in the Statistics Division should provide a clear definition of its responsibilities and functions within the Division and to the project.	PRAGMA/ SEP/ USAID	June '86
28. The SEP accountant should provide Division and Bureau chiefs with quarterly financial situation reports.	SEP	Ongoing

**INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS**

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<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
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**PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)**

**12. Mission/AID/W Office Director Approval**

Signature \_\_\_\_\_

Typed Name \_\_\_\_\_

Date \_\_\_\_\_

## Mission Comments on Recommendations

1. To reduce the cost of training, ASSP should continue providing preparatory courses in English and economics for technicians who are candidates for U.S. participant training.

Under ASSP there are no funds for long-term further participant training; therefore, there will be no further intensive English courses nor micro economics courses. SEP technicians will continue to study English at Zali.

6. The current series of commodity reports should be finished. Once this is done, the reports should be updated and contain better data and more sophisticated analysis. The reports should deal with policy issues.

The first sentence of this recommendation is accepted. The remainder is not feasible under the scope and time frame of ASSP. The field work and training needed to accomplish the remainder of this recommendation, are too much to be expected within the next twelve months. This certainly should be a consideration in the design of the follow-on project.

9. BPE should concentrate its effort on the evaluation of ongoing projects, rather than on actual project design. A rural sociologist should be employed to provide needed social analysis of projects. The Chief of Party should assist the Bureau Chief in the development of a five year plan of work.

Overall, the recommendation is acceptable; however, only the first sentence is feasible under ASSP. The remainder is impossible because there are no funds for a rural sociologist. This recommendation should be considered in the design of 660-0119.

12. Bureau Chiefs should provide Division Chiefs with work plans and budgets for the coming year. This should include a list of materials and equipment needed. These reports should be used in the overall budgeting process for SEP.

This recommendation should have been included under "Recommendations for GOZ" in the evaluation report. USAID will request that the GOZ implement this recommendation, especially as it pertains to the allocation and budgeting of counterpart funds.

15. The Division Chiefs and the Administrative Assistant should assume more responsibility for the day to day operation of the project. The Chief of Party should devote more of his time to program matters.

In principle, this recommendation is desirable, however, under ASSP the Division Chiefs are not capable of handling more responsibility and the administrative assistance also has a full load. The Chief of Party does devote a considerable amount of his time to program matters, however, there may be a need for a second administrative assistant especially under the follow-on project. The COP has too much program-related work to act as his own administrative assistant.

17. AGIDRAL should provide funds for the repair and maintenance of the offices.

This recommendation should have been included under "Recommendations for GOZ" in the evaluation report.

18. BD is the one bureau involved in ASSP which has yet to develop a clear scope of work. This should be a priority.

21. BD's involvement in primary data collection should be limited to project design, coding, and data analysis.

22. BD should work with DSPA personnel, assisting them in finding data needed for their analysis.

These recommendations are included under recommendation 27 on the PES.

23. BD should take the lead in establishing a reference library for SEP.

Insufficient funds prohibit any action towards this recommendation under the present project. It is also questioned whether BD is the appropriate place for a SEP reference library since the principal users would be DSPA technicians.

24. BI should foster the use of the microcomputers by all of the SEP technicians.

25. Microcomputers should be made available for use by all SEP technicians.

26. BI should conduct in-service training on computer operations and use of software packages.

These recommendations are included under number 6 on the PES.

32. BI personnel should be trained in the use of dBase as well as the special system for accessing the data base developed by the ASSP technician. This will provide more flexibility to the user.

This recommendation has already been accomplished.

33. DSA should become involved, on a very limited basis, in the collection of primary agricultural data. DSA should conduct primary data collection efforts which are very small in scope and size.

This recommendation should be addressed under the FAO project. At present, DSA has insufficient resources to expand its activities. DSA will be involved to a small degree in the primary data collection effort under ASSP, as possible, but, expanding DSA efforts in primary data collection is infeasible under project 660-0070.

34. DSA should work with regional bureaus on data collection efforts. Once the data are collected, DSA will have direct access to the data for analysis.

Under the present scope of ASSP, these activities will not be possible because of funding constraints and a lack of training and personnel at DSA. Ostensibly, FAO will include these activities under its new project in DSA.

37. BI Zairian staff should be involved in the installation of the new LAN system in SEP.

The ASSP consultant at BI doubts whether the BI staff have adequate skills to participate in the LAN installation as anything more than observers. In addition, it is illogical to integrate the DSA technicians in the LAN installation process because the evaluators have recommended that the Apple Systems be discontinued.

38. ASSP could buy several new microcomputers. They should be compatible with the WANG PCs that the Mission is purchasing for its own use.

There are no funds available or budgeted for further expansion of the computer capabilities of ASSP. Also, it is uncertain whether microcomputers are the best way to augment the computer capacities of SEP in the future, and it is not certain that SEP computer capabilities should be predicated to USAID's data processing systems.

## EXECUTIVE SUMMARY

### 1. PROJECT TITLE AND NUMBER

Agriculture Sector Studies Project, 660-070

### 2. PROJECT DESCRIPTION AND DEVELOPMENT PROBLEM

Agriculture Sector Studies Project is the third United States bilateral activity designed to assist the Government of Zaire in the establishment of an effective economic planning unit in the Department of Agriculture, Rural Development, and Environment (DADRE).

### 3. PURPOSE OF EVALUATION

This evaluation constitutes a Threshold Decision Evaluation. The evaluation team prepared a draft of the PID for the follow-on project after completing the evaluation.

### 4. EVALUATION METHODOLOGY

Interviews were held with relevant officials in "Service d'Etudes et Planification" and USAID, members of the project assistance team, other GOZ officials, knowledgeable persons in the private sector and representatives of international donor organizations. All documentation on file was reviewed.

### 5. FINDINGS

Substantial progress has been made over the life of the project. Service d'Etudes et Planification has improved its administrative and accounting capability. U.S. trained agricultural economists, working with American advisors, produced an impressive array of commodity studies, regional planning reports, agricultural situational analyses, project evaluations and designs, and the agricultural component of the national five-year plan. Progress was made in the collection and cataloging of secondary agricultural data. A computer system has been installed and is operational. A computerized Agriculture Statistics Data Bank has been designed and is in the early stages of development.

The project has failed to make progress in the important area of data collection and analysis. Employment of the area frame sample, a project objective established in 1981, was abandoned in 1983 (officially the objective was dramatically reduced in the PP amendment of April 1985); the alternative data collection planned by the FAO has not yet materialized. To date, Zaire still lacks a reliable institutionalized data collection mechanism in the agricultural sector. Another problem which also jeopardizes the future success of SEP, is its failure to retain a trained cadre of technicians due to its inferior salary and premium schedule.

### 6. LESSONS LEARNED

In spite of the problems, SEP has made enormous progress during the last five years. It is now a Directorate within DADRE. Its technicians are regularly consulted by the highest levels of government. Its reports represent the best published information on Zairian agriculture. Increasingly SEP is playing a role in agricultural policy development.

### 7. RECOMMENDATIONS

Refer to Project Evaluation Summary Facesheet.

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**AGRICULTURE SECTOR STUDIES PROJECT**  
**Project Number 660-0070**

**SECOND MID-TERM EVALUATION**

by

**Curtis Jolly**

and

**Glenn Howze**

**Department of Agricultural Economics and Rural Sociology**  
**AUBURN UNIVERSITY**

and

**SOUTH-EAST CONSORTIUM FOR INTERNATIONAL DEVELOPMENT**

under

**Technical Support to Missions**  
**PID/T Number 600-0070-3-20142**

**September 16, 1985**  
**Kinshasa, Zaire**

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## ABBREVIATIONS

AEDP	Agricultural Economic Development Project
AGRIDRAL	Departement de l'Agriculture et du Developpement Rural
ASCII	American Standard Code for Information Interchange
ASSP	Agriculture Sector Studies Project (660-0070)
BAE	Bureau d'Analyse Economique
BD	Bureau de Depouillement
BI	Bureau d'Informatique
BPA	Bureau de Planification Agricole
BPE	Bureau de Projects et Evaluation
CDSS	Country Development Strategy Statement
DAC/OECD	Development Assistance Committee of the Organization for Economic Cooperation and Development
DMFCC	Direction du Marche, Prix, Commercialisation et Credit
DSA	Division de Statistiques Agricoles
DASP	Division of Agricultural Strategy and Planning
DSPA	Division de Strategie et de Planification Agricole
ELT	English Language Training
EOPS	End of Project Status
FAO	Food and Agriculture Organization
GOZ	Government of Zaire
IMF	International Monetary Fund
INERA	Institut National pour l'Etude de la Recherche Agronomique
INS	Institut National de Statistiques
IBRD	International Bank for Reconstruction and Development

ISPC International Statistics Program Center, U.S. Bureau of  
the Census

LAN Local Area Network

OICD Office of International Cooperation and Development,  
U.S. Department of Agriculture

ONDE Office Nationale de Developpement de l'Elevage

OZACAF Office Zairois du Cafe

PACD Project Assistance Completion Date

PID Project Identification Document

PMSP Planning and Management Services Project

PP Project Paper

SECID South-East Consortium for International Development

SEP Service d'Etudes et Planification

SRS Statistical Reporting Service of the U.S. Department of  
Agriculture

TOEFL Test of English as a Foreign Language

TSM Technical Services to Mission

UPS Uninterrupted Power Supply

USAID United States Agency for International Development

USDA United States Department of Agriculture

VCR Video Cassette Recorder

## EXECUTIVE SUMMARY

This report represents the second mid-term evaluation of the Agriculture Sector Studies Project, Project Number 660-0070. The evaluation was conducted August 12 - September 1, 1985. ASSP is the third U.S. bilateral activity designed to assist the GOZ in the establishment of an effective economic planning unit in the Département de l'Agriculture et du Développement Rural (AGRIDRAL). Over the past decade, USAID/Kinshasa has worked with the Service d'Etudes et Planification in AGRIDRAL, attempting to enhance its capability to conduct economic analysis, policy formulation and project planning in the agricultural sector. The long-term technical assistance portion of ASSP started in July 1981 and currently has a PACD of September 1986. The project has provided technical assistance, training and commodities to SEP.

Substantial progress has been made over the life of the project. SEP has improved its administrative and accounting capability. U.S. trained agricultural economists, working with American advisors, produced an impressive array of commodity studies, regional planning reports, agricultural situation analyses, project evaluations and designs, and the agricultural component of the national five-year plan. Progress was made in the collection and cataloging of secondary agricultural data. A computer system has been installed and is operational. A computerized Agriculture Statistics Data Bank has been designed and is in the early stages of development. Participants supported under a previous project completed their M.S. theses in country on topics related to Zairian agriculture. An additional 13 SEP personnel have been sent to the U.S. for graduate training.

ASSP has failed to make progress in the important area of data collection and analysis. To date, Zaire still lacks a reliable institutionalized data collection mechanism in the agricultural sector. Agricultural planning depends on the availability of current, valid agricultural statistics. In spite of efforts by the project, little progress was made in solving this problem. Furthermore, the availability of data is further hampered by the continuing lack of an operational linkage between DSA and the rest of SEP. Another problem, which also jeopardizes the future success of SEP, is its failure to retain a trained cadre of technicians due to its inferior salary and premium schedule.

In spite of these problems, SEP has made enormous progress during the last five years. It is now a Directorate within AGRIDRAL. Its technicians are regularly consulted by the highest levels of government. Its reports represent the best published information on Zairian agriculture. Increasingly, SEP is playing a role in agricultural policy development.

Because institution building is a long process, SEP will need additional support after the PACD for ASSP. USAID/Kinshasa should continue to support it with technical assistance and training.

## INTRODUCTION

The Agriculture Sector Studies Project (ASSP), Project Number 660-0070, is the third United States bilateral activity designed to assist the GOZ, in concert with other international donors, in the establishment of an effective, respected and qualified economic planning unit in the Department of Agriculture and Rural Development (AGRIDRAL). Consistent with the AID's Country Development Strategy Statement (CDSS) for Zaire, the project goal is to strengthen the capability of AGRIDRAL to develop and implement a national agricultural strategy which would result in higher agricultural incomes and an improved standard of living. ASSP is an institution building project designed to increase the capacity of AGRIDRAL's economic planning unit, the Service d'Etudes et Planification (SEP), to monitor developments in the agricultural sector and produce the economic analysis necessary for the formulation of government agricultural policy. This involves the collection and processing of relevant data, and the production and publication of timely economic analysis.

The funding is in the form of a grant and is currently at the level of \$5,500,000. Counterpart funds, generated largely from PL 480, Title I funds, are utilized by GOZ to support local costs--staff salaries and premiums, in country transportation and per diem, operation of the office, and miscellaneous costs. The starting date for the long-term technical assistance phase of the project was September 30, 1981, with an original project assistance completion date (PACD) of September 30, 1984. With a recently approved Project Amendment, technical assistance will end September 30, 1986 and the PACD is March 31, 1987. It is anticipated that a new USIAD-funded follow-on project will be in place by that time.

### The Need for Technical Assistance to Do Agricultural Planning

ASSP, as were the two previous USAID-funded projects supporting the establishment of an agricultural planning effort in AGRIDRAL, is a response to the need for effective agricultural policy to deal with the deterioration of the agricultural sector and the national economy in general, during the first decade and a half after the country's independence in 1960.

### Zaire's Economic Problems

In an attempt to free the country of the legacy of colonialism which included an agricultural production system owned and managed by foreigners, GOZ executed policies of nationalization and Zairianization of all foreign owned agricultural, com-

mercial and transport enterprises. These actions were followed by economic turmoil and an almost total collapse of the economic infrastructure of the country. The period was characterized by falling production of both food and export crops, and by major economic problems in the other major sectors such as mining and manufacturing. As agricultural exports decreased, there was an increase in food imports. Traditional food producers tended to regress in terms of production. The economy during this period also experienced hyperinflationary pressures and major problems with international debt. Zaire, assisted by the IMF and international donors, is still in the process of trying to deal with the situation. These efforts have included the enactment of policies designed both to promote agricultural development and increased production in the mining and manufacturing sectors in Zaire, and to discourage the import of foreign goods and services. USAID has been a partner in this effort.

### Zaire's Agricultural Sector

Zaire is a country with an enormous potential for development in the agricultural sector. Only a small portion of its arable land is currently being exploited. There are actually two agricultural sectors--the traditional and the modern. The Belgian colonial government, in concert with the private sector, sponsored the development of a number of cash crops for export--coffee, tea, palm oil, rubber and cocoa. At the present time, about one fourth Zaire's exploited agricultural lands are devoted to these crops. With the exception of coffee, commercial agriculture has experienced deterioration with recent years. This is largely due to the breakdown of management and the transport infrastructure that occurred with Zairianization.

The remaining exploited agricultural land is used by the traditional agricultural sector which is largely concerned with the production of subsistence food crops such as manioc, corn, rice, minor amounts of other cereals, and livestock. This sector has been stagnant due to insufficient economic incentives for production, the country's poor transportation system, the lack of agricultural inputs and a lack of employable technological packages for agriculture.

### Agricultural Policy

The development task in the agricultural sector is to achieve the national goal of food self-sufficiency by supporting activities designed to increase production in the traditional agricultural sector, while at the same time trying to promote the development of commercial agriculture. It is in the context of the GOZ's need to initiate policies to promote agricultural development that the current project and its predecessors were initiated. As it became clear to GOZ and international donors that there was a need to institute government policies to promote

the development of the agriculture sector, it became equally evident that the capacity to do sound economic analysis, which was needed to formulate rational economic policy, did not exist. Furthermore, there was a lack of reliable statistical data for economic analysis. The international donor assistance was given to help GOZ establish the ability within its own institutions to generate the type of economic analysis necessary for policy formulation.

### Projects 660-0050 and 660-0052

#### Planning and Management Services

Project 660-0050, Planning and Management Services (PMS) was an initial attempt to aid GOZ in its effort to develop a capability in AGRIDRAL for the economic analysis necessary for sound policy formulation. The funding started in 1972 and continued until 1976. It provided several American advisors, funded Masters level training in the fields of agricultural economics and statistics in the United States, and aided in the establishment of the Service d'Etudes et Planification. This project was started with a knowledge that AGRIDRAL needed assistance in developing a planning capability, but without any real understanding of exactly what was needed to create this capacity, either in the type or the magnitude of support needed. By the time PMS ended, USAID/Kinshasa had concluded that additional trained personnel were needed and that assistance was needed in establishing a mechanism for collecting, analyzing and reporting valid agricultural data.

#### Agricultural Economic Development Project

Project 660-0052, the Agricultural Economic Development Project (AEDP), was started in 1976 and concluded in 1981. It sought to install a nation-wide agricultural data reporting system. It provided graduate level training, including two slots at the Ph.D level, for 54 Zairians. USDA provided six technical advisors for the project in the fields of statistics, agricultural economics and management. The project experienced both successes and failures. For various reasons, the project experienced difficulty maintaining a full staff of technical advisors. The project had grossly underestimated the problems associated with establishing an adequate agricultural reporting system. An area frame sample was completed at considerable cost, but has yet to be used, and is reported to have been lost. The one area of significant success was in the area of training--54 long term project participants were sent to the United States and all but a few successfully completed degrees and returned to Zaire.

AEDP was evaluated in 1983. (This evaluation also served as a mid-term evaluation for ASSP. See Morris in Bibliography.)

The evaluation noted substantial progress had been achieved in the area of training and economic analysis. However, it concluded that the attempt to establish an effective Division de Statistiques Agricole (DSA) in SEP, which routinely supplies relevant statistical data and analysis, was not achieved. This deficiency was just as great at the end of the project as at the beginning. Furthermore, the evaluation noted that while large numbers of Zairians had been trained by the project most, had left the service of SEP for employment in other government agencies or the private sector.

As AEDP approached its PACD, USAID/Kinshasa and GOZ concluded that there was still a compelling need in AGRIDRAL for international donor assistance to aid in its attempt to institutionalize economic policy analysis. There was a realization that the development of this capability was a long-term matter requiring patience and continuing support by international donors. It was in this spirit that ASSP was designed and funded.

#### METHODOLOGY FOR THE EVALUATION

This is the second mid-term evaluation of ASSP. The first mid-term evaluation, which was scheduled in the PP for 1982, did not occur until 1983. The present evaluation was originally scheduled for that year.

The PP indicated that the current evaluation would probably be "in-house with an in-depth review by personnel from USAID, GOZ, and the technical assistance team." However, because the Mission is in the process of designing a PID for a follow-on project to provide continued support to SEP when ASSP terminates, it was decided to employ consultants to conduct the evaluation and to help develop the PID.

#### Evaluation Team

SECID, which has a TSM for Africa, was given a work order to provide personnel for the evaluation. Auburn University, a SECID member institution, was asked to make two of its faculty members experienced working in French-speaking Africa available for the activity. Dr. Curtis Jolly, who recently completed a three and a half year tour in Senegal working with the national agricultural research organization, was named as the Agricultural Economist/Planner for the evaluation. Dr. Glenn Howze, who has had twenty five years experience in using computers for statistical analysis, and who has been associated with several agricultural development projects in Mali, Burkina Faso and Niger, was named as the Data Processing Specialist/Statistician. The evaluation was carried out between August 12 and September 1, 1985.

## Methods of Evaluation

The PIO/T funding this evaluation imposed a framework for the evaluation with its Statement of Work, which contained a set of specific questions to be answered in the evaluation. (See Appendix A for the Statement of Work.) The evaluators approach to answering these questions was to incorporate them into an overall assessment of the achievements of the project in terms of its Logical Framework--goal, purposes, expected outputs, project inputs and assumptions. The changes which occurred with the various amendments to the project were also considered.

The information for the evaluation came from project files, project reports and documents, project publications, and other reports and publications about Zaire. Interviews were held with relevant officials in SEP and USAID, members of the ASSP assistance team, other GOZ officials, knowledgeable persons in the private sector and representatives of international donor organizations. A list of the publications consulted can be found in Appendix B, and a list of persons consulted is found in Appendix C.

### THE AGRICULTURE SECTOR STUDIES PROJECT

ASSP, Project 660-0070, was funded in 1977 at a level of \$500,000. It was designed to continue USAID's support of the agricultural planning activities at SEP which were started under PMS and AEDP. The original PACD for the project was September 30, 1981. The project has been amended several times and currently has a \$5,500,000 level of funding and a PACD of March 31, 1987. GOZ agreed to provide counterpart funds to support the local cost of the project. GOZ was to provide the project with manpower, budgetary and material support. The manpower was to be primarily returned participants funded under previous projects. The material support was expected to be the building for the project. Except for the payment of regular salaries, most of the GOZ budgetary funds have been monies generated from the Title I, PL 480 Food for Peace funds.

The original project funds were used to fund agricultural sector studies directed by short-term American economists. In 1981, the Mission decided to turn ASSP into a full project and redesigned the project adding long-term technical assistance and training components. The Pragma Corporation, a Washington based Ba consulting firm was awarded the technical assistance contract for the project in July 1981.

### Technical Assistance

The Pragma Corporation was contracted to provide four long-term professional level technicians for three years--Chief of Party/Projects Advisor, Agricultural Economist/Planning, Agricul-

tural Economist/Analyst, and Data Processing Expert. As the FACD was extended and the level of funding increased, the level of technical assistance provided by Pragma was increased to four persons for five years (60 person months). Provision was also made for an American professor, first provided by SECID and currently by Pragma, to serve as Thesis Advisor to returning participants. Funding was also provided for a local Administrative Assistant and project statistician, using personal services contracts with the Mission.

### Project Goals

The goal of ASSP is to strengthen the GOZ's capability to develop and implement an economically rational agricultural program for the nation. The purpose of the project is to improve the SEP's capability to:

1. collect agricultural data;
2. process and analyze agricultural data;
3. make available accurate, useful and timely agricultural statistics;
4. formulate policy and agricultural strategy;
5. identify and evaluate agricultural projects.

The American technical assistance team serves as advisors to SEP, providing expert counsel to the various bureau technicians, including personnel who have been trained at the Masters level in the United States. The technical assistance team was also to provide some in-service training to the staff. The Project Paper (PP) called for the project to produce a number of technical reports. The Pragma team was to provide advice and assistance in the production of these reports.

### Participant Training

While AEDP focused much of its financial effort on long-term training, the ASSP Project Paper (PP) called for the training of only 10 students at the Masters level and two at the Ph.D level. Some of the students who began their studies under AEDP were to continue to receive funding under ASSP. At present, 13 persons are funded for long-term training under the project. Fifteen person months of non-Zaire short-term training was also programmed. However, the focus of training was meant to shift from long-term and foreign short-term training to in-country workshops and seminars coordinated closely with the actual day to day work assignments of SEP.

The PP also called for the provision of commodities--project vehicles, computers, and office equipment. GOZ was to supply logistical and administrative support.

### Soundness of Project Design

How sound was the project's design? In part, the purpose of the current evaluation is to answer that question. Each component of the project is analyzed with regard to design and implementation. An initial response is to say that the activities designed under ASSP were logical outgrowths of experience with the two previous projects and USAID/Kinshasa's commitment to assisting GOZ in its efforts to establish SEP as a viable institution capable of economic analysis and policy formulation. There have been developments which put in question some of the elements of the original design. These too will be examined.

The PP contained a specific set of expected project outputs and End-of-Project-Status (EOPS) indicators. These will be discussed in detail in sections of the report evaluating the accomplishments of ASSP.

### FIRST MID TERM EVALUATION OF ASSP

The PP for ASSP called for two mid term project evaluations, as well as a final evaluation. The current evaluation represents the second mid term evaluation. The first was completed in February 1983 by Wilford H. Morris and William M. Rideout working for Wu P'i, Inc.

The first mid-term evaluation provided a set of 17 recommendations for improving ASSP. Approximately five of these were directed to Pragma, nine to USAID/Kinshasa, one of the Direction of SEP, and two were general, requiring action by more than one of the parties. Two years after they were made, most of the recommendations have been implemented. A few of the recommendations have not been followed.

### Participant Training

The most complex recommendation had to do with participant training and was designed to remedy many of the problems encountered under AEDP--job experience before training, TOEFL scores, in country thesis research, reproduction of thesis research conducted in Zaire, monitoring students' performance, supervision of in country thesis research, etc. SEP, Pragma and USAID/Kinshasa have attempted to deal with each of the problems outlined, and much progress has been made to date. The current group of technicians being trained seem to be experiencing fewer problems than earlier groups. Preliminary English training is occurring before

departure. Thesis research will be in country and supervised by a professor from North Carolina A and T State University.

The mid-term evaluation recommended that the training component of ASSP be expanded to include many more participants than the 12 called for in the PP. The number has been increased only by one. The proposed increased training was to help staff regional planning units and new Divisions at SEP. While decentralization is still GOZ policy, it has not actually been implemented. However, additional trained personnel are currently needed in DSPA and DSA because of high rate of attrition. To date, 13 participants have been sent to the U.S. for M.S. training under ASSP sponsorship.

Two of the recommendations, which were targeted for Pragma, had to do with in-country training. It was recommended that there be more in-country, short term training, and that the training should be of the on the job, applied type. Pragma has followed this recommendation. Training sessions in a variety of subjects, such as agricultural economics, project evaluation and design, agricultural planning, the Agriculture Statistics Data Bank, and use of various computer software packages. These have largely been conducted by Pragma team members. The current Chief of Party has played a major role in organizing these in-service sessions. They should certainly be continued.

It was recommended that networking between former participants be promoted. There has been nothing done by Pragma or SEP to foster this on a formal basis. Nevertheless, former participants do stay in touch with each other, and seem to know what each other is doing.

#### Purchase of Library Materials

It was recommended that books budgeted under AEDP be purchased and retained in the central office. A small number of books and journals have been purchased. Nevertheless, the library is still far from being a research facility. This recommendation has not been achieved. A small research library, composed of selected books and journals dealing with Zairian, African and world agriculture, would be a major asset to SEP personnel in their work.

#### Regionalization of Project

One of the recommendations had to do with the regionalization of the project. It was recommended that as technicians return from training that they be assigned to do their thesis research on regional problems, and that an ASSP technician be added to handle this regionalization of the project. This is a responsibility of the Mission and Pragma. Part of this recommendation is in the process of being carried out. The first two of the

ASSP students are just now returning. Their thesis topics, dealing with regional agricultural issues in Zaire, have been chosen and accepted. A thesis advisor is employed, and is due to arrive in Kinshasa during the month of September 1985.

There was another separate recommendation that the Mission add a technician "to work on regionalization". Once again, there has been no significant movement toward decentralization. SEP staff has not been decentralized. The Mission did not act on this recommendation. As will be noted later, the work of SEP continues to suffer from the lack of the regionalization of its operation.

#### Assistance with Project Management

A recommendation was made that the Administrative Assistant should be made directly responsible to the Pragma Chief of Party. This has not been accomplished. She is still directly responsible to the Project Director. This was probably not a wise recommendation. It appears that most of the Administrative Assistant's time is spent on matters related to the expenditure of GOZ counterpart funds--administering premium and per diem payments to SEP employees, managing the motor pool, dealing with personnel problems, etc. The Project Director has final responsibility for these matters, not the Pragma Chief of Party. USAID/Kinshasa has the major oversight responsibility for local expenditures, not Pragma. At present, the Administrative Assistant does regularly assist the Pragma Chief of Party and team members, when requested.

The evaluators witnessed no major problems with the current system during their review, other than that the current system increases the administrative duties of the Chief of Party. It might well be that a separate Administrative Assistant is needed to handle Pragma affairs.

One might question whether the current Administrative Assistant's job should be held by an expatriate or a Zairian, since most of the functions relate directly to GOZ matters. SEP staff expressed some resentment with the previous Administrative Assistant because, an expatriate, exercised a great deal of day to day managerial power over the Zairians.

It was recommended that Pragma "should be permitted to employ a third country national to develop the office management procedures in place of an expatriate." It is difficult to ascertain the point of this recommendation, and the recommendation has not been implemented. Furthermore, there is no apparent record that an expatriate was ever hired to perform this task.

### Backstopping of Computer Facility

The mid-term evaluation recommended that a system for continually backstopping the technical training and maintenance of the computer software system be put in place prior to the end of the project. This recommendation has not yet been implemented. The recommendation suggested the backstopping be accomplished by TDYs in Zaire, and by telephone and telex as needed. The suggestion is probably not a sound one. Computer software problems are hard to solve by international telephone and telex, and training by TDY personnel, who typically do not have a working knowledge of the local computer applications, tend to be of only limited value. It should only supplement long-term involvement by a qualified technician. What is needed is for SEP to develop its own technical ability. While it may be too late for this to be fully achieved under ASSP, it should be a priority for the planned follow-on activity.

### Premium Payments for SEP Personnel

An important recommendation was that USAID/Kinshasa should "match immediately the premium provided to employees of comparable grades in the (Department of) Plan and to support the effort to place the Service on the same pay scale as university researchers." This recommendation has been implemented. An attempt has been made to raise salaries and premiums to levels found in other GOZ offices. Nevertheless, there is still a major problem with attrition in SEP. Many of the trained personnel are still lost to parastatals and the private sector which are not bound by the same constraints as Departments in GOZ. Others are still lost to other government agencies who still find ways to pay higher premiums than SEP. Because of the attrition, there is still a major need for trained personnel in SEP.

### The Need for Reliable Agricultural Data

It was recommended that the Mission sponsor a TDY consultant to assess the alternatives available to deal with problem of the lack of reliable agricultural data, possibly proposing a new project. This was done. In 1984, Henri P. Josserand produced a report titled: "Statistics in Zaire: Environment, Situation and Prospects". Josserand identified a large number of sources of secondary data and recommended that these be tapped. He did not recommend the new project activity anticipated by the mid term evaluators.

There was a second recommendation concerning data collection. The recommendation was "that USAID take the leadership in the systematic gathering of agricultural data in collaboration with FAO, and the Belgian and other bilateral missions." This was followed by a third data gathering recommendation indicating that without "the systematic gathering of data gradually for all the agricultural regions of the country (it)

will result plans, projects, and sector studies built on an invalid and inadequate data base...and result in failure to meet project goals and purposes of the series of three projects over 12 years." A stern warning. Certainly, the Mission has remained aware of efforts to collect agricultural data which have been funded by other donors. It has yet to fund any major data collection activity of its own. It is the current thinking of the mission that any major data collection effort at this time in Zaire is doomed to failure because of the major logistical problems caused by the size of the country and the lack of adequate communications, transportation and trained manpower. FAO is currently involved in a major data collection effort in DSA. ASSP and USAID/Kinshasa should be as supportive as possible of this effort. While it is unlikely that the project will achieve all of its objectives, it will probably collect large amounts of data which will prove useful to the planning process in Zaire.

#### Need for Project Audit

The mid-term evaluation recommended that the Mission Controller should examine the project accounts to ascertain that the system is in conformity with USAID requirements. It was further recommended that SEP's books be audited. The Controller has examined the system in place at SEP and indicates that it is satisfactory and represents one of the better systems in operation in USAID projects in Zaire. An audit has not taken place. The Mission is currently using Public Accounting firms to conduct audits of project accounts. One has not yet been carried out at SEP because, in the Controller's opinion, other project accounts are in far greater need of auditing.

#### Temporary Replacement of SPEA Division Chief

The one recommendation which was directed to the SEP Direction had to do with a replacement for a temporary assistant be named to head DSPA while its Chief was temporarily assigned to work with the Secretary of State for Agriculture. This was done. The Chief has completed his special assignment and has returned to DSPA.

#### New ASSP Advisor for Division of Agriculture and Animal Science Research

A final recommendation was that USAID/Kinshasa amend the ASSP Project Agreement and the Pragma contract to allow the hiring of a technician for the Division of Agriculture and Animal Science Research in SEP. The role of the technician was to aid in the development of the Division. This recommendation was not followed. The current evaluation team cannot discover the rationale for this recommendation in the context of the purpose

of ASSP. It is true that the other SEP Divisions are not well integrated with those supported by ASSP. Perhaps, American technicians in the other Divisions would help this situation.

## INSTITUTIONAL DEVELOPMENT

### Trained Technicians

Since 1974, USAID funding has trained a number of technicians at the M.S. level and provided short-term training in statistics for SEP personnel. Under AEDP, 54 technicians were sent to the U.S. and 47 completed their studies and returned to SEP. There was provision in ASSP for the training of an additional 12 technicians at the Masters and Ph.D levels. Of this number, seven students have already been sent to the U.S. and are well advanced in their studies. Two of them recently returned to Zaire and are in the process of completing their theses. Six additional technicians have recently left for the United States for intensive language training. After about four months, they will begin their degree training in agricultural economics. ASSP is meeting the targeted outputs for training specified in the project paper.

### Quality of Training

The constant demand for the services of the technicians trained under the project attests to the fact that the quality of training is judged good by AGRIDRAL and GOZ. One of the reasons that SEP has been unable to retain its trained technicians is that other agencies view them as well-trained and want to hire them.

The technicians themselves indicate that their training was adequate and prepared them to perform their duties. However, they reported a need for short refresher courses and seminars to keep them abreast of new developments in the field. It appears that the technicians have probably been performing at a level below their training, due to such factors as low salaries, lack of available data, and poor working conditions.

### Present Location of Technicians Trained by AEDP and ASSP

Of the 33 technicians trained by AEDP for DSPA, only 8 are still employed by the Division. (See Table 1) Only three of the 21 persons from DSA who completed training are still in the division. Six persons are now employed elsewhere in AGRIDRAL, six are working with agricultural parastatals, four are working in the Department of Planning, five are employed with international organizations and the remainder are working in the private sector in a wide range of positions from commerce to mineral exploitation. While most ex-SEP technicians employed in the

Table 1

SUMMARY OF THE CURRENT JOB LOCATIONS OF  
PERSONNEL TRAINED UNDER PROJECT AEDP

LOCATION--9/1/85	DBPA	DBA	Total
Still employed at SEP	8	3	11
Other DADRE	5	1	6
Other GOZ	1	3	4
Parastatals	4	2	6
International Organization	4	1	5
Private Sector in Zaire	3	6	9
Ph.D Studies	2	0	2
Unknown	6	5	11
<b>TOTAL</b>	<b>33</b>	<b>21</b>	<b>54</b>

Prepared by Citoyan Kassenga Ali Zibuka, BAE, DBPA, SEP

public and parastatal sectors appear to have substantial input into agricultural policy formation, those working in the private sector apparently do not.

### Salary Structure

While the SEP technicians are much better paid than most technicians in the other divisions of AGRIDRAL, their salaries and premiums are five to six times lower than those offered by the parastatals and the private sector. SEP financial benefits are also lower than those paid in some government services funded by USAID. As a result, technicians are constantly on the lookout for other jobs, and are unable to operate at their maximum capacity.

The real income (which includes basic salary plus premiums) of individuals working in all sectors, private and public, has declined rapidly from 1975 to 1984. (See Table 2.) However, real income in the public sector has declined at a faster rate than in the private sector. Figures 1 and 2 present graphic illustration of this fact. As presented in Table 2 and Figure 2, the index of real income of the private sector fell from 100 in 1975 to 66.0 in 1984. The figures for the public sector were 100 and 16.0 for the same period. The rapid drop in real income is due to several devaluations and a rapid rise in the Consumer Price Index. Given the large differential between public and private salaries, there is a tendency for government employees to seek positions in the private sector. This trend will continue until public salaries match those in the private sector.

### Retention of Trained Technicians

In order for there to be continuity in the work already started by SEP, there must be measures taken by AGRIDRAL to retain the trained technicians in SEP. Presently, SEP technicians sent for training in the United States, are required to sign a contract to work for GOZ on their return to Zaire. However, these agreements have not been enforced and trained technicians have routinely left SEP shortly after their return from the states. This has caused a major problem in maintaining a qualified staff for SEP.

One of the major reasons for leaving is the problem of salary. Currently, there seems to be no rational salary structure which takes into account level of training and experience. (There is a small premium paid for the Masters degree.) Secretaries and chauffeurs receive the same salaries as trained and experienced technicians. One is paid the same regardless of whether or not he produces good work. Therefore, there is no incentive to increase the quantity or improve the quality of work being done. Certainly, there is a need to modify the system of remuneration. A reclassification of all GOZ employees, accom-

Table 2

NOMINAL AND REAL SALARY INDICIES FOR THE PRIVATE  
AND PUBLIC SECTORS, AND THE CONSUMER PRICE INDEX  
1975 - 1984 (1975 = 100)

Year	Private Sector Nominal	Private Sector Real	Public Sector Nominal	Public Sector Real	Consumer Price Index
1975	100.0	100.0	100.0	100.0	99.7
1976	131.4	76.9	127.9	74.8	188.2
1977	159.5	55.7	133.4	46.6	307.0
1978	206.5	48.2	155.7	36.3	486.3
1979	277.3	28.7	320.3	33.2	961.0
1980	453.6	31.9	371.5	26.2	1,339.0
1981	721.6	36.5	562.3	23.7	1,813.1
1982	1,172.1	42.8	593.1	21.7	2,478.5
1983	1,601.3	33.8	684.5	14.5	4,375.1
1984*	4,611.9	66.0	1,189.1	16.0	6,660.3

Source: Banque du Zaïre (d'après les ordonnances présidentielles et les enquêtes économiques de la Banque), Rapport Annuel 1983, page 100.

\* Data for 1984 is not yet published

Figure 1

# Consumer Price Index and Salary Indices In the Private and Public Sectors, Zaire, 1975-1984

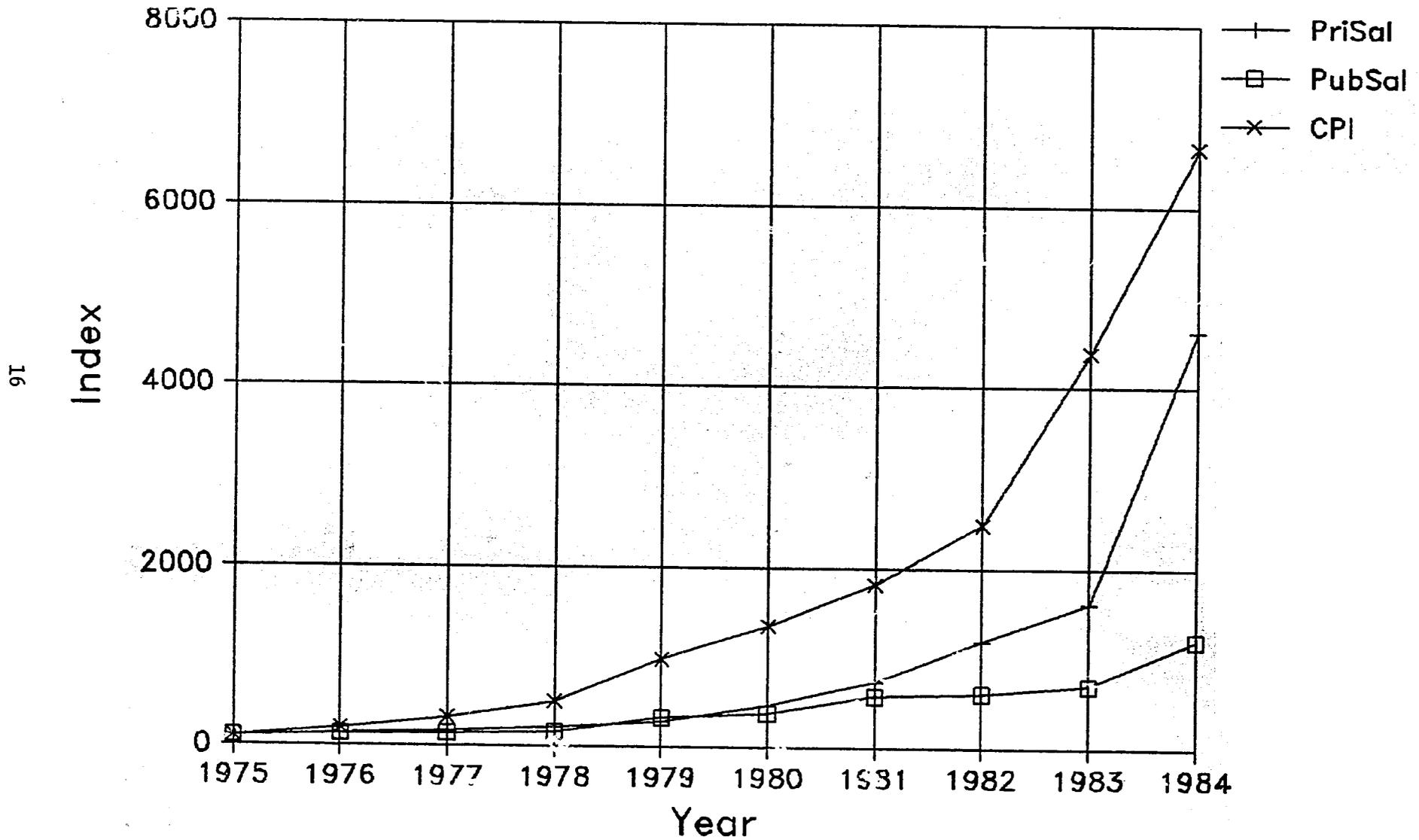
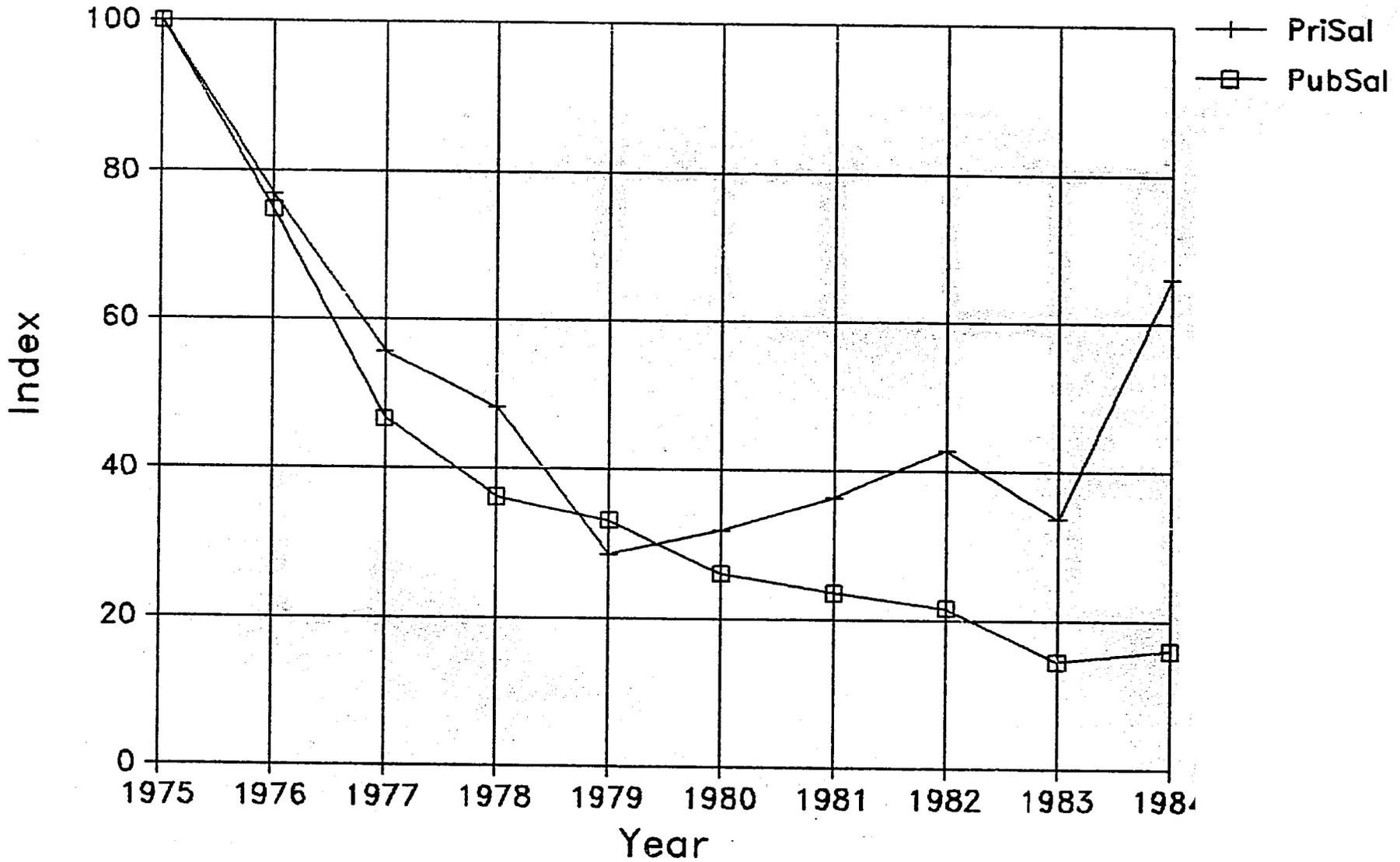


Figure 2

# Real Salary Indices for Private and Public Sectors, Zaire, 1975 - 1984



17

1/2

panied by a fair salary structure based on experience and training, would encourage individuals to increase their levels of productivity.

#### Contractor Contribution to Institution Building

The Pragma Corporation has the contract to provide technical services for ASSP. Pragma personnel have been in country, working at SEP since 1981. Technical assistance to the project has been marked by a large turnover in personnel. This is especially true of the position of Chief of Party. There have been five persons to serve as Chief of Party in a four year period. Some of these people proved unacceptable to GOZ and/or USAID/Kinshasa. The project was without a Chief of Party for a period of time and suffered from a lack of leadership. Two of the technicians, who have been with the project since the beginning, did provide a degree on continuity.

Dr. David Shapiro, on leave from the faculty of Pennsylvania State University is the current Chief of Party. He is well respected by all parties concerned. During the last year, he has provided good leadership to the project. The Pragma team has become a much more cohesive unit since his arrival. The only major criticism to be made of Dr. Shapiro's tenure is that he seems to be a disproportionate amount of his time with administrative matters. Because of this, his role as advisor to BPE suffers. It is recommended that more of the routine administrative matter of the project be shifted to the administrative assistant and the DSPA Chief, and that Dr. Shapiro devote more of his attention to program matters.

Dr. Chan P. Nguyen is the Pragma team member assigned to BPA. Dr. Chan has worked with ASSP for four years, and was the original Chief of Party. Under his leadership and counsel, BPA has been quite productive, producing diagnostic studies for the eight regions of Zaire and producing a number of special reports such as the Agricultural Recovery Plan 1982-84 and the agricultural section of the country's new five year plan. Dr. Chan has related well to his Zairian colleagues and has used the various studies produced to provide on the job training for the Bureau. Dr. Chan is well-respected by SEP personnel and his counsel is routinely sought throughout AGRIDRAL.

Mr. Georges Conde, Pragma advisor to BAE, has also worked with ASSP for four years. He has provided the leadership in the preparation of the various commodity reports and the annual report on the constraints of Zairian agriculture. He, along with Dr. Chan, has produced a useful report which was used by GOZ in a policy change to decontrol market prices. His expertise was also used by GOZ in its restructuring of OZACAF, and he is regularly consulted by AGRIDRAL on matters related to agriculture. He has good working relationships with his Zairian colleagues and has been active in providing them with on the job training. The only

deficiency, which was mentioned in the previous evaluation, is that his formal training is less than that of some of the technicians he is advising. He seems to make up for this lack of formal training with experience. Under his guidance, BPE has been quite productive over the last few years.

The performance of the technicians assigned to DSA will be evaluated in a later section.

A general criticism made of Pragma in the management of the project is that it has not proved very resourceful in supplying qualified team members. Many of the team members were actually located by USAID, Pragma being unable to nominate acceptable personnel.

A more important criticism of Pragma's involvement is that there has not been the development of an institutional relationship between its organization and SEP. Had the contractor been an institution or organization routinely involved in economic analysis related to agriculture, such a relationship might have developed. Pragma team members are not regular Pragma employees. Once their contracts with ASSP end, their employment with Pragma ceases. The previous team members, who spent years working in Zaire, are no longer available to the project. This is a major problem with using most private contractors.

#### The Present Status of SEP

SEP receives substantial recognition from other parts of AGRIDRAL and GOZ. The general view of both the public and private sector is that SEP is one of the better functioning institutions in AGRIDRAL. It was felt that SEP should continue to receive international donor funding. Specifically, it was felt that the training activities under ASSP should be continued and expanded. It was noted that the flight of personnel from SEP has left it with a lack of a sufficient number of trained technicians. It was noted that additional trained personnel were needed if SEP is to continue its role. However, training needs are not uniform throughout SEP.

#### DIVISION DE STRATEGIE ET PLANIFICATION AGRICOLE

The Chief of DSPA is trained at the Ingenieur Agronome level. This has caused some problems because he supervises people who have been trained at a higher level, people with M.S. degrees from the United States. This problem could be ameliorated by sending the Chef de Division to the States for training. Unfortunately, he has not yet made the necessary score on the TOEFL exam to qualify for training.

Overall, the level of training in DSPA is higher than in DSA, and the training needs are somewhat less. Nevertheless, each of the Bureaus needs additional trained personnel.

#### Bureau d'Analyse Economique

The Bureau Chief and one other technician in BAE have U.S. Masters degrees in agricultural economics. The level of training for the Zairians in BAE is as follows:

- 1 M.S., U.S. trained (Bureau Chief)
- 1 M.B., U.S. trained (technician)
- 2 Ingenieur Agronome (5 years)
- 2 Veterinarians
- 1 Demographer
- 1 License de Economie Rurale

BAE has a mandate to conduct studies on all of the principal agricultural commodities in Zaire. The Bureau is also responsible for conducting studies on marketing, pricing policy, government agricultural taxing policy and other current agricultural economic issues. This is an enormous task given the size of the country and the diversity of agriculture. There is neither the level of training nor the experience in BAE to adequately accomplish this mandate. Certainly, larger numbers of trained personnel are needed in BAE.

This situation is further complicated by the fact that there is no organization in the field collecting data with which SEP has developed a working relationship. Therefore, there is a lack of regularly communicated data on production, marketing and farm prices. Because of this, BAE must collect its own data and this further taxes the human resources of the Bureau.

Another problem with training within BAE is that the training provided thus far is not well focused. Those sent have received very general types of training, rather than training in a specific subject area. There is a need for specialists in BAE in the various important agricultural commodities, as well as in marketing and pricing policy. Without these specialists, who constantly remain current on their subjects, BAE will be unable to respond effectively to requests for specific information on a wide range of subjects. If BAE is going to be able to respond for requests for current, reliable information on a wide range of agricultural questions, it will have to have additional trained personnel specializing in a wide range of subjects.

#### Reports and Activities

This office has produced a wide range of reports. In all, eight commodity reports have been published, four on cash crops and four on food crops. Other documents completed include: Contraintes de l'Agriculture Zairoise, Inventaire de la Politique Agricole, and Liste des Clients Potentielle pour les Publications du SEP. There are also three reports in their preliminary stages. (See Appendix B for a complete list of publications.) Given the difficult circumstances and the limited data available, the bureau is to be commended on the number of reports it has published.

The commodity reports present detailed information on the annual production of each crop. Information on area planted and yields by crop and by region is included. Also, well documented are the soil and climatic conditions required for crop production. A list of physical, economic and social constraints which impede the increased production of each crop was also included.

An effort was made to use both secondary and primary economic data to show relationships between production, consumption and marketing of the commodities. Enterprise budgets were developed to determine the economic profitability of producing each crop.

Farm to market relationships were also shown. For the cash crops, such as coffee and sugar cane, the economic analysis was rather easy since secondary data were readily available. The price spread at each marketing stage was determined and the economic surplus derived from marketing the crops was calculated. For the food crops, the determination of distributive margins at each stage of marketing was complicated by several factors: the lack of secondary data, the bazaar type market and the differences in measures used in buying and selling the products. However, a conscious effort was made to collect sufficient primary data to calculate marketing costs and distributive margins.

At present, the bureau is in the process of finishing the first round of commodity reports and collecting additional data to update the already completed studies. Unfortunately, the manpower required to finish quickly all of the commodity reports is not available.

The report on the Inventaire de Politique Agricole Zairoise documents the present and past agricultural policies of Zaire. Policies on production, marketing, agrarian reform, taxes and land tenure were listed. The present agricultural policies now in force in Zaire were stated.

The Contraintes de l'Agriculture Zairoise includes a listing of constraints which limit the increase in agricultural development in Zaire. Information on the infrastructure requirements needed to facilitate the flow of food from producers to consumers

was provided. Discussion on the needs for greater farm incentives and the liberalization of prices of farm products was also included. A strong case was made for making farm supplies available to farmers at a reasonable price.

BAE has thus developed good working relationships with DMPCC. DMPCC is responsible for the collection, storage and analysis of price and market data for agricultural commodities. Although data are frequently collected on basic food crops by the DMPCC, there is no means of storing and classifying the data collected. Therefore, technicians of the bureau continue to travel in order to collect needed data. This results in a waste of time, and a reduction in labor productivity.

### Quality of Reports

The commodity reports provide good qualitative analysis on the production, marketing and pricing of various commodities. However, there was an attempt to cover too many crops, and as a result the manpower limitations did not permit in-depth analysis. On the production side of the cash crops, while data were gathered from large farmers, only estimates of small farmers' yields and production costs were used. Therefore, the enterprise budgets developed in the reports of the crops studied are not based on reliable quantitative data.

For some of the crops such as beans and coffee, the marketing channels, which show the flow of products from producers to consumers, were clearly described. For other crops, the usefulness of the reports was impaired because of the absence of clearly defined flow charts. However, margins for all stages of marketing were calculated. Both for the cash and food crops, there was an inadequacy in the interpretation of the magnitude of the margins. For example, in the report on tubers it was indicated that the gross margin earned by the marketing agents were sizable, but no effort was made to relate the marketing margins to the cost of services rendered in the transferring of goods from producers to consumers. The reports failed to deal with key questions. If the margin gained for marketing the farm products in question were disproportionately greater than the cost of services, what is the explanation? How could marketing performance be enhanced? What are the policy tools which can be used to improve marketing efficiency?

There was an attempt to calculate the demand price elasticities of crops. The methods used were unconventional and simplistic. Furthermore, there was no attempt to explain what the elasticities meant.

With an abundance of information on prices presently at the disposal of BAE, the analyses of prices in the report should have been more in-depth. The method used for price analysis was unsophisticated because of the lack of data and easy access to a

time series analysis computer program. There was no effort to relate price determination in markets with transport costs and market segregation.

Even given the limited amount of analysis which was possible and which was made, important questions which could have been raised are not found in the reports. If the marketing infrastructure is improved, will farmers react? Will Zaire become self-sufficient in certain food items? What if there is an attempt to double crop yields? The inclusion of more and better economic analysis and the upgrading of the reports with better data will improve their quality and usefulness.

Similar criticisms can be made about Inventaire Politique Agricole and Contraintes Agricole Zairoises. A lot of effort was made covering wide areas of information. However, not enough time has been taken interpreting the findings. Even though conclusions were difficult because of lacking data, some questions could have been discussed.

A report was completed on the price deregulation in the food market. This report is of a very high quality and has provided the GOZ with useful information for price deregulation. The recommendations made were used by the GOZ to increase farm gate prices, which stimulating an increase in food production. Thus, in spite of the areas requiring improvements, the BAE reports met the project target in terms of number and timeliness. Much progress has been made.

### Problems and Constraints

BAE currently faces two major constraints which limits its productivity. The first is the lack of adequate primary and secondary data for its analysis. In principal, these data were to be supplied by DSA. The project design for ASSP had as a basic assumption that DSA would collect and provide primary and secondary agricultural data to be used by BEA and the other bureaus. This has not occurred. BAE has often tried to collect its own data. These efforts, while providing some of the needed data, have been far from adequate. Furthermore, it has diverted BAE staff from its intended tasks.

The second problem is the lack of access to computers and computer software for analysis. With the installation of a new Apple IIe/Corvus LAN system in the main SEP building, much of this problem will be solved. However, BAE should assign one of its employees to training in the use of the computer for economic analysis.

## Bureau de Planification Agricole

The Chief for BPA has a M.S. degree in agricultural economics planning from the U.S. and six years of experience working in the Bureau. The level of training for the Zairians working in the BPA is as follows:

- 1 M.S., U.S. trained (Bureau Chief)
- 1 M.S., U.S. trained (technician)
- 1 technician receiving M.S. training in the U.S.
- 1 Ingenieur Agronome with ISPC Diploma
- 2 Ingenieur Agronome
- 1 Veterinarian

BPA is responsible for regional agricultural sector studies, a five plan for DSPA, a report on the situation of Zairian agriculture and special reports requested by AGRIDRAL. Given such a large scope of work, BPA has need of a much bigger and better trained staff than it currently has. While the Bureau has produced a number of regional reports, no one in BPA routinely follows the agricultural development in the regions which have already been studied. Thus, the regional data and analysis quickly becomes outdated. There is a need to update the regional reports regularly. Trained technicians should be assigned to follow developments in each of the regions and to issue updated reports.

### Reports and Activities

BPA has just completed four regional studies plus the Situation Actuelle de l'Agriculture Zairoise, Cadre Institutionnel du Departement de l'Agriculture et du Developpement Rural, and eight syntheses on regional studies. BPA has also produced four preliminary regional reports. The accomplishments by BPA, thus far, have been very good.

The regional reports are of great importance to the people in planning, since the first stage in the planning of an agricultural program involves the identification of resource availability. The regional reports provide a census of agricultural activities which include information on production, marketing and prices.

In the opening section of the reports, a thorough description of the geographic area is given: soil, climate, relief and land forms are provided. Next, the human resources availability is given. Also, accompanying this section is a discussion of the sociological factors which affect agricultural production.

The geographic description is followed by a summary of the agricultural activities in the region, and a description of the agricultural inputs and the marketing outputs. In this section, a list of production characteristics is provided for each crop -- yield, area planted, etc.

The reports conclude with information on para-agricultural activities, such as hunting and fishing, and other sectors related to agriculture. Information on the institutional resources in the region are given.

The Situation Actuelle Zairoise report presents a descriptive diagnosis of the status of the agricultural sector. This includes a discussion of the constraints limiting agricultural production. Data on the level of production by crop and region were provided. In all, the report provided useful information on the present use of outputs and consumption of agricultural produce in the nation.

The Cadre Institutionnel du Departement de l'Agriculture et du Developpement Rural report also provides information on resource availability for agricultural development in Zaire. The report provides a good reference of the institutional capabilities within the agricultural sector. This report adds significantly to the number of useful materials provided by BPA.

Recently, BPE produced a critical analysis of the Plan Reliance Agricole. This was done in conjunction with BPE.

#### Quality of Work

In an attempt to increase the quantity of reports, the quality often suffered. While in certain subject areas, the regional reports were detailed and provided a quantity of information, in other subject areas the information was scant. In each of the regional reports, BPA attempted to cover too many subjects. For example, reliable data do not exist on hunting and fishing and BPA should not have devoted attention to them in the reports.

At times, BPA covers subjects for which they lack the human resource and technical expertise. For example, BPA attempts to provide information on the nutritional requirements of each region when it lacks the personnel to do competent nutritional studies. It would be better to produce these sections in concert with an institution with technicians trained in this area.

The other reports are very resourceful, but there is a lot of material which overlaps with the regional and commodities reports. In these reports, there is a failure to raise important policy issues. Although the reports are lengthy, they often lack depth in the area of institutional linkages. Furthermore,

the effects of socio-political factors on agricultural development and human resources utilization are barely discussed. In spite of the deficiency noted, the reports have proved to be very useful to GOZ , and are in high demand.

### Problems and Constraints

BPA, with its limitation of trained technicians, has tried to complete all of the reports listed in the PP. The PP requirements would be difficult to achieve even for a Bureau which was fully staffed. The major problem facing BPA is the collection of reliable information from each of the regions. Even if BPA were able to assign a technician to each of the regions, the task would still be difficult to achieve.

BPA should now be at the stage where it could plan agricultural programs for each of the regions. Some regional reports still must be finished and priority should be given to this task.

### Bureau de Projet et Evaluation

BPE is currently headed by a U.S. trained technician with three years of experience since his graduation. The level of training for the Zairians in BPE is as follows:

- 1 M.S., U.S. trained (Bureau Chief)
- 1 M.S.
- 1 Ingenieur Agronome (Economie Rurale)
- 2 Demographes
- 1 Veterinarian

The role of this Bureau is to identify, design and evaluate projects. Projects are planned for various private organizations. The bureau has also planned several projects for the public sector. BPE not only suffers from a lack of trained manpower, but its energies are often diverted by AGRIDRAL from its assigned tasks, and directed toward providing information and reports which are needed immediately by the Department to satisfy some internal need or the requirements of some donor.

Given the limitation on available manpower, the Bureau should limit the scope of its activity to the role of evaluating the feasibility of projects designed elsewhere, by other AGRIDRAL offices and by other organizations. BPE lacks the personnel and logistical support necessary to do proper project design. For example, the Bureau does not have anyone trained in the interpretation of aerial photographs or persons who are informed concerning the various constraints to production and marketing in the various regions.

If BPE is to be expected to do project design, then additional personnel with a wide range of training are needed. For example, a sociologist is needed to deal with effects of social factors on agriculture.

### Reports and Activities

BPE has been engaged in the planning and evaluation of several projects. These include: Palmeraie Naturelle et Production Huiliere du Kwilu, Projet de Culture et Commercialisation des Produits Vivriers et Oleagineux dans les Zones autour de Benga Ubangi and several other projects of this type for the Conseil Executif. BPE, in addition to participating in project feasibility studies, also plans projects for concerns in the private sector referred to it by AGRIDRAL. BPE is very active in trying to fulfill its yearly plan of work, and at the same time responding to requests from AGRIDRAL for various analyses related to projects and other activities.

The reports generated by BPE are in the form of project designs, and are usually sent to the department or enterprise requesting them. Only two evaluation reports, a feasibility study and two project designs for private enterprises were made available to the evaluation team.

The evaluation reports, in the form of critiques, examined the feasibility of the project, in terms of inputs, outputs, markets and prices. The projects were also assessed in terms of their socio-political desirability, and their economic viability.

The process followed in planning the private projects is as follows: The geographical setting was examined, as well as the socio-cultural situation. Then, calculations were made regarding the inputs and outputs. Prices and costs were evaluated, taking into account economic trends and inflationary pressures. The profitability of the venture was then determined.

### Quality of Work

The quality of work for the evaluation of projects is fairly good. The reports were evaluated on their social, political and economic impacts. An endeavor was made to show who would be the beneficiaries of the projects.

However, the evaluations were more qualitative than quantitative. The financial effects of the projects evaluated were not critically examined. Sufficient emphases were not given, showing the impacts of these projects on the regional or national economy.

The plans for the two private projects included social, financial and economic analysis. Enterprise budgets were calcu-

lated for the activities in the proposed projects. The enterprise budgets were then used to prepare a global budget for the project. However, not much was done in terms of risk analysis, nor were the investors provided with investment alternatives in case there were changes in prices and other market forces.

The projects were recommended based on their internal rates of return. It was usually assumed that all that was produced would be sold. However, the market data provided were scant. The changes in market prices, which would occur when supply changed, were not considered. Also, the plans did not provide investors with cash flow statements and a list of constraints that would likely reduce the profitability of the projects.

#### Problems and Constraints

At present, there is a demand for BPE services, both in the private and the public sectors. Given the severe limitation of manpower, BPE will find it difficult to supply all of the services requested. The work is further hampered by the fact that BPE personnel must presently do all of the calculations manually. This situation could be improved quickly if microcomputers with appropriate software were made available. Much of the planning process could be computerized.

The task could further be simplified if budgets for various activities could be computed by region and then be used as needed. Using a spreadsheet program, this could be computerized. Financial analyses could also be stored. When needed, they could be recalled and modified to fit the current situation--changes in prices, costs, etc. In this way, the repetition of a number of calculations could be avoided.

With the use of microcomputers in BPE, the financial analysis of the projects could also be improved. Risk analysis could be provided and various scenarios could be provided in anticipation of a changing economic environment.

#### DATA PROCESSING IN THE DIVISION DES STATISTIQUES AGRICOLE

The data processing unit, funded by ASSP, is currently divided between two bureaus--Bureau d'Depouillement (BD) and Bureau d'Informatique (BI). Both are in the Division de Statistiques Agricole (DSA). (There are two other Bureaus in DSA--Bureau de Methodologie and Bureau de Statistiques Courantes which do not presently have USAID--funded technicians working with them. Initially, an ASSP advisor was assigned to the whole Division, but this was later changed so that advisors were assigned only to the data processing bureaus.) BD is essentially responsible for the preparation of data for computer processing, verification that the computerized data are correct and data publication. BI

is essentially a service unit charged with the responsibility of providing a computer capability for the other units.

### Bureau d'Depoillement

BD seems to lack any formal definition of structure or mission. Currently, the bureau is involved in three quite different types of activities. The first is related directly to the computer system and the computerized data bank. Largely due to the efforts of the ASSP technicians working in BD and BI, BD has been charged with the responsibility of preparing data for the data bank and verifying the accuracy of its input. The second type of activity involves maintaining a collection of statistical and other reports related to agriculture. Finally, BD is actively involved with the FAO agricultural survey. It seems to be responsible for the field operation of the survey, training interviewers and handling the logistics. Mr. John Gold, the American technician is not involved or even very knowledgeable about the FAO effort. He maintains that he is not informed by bureau chief about BD's involvement in the the FAO project. This is not a good situation. Mr. Gold can not be expected to be an effective advisor to the Bureau if he is not involved or informed about the affairs of the Bureau.

### Scope of Work for BD

What should BD be doing? First of all, DSA, working with the direction of SEP, should develop an explicit scope of work for the bureau. The ASSP technician should be involved in the entire operation of the Bureau. The current fragmented nature of his involvement is not very helpful in building a competent Division of Statistics. This increased involvement should encompass involvement with the FAO effort. USAID and FAO should not be competitors in DSA but rather cooperating donors. Their efforts should complement each other and not compete with each other.

The professional-level statistical capability for SEP should be found in this office. BD should consider the following as possible areas of concern:

1. To serve as a repository for secondary agricultural statistical data. BD should be the first place that a researcher would go for agricultural statistics. In principle, BD currently serves this function. In actual fact, this is being done only in a haphazard manner. BD keeps reports and publications received by mail and other ways. However, there is no attempt to actively seek out secondary data. BD should actively seek it out. It should also catalog the data and periodically publish a list of available resources. Furthermore, a description of the resources including key words, dates, and abstracts should be made a part of

the computerized data bank. This latter task is currently being accomplished with the leadership of the ASSP technician. However, the list has not been published and made available to SEP, nor have the documents been abstracted.

2. BD should be actively involved in the data bank project. It should develop the coding procedures and verify data. This is being done. BD, working with BI, has developed geographic and commodity codes. This effort should be expanded. An important task that BD is not doing which is related to the data bank is the publication and distribution of summary descriptions and preliminary statistical analysis of data bases. These should be performed routinely and circulated to SEP and other relevant AGRIDRAL offices. This would publicize the types of data available and provide useful illustrations of how the data might be utilized. It would also give BD a product which would be recognized in AGRIDRAL.
3. BD involvement in primary data collection should probably be limited to participation in design, coding and data analysis. It should probably not be involved in the field operation. As noted above, BD staff is currently involved in the field operation of the FAO study. This should be left to the other bureaus.
4. One task that BD should be doing is to assist DSPA and other SEP Divisions in acquiring data needed for their studies and providing the necessary statistical analysis. To date, this has not occurred. The American technician should take the leadership in this effort working with ASSP team members in the other SEP Divisions. Somehow the gap between DSA and the rest of SEP must be bridged.
5. SEP needs a major upgrade of its library facilities. One of the bureaus in SEP should be responsible for the library. The library should contain reference materials on agriculture--books, journals, reports, statistics, etc. BD could be responsible for this facility. It could combine its statistical collection with the rest of the library. Currently, the library is housed in the main SEP building. If it remains there then some other unit would need to be responsible for its maintenance and upgrading it. However, BD should take an active role in requesting needed items for the library. It should make certain that the library has a complete set of important agricultural publications and statistics.

What BD needs more than anything else is a product, an output. Currently, that does not exist. In recent years, the Bureau has not produced a single publication. ASSP should iden-

tify useful reports which could be produced periodically and occasionally.

#### Need for Continued Technical Assistance in BD

ASSP and the project which replaces it should continue to support BD with a technician, training and resources. The technician should be a statistician experienced in survey research and data analysis. The technician should be able and willing to provide leadership on all aspects of the Bureau's work. He/she should have the demonstrated ability to work with other international donors and with Zairian counterparts. The training should be long-term Masters level and in-service training in Zaire. Certainly BD needs a professionally trained Zairian statistician. Project resource inputs should include transport, computer equipment and subscriptions to national and international publications.

#### Performance of ASSP Technician in BD

How well has the ASSP technician performed in the Bureau? His performance has been mixed. This may not be entirely his fault. First of all, he seem to have been imposed on BD and DSA by USAID/Kinshasa. The ADO decided that someone was needed for SEP in statistics and he was employed by the Mission without consultation with DSA or BD. This caused a lot of problems and the Chef de Division and Chef de Bureau apparently ignored Mr. John Gold during his early tenure in the job. Furthermore, he was not responsible to the Pragma Chief of Party and was not integrated into the joint effort of the ASSP team. Until recently, he was not given a scope of work which related to his assignment in BD. By his own report, Mr. Gold sort of decided on his own what he should be doing. He ended up working directly with the BI ASSP advisor. His major output during the last year and a half seems to be partial responsibility for a system of geographic and commodity codes and the cataloging of 258 documents in BD. In the last few weeks, a new scope of work has been developed. Hopefully, this will provide direction for Mr. Gold.

#### Bureau d'Informatique

BI is the computer portion of the data processing unit. Dr. George Frazier, the ASSP advisor to BI from March 1983 to June 1985, produced an explicit organization for the bureau based on functions performed by the bureau. BI is headed by a Chef and is divided into three units--computer operations, systems and programming and agricultural statistics data bank. While this structure exists, there is little evidence that it is operational. Probably, the structure was a formal definition by the ASSP technician of what he thought should exist, rather than what does actually exist. An effort should be made to bring the ac-

tual operation in line with the formal statement, or the statement should be modified to reflect the actual situation. The major deviation is that there seems to be little or no division of labor and responsibility in the bureau. The Chef is responsible for everything.

#### Computer Equipment and Software

The equipment in the computer center consists of an Apple II+ microcomputer with a Corvus five megabyte fixed disk, six Apple IIe (one of which is loaned to the main SEP office building), a Corvus twenty megabyte fixed disk used with three of the Apple IIe's in a Local Area Network (LAN), a Video Cassette Recorder (VCR) used to provide backup to the 20 megabyte fixed disk, and an uninterruptible power supply unit (UPS). The Apple IIe computers have 48 kilobytes of random access memory and contain Microsoft expansion cards, which includes a small amount of RAM expansion, allowing them to use a CP/M operating system. Each Apple II computer has two 138K floppy disk drives. A duplicate system will soon be installed at the main SEP building for use by the other divisions.

The software for the system includes the CP/M operating system, a Pascal system for operating LAN, a data base management system (dBase II), a BASIC compiler (MBASIC), a word processing program (WordStar), a statistical package (NWA StatPak), and a spreadsheet package (SuperCalc2).

#### Adequacy of Computer System for ASSP

How adequate is the system? First of all, the decision to purchase microcomputers rather than a mainframe or minicomputer was probably a good one. The PP called for the purchase of a minicomputer. New microcomputers are as powerful as many mainframes and minicomputers currently in operation. They are relatively cheap. Maintenance of microcomputers is less of a problem than maintenance of larger systems, and when one breaks down the entire operation is not halted because each machine can operate independently of the others. There are excellent software packages available. Microcomputers provide the largest market for software, and better and more powerful packages are currently being developed. However, the most compelling argument for microcomputers is that they are "user-friendly". Persons without a technical background or experience in computers can easily make use of the equipment for sophisticated types of data analysis and other usages. There is no reason to segregate the computers to a special center and hire data processing technicians and operators to provide technical services to the professional staff of SEP.

However, the specific equipment purchased and installed by ASSP was a poor choice. ASSP, SEP and DSA are not well served by this system. This is true for several reasons. The Apple I series uses 8-bit microprocessors, which represents a technology which has been out of date for several years. The current generation of microcomputers use 16-bit or 32-bit microprocessor. Apple Computer Inc. has been marketing 16-bit and 32-bit machines for several years, and these machines are marketed for business and institutional use. The Apple II series is now essentially marketed for home and leisure use. There is virtually no new business or scientific software being written for the Apple II machines. The new software packages being developed are dependent on large RAM memory (currently 384K is required for a good many of the more popular packages) and the fast processing capability of the 16-bit and 32-bit microprocessors. Secondly, the machines have very limited memory, only 64K or less. New microcomputers typically have 256K or 512K as standard. Although the PP called for the purchased of a minicomputer, the decision to purchased the Apple II computers might have been a reasonable one during the first year of the project, which was before the 16 bit machine had become the industry standard. It certainly made no sense in 1983 when the machines were recommended, and in 1984 when the machines were purchased it was certainly a poor choice. The argument that the system was cheaper than alternative ones, and that the system is locally supported are not convincing. A similar system of 16-bit microcomputers would have been in the same price range and could have been maintained by the same organization maintaining the present system. Furthermore, the Corvus-based LAN system, which provides the on-line storage necessary for the Agriculture Statistics Data Bank, is not locally supported. If something goes wrong with it, it must be shipped back to the states for repair. Since most of the machines and software packages are dependent on the Corvus, when it is down, they are down.

When the evaluation team discussed the question of the choice of the Apple IIe/LAN system with the current ASSP BI advisor Mr. James Gray, he indicated that he felt that the current system was more than adequate for the foreseeable future. He indicated that there was enough hard disk storage space and that the small RAM memories did not pose problems. He could not foresee project activities in SEP that would present a problem. Suffice it to say, when SEP makes a serious attempt to collect and analyze data, the current system will be unable to handle the task. For example, should SEP decide to use the system to analyze the current FAO-funded study, the system would be sorely taxed. If the projected volume of questionnaires happens to materialize the data for Bandundu would more than fill the 20 megabyte hard disk. There would certainly be no room for the Agriculture Statistics Data Bank or other BI activities. Also, processing such a volume of data would be extremely slow with the current system. If the current system started to receive routine heavy use by several researchers, it would soon prove inadequate. The fact that the system has not yet been fully

utilized does not mean that it will prove adequate once it receives general use.

For the current system, the software packages purchased and installed represent good choices. WordStar and dBase II were industry standards for 8-bit machines, and updated versions are available and are expected to remain popular pieces of software for 16-bit and 32-bit machines. SuperCalc2 and NWA StatPak are widely used and quality pieces of software which are also available on newer machines. Despite its limitations, BASIC is still the most popular language for microcomputers. Together, the packages represent a good basic software library for Apple II computers operating under CP/M. ASCII files-- which allows the transfer of data between software packages and different types of equipment--can be generated from each of the packages. As the computer operation for SEP expands, it should be fairly easy to transfer the data bases and other computer files generated by this software to other machines and software systems. It certainly would make sense to use project funds to purchase any additional software that might be used by SEP. The major criticism that can be made about the software is that it is very limited in the amount of data it can handle. This software was written to fit the limitations of the 8-bit machines and cannot easily handle large quantities of data.

It should be noted that currently the computer center staff does not seem to be aware that data transfer between software packages can take place, or know the mechanisms for doing it. Rather, their knowledge of software applicable to the Apple II computers seems to be limited to dBase II, with a little knowledge of WordStar. As other SEP staff members start using the computers, they will want to transfer data from one software package format to another. The ASSP technician should make certain that the BI staff is familiar with all of the software packages, and understand the procedures for data transfer between packages.

#### Lack of Computer Use by SEP

The worst criticism of BI and its ASSP technical advisor is that outside the computer center there is little evidence of the use of the computers in SEP. The mentality seems to be the same as that of a large computer center--COMPUTERS ARE FOR EXPERTS. BI, with its American technician, has failed in its task of making the computers available to SEP in general. SEP staff who did Masters in the United States have had experience with microcomputers, and could certainly make use of them on the job. The computer room should be open to the SEP staff and its use encouraged. The plan to install a duplicate system of microcomputers in SEP is a good one. However, BI should make certain that it provides needed training to other offices in SEP which will assure its usage. The ASSP technician assigned to BI has indicated that there are no plans to provide the new computer

with a copy of the files for the Agriculture Statistics Data Bank. This is an oversight which should be immediately corrected. Furthermore, provision should be made to regularly update the SEP version of the data bank. In addition, qualified software technicians should be assigned to the SEP computer operations and provide technical advice to the SEP personnel as needed.

### Problems with the Operation of Current System

Despite the fact that Dr. Frazier produced a variety of manuals and procedures concerning the operation of the computer center, several criticisms can be made concerning its current operation. First of all, there do not seem to be procedures in operation for backing-up the 20 megabyte hard disk. Changes in the content of the hard disk are being made on a daily basis. The person responsible for computer operations indicated that Dr. Frazier was the only person with knowledge about how to perform a backup. The evidence indicates that the latest backup was performed February 23, 1985, or about six months ago. The VCR is to be used for this purpose, and someone should routinely make a backup of the 20 megabyte Corvus with the VCR. Mr. Gray, the ASSP technicians assigned to BI, should make sure that it is done. While there are some backups of individual files on diskettes, it would be extremely difficult to reproduce the contents of the hard disk if it were destroyed by equipment failure or human error.

An equally important problem is the lack of file security with the system. It appears that only program files are currently given "Read-only" status by the computer center. Therefore, users are free, intentionally or unintentionally, to modify or destroy data files. Currently, only the computer center staff has regular access to the files. However, as the computers become more widely used by SEP, this will become a greater potential problem. Steps should be taken now to preserve the integrity of the entire software system--programs and data files alike.

A third criticism of the current Computer Center operation is that almost a year after the hardware was installed, it has yet to make its services available to SEP on a regular basis. BI, with its data processing equipment, is yet to be involved in any routine or special data analysis effort with any other SEP Division. The PACD is only a year away, and unless there is rapid progress made regarding this matter, the ASSP will terminate without the Computer Center performing this service role. BI needs to develop as part of its scope of work this service function.

## Agriculture Statistics Data Bank

One of the major outputs of the data processing center is the computerized data bank. The idea is to provide researchers with a system of easily accessible information for economic and policy analysis. Dr. George Frazier, an ASSP technician assigned to BI, who left the project in June, designed the system for the Agriculture Statistics Data Bank. The system consists of a set of procedures for selecting, coding and entering information, and a management system which is written in dBase II. The choice of dBase II is probably as good as any commercially available package available for CP/M machines. It can easily be transferred to dBase III or some other commercial data base management package when current equipment is replaced with new and different equipment. Furthermore, dBase II files can be transformed so that they can serve as input into the other software packages used by BI.

Frazier wrote a French-language, menu-driven front end for the system. This front end is a set of control statement files which execute dBase II commands on the basis of user responses to on-line questions. The command files seem well documented and Frazier's replacement should experience no difficulty updating files and adding new ones as needed. He has already made a number of changes in the system. It is very user friendly and is designed, among other things, to eliminate the need for the user to learn dBase II commands. That effort was probably largely unnecessary. dBase II is itself a user friendly data base management package. Furthermore, the simplicity gained using the menu-driven front end results in the loss of the total search power of dBase II. There is much less flexibility in Frazier's system than in dBase II itself. The emphasis should be on training the entire SEP in the use of dBase II. Since it is written, the menu-driven front end for the user of the data bank should probably be maintained and updated as needed. However, it should not replace the training of SEP personnel in the use of dBase II and the other software systems.

## Quality of ASSP Assistance to BI

The quality of ASSP technical assistance to BI has been mixed. Certainly, the first ASSP technician, Mr. Kulp who was assigned to DSA in general, failed to provide the needed leadership. Dr. Frazier's performance was mixed. He may have technically fulfilled the requirements of his contract, but he often failed to communicate these outputs to the Zairian staff. A computer system was installed and is currently operational. This was part of his assignment. However, as mentioned above, it was not a good choice of systems. Frazier did put a system for an Agriculture Statistics Data Bank in place. He did develop a spreadsheet model for agricultural planning. Other achievements could be mentioned. However, Dr. Frazier seemed to have worked almost totally independently of the Zairians in BI. There is

little evidence that they participated in the selection of the computer system, its installation, the development of the Agriculture Statistics Data Bank, the computer model, etc. There does not seem to be a good working relationship between the Zairians in BI and the various ASSP advisors assigned there. Mr. James Gray is new to the Bureau and perhaps he will find ways of improving this situation. However, he too seems to be working independently of the Zairian staff. It would probably be helpful if he would office with his counterpart.

#### ALTERNATIVES FOR PRIMARY AND SECONDARY DATA COLLECTION

From the beginning of the American effort to assist GOZ in the development of a capability for agricultural planning and policy analysis, it was recognized that the enterprise was dependent on the presence of timely, valid, reliable and relevant data from the agricultural sector. With the exception of commercial/export agricultural enterprises, such as coffee and oil palm, there was little in the way of a routine agricultural reporting operation in the country at the time of independence, and to date, a system has not been put in place. The problems are enormous.

#### Constraints to Data Collection

The first constraint to instituting an adequate data gathering enterprise in the agricultural field is the size of the country. Zaire is a very large country, both in population and geography. It is almost a million square miles in size and has a population of about 32 million people. There are about four million farming units. The very size of the data collection effort and the amounts of money required are such that the efforts that have been made to date have been unsuccessful. Furthermore, the national transportation system--composed of river and rail traffic connected by a poor system of largely unmaintained roads--further inhibits the effort. Add to this a largely untrained agricultural civil service, which is always poorly paid, and which sometimes goes unpaid, and one has a clear picture of the problems associated with the collection of good agricultural statistics in Zaire.

#### Previous Attempts at Data Collection

USAID and other donors have long recognized the importance of agricultural data for the planning process and its absence in this process in Zaire. AEDP, the USAID-funded predecessor to the current project, had as one of its major outputs the establishment of a statistically valid Area Frame Sample. While this output was achieved in the technical sense, it has never been used and at present is reported to be lost. At various times, a national agricultural census has been proposed and even carried

to early stages of execution, only to be abandoned because the planners had underestimated the magnitude of the tasks involved.

Currently, there is another attempt at primary data collection in DSA. FAO is funding DSA for a three year, nation-wide primary data collection effort, which is currently starting pilot operations in the Region of Bandundu. Agricultural and associated data are being collected at three levels, collectivities, villages and households (unit of exploitation). It is estimated that there are 20,000 villages in the region, and the FAO effort plans to survey one-fourth of the total. The effort seems enormous for an organization such as DSA, which, to date, has not successfully completed any major primary data collection effort, large or small. While one can anticipate problems with both the collection and analysis of this survey, it is an important effort and should be supported, and the ASSP technicians should use their expertise to provide guidance when possible. It is the judgment of the ASSP assistance team that the FAO activity is again far too ambitious in its scope. There are not the resources in DSA, human or financial, to successfully conduct such a large survey.

The DSA, under the sponsorship of USAID-funded Projects 0050, 0052 and 0070, has yet to carry out any primary data collection effort. Certainly, this was one of the purposes for funding DSA. The need still exists. The other Divisions in SEP regularly need data which do not exist and have even made efforts to collect some themselves without the help of DSA. And even if the FAO-funded effort is successful, there is still a need. The FAO-funded study is just in one region, and is extremely limited in scope. The initial phase of the study does not even contain questions about production.

There are several reasons for this lack of success in DSA to collect primary data. The first is that DSA lacks trained technicians. Secondly, there has been little coordination between ASSP and the FAO project, and this has resulted in DSA dividing its meager human resources between two competing efforts and not accomplishing much with either one. Finally, ASSP has, in recent years, focused its attention in DSA on data processing, and has ignored data collection. If primary data collection is a priority, then an advisor should be assigned to DSA who is qualified to handle this activity.

As ASSP approaches its PACD, the questions still Should DSA collect primary data? Should ASSP help fund the effort? The answer is yes to both of these questions. As indicated above, the ASSP technicians working in DSA should work closely with the FAO project, assisting it when needed. For example, the survey will need coding and processing and the ASSP technicians are skilled in these activities. In addition to the effort with the FAO project, DSA, working with the other divisions in SEP, should carry out additional studies. (It is important to note that the other Divisions have had need for data in the past and have col-

lected it largely without DSA involvement. Because of the lack of data at DSA, it is typically ignored by the other SEP Divisions.) Given the problems with data collection in Zaire, these efforts, at least in the beginning, should be limited in size, both geographically and in content. They should be small studies targeted to provide information for specific policy studies.

#### Southern Band Survey

Currently, ASSP is proposing to fund a primary data collection effort. Dr. David Shapiro, the Pragma Chief of Party, has developed a proposal for the "Southern Band Survey" to collect data on 200 households in five of the regions of the country to be used in the "Agricultural Planning Model" developed by Dr. George Frazier, past ASSP advisor to BI. While one might debate the merits of the particular survey, it is certainly focused enough and is limited enough in size that SEP should be able to complete it. With regards to DSA, it is interesting to note that there is no provision for its involvement in the survey. Once again, the data collection and analysis effort of the other SEP division will be conducted without DSA input. The exclusion of DSA was intentional. DSA is not seen as a resource to be used by the other divisions.

#### Additional Resources Needed in DSA

What additional resources are needed in DSA to support this data collection effort? ASSP, and future USAID-funded projects should continue to assist in establishing a primary data collection capacity in DSA. To start with, the project could provide a research methodologist with experience in survey research design, sampling, questionnaire construction, and field operations. ASSP and other international donors have not provided such a person and there is not a Zairian with this type of training and experience in DSA. Secondly, ASSP can provide training for DSA staff, especially staff in the Bureau de Methodologie (BM). Finally, the project can provide financial support for the logistical effort--transportation, per diem, office costs, etc. Data storage and analysis can be carried out by the BD and BI, and made available to SEP staff and others. Data coding and statistical report generation can be done by the BD. The computer operations can be accomplished by BI. Both of these bureaus currently have American advisors. The primary data collected can be made a part of the Agriculture Statistics Data Bank managed by BI.

#### Use of Available Secondary Data

There is a more immediate, and less costly solution to the problem of data collection. Secondary data do exist. While it

may not be of the best quality, it can certainly be of use and should be made available to SEP to be used in its work. Henri Josserand produced a report for the Mission titled: "Agricultural Statistics in Zaire: Environment, Situation, and Prospects", in which he concluded that there were a large number of sources of agricultural data in the country and what was needed was for them to be systematically collected, catalogued and made available. He listed the various parastatals, regional organizations, etc. Josserand is correct. SEP personnel doing economic analysis spend a lot of time tracking down this secondary data. This should be a responsibility of BD and the American technician assigned to that Bureau should make it his chief responsibility. When a SEP or other AGRIDRAL unit needs secondary agricultural data, DSA should be the first place the inquiry for data is made. As reports and data are collected, they should be abstracted and the abstracts put into a computerized data base in the Agriculture Statistics Data Bank. Relevant data from the published reports should be added to the computerized data bank.

It should be noted that initial attempts have been made in the collection of secondary data. BD, which is suppose to be the depository for statistical data in AGRIDRAL, currently has a small collection. Mr. Gold, the ASSP technician assigned to BD, reports that when he starting working at the Bureau a year and a half ago all of the documents were locked in a desk, and had not been catalogued for use. No one really knew what was available. BD, under Mr. Gold's guidance, has now catalogued its holdings, and they are now routinely available to users. Using dBase II, he has also computerized the list so that the office can make routine searches using key words for clients who request information about specific commodities, geographic locations, etc. In spite of the progress, the holdings are extremely limited and the collection does not begin to represent the quantity of secondary data available in Zaire. BD, to date, has collected only 258 items. A search of the various regional and national GOZ offices, parastatals, private firms, international donors, specific project offices, etc. would undoubtedly yield many times more useful documents than currently exist in BD. Furthermore, the collection would be more useful if the documents were abstracted and the abstracts made a part of the system for computerized searches.

#### Need to Develop Stronger Ties between DSA and Other Divisions

Even if DSA is able to accomplish the task of collecting and treating relevant primary and secondary data, it must develop a working relationship with the other Divisions in SEP and other AGRIDRAL offices. Presently, the relationships are not good, and SEP personnel seldom make use of the resources which do exist at DSA. DSA must make an overt effort to "sell" its services and expertise to the rest of SEP. Probably the way of accomplishing this is to assign DSA personnel to work with the other Divisions on specific projects and reports. The role of the DSA personnel

would be to collect and analyze the data needed. Currently, the other Divisions use their own personnel for these tasks.

## FUTURE EXPANSION OF THE DATA PROCESSING UNIT

### Immediate Needs in the Computer Center

The current data processing system is barely in place and still needs a great deal of effort to assure that its current level of operation is maintained, and to expand the use of the equipment to the entire SEP. The duplicate Apple IIe/Corvus LAN system is scheduled for installation in the next few weeks in SEP. ASSP should do what is necessary to assure the smooth functioning of the current system. This would include:

1. additional training for the current BI staff. BI staff members should be proficient in the various software packages which will be used by SEP. At least one BI employee should be able to serve as an expert source for each of the packages. Mr. Gray should supervise this training. The staff should also know how to transfer data from one software package to another.
2. BI Zairian staff should be involved in the installation of the SEP duplicate Apple IIe/Corvus LAN system. This is important in case of future problems. Mr. Gray should supervise this.
3. Additional BI staff should be hired and trained to provide technical backstopping for the new SEP computer system. The computer center should be open to SEP staff. BI should just provide technical advice and service. Mr. Gray should oversee this.

### Purchase of New Equipment

With regard to the purchase of new equipment, ASSP should buy a limited amount of new computer equipment. The new equipment should be 1) IBM PC compatible and 2) similar to PC equipment which will be purchased by the Mission and other USAID-funded projects. The machines should be IBM-PC compatible because currently IBM provides the industry standard and is expected to do so for the foreseeable future. A list of possible equipment is as follows:

1. Two or three PCs with at least 512k RAM hard disks; RAM memory and hard disk space are now relatively cheap and the project should not hesitate to buy lots of both. Additional machines should be rapidly added as the demand for their use grows.

2. A plotter for making graphs and charts;
3. monitors with graphic capability and graphic cards;
4. additional printers, including printers which can produce letter quality manuscripts.
5. The equipment and software, namely serial ports and commercially available programs, necessary to transfer data from the Apples to the PCs.
6. Any other peripheral equipment that SEP or ASSP technicians may deem appropriate. The major criterion should be that the new equipment should be IBM PC compatible. (This assumes that the first recommendation in this series is carried out.)

In the long run, the computer operation should be switched over to the newer equipment. Additional Apple/Corvus equipment should not be bought. No major expense should be incurred maintaining the current equipment. It should be viewed as obsolete and replaced with IBM compatible or whatever newer technology is selected. For example, the Mission seems currently committed to purchasing WANG PCs, which are IBM compatible, for its own use. ASSP might want to consider also purchasing WANG PCs. Whatever ASSP buys should be compatible with the Mission's system. The Mission should move all projects toward compatible computer equipment.

#### Future Software Purchases and Development

Regarding software purchases, ASSP should purchase a wide range of software for both the Apples and the PCs. The major concern is that the software has the capability of producing files which can be used by the current set of software packages. Since most of the newer software packages are capable of producing ASCII files, this should pose no great problem. Technicians should have the opportunity to experiment with a wide range of analytical tools. At the same time, data bases and routine report generation should be accomplished by using the same software each time. These computer activities should be standardized.

If new PCs are purchased for the project, BI staff, assisted by ASSP advisors, should transfer all available data from the Apples to the new machines. SEP staff members should have the choice of using either the PCs or the Apples.

## Agriculture Statistics Data Bank

The Agriculture Statistics Data Bank should be rapidly expanded, both with additional computerized data bases and with printed reports. Mr. Gold should take the leadership in this task. This may well mean hiring additional personnel to catalog the printed materials and input data into the computers. The new personnel should be secretaries and clerks, not professional level staff. Typing skill should be the important criterion.

This rapid expansion of the Agriculture Statistics Data Bank is absolutely crucial. This would allow BI and BD, and DSA as a whole to become a valuable resource center for SEP and AGRIDRAL.

## PROJECT MANAGEMENT

Three parties, GOZ, USAID and Pragma Corporation, are responsible for various aspects of the management of ASSP. Each of these are discussed separately.

### The Management Role of SEP

SEP is the unit in AGRIDRAL of GOZ which is responsible for the management of ASSP. Citoyen Mubenga Mukendi, who is the Director of SEP, serves as the ASSP Director. SEP has four Divisions, two of which--DSPA and DSA--receive ASSP support. Cit. Singa Ndjoku serves as the Chief of DSPA, and Cit. Kalombo Ilunga is his assistant. Cit. Mingiedi Mambu is the Chief of DSA. Cit. Mubenga has responsibility for both program and financial aspects of the project. The Division Chiefs are concerned primarily with program aspects.

### SEP's Administrative Support Staff for ASSP

For administrative matters, Cit. Mubenga has a staff which is composed of a financial officer, an accountant, a force of fourteen secretaries and stenographers. As the technical staff of the project has grown, the support staff of SEP has grown as well. Each technician and staff member has been given a job description. Workers are aware of the daily tasks to be performed. The assignment of job description forms part of the restructuring of AGRIDRAL--an action which was to be taken in order to improve the efficient use of personnel.

However, in spite of the relatively large size of the staff, the quality of work is below standard. Part of this is due to the lack of office equipment, but much of it is due to a poorly trained staff and a lack of financial incentives. The American trained Zairian technicians often indicate that there is a lack of quality secretarial and clerical work. This hampers their production. With the help of Mission and the Pragma team, SEP

should seek to improve the quality of work from the project support staff.

### SEP's Financial Management of the Project

SEP financial section was recently strengthened by the addition of a new accountant who has attempted to streamline the project's financial operations. The Mission Controller indicated that the financial procedures in place at SEP are among the best of any Mission projects. He indicated that the reports/vouchers issued by SEP were always timely and appeared proper. However, he noted that there has yet to be an audit of the SEP component of the project.

While time did not permit the evaluation team to make a detailed examination of the use of funds, a quick review of spending patterns indicated that actual expenditures seem to follow those projected by the budget. For example, 21.8, 33.3, 21.8, and 3.0 percent of the total counterpart funds were allocated at the beginning of the project for travel and missions, salaries and supplements, fuel and transport, and miscellaneous respectively for 1981 to 1983. Actual expenditures for these items were 15.0, 31.0, 11.0 and 2.8 percent. There were some line items included which were not anticipated in the beginning of the project, but these were related to project improvement.

In 1984, there was a proposed budget of 8,360,000Z to be financed by counterpart funds. By the end of the financial year, 81.9 percent of the budgeted funds had been spent. Of the monies spent, 40.5 percent went to salaries, 20.0 percent for vehicles and transport and 11.4 percent for external services. The remaining unspent funds, 1,516,089Z or 18.1 percent, was retained and to be used for "local services" to pay to various charges related to the purchase of project buses. Actual spending levels in 1984 deviated somewhat from those projected. Only 31.2 percent of the funds budgeted for missions was spent. The Salaries category was over spent by 2.0 percent. Spending for transport was only 68.4 percent of the budgeted amount, and 86.7 percent of funds budgeted for miscellaneous was spent. In spite of these deviations, actual expenditures were reasonably in line with projected expenditures. The items singled out for examination--salary, transport, missions and miscellaneous--are the one most often abused in the operation of a project. SEP's spending seems to be in line.

In 1984, GOZ also allocated 2,130,187.5Z to the operation of SEP from its own sources. By the end of July of that year, 73 percent of the funds had been made available to SEP. However, only 61.8 percent of the funds allocated to the project by GOZ were actually spent by the end of that fiscal year. The financial manager indicated that it is not possible to actually spend all of the funds allocated because of GOZ requirements that a certain percentage of funds must remain in the Bank of Zaire, and

another percentage of funds must be left over to cover costs in the new year while a new budget is being prepared. Of the GOZ funds received, 45.9 percent were spent on salaries and the rest for operational costs. It should be noted that no GOZ funds were allocated for capital expenditures, equipment or building maintenance.

It should be observed that the percent of counterpart funds actually spent is well above the percent of GOZ funds spent by the project. One of the reasons for this is that it is much easier to get approval for the expenditures of counterpart funds. The approval is given by the Project Director and the USAID Project Manager. The approval is usually very quick. On the other hand, approval for expenditure of GOZ funds is very difficult, involving many signatures and taking a great deal of time.

The efficiency in management of both GOZ and counterpart funds could be enhanced if there were better financial and technical planning prior to the making of the budget. For example, at the beginning of the financial year a budget is prepared, based on the previous year's spending. However, there is no input from Division or Bureau chiefs. Because of this, there is no correlation between the financial planning for the project and the work program for the various Divisions. This results in an inefficient use of funds.

The management of funds could be improved if, at the beginning of the budgetary exercise, each Bureau and Division chief would prepare a detailed outline of proposed activities, together with the material and external service requirements, and estimates of the financial requirements for the plan of work. Bureau chiefs should give their plans to the Division chief, who after combining them gives them to the SEP Director. The Director, in consultation with the Division chiefs and the Financial Manager, should make the final budget for SEP. The budget would be based on a proposed program of work and would reflect the plans and needs of each unit in SEP.

With such a system in place, the financial manager could provide each Division and Bureau with a monthly or quarterly statement. On the basis of the statement, the Bureaus could adjust their programs. At the end of each financial year, SEP could evaluate its expenditures in terms of the program activities accomplished. With the current system, it is not easy to assess how well funds have been used. If expenditures were tied to program, this task would be a lot easier.

#### Purchase of Supplies and Equipment

Most of the technicians interviewed complained about the lack of supplies and equipment. There were usually long delays between the time that items were requested and they were actually

purchased and made available. The delays are due to the budgetary constraints found in GOZ and procurement regulations and red tape in AID. The GOZ budgetary constraints were discussed above.

Use of USAID funds for the purchase of equipment involves following a very elaborate set of guidelines which are designed to insure that funds are wisely spent. The procedures involve various levels of approval and require a lot of lead time for processing. Without this lead time, equipment is not in place when needed. The regulations concerning the purchase of non-American goods are especially troublesome. ASSP has experienced a number of delays because of the lack of equipment. ASSP should use the planning process to anticipate, well in advance, its needs for equipment purchases and make these known to the USAID Project Manager at the earliest date possible. The Project Manager should try to expedite the paper work in AID.

#### Management of the Project by Pragma

The Pragma Corporation has the contract to provide technical assistance to ASSP. In country, Pragma is represented by the Chief of Party, Dr. David Shapiro. He represents the Pragma team in matters with GOZ and USAID/Kinshasa. It is his responsibility to ascertain that Pragma is in compliance with the contract.

Much improvement in the management of the project has been achieved by Dr. Shapiro. Prior to his appointment, the Pragma record was rather mixed. There have been five different Chiefs of Party in a four year period. Some of them did not perform well. Without the leadership of a Chief of Party, the Pragma team worked individually rather than as a unit.

There is still evidence that the ASSP assistance team is not a cohesive unit. The division is especially acute between those assigned to DSPA and DSA. They seem unaware of other team members' work outside their Division. The Chief of Party should probably hold regular Pragma staff meetings to promote a team approach to the project. These meetings should not be held during regular working hours.

The administration of the project by the home office of Pragma receives a mixed evaluation. The financial reports submitted to USAID, and largely prepared by the Chief of Party, appear to be in order. It should be noted that Pragma has not been audited for this project. The Controller reports that the vouchers are timely and seem in order.

Where Pragma has failed in the administration of the project has been in supplying needed personnel in a timely fashion. In the past, Pragma has failed to supply the Mission with acceptable candidates for positions. About half of the current and past

Pragma employees for the ASSP project were found by the Mission and not by Pragma.

Pragma has not done a very good job of providing technical backstopping for the project. This is a project of economists and statisticians working in the agricultural field. Pragma, as a organization, is not composed of people with these strengths. Therefore, Pragma provides personnel who are not regular employees of the company and who typically leave the company once their contracts are finished. There is no basis for an institutional relationship between SEP and Pragma. Given the nature of SEP, this sort of relationship is needed.

#### Project Management by USAID/Kinshasa

Three criticisms can be made of the management of the project by the Mission. The first is that at various points the Mission has been slow to determine whether or not given individuals were going to be continued by the project. This has resulted in some rather last minute decisions on the part of technicians, such as whether or not to keep family in country, accept other job offers, etc. The same point can be made about Pragma. The Mission has, at time, been upset with Pragma's performance and thus has been slow to extend its contract. The Mission should make a decision well in advance of termination deadlines so that there are no last minute extensions of contracts.

A second criticism of the Mission is that it has been rather slow in processing equipment purchases and approving expenditure of funds. The Project Manager, working with the Controller, should try to improve this situation.

Finally, the Mission has often changed the scope of work for various technicians without proper documentation. ASSP personnel indicate that the changes were seldom in writing. There is some confusion about actual scopes of work.

### SEP AS A RECOGNIZED GOZ INSTITUTION

#### GOZ Recognition

SEP, which was formerly a Division within AGRIDRAL, is now one of eight directorates, under the direct supervision of the Commissaire d'Etat. This is an indication that SEP is viewed by GOZ as an institution capable of contributing to agricultural development in Zaire.

There is a constant demand for the services of SEP trained technicians. Several of them have been called to be advisors to the Commissaire d'Etat in AGRIDRAL. The most recent of these is Cit. Mputu, who did a Masters in the United States. Some technicians have participated in the preparation of the Plan de

Relance Agricole, while others have contributed to the restructuring of AGRIDRAL. SEP personnel have also played a role in the reorganization of parastatal boards, such as OZACAF which has been privatized in an effort to increase its efficiency.

DSPA, which is housed in the same building as SEP, has been especially successful in influencing the policies of AGRIDRAL. Its personnel are regularly called on by AGRIDRAL to provide information and advise on matters effecting policy. DSPA wrote the draft of the agricultural section of the latest GOZ Five Year Plan.

DSPA currently employs 59 persons, 31 of which are professional level staff. The professional staff includes the SEP Director, the Division Chief, three bureau chiefs, and three American advisors. Nineteen of the employees are directly funded by ASSP; the others are employed by GOZ. SEP has grown at such a rapid rate that its current housing is no longer adequate and plans are being formulated to increase the office space available.

#### SEP's Relationship with Other Institutions

The bureau has produced a number of reports which have been distributed to key officials in AGRIDRAL and other agencies. A number of these officials are ex-SEP personnel who, because of better job opportunities, have moved to key positions in AGRIDRAL, the parastatal or the private sector. These people have maintained contact with SEP and regularly utilize SEP reports and services in their work.

In offices where ex-SEP personnel were not employed there was much less awareness of SEP's reports and activities. There was general awareness that SEP was involved in economic research, and a feeling that the output from SEP would be useful in their work. There needs to be more of an effort to publicize SEP activities throughout AGRIDRAL, the parastatals and the private sector.

Throughout the entire Zairian agricultural sector there is an awareness that policy decisions should be based on economic studies. SEP is in a position to play an increasingly important role in policy formulation. Interviews conducted with AGRIDRAL officials, decision-makers in the agricultural parastatals, and persons from the private sector indicated that the contributions of SEP are well appreciated, and its potentials recognized. An official from the Bank of Zaire indicated that SEP's reports provide valuable information used in providing credit to farmers. Until SEP produced the reports, there was little in the way of analytical studies in agriculture which could be used by policy makers. It should be noted that many officials interviewed indicated that the reports' estimates of production and marketing costs were probably not realistic and did not accurately reflect

the current farm situation. It was a general recommendation that an effort should be made by SEP to add more depth to its reports.

Faculty members of the Department of Economie Rurale of the University of Zaire were also aware of the work being accomplished by SEP. Two of the faculty members had worked in collaboration with SEP. Both expressed the need to have additional copies of SEP's reports made available. The reports are in short supply.

To date, SEP reports have received limited circulation. However, efforts are being made to increase the distribution. A list of 231 organizations and individuals has been compiled which will serve as a basis for report distribution. This should improve the situation and increase SEP's influence in the agricultural sector. Recently, AGRIDRAL held a fair and SEP operated a stall which presented its program and outputs. This effort was well-received.

#### PROJECT ACHIEVEMENTS

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

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

#### EOPS Indicators

The PP listed 14 EOPS indicators. A summary of these, with an assessment of their current status is found in Table 3. Seven of the EOPS indicators have, to date, been achieved. Most of these had to do with the institutionalization of SEP's position in the planning process. The EOPS indicators achieved are:

1. Improved accounting procedures in place at SEP.
2. Improved data processing programs.
3. Fruitful employment of the returned participants.

Table 3  
END OF PROJECT STATUS (EOPS) INDICATORS

Indicator	Discussion	Status
1. Improved operational linkages between DSA and rest of SEP.	Not much progress made to date. Little cooperation between units.	Not Achieved
2. Improved accounting procedures in place at SEP.	Improved procedures in place. AID Controller reports system appears to be satisfactory.	Achieved
3. Institutionalized collection of agricultural statistics that accurately reflect the performance of the agricultural sector.	To date, DSA has not successfully conducted a primary data collection effort.	Not achieved
4. Improved data processing programs.	Computer center established. Data processing capability improved.	Achieved
5. Establishment of a quarterly agricultural situation reporting system.	Has not been put in place.	Not Achieved
6. Institutionalized identification, design, monitoring, and evaluation of projects.	Progress made within Bureau de Planification et Evaluation. Not fully institutionalized because of a lack of trained personnel.	Progress made
7. Fruitful employment of the returned participants.	All returned participants were placed in important positions in SEP. Due better job opportunities, most have left SEP.	Achieved
8. Strengthened linkages with the Department of Plan's Regional Planning Division.	SEP personnel have worked with Plan personnel on regional reports.	Achieved
9. Strengthened linkages with the Central Committee's Advisory Committee on Agriculture.	SEP personnel are routinely consulted by highest levels of GOZ on agricultural policy matters.	Achieved
10. Institutionalized annual planning mechanism that will highlight performance of agricultural sector.	SEP has published Situation of Agriculture Report. Process not routine.	Progress made

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

Table 3 --- Continued

Indicator	Discussion	Status
11. Improved quality and amount of planning supported by actual data.	There has been major improvements in both the quantity and quality of data used in SEP reports. However, the data in the reports are still far from adequate.	Progress made
12. Institutionalized review of the 10-year agricultural strategy paper.	SEP wrote the five year plan for agriculture. This represents progress in this area.	Progress made
13. Discussion of a program of public investment for the years 1983-85.	BPA carried out this task.	Achieved
14. Senior level governmental personnel will more actively rely on planning and analytical information.	This appears to be the case. SEP routinely receives requests for special studies and analyses from upper levels of government.	Achieved

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

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

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

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

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

### Project Outputs

The project outputs specified by the PP closely follow the EOPSs. A summary of them, with an assessment of their current status, is found in Table 4.

Table 4

## PROJECT OUTPUTS

Output	Discussion	Status
1. Job descriptions and work plans for every position in SEP.	Accomplished by Administrative Assistant.	Achieved
2. Trained administrators and book keepers for SEP.	Progress made. Financial system in placed with trained personnel. Need trained Zairian administrators.	Achieved
3. Trained personnel who can use area frame sample.	Trained personnel do not exist. Area frame sample never used.	Not achieved
4. Trained personnel to manipulate data processing programs.	Personnel in computer center have limited knowledge of a few data processing programs.	Progress made
5. Format established and personnel trained to produce a quarterly agricultural situation report.	Reports are not yet routine. Good data still lacking. Some progress made.	Progress made
6. Established procedures and trained personnel to identify, design, monitor and evaluate projects.	Not yet routinely done. Lack of trained staff currently limits scope of work. Progress made.	Progress made
7. Completion of Masters theses of returned participants.	052 participants completed theses with in-country guidance from American professor.	Achieved
8. Establishment of permanent institutional interaction between AGRIDRAL, Plan, Central Committee and SEP.	No formal forum for this interaction. However, there is regular contact.	Progress made
9. Completed studies of major agricultural commodities.	BEA has completed studies on all major commodities.	Achieved
10. Completion of long-term and short-term studies on the foodcrop marketing system in Zaire.	Three food commodity reports completed. Three others in progress.	Progress made
11. Issuance of annual agricultural document highlighting the performance of the sector.	Reports are being issued.	Achieved

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

Table 4 --- Continued

Indicator	Discussion	Status
12. Issuance of a policy paper that identifies options based on data collected. Addresses matters related to pricing, market mechanisms and project development.	Paper not prepared.	Not Achieved
13. Production of a 10-year strategy paper.	SEP wrote the five year plan for agriculture. This represents progress in this area.	Progress made
14. Proposed program of public investment in agriculture for the years 1983 - 85.	Accomplished by BPA.	Achieved

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

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

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

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

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

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

## Project Inputs

Table 5 contains a summary of the projected project inputs. These were in four categories--personnel, training, commodities and office equipment and supplies. While there has been some delays, most of the inputs have been made to the project.

Pragma, an 8a consulting firm, received the contract to supply technical assistance to the project. Two of the technicians, the Sector Planner and the Economic Analyst, have been in place since shortly after the contract was signed. They have provided a great deal of continuity to the project. The position of Chief of Party has been a particularly troublesome one. There have been five different persons serving in this position over the last four years, and some of the persons have not performed well. There have also been long periods of time when the project has been without a Chief of Party. The current Chief of Party has been in place for about a year and has provided much needed leadership. The position of Data Processing Expert has also been filled by several persons and was vacant for a period of time. It has been filled for the last two and a half years.

Using a personal service contract, the Mission created a position for a Statistics Advisor. This position has been filled for about a year and a half. SECID provided an University of Georgia professor to serve as thesis advisor to participants completing their training under AEDP. Pragma is providing a thesis advisor for students now completing their training under ASSP. An administrative assistant, hired with a personal service contract, has been in place since the beginning of the project. There has been only four and a half months of short-term consultants by the project.

Thirteen persons have been sent to the U.S. for graduate training. The last six were sent in August of this year. Two students completed their course work and have returned to Zaire to complete their theses. Five students should return during the coming year. The remaining six will not complete their studies until after the PACD for ASSP. There has been little use of short-term training under ASSP. Following the recommendation of the first mid-term evaluation, in-country short-term training is being emphasized.

Most of the vehicles authorized in the PP have been purchased. Instead of purchasing a minicomputer, ASSP has purchased two Apple IIe/Corvus LAN systems. One is installed in DSA and is operational. The second system will be installed in SEP in the near future. Most of the office equipment and furniture called for in the PP has been purchased.

Table 5

## PROJECT INPUTS

Input	Discussion	Status
1. Personnel--originally 144 pm Chief of Party/Policy Planner Economic Analyst Sector Planner Data Processing Expert Statistics Advisor Thesis Advisor Administrative Assistant 15 pm short-term consultants	Pragma served as contractor Large turnover; current COP OK. In place throughout project In place throughout project Some turnover; In place last 2 1/2 yrs. Not in PP; Personal Services Contract Not in PP. Supplied by SECID and Pragma Not in PP. Personal Services Contract Few short-term consultants have been used.	Achieved with some difficulty
2. Training Long-term--10 M.S. and 2 Ph.D Short-term--15 persons months	13 persons sent to U.S. for training 4 1/2 months of short-term training.	In Progress Partly Achieved
3. Commodities 8 Vehicles Minicomputer	Five purchased Apple IIe/Corvus LAN in place	Partly Achieved Achieved
4. Office Equipment and Furniture	Most items are in place.	Achieved

Note! Project Inputs are taken from Action Memorandum dated  
May 12, 1981, pp. 13-19.

## RECOMMENDATIONS

Three types of recommendations are made. The first are recommendations which the evaluators feel that the Mission and the ASSP technical team can implement during the final year of the project. The second type of recommendations are those which are important to the long-term development of agricultural planning in Zaire but for which it is not feasible to implement them in the current project. These can best be addressed during the follow-on project currently planned to replace ASSP. The final type of recommendations are those which are the exclusive domain of AGRIDRAL and GOZ.

### Recommendations Which Are Addressed to ASSP

#### Training

1. To reduce the cost of training, ASSP should continue providing preparatory courses in English and economics for technicians who are candidates for U.S. participant training.
2. Once a student is accepted by an American university for graduate training, USAID/Kinshasa should request from the university a graduate catalog and a copy of the student's program of study. These should be reviewed by the SEP Director and the Pragma Chief of Party. If it is ascertained that a different plan of study would be more beneficial to SEP, USAID should request that the university adjust the student's program. This action should be taken for the students who left for the U.S. in August 1985.
3. USAID/Kinshasa should request quarterly or semestrial scholastic reports from the universities involved with the participant training. These should be forwarded to the Chief of Party and the SEP Director. If a participant experiences academic problems, remedial solutions should be sought.
4. Short courses in project planning and evaluation, regional planning, and regional analysis should be continued to be offered by the project. When possible, these courses should be offered in collaboration with the World Bank, FAO, USDA and other institutions.

#### Retention of SEP Technicians

5. An effort should be made to retain the present trained technicians employed by SEP. The Mission should increase premiums paid to SEP employees to the same levels paid to personnel working with other USAID projects. Premiums should be paid according to responsibility, training and experience.

### Division de Strategie et Planification Agricole

6. The current series of commodity reports should be finished. Once this is done, plans should be made to update the reports on a periodic basis. The reports should begin to focus on policy issues.
7. In order to obtain better data for analysis, DSPA should develop a closer working relationship with DSA. The Pragma team should take the initiative in fostering this relationship.
8. Microcomputers should be made available to each of the Bureaus, and in-service training should be provided on their usage. BI should take the responsibility for the training.
9. BPE should concentrate its effort on the evaluation of on-going projects, rather than on actual project design. A Zairian rural sociologist should be employed to provide needed social analysis of projects. The Chief of Party should assist the Bureau Chief in the development of a five year plan of work.

### Management of the Project

10. The financial and technical management of the project should be improved. Currently, Division and Bureau chiefs are not involved in the budgeting process. They should participate in the preparation of the budgets, and budgets should be tied to program.
11. SEP should provide USAID/Kinshasa with annual reports.
12. Bureau chiefs should provide Division chiefs with work plans and budgets for the coming year. This should include a list of materials and equipment needed. These reports should be used in the overall budgeting process for SEP.
13. The SEP accountant should provide Division and Bureau chiefs with quarterly financial situation reports.
14. There should be a financial audit of the project.
15. The Division Chiefs and the Administrative Assistant should assume more responsibility for the day to day operation of the project. The Chief of Party should devote more of his time to program matters.
16. A Zairian should be hired to assist the Administrative Assistant in running the logistical aspects of the project.
17. AGRIDRAL should provide funds for the repair and maintenance of the offices.

### Bureau d'Depouillement

18. BD is the one bureau involved in ASSP which has yet to develop a clear scope of work. This should be a priority.
19. BD should increase its holdings of secondary data. BD should seek to have a comprehensive set of documents and data related to Zairian agriculture. The documents and data should be carefully catalogued and a listing of the resources with key words and abstracts should be made a part of the computerized data bank.
20. BD should continue to develop the coding procedures for the data bank project. It should verify the data once they are entered on the computer. The effort should be expanded far beyond the current effort.
21. BD's involvement in primary data collection should be limited to project design, coding and data analysis.
22. BD should work with DSPA personnel, assisting them in finding data needed for their analysis.
23. BD should take the lead in establishing a reference library for SEP.

### Bureau d'Informatique

24. BI should foster the use of the microcomputers by all of the SEP personnel.
25. Microcomputers should be made available for routine use by all SEP personnel.
26. BI should conduct in-service training on computer operations and use of software packages.
27. A copy of the Agriculture Statistics Data Bank should be resident on the computer system being installed in the main SEP building.
28. Immediate action should be taken to correct problems related to the operation of the computer system. The system for backing up the Corvus fixed disk should be implemented immediately.
29. A system for file security should be developed and implemented as soon as possible in order to maintain the integrity of the files.

30. The Agriculture Statistics Data Bank should be expanded as quickly as possible.
31. SEP personnel should be given training on the use of the system.
32. Personnel should be trained in the use of dBase as well as the special system for accessing the data base developed by the ASSP technician. This will provide more flexibility to the user.
33. DSA should become involved, on a very limited basis, in the collection of primary agricultural data. DSA should conduct primary data collection efforts which are very small in scope and size. These can be expanded once DSA has gained the necessary experience.
34. DSA should work with regional bureaus on data collection efforts. Once the data are collected, DSA will have direct access to the data for analysis.

#### Computer Center

35. The level of the computer center staff should be upgraded. Additional in-service training should be given to current staff. The training should include operations, maintenance, programming, use of the Agriculture Statistics Data Bank, and the use of various software packages.
36. The computer center staff should become expert on the use of all of the available software packages. Staff members should specialize in the various packages.
37. BI Zairian staff should be involved in the installation of the new system in SEP.
38. ASSP could buy several new Microcomputers. They should be compatible with the WANG PCs that the Mission is purchasing for its own use.
39. No new Apple IIe computers should be purchased. They should not be replaced, and only minimal amounts of money should be spent on their maintenance.
40. An assortment of additional software, for both the Apples and the new PCs should be purchased.

#### Recommendations Which Should Be Considered for New Project

##### Training

41. USAID/Kinshasa should increase the number of scholarships available for both long-term and short-term studies in

agricultural economics, statistics, computer science and office administration.

42. Selection of participant trainees should be made by the SEP Director, Division Chiefs and the Chief of Party on the basis of the programmatic needs of each Bureau. The technicians chosen for training should be willing to specialize in subject areas needed in the various Bureaus, such as agricultural finance, farm management, and project planning and evaluation.
43. The Chief of Party, in cooperation with the SEP Director should offer in-service training courses for the administrative staff. Secretaries should be offered courses in the use of office equipment, including word processing equipment. There should also be short courses in office and personnel management.
44. The SEP Director should work within AGRIDRAL to try and raise the salary levels of SEP personnel. The salary structure should be evaluated on the basis of training, experience and responsibility.
45. The Mission should encourage AGRIDRAL to institute a contract between GOZ and participant trainees which would require returning participants to work for a given period of time in SEP as a condition of the scholarship. The contract should be signed before the participant leaves for training.

#### Project Management

46. Working conditions of the technicians should be improved. Office furniture, equipment and supplies should be made available. More office space should be given each technician.
47. The quality of the reports and analysis of each of the Bureaus should be improved.
48. Technicians should specialize in a given area. In BAE, there should be a specialist for each commodity, and the specialist should work closely with parastatals and projects which are concerned with the commodity. In BPA, there should be a specialist for each of the regions, and the specialist should work closely with the agricultural planning office in the region. Technicians should be involved in policy discussions concerning their areas of specialization.
49. Agricultural plans for each of the regions should be developed. These plans should address policy issues.
50. In order to obtain better data for analysis, DSPA should develop a closer working relationship with DSA.

51. In order for him to qualify for long-term participant training, the DSPA Division Chief should be given a leave to study English. While on leave, he should be temporarily replaced by a well-trained individual who can coordinate the activities of DSPA.
52. Short-term consultants should be made available to work with DSPA in the development of micro-macro linkages between field projects, farming systems research and macro-economic policy.
53. BAE should identify and study policy issues relating to agricultural inputs and product markets.
54. After the completion of the regional reports, BPA should develop a five-year work program in which development plans for each of the regions would be included.
55. A reference library should be established in SEP.
56. Requests for equipment should be made well in advance to USAID. USAID should process purchase requests as quickly as possible.
57. SEP should increase the distribution of its reports. This will involve the publication of a larger number copies. Distribution of reports should routinely be made to offices in AGRIDRAL, agricultural parastatals, other Departments, international donors, and the agro-business sector.

#### Regionalization of SEP

58. Working with AGRIDRAL, SEP should foster the development of the regional bureaus. Regionalization of the planning process is an important step in the development of effective agricultural planning.
59. On a pilot basis, the Mission should provide funding to one or two regional bureaus. A comprehensive solution to the problem of regionalization will involve support from a number of international donors, and increased support from GOZ.

#### Computer System

60. SEP should gradually phase out the use of the Apple IIe Corvus LAN system. It should be replaced with machines which are faster, have more RAM memory, more disk storage and a larger assortment of software packages.
61. ASSP could buy several new Microcomputers. They should be compatible with the WANG PCs that the Mission is purchasing for its own use.

62. Additional peripheral equipment for both the new PCs should be purchased. This equipment should include printers and a plotter.
63. An assortment of additional software, for both the Apples and the new PCs should be purchased.

#### Recommendations for GOZ

64. The Mission should provide Pragma and the Pragma team with ample lead time on matters concerning contracts and contract termination.
65. At the end of each fiscal year, each Bureau chief should submit to his Division chief a summary of proposed and achieved activities, the level of spending in the bureau, and the problems and constraints encountered. These summaries should be used in the preparation of the annual report for SEP and ASSP.
66. The SEP Director should delegate more authority and responsibility to Division and Bureau chiefs. The Division and Bureau chiefs should play a more active role on the day to day administration of SEP.
67. SEP should take measures to increase its visibility within AGRICULTURAL and GOZ.

LIST OF APPEXDICES

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**APPENDIX A**

ID 1350-1 (10-79)  PIO/T	UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY AGENCY FOR INTERNATIONAL DEVELOPMENT  <b>PROJECT IMPLEMENTATION                  ORDER/TECHNICAL                  SERVICES</b>	1. Cooperating Country ZAIRE	Page 1 of 2 Pages
		2. PIO/T No. 660-070-3-20142	3. <input type="checkbox"/> Original or Amendment No. <u>1</u>
		4. Project/Activity No. and Title  660-0070 Agricultural Sector Studies	
<b>DISTRIBUTION</b>	5. Appropriation Symbol 72-1111001	6. Allotment Symbol and Charge CDAA-82-21660-AG13	
PD/IPS CWA /BFD E/CK/KOH/LAC2 /WCA /	7. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Implementing Document	8. Project Assistance Completion Date (Mo., Day, Yr.) 7/31/87	
	9. Authorized Agent REDSG/WCA	10. This PIO/T is in full conformance with PRO/AG 77-7-AM.2 Date 5/18/81	
	11a. Type of Action and Governing AID Handbook <input type="checkbox"/> AID Contract (HB 14) <input type="checkbox"/> PASA/RSSA (HB 12) <input type="checkbox"/> AID Grant (HB 12) <input type="checkbox"/> Other		11b. Contract/Grant/PASA/RSSA Reference Number (if this is an Amendment)
	12. Estimated Financing (A detailed budget in support of column (3) is attached as attachment no. <u>1</u> )		
origt 1 1 1 1	Maximum AID Financing	A. Dollars	(1) Previous Total    (2) Increase    (3) Decreases    (4) Total to Date
	B. U.S. Owned Local Currency		
<b>13. Mission References</b>	14a. Instructions to Authorized Agent  This contract increases funding of this PIO/T by _____ as total of _____. The Statement of Work has been changed as follows: - Item number 1 general tasks now reads: "Provide design recommendations and write Project Identification Document (PID) for a follow-on activity - Article IV - Reports now reads: "A draft evaluation and PID (in English) will be completed before the Team leaves Kinshasa. The final Evaluation Report in English will be submitted to USAID/Zaire within 30 days after team leaves Zaire." The budget has been revised to include 12 additional work days for each consultant. The revised budget is included as Attachment 1 to this amendment. The amendment changes the authorized agent to REDSG/WCA.		
	14b. Address of Voucher Paying Office Controller USAID/ZAIRES APO New York 09462-0006		
15. Clearance—include typed name, office symbol, telephone number and date for all clearances.			
A. The project officer certifies that the specifications in the statement of work are technically adequate  AND: DANIEL K. SHEPHERD Date _____		B. The statement of work lies within the purview of the initiating and approved agency programs Date _____ PRE: CHARLTON	
C. _____ Date _____		D. Funds for the services requested are available	
E. _____ Date _____			
16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to  Signature _____ Date _____ Title: Mubenga Mukendi Director General, Ministry of Planning		17. For the Agency for International Development  Signature: <i>Arthur S. Lozin</i> Date: 7/29/85 Title: Arthur S. Lozin Deputy Director/USAID	

AID 1350-1 (10-79)	UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country Zaire	Page 1 of 9 Pages
		2. PIO/T No. 660-070-3-20142	3. <input checked="" type="checkbox"/> Original or Amendment No.
PIO/T	PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	4. Project/Activity No. and Title 660-0070 Agricultural Sector Studies	

DISTRIBUTION	5. Appropriation Symbol 72-11M1021	6. Allotment Symbol and Charge GDAA-82-21660-AG13
	7. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Implementing Document	8. Project Assistance Completion Date (Mo., Day, Yr.) 3/31/87
ID/W	9. Authorized Agent AID/W	10. This PIO/T is in full conformance with PRO/AG 77-7AM 2 Date 5/18/81
D/IPS	11a. Type of Action and Governing AID Handbook <input checked="" type="checkbox"/> AID Contract (HS 14) <input type="checkbox"/> PASA/RSSA (HS 12) <input type="checkbox"/> AID Grant (HS 13) <input type="checkbox"/> Other	
JA	11b. Contract/Grant/PASA/RSSA Reference Number (if this is an Amendment)	
BFD	12. Estimated Financing (A detailed budget in support of column (2) is attached as attachment no. 1)	
/CM/ROD/LAC	13. Mission References	

		12. Estimated Financing (A detailed budget in support of column (2) is attached as attachment no. 1)			
		(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
1	Maximum AID		-		
1	Financing				
1	A. Dollars				
1	B. U.S. Owned Local Currency				
2					
2					

14a. Instructions to Authorized Agent

Requests SER/CM to negotiate a contract for the services of an IQC to perform an evaluation of project 660-0070. The contractor will be required to provide one Agricultural Economist/Planner and one Data Processing/Statistician to carry out the statement of work under Article III.

14b. Address of Voucher Paying Office

Controller, USAID/Zaire, APO New York 09662-0006

15. Clearances—Include typed name, office symbol, telephone number and date for all clearances.

A. The project officer certifies that the specifications in the statement of work are technically adequate	Phone No.	B. The statement of work lies within the purview of the initiating and approved agency programs	Date
ARD: Daniel R. Wherry		PRM: J. Rivera	4/25/87
C.	Date	D. Funds for the services requested are available	
DEO: Braddeek	3/28/85	CONT: Perkins	04/08/85
E.	Date		
MGT: Holt	67		
16. For the cooperating country. The terms and conditions set forth herein are hereby agreed to	Signature	17. For the Agency for International Development	Date
Mubanga Mukendi	67	Arthur G. Smith	3/26/85

AID 1350-1 (10-79)	1. Cooperating Country <b>Zaire</b>	2. PIOT No. <b>660-070-20142</b>	Page 2 of 9 Pages
PIOT	4. Project/Activity No. and Title <b>660-0070 Agricultural Sector Studies</b>		

**SCOPE OF WORK**

18. THE SCOPE OF TECHNICAL SERVICES REQUIRED FOR THIS PROJECT ARE DESCRIBED IN ATTACHMENT NUMBER 1 HERETO ENTITLED "STATEMENT OF WORK".

19. SPECIAL PROVISIONS

French S3/R3

- A.  LANGUAGE REQUIREMENTS (SPECIFY)  
(IF MARKED, TESTING MUST BE ACCOMPLISHED BY AID TO ASSURE DESIRED LEVEL OF PROFICIENCY)
- B.  ACCESS TO CLASSIFIED INFORMATION  WILL  WILL NOT BE REQUIRED BY TECHNICIAN(S).
- C.  DUTY POST(S) AND DURATION OF TECHNICIANS SERVICES AT POST(S) (MONTHS) **Kinshasa/Zaire 1 p/m**
- D.  DEPENDENTS  WILL  WILL NOT BE PERMITTED TO ACCOMPANY TECHNICIAN.
- E.  WAIVER(S) HAVE BEEN APPROVED TO ALLOW THE PURCHASE OF THE FOLLOWING ITEM(S) (COPY OF APPROVED WAIVER IS ATTACHED)
- F.  COOPERATING COUNTRY ACCEPTANCE OF THIS PROJECT (APPLICABLE TO AIDW PROJECTS ONLY)
  - HAS BEEN OBTAINED
  - HAS NOT BEEN OBTAINED
  - IS NOT APPLICABLE TO SERVICES REQUIRED BY PIOT

G.  OTHER (SPECIFY)

1, The Consultants will present evidence of sound physical condition, dated within 90 days of entry into Zaire, stating the consultant is free of infectious disease and fit to work and travel in Zaire without medical supervision, see block 23(12). Certification is needed to be eligible for care at the U.S. Embassy Medical Unit.

20. BACKGROUND INFORMATION (ADDITIONAL INFORMATION USEFUL TO AUTHORIZED AGENT)

The Evaluation is a second mid term review of project efforts. The first evaluation was conducted in February 1983.

21. SUMMARY OF ATTACHMENTS ACCOMPANY THE PIOT (INDICATE ATTACHMENT NUMBER IN BLANK)

- Article
- VIII DETAILED BUDGET IN SUPPORT OF INCREASED FUND NO (BLOCK 12)
- \_\_\_\_\_ EVALUATION CRITERIA FOR COMPETITIVE PROCUREMENT (BLOCK 14)
- \_\_\_\_\_ JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT (BLOCK 14)
- Article
- III STATEMENT OF WORK (BLOCK 18)
- \_\_\_\_\_ WAIVER(S) (BLOCK 18) (SPECIFY NUMBER)

AID 1380-1 '10-79)	1. Cooperating Country Zaire	7. PIO/T No. 660-070-20142	Page 3 of 9 Pages
	4. Project/Activity No. and Title 660-0070 Agricultural Sector Studies		

12. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities

Contractor will be responsible to the Mission Director, USAID/Zaire  
 Technical guidance will be provided by ARD Project Manager and DEO  
 Evaluation Officer

B. Cooperating Country Liaison Official

Director of Studies Service, Government of Zaire, Department of Agriculture

C. AID Liaison Officials

USAID Director or appointed staff officers

LOGISTIC SUPPORT

23. Provisions for Logistic Support

A. Specific Items (Insert "X" in applicable column as right. If entry needs qualification, insert asterisk and explain below in C. "Comments")	IN KIND SUPPLIED BY		FROM LOCAL CURRENCY SUPPLIED BY		TO BE PROVIDED OR ARRANGED BY SUPPLIER
	AID	COOPERATING COUNTRY	AID	COOPERATING COUNTRY	
(1) Office Space	X				
(2) Office Equipment	X				
(3) Housing and Utilities	N/A				
(4) Furniture	N/A				
(5) Household Equipment (Stoves, Refrig., etc.)	N/A				
(6) Transportation in Cooperating Country	X				
(7) - Transportation To and From Country					X
(8) Interpreter Services/Secretarial	X				
(9) Medical Facilities	X				
(10) Vehicles (official)	X				
(11) Travel Arrangements/Tickets					X
(OTHER SPECIFY) (12) Physical Exam					X
(13)					
(14)					
(15)					

B. Additional Facilities Available From Other Sources

APO/FPO

PX

COMMISSARY

OTHER (Specify, e.g., duty free entry, tax exemption)

Temporary Membership in American Employees Welfare and Rec. Assn.,  
 Accomodation Exchange

CONTRIBUTION  
SHEET

UNITED STATES INTERNATIONAL  
DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

- F/O/C  
 F/O/P  
 F/O/T  
 P/A/P/R

Worksheet  Narrative

PAGE 4 OF 9 PAGES

1. Cooperating Country ZAIRE

2a. PIO Number  
660-070-20142

2b.  Original  Copy

3. Project Number and Title

660-0070-  
Agricultural Sector Studies

Reference Number

Use this form to complete the information required in any block of a F/O/T, F/O/P or P/A/P/R. For F/O/T, furnish the work number, quantity, description/specifications, including catalog sheet number and price when possible.

Attachment A

Background: The Agricultural Sector Studies Project is the third United States bilateral activity in the area of agricultural policy and planning. The sector goal is to improve the living standards of rural farm families. Under this goal, the purpose of project 660-0070 is to increase the capability of the Studies and Planning Service to collect and process data, to do staff analysis in support of policy formulation, to monitor the sector, and to make available documents and data.

Article I -- Title: Agricultural Sector Studies  
(660-0070)

Article II -- Objective:

To provide technical assistance in the fields of agricultural economics/planning and data processing/statistics for the evaluation of the Agricultural Sector Studies Project 660-0070.

Article III -- Statement of Work:

The contractors will perform the following general tasks:

1. Verify the soundness of the projects' design in view of experience to date.
2. Assess the progress toward the end of project status.
3. Assess progress toward incorporation of the recommendations of the mid-term evaluation.
4. Review the concrete GOZ actions to establish the Service for Studies and Planning (SEP) as a permanent functioning agency within the DOA.
5. Review the administrative office functions of SEP for proper management functions and financial performance.
6. Review the data processing unit to determine the effectiveness of the program and the technical design of the data storage and retrieval system.
7. Provide design recommendations for follow-on activities.
8. Suggest useful lessons learned for possible application to other

CONTINUATION  
SHEET

UNITED STATES INTERNATIONAL  
DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

FIC/C  
 FIC/D  
 FIC/E  
 PA/FR

Worksheet  Invoice

PAGE 5 OF 9 PAGES

1. Cooperating Country Zaire

2a. PIO Number 660-070-20142

2b.  Original OR  Amendment No.                     

3. Proposal Number and Title 660-0070-  
Agricultural Sector Studies

Include short  
abstracts

Use this form to complete the information required in any block of a PTO/P, PTO/T or PA/PIL. For PTO/P, furnish the loan number, quantity, description, specifications, including catalog mark number and price when available.

The Agricultural Economist/Planner will:

1. Evaluate the quality of analysis that SEP technicians provide for DOA/GOZ,
2. Review the administrative office functions of SEP for proper management functions and financial performance.
3. Review the effectiveness of Zairian technicians as advisors to the DOA and Minister of Agriculture.
4. Review the spread and effect of reports and data published by SEP in GOZ and private financial, marketing and production agencies.

The Data Processing/Statistician will:

1. Evaluate the alternatives for primary and secondary data gathering, analysis and presentation in providing valid, reliable statistics and advice to the DOA.
2. Review the data processing unit to determine the soundness of technical design and operation.
3. Propose appropriate alternatives for expansion and/or modification of the data processing unit to facilitate future demand for processing services.

Article IV -- Reports:

A draft report (in English) will be completed before the team leaves Kinshasa. The final report in English will be submitted to USAID Zaire within sixty days after the team leaves Zaire.

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CONTINUATION SHEET	UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet <input checked="" type="checkbox"/> Invoice	PAGE 6 OF 9 PAGES
	<input type="checkbox"/> P/O/C	1. Cooperating Country      Zaire	
	<input type="checkbox"/> P/O/P	2a. P/O Number 660-0070-	<input checked="" type="checkbox"/> Original O/P <input type="checkbox"/> Amendment
	<input checked="" type="checkbox"/> P/O/T	3. Project Number and Title 660-070-20142 Agricultural Sector Studies	
<input type="checkbox"/> P/A/P/E			

Use this form to describe the information required in any block of a P/O/P, P/O/T or P/A/P/E. For P/O/C, furnish the item number, quantity, description, specifications, including catalog work number and price when available.

Article V -- Relationships and Responsibilities:

The contractors will be responsible to the USAID/Zaire Mission Director. Technical guidance will be provided by USAID/ARD Project Manager, DFO Evaluation Officer and Division Chief of the Projects Office in the Service d'Etudes. The USAID project manager will administratively approve contractor voucher requests for payment.

Article VI -- Term of Performance: The contractors will be required in-country for 26 workdays each, preferably from May 27 to June 25, 1985.

Article VII -- Work Days Ordered:

The contractors are authorized to work on Saturdays. The total number of work days ordered under this P/O/T are 26 days x 2 contractors or 52 days.

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Memorandum

To: SER/CM/COD/OTR, Mr. EDWARD H. Thomas  
Thru: USAID/Zaire/MGT, Mr. Michael C. Trott

From: USAID/Zaire/ARD, R. Daniel

Subject: Request for Issuance of Work Order and Justification and Approval  
for Use of External Resources for Consulting Services.

A. Request:

1. I request that SER/CM negotiate a Work Order under an Indefinite Quantity Contractor to perform an evaluation of Project 660-0070. Evaluation details are provided in the attached PIO/T No. 660-070-3-20142.

2. The person in this office to be contacted concerning this request is:

- Mr. Ronnie G. Daniel, USAID/ARD 26971 (Kinshasa, Zaire)

B. Requiring Officer Certifications:

I certify that to the best of my knowledge:

1. That the required work is not a fragmentation of a known long-term requirement for the services of the recommended contractor.

2. No AID employee or other individual resources, such as experts and consultants or personal services contractors, are available on a timely basis which can be properly used to perform the required work.

C. Justification and Approval for Use of External Sources for Consulting Services or for the Preparation of Studies or Reports

1. Justification

a. Need and Utilization

The subject services are required to conduct the second mid-term evaluation scheduled for the project. The subject procurement will be for the services of two individuals: one Data Processing/Statistician (26 workdays) and one Agricultural Economist/Planner (26 workdays). The subject services are estimated to cost \$43,000. An additional local currency cost equivalent to \$6,604 will be paid for per diem according to USAID Directive 1006 dated 12/14/84.

b. Review of Prior Work

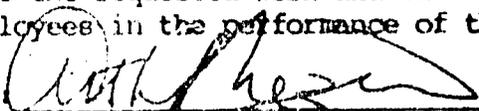
The proposed evaluation is the second scheduled mid-term evaluation of 660-0070 and there will be no duplication of effort.

c. In-house Capability

The subject activity requires the services of a Agricultural Economist/Planner and Data Processing/Statistician. Individuals with the required expertise do exist within AID's Direct Hire staff, either in Washington or in overseas posts. Due to other commitments, however, these individuals are generally unavailable to devote the required amount of time for project evaluation. For the purposes of this activity, it is felt to be most advantageous for the US Government to procure the services from firms or individuals other than USDI employees.

2. Approval

I approve the requested work and the use of persons other than AID Direct Hire employees in the performance of the work.

By   
\_\_\_\_\_  
Mr. Arthur St. Iezin  
Deputy Director  
USAID/Zaire

Date: 9/26/85

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## APPENDIX B

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APPENDIX C

LIST OF PERSONS CONTACTED DURING THE EVALUATION

Cit. Afifi Bonguandu	Sous Directeur Agronomique, OZACAF, trained by AEDP or ASSP
Cit. Budiadia Mubele	Agro-Economiste, BAE, DSPA, SEP, AGRIDRAL, GOZ
Mr. Alain Babilot	FAO Conseiller Technique, DSA, SEP
Mr. Lee Braddock	Design and Evaluation Officer, USAID/Kinshasa
Mr. Donald Brown	Agricultural Development Officer, USAID/Kinshasa
Cit. Burhama Ntibonera	Drought Task Force, CPS, Kinshasa, trained by AEDP or ASSP
Dr. Nguyen Chan	Conseiller Technique, BP, DSPA, SEP and Pragma Team Member
Mr. John Cohen	Production Manager, Ferme de Kisanga, Lubumbashi
Mr. George Conde	Conseiller Technique, BAE, DSPA, SEP and Pragma Team Member
Mr. Karl Danga	U.S. Consul General, Lubumbashi
Mr. Ronnie Daniel	Project Manager, Agricultural Sector Studies Project, USAID/Kinshasa
Mr. Dan Geisler	U.S. Vice Consul, Lubumbashi
Mr. John Gold	Conseiller Technique, BD, DSA, SEP; Personal Services Contractor
Mr. James Gray	Conseiller Technique, BI, DSA, SEP and Pragma Team Member
Cit. Imuine Mutshima	Chef, BSPA, DSPA, SEP, AGRIDRAL, GOZ, trained by AEDP or ASSP
Cit. Kabengele Lumbamba	Technician, BP, DSPA, SEP, AGRIDRAL, GOZ, trained by AEDP or ASSP
Cit. Kabongo Bayabalume	Computer Operations, BI, DSA, SEP, AGRIDRAL, GOZ

Cit. Kabongo Nkaya	Directeur, Departement du Plan du Shaba
Cit. Kabongo Tshial	Chef, BI, DSA, SEP, AGRIDRAL, GOZ
Cit. Kassenga Ali	Chef, BAE, DSPA, DEP, AGRIDRAL, GOZ, trained by AEDP or ASSP
Cit. Kassongo Shuyaka	Inspecteur Regional d'Agriculture du Shaba
Mr. Raymond King	Controller, USAID/Kinshasa
Cit. Kule Sisso	MS student sponsored by ASSP
Mr. Davio Leong	Design and Evaluation Officer, USAID/ Kinshasa
Cit. Lititiyo Afata	Directeur de Promotion Rural, Kinshasa trained by AEDP or ASSP
Cit. Luzolo wa Luzolo	Chef de Division de Developpement Rural, Kinshasa
Dr. Lumpungu Kamanda	Professor d'Economie Rurale, Universite de Kinshasa
Cit. Manzongo Likenza	Responsable de Service de Gestion de Avis Exterieurs, Banque de Zaire Trained by AEDP or ASSP
Cit. Mara Nseye	MS student sponsored by ASSP
Cit. Mingiedi Mzumbu	Chef, DSA, SEP, AGRIDRAL, GOZ
Cit. Mota Bakajika	Institute National d'Etude Agronomique, Kinshasa, trained by AEDP or ASSP
Cit. Mpia Elengesa	Commercial Director, Ets. Rwacico, Kinshasa, trained by AEDP or ASSP
Cit. Mputu Dieri	Conseiller, Cabinet du Commissaire d'Etat a Agriculture, trained by AEDP and ASSP
Cit. Mubenga Mukondi	Director, SEP and ASSP
Cit. Mukuna Kalenda	Sous-Directeur de Production, OZACAF Trained by AEDP and ASSP
Cit. Ngamfula Bikimi	Directeur Regional, Ferme de Kisanga, Lubumbashi
Cit. Ngemba Leng	Chef, BAE, DSPA, SEP, AGRIDRAL, GOZ
Cit. Nkuka	Comptable, SEP, AGRIDRAL, GOZ

Mr. Jean-Claude Noudeu	SCET AGRI, Directeur pour le Zaïre
Cit. Nsavar Lebansa	Chef, BD, DSA, SEP, AGRIDRAL, GOZ
Cit. Nzungu Ne Mbangu	Chef, Services Administratifs, SEP, DARDE, GOZ
Ms. Jo Ellen Patterson	Design Officer, USAID/Kinshasa
Mr. Richard Podel	Mission Director, USAID/Kinshasa
Ms. Debra Rechtenwald	Evaluation Officer, USAID/Kinshasa
Cit. Ruhana Mirindi	Departement des Etudes, Banque du Zaïre
Mr. Joseph Ryan	Economist, USAID/Kinshasa
Dr. David Shapiro	Conseiller Technique, SEP and Chief of Party, Pragma Corporation
Ms. Henny Sebretch	Administrative Assistant, SEP
Cit. Singa Ndjoku	Chef, DSPA, SEP, AGRIDRAL, GOZ
Cit Tamfumu Ezey-Ebio	Chef, BP, DSPA, SEP, AGRIDRAL, GOZ, trained by AEDP or ASSP
Professor Tiker Tiker	Expert National du PNUD, Kinshasa
Mr. Leons Waskin	ADO, SHADO, USAID/Lubumbashi
Mr. David Williams	Logistics Coordinator, USAID/Lubumbashi

PERSONNEL DU PROJET 070

NOM	GRADE	FONCTION
	DIRECTION	
1. MUBENGA MUKENDI	chef de service	directeur

DIVISION DE STRATEGIE ET PLANIFICATION AGRICOLE

2. SINGA NDJOKU	chef de division (CD)	CI
3. KALOMBO ILUNGA	CD	CI

SERVICE D'INTENDANCE ET DE FINANCE

A. FINANCE

4. NKUKA	att.b.1	comptable
5. NZUNGU NE MBAIGU	att.b.1	chef-comptable

B. LOGISTIQUES

6. BANONA MAMBU	att.b.1	centraliste
7. BATANTU	PROJET 070	word proces- sor operateur
8. KADIMA M.	att.b.2	dactylo
9. KADIMA T.	att.b.2	dactylo
10. KIMBumbu BUSABUSA	att.b.2	secrétaire
11. LUZOLO	agt.b.1	dactylo
12. MBOYO	agt.b.1	dactylo
13. -----	att.b.2	relations publique
14. MOKE	att.b.2	publicateur
15. NGONZO	agt.b.1	dactylo

C. MECANIQUE

16. -----	PROJET 070	chauffeur
17. KAZUMBA KASONGO	att.b.1	chauffeur
18. MAKAKWENGE	att.b.2	chef- mécien
19. MAKILA MABE	PROJET 070	mécien
20. MUJINGA MUTOMBO	PROJET 070	chauffeur
21. NGITUKA	PROJET 070	chauffeur
22. TSHIBANGU WA TSHIBANGU	att.b.2	chauffeur

D. SURVEILLANCE

23. BRIYUYA	PROJET 070	sentinelle
24. EBENGO	PROJET 070	sentinelle
25. MAKENGO	PROJET 070	sentinelle
26. NTOTO	PROJET 070	sentinelle
27. TSHIMANGA	PROJET 070	sentinelle

E. HUISSIERS

28. Kalala Bajakajiki	agt. b. 1	huiss...
29. Salafini	aa	huissier

E. ASSISTANTE ADMINISTRATIVE

30. HENNY SEBRETCH

BUREAU DE STRATEGIE ET PLANIFICATION AGRICOLE

31. IMUINE MUTSHIMA	chef de bureau (CB)	CB
32. CHAN NGUYEN	PRAGMA	conseiller (CS)
33. KABENGELE LUBAMBALA	att. b. 1	iat
34. KHONDE MAVUANGA	PROJET 070	ia
35. MATESSO W.	att. b. 1	ia
36. MFINDA NSITU	att. b. 1	mv
37. NKONGOLO	PROJET 070	ia
38. RUHIMBASA LUGABA	att. b. 1	ia
39. YETO	CB	ia

BUREAU DE PROJETS

40. MPIA ELENGESA	CB	CB
41. DAVID SHAPIRO	PRAGMA	chef d'équipe
42. KABONGO KATOYISHI	PROJET 070	ia
43. KALOMBO NTAMBE	PROJET 070	demog.
44. MIBULUMUKINI	PROJET 070	PRAY
44. MUKENDI YAMPULA	PROJET 070	ia
45. MUKUNA BENTSH	att. b. 1	ia
46. TAMFUMU	CB	ia
47. YOMBO	PROJET 070	mv

BUREAU D'ANALYSE ECONOMIQUE

48. NGEMBA LENG	att. b. 1	CB
49. GEORGES CONDE	PRAGMA	CS
50. PAUL DEVUYST	BELGE	CS
51. BUDIADIA MUTELE	att. b. 1	iat
52. KASSENGA ELI	att. b. 1	ia
53. MBUYI A MULU	PROJET 070	ia
54. NGONGO	PROJET 070	mv

Nouveaux techniciens

Pour le bureau de Strat. et Planification agr.

- MUKUNA NGALULA Méd. vet.  
- LOHESE ESAKAKONDO Ir. agr.

Pour le bureau Projets

- MUNIAMPALA NGAZWOB DEMOGRAPHIE

Pour le bureau Analyse économique

HYAMUSIKA Méd. vé.  
MUTEBA MPOY Ir. ag  
KALAMBAYI DEMOGRAF

DIVISION DES STATISTIQUES AGRICOLES

55. MINGIEDI MAMBU	CD	CD
56. ALAIN BABILLOT	FAO	CB

SECRETARIAT

57. BENA NKOYO	att.b.2	dactylo
58. BUKATU PINDI	agt.b.1	huissier
59. DENG A KILANGA	agt.b.1	classeuse
60. KABASUBABU	agt.b.1	charge d'achat
61. KATUNDA MATOBU	agt.b.1	huissier
62. MAYINDOMBE	aa.1	chauffeur
63. MIKANDU MAKITU	att.b.2	dactylo
64. MUKINZI MWENGA	att.b.2	caissier
65. NDIBU TSHIYOMBO	agt.b.1	chauffeur
66. NGUNGU MAFUKU	agt.b.1	indicateur
67. NSAMULELO MUKAWA	agt.b.1	huissier
68. NTUA KEN OSHA	agt.b.1	dactylo
69. SUMBU KIMONAMPASI	agt.b.1	dactylo
70. WAMBENGE NENE	att.b.1	secrétaire

BUREAU DE METHODOLOGIE

71. NGONDE NSAKALA	CB	CB
72. BOYENGE IKWANGE	CB	ia
73. KAPITA ALI	att.b.1	ia
74. LUFIMPU LUKOMBO	att.b.1	demograp.
75. MAWAMPANGA MWANA	att.b.1	ia
76. NZUNDU MBUTA	att.b.1	statist.

BUREAU DES STATISTIQUES COURANTES

77. LUKUSA LUMEMBU	CB	CB
78. KABEMBA YAMBA	att.b.1	ia
79. KAMANGA TSHILOMBOJI	att.b.1	verificateur
80. LUKUNI MENA	att.b.1	verificateur
81. LUMBALA NGOYI	att.b.1	verificateur
82. MAMBA BIAKUTEKA	att.b.1	ia
83. MUKENDI BUTAKA	CB	statisticien

BUREAU DE DEPOUILLEMENT

84. NSAVAR LE BANSA	CB	CB
85. JOHN GOLD	PROJET 070	CONSEILLER
86. ILUNGA KASONGO	att.b.2	verificateur
87. KABONGO TSHIMBALANGA	att.b.1	statisticien
88. KAPAMBU NKOLE	att.b.2	statisticien
89. KASONGO KABAMBA	att.b.2	verificateur
90. LUANGU TENSI	att.b.1	verificateur
91. MULAMBA MPOYI	att.b.1	statisticien
92. NKOMBO BAKATAMBAKUFUA	att.b.2	verificateur

BUREAU D'INFORMATIQUE

93. KABONGO TSHIALEMBALEMBA	CB	CB
94. JAMES GRAY	PROJET 070	CONSEILLER
95. KABENGELE DIANGU	PROJET 070	demograph.
96. KABONGO BAYABALUME	att.b.1	analyste
97. KAFILONGO MABELE NSAY	att.b.2	analyste
98. KAMBA KALONJI	PROJET 070	demograph.
99. KIESOLO NTEMO	CB	analyste
100. MALABA MUNDADI	att.b.1	operateur de saisie
101. NKENDA LUTUMBA	att.b.2	operateur de saisie
102. NTUMBA NTABALA	agt.b.1	operatrice de saisie
103. RAMAZANI OWANSO	agt.b.1	operatrice de saisie
104. WUMBA NGALA	agt.b.1	programmeur

ORGANIGRAMME DE SERVICE D'ETUDES ET  
PLANIFICATION

