

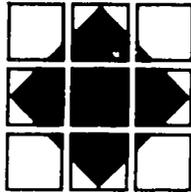
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REPUBLIC OF ZAIRE
DEPARTMENT OF AGRICULTURE AND
RURAL DEVELOPMENT

QUARTERLY REPORT
NO. XVIII
OCTOBER-DECEMBER 1985

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

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



THE PRAGMA CORPORATION

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THE FRAGMA CORPORATION

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I. INTRODUCTION

This quarterly report covers the eighteenth quarter of activities of the Pragma Team, which provides technical assistance to the Studies and Planning Service (Service d'Etudes et Planification, or SEP) of the Zairian Department of Agriculture and Rural Development under USAID/ZAIRE Project 660-0070. The report covers the fourth quarter of 1985.

There are four substantive sections to this report. The following section provides an overview of the major events of the quarter, while Section III reviews progress toward project objectives. Following a section on the major problems and constraints encountered, the report concludes with the individual reports of Pragma Team members.

The Pragma Corporation

II. MAJOR ACTIVITIES OF THE QUARTER

The fourth quarter of 1985 was an extremely busy one for the Zaire Agricultural Sector Studies Project (Project 070). In addition to continued work on the regional studies, commodity reports, the Agricultural Statistics Data Bank and participant training, the project initiated (following extensive preparations) its first new major primary data collection effort in some time (the Southern Band Survey). The quarter also witnessed considerable effort oriented toward designing USAID's follow-on project (Project 119) at the Service d'Etudes et Planification (SEP); the beginning of implementation of the recommendations contained in the Project Evaluation Summary (PES); and the debut of construction work aimed at increasing the office space capacity of SEP.

Early in the quarter we received from Pragma copies of two newly published project reports: the Shaba regional study and the Rubber report. By the end of the quarter Dr. Chan and the Agricultural Planning Bureau had completed the first draft of the regional study for Kasai Oriental (with the draft submitted to the Chief of Party for comments), while Mr. Conde and the Economic Analysis Bureau had completed a first draft of the Current Situation of Zairian Agriculture report (with the draft partially typed and several chapters having been submitted for comments). Missions were carried out during the quarter by members of each of the three bureaus of SEP's Division of Strategy and Planning (DSP) in support of ongoing project reports and studies. Dr. Chan and two members of the Agricultural Planning Bureau, Cit. Matesso and Dr. Mukuna, traveled to Kivu to gather additional data for the Kivu regional study; while Cit. Kassenga of the Economic Analysis Bureau also traveled to Kivu to obtain supplementary information for the Peruvian bark report. Cits. Tamfumu and Kalombo of the Projects Bureau went to Equateur to gather additional information for the project paper that they are writing under the direction of Professor Lumpungu.

The quarter saw continued work in the area of participant training. During the month of October Cit. Nseye traveled to Bandundu to conduct surveys of farmers in connection with his Master's thesis for North Carolina A & T University. He was accompanied initially by Dr. Anthony Yeboah, but unfortunately the vehicle in which they were traveling broke down and due to time constraints Dr. Yeboah was forced to return to Kinshasa. Dr. Yeboah's stay in October was only a temporary one, but following resolution of his contractual situation by all parties concerned (AID, Pragma, NC A & T) he arrived in Kinshasa in late December for a long-term (2 year) stay as field thesis supervisor. In late October the third of Project 070's initial seven participants (Dr. Kalamba) returned to Zaire to conduct his thesis research for the University of Kentucky.

During November Dr. Shapiro took a quick trip to Kongolo to

visit Project North Shaba (PNS). The purpose of the visit was to inquire in detail into the nature and types of data collected by PNS that might possibly serve as data to be used in preparation of Master's theses. To this end a very fruitful meeting was held with several members of the PNS staff involved in data collection. To follow up on this initial contact, a more comprehensive visit of this nature should be undertaken by Dr. Yeboah during the first quarter of 1986.

Information was received from the Economics Institute (EI) concerning the initial placements and first-term grades for the six participants who left Zaire in August. EI's ranking in September of the participants' English skills was (not surprisingly) very highly correlated with the participants' TOEFL scores from early August. With the exception of one low grade in a Math course, the participants' first-term grades were quite satisfactory.

Planning for in-country participant training also took place during the quarter. We are hoping to offer a USDA course on Agricultural Data Collection next March, and to this end several meetings were held involving Mr. Daniel, Director Mubenga, USDA representatives, and Dr. Shapiro. These meetings served to delineate the scope and objectives of the course, as well as details on the course content and identification of prospective participants.

The Southern Band Survey occupied throughout the quarter a significant portion of the time of ten DSP technicians, as well as of three advisers. Professor Kalonji Ntalaja was hired at the beginning of November as a short-term consultant to guide and direct survey activities. Along with Mr. Gold and Dr. Shapiro, Prof. Kalonji worked up the detailed activities for the survey. At his suggestion, logistics missions were organized to each of the five regions included in the survey. These missions were designed to make logistical arrangements for the survey itself and to draw the samples of villages (and if possible, households) to be included in the survey. They were carried out during the last three weeks of November. Each adviser went to one of the regions, as did Mr. Daniel. Following extensive reviews of these missions, nine days were spent in training and preparation for the survey, and on Dec. 19 the first round of the survey began. It is anticipated that this first round will last more or less through the month of January.

At the request of USAID/Kinshasa, considerable energy and effort went into preparation of Project 119, USAID's proposed successor to Project 070 at SEP. During October, Mr. Daniel worked on revisions to the 119 PID, and in this regard a number of discussions and meetings were held with Dr. Shapiro, Director Mubenga, and Projects Bureau Chief Cit. Mukuna Bentsh. Meetings were also held with Mr. Babillot, the FAO Statistics advisor, and with Mr. Kinloch, the UNDP Resident Representative in Kinshasa. In November a two-person team (Dr. Frank Masson and Ms. Millie Gadbois) arrived for a five-week stay to draft the 119 Project

Paper (PP). Their work entailed numerous meetings and discussions involving, at various times, all of the members of the Project 070 technical assistance team.

In early November, as part of the preparation of the project's counterpart funds (CPF) budget for 1986, we began implementation of some of the key recommendations from the PES (based on the evaluation of Project 070 that was completed in September). The budgeting process began with elaboration of proposed work programs by bureau chiefs, and then delineation of budgets tied to those work programs. In addition, a salary structure was developed by Dr. Shapiro with the aim of both responding to new USAID guidelines concerning salaries and carrying out the PES recommendations that salaries be based on education, experience, responsibility, and productivity. For this latter aspect (pay based on productivity) Ms. Sebrechts developed a detailed proposal for merit pay supplements based on semi-annual performance evaluations for all project agents. This proposal was accepted by USAID and we hope to implement it beginning early in 1986.

More generally, at the very end of the quarter a meeting was held involving the seven bureau chiefs, two division chiefs, and Director Mubenga. The purpose of the meeting was to review the PES recommendations and progress to date in implementing them, and to assign responsibility to the appropriate individuals for implementation of each individual recommendation. It was agreed that the Projects Bureau will be responsible for ongoing monitoring of progress toward implementing the PES recommendations.

Following a series of meetings in late October and November with Dr. Bewa, General Secretary of the Department of Agriculture, and with several of his advisers, a firm was chosen to build an annex to the main SEP building (from among the five firms that had submitted bids on the job). The construction work, scheduled to last approximately four months, began in December. This second annex will alleviate our current space problem.

During this past quarter there were two excellent examples bearing witness to SEP's capabilities. Pursuant to an earlier request of Mr. James Benson, the Agricultural Attache based in Abidjan, Cit. Kassenga of the Economic Analysis Bureau prepared a report for inclusion in USDA's Foreign Agriculture Service statistical reporting system. We hope that SEP's contribution will be a continuing one. Secondly, SEP's assistance was sought by the Caisse de Stabilisation Cotonniere (CSCO). CSCO is planning to carry out surveys in several cotton-growing areas of Zaire, and SEP's assistance was sought for questionnaire design (done by Cit Bokisila of the Economic Analysis Bureau and Cit. Nsavar of Bureau Depouillement) and for manpower to assist with implementation of the surveys (to begin in January).

Last but not least, approval was obtained on all sides to hire a part-time administrative assistant for the project, to focus on USAID and Pragma-related administrative matters. Ms. Dayna Griego, with an academic background in business management and previous experience in an administrative position, was hired for the position. She will begin working in January.

III. PROGRESS TOWARD ACHIEVING PROJECT OBJECTIVES

In this section of last quarter's report it was noted that "we will attempt to follow the recommendations in the PES in order to more thoroughly achieve the full gamut of project objectives." To this end, as noted in the preceding section, we have already taken steps to implement the PES recommendations concerning budget preparation and salary structure. In addition, pursuant to other recommendations in the PES, Dr. Chan has arranged seminars on regional planning and regional analysis, and a Zairian has been hired to assist Ms. Sebrechts in running the logistical aspects of the project. Progress has been made on several other PES recommendations as well: the interested reader is referred to the Appendix to this report, which gives a review of progress as of the end of the quarter toward achieving each of the PES recommendations. We intend to provide such a review as an appendix to each subsequent quarterly report.

Two developments during the quarter represent significant progress toward achieving two important project objectives. First, completion of the first draft of the updated Current Situation of Zairian Agriculture report by Mr. Conde and members of the Bureau of Economic Analysis represents a milestone of sorts in the process of institutionalization of project accomplishments. It is the first case of a sequel--i.e., a second (and presumably improved as well as updated) version--to an earlier (and very successful) project report. During the coming year we expect to begin work on other sequels as well; and we believe that this building on past accomplishments represents a very important step in the process of institution-building.

Second, the extensive work that has been and will be done in connection with the Southern Band Survey will serve as a very practical model of how to carry out a primary data collection effort. In this vein, it should be noted that we are extensively documenting the various steps and procedures undertaken, with a view toward putting together a "how-to" manual for future reference. We believe that the experience being gained in the Southern Band Survey will not only directly enhance SEP's capacity for improved primary data collection, but also serve as a framework for subsequent data collection efforts to be carried out under Project 119.

IV. MAJOR PROBLEMS AND CONSTRAINTS ENCOUNTERED AND PROPOSED SOLUTIONS

During the past quarter there were a number of minor problems encountered: the project's translator/secretary was sick for virtually the entire month of December, causing backlogs both in translation work and in preparation of the quarterly report for the third quarter of 1985; delays in completion of the necessary electrical work prevented installation of the new computers at DSP; Mr. Gold's involvement throughout the quarter with the Southern Band Survey and Mr. Gray's departure on vacation in December brought progress on the Data Bank to a virtual halt; and Director Mubenga misplaced the first three chapters of the Bas-Zaire regional study. In each of these cases, we expect that the problem will be resolved early in the first quarter of 1986.

Three more serious problems were (once again) evident during the past quarter: personnel turnover, salaries, and the Statistics Division. Cit. Kule, who had returned from the U.S. in June to carry out his thesis research, never came back to work following an extended vacation. In addition Cit. Ruhimbasa, Assistant Bureau Chief for the Agricultural Planning Bureau, very nearly left SEP in early December for the private sector where he was offered a job paying approximately three times his SEP salary.

The solution traditionally proposed to stem personnel turnover -- improved salaries -- was proposed last quarter in the form of a hefty salary increase as part of the 1986 CPF budget submission. Despite the fact that this proposed increase represented implementation of an important part of PES recommendation #4 ("The Mission should increase premiums paid to SEP employees to the same levels paid to personnel working with other USAID projects"), the increase was rejected as being too large. (The Mission proposes now to equalize salaries gradually, over a period of a few years). In effect, then, SEP employees are condemned to continue to live with relatively low salaries in the future because they have been living with relatively low salaries in the past. If the more modest salary increases fail to keep pace with private sector salary increases, we will undoubtedly continue to lose trained and experienced personnel to the private sector.

Last but not least is the Statistics Division (DSA). The weaknesses of the Division were so evident to Ms. Millie Gadbois, the Statistics expert on the 119 PP team, that more than once she proposed that DSA be dropped from Project 119. USAID rejected this proposal. In the meantime, the FAO decided to move its statistics project out of DSA and have it attached directly to the Secretary General's office. In the long term, this move should contribute to a better-functioning DSA, if other changes are also made. DOA's Secretary General, Dr. Bewa, informed Mr.

Daniel and Dr. Shapiro that the Department is not satisfied with DSA's performance and is seeking alternative means of attacking the Statistics problem (perhaps through creation of a Central Statistics Service for DOA). The ensuing dialogue initiated by Dr. Bewa will continue into next quarter, and focus on USAID support to SEP and to primary data collection. If this dialogue can ultimately lead to improved management and dynamic leadership at DSA, then a major step towards resolving the problem will have been taken.

V. INDIVIDUAL TEAM MEMBERS' QUARTERLY REPORTS

USAID PROJECT 070

PRAGMA TEAM

Studies and Planning Service
Department of Agriculture
Republic of Zaire

NAME: Chan P. Nguyen
POSITION: Agricultural Planning Bureau Advisor
PERIOD COVERED: October - December 1985

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

Three main activities anticipated for this quarter have been accomplished:

1. Assist the Agricultural Planning Bureau to complete five chapters of the Kasai-Oriental Report

The work was completed. The 322 page report consists of five chapters concerning environment, agricultural situation, main factors of production, other sectors related closely to agricultural development and prospective agricultural improvement. The report was finalized and submitted to the Chief of Party and to Director Mubenga for comment and for political approval on December 3, 1985.

2. Organize three seminars to train new staff members

Six sessions of seminars were organized to improve technical skills for Division of Strategy and Planning staff as indicated in the following calendar:

Session No.	Topics of Discussion	Date	Lecturer
1	Agricultural Planning Intro. Project Planning	10/11/85 10/11/85	Dr. Chan Imuine
2	Agricultural Census for Plan. Regional Plan. for Agri. Dev.	10/18/85 10/18/85	Ruhimbasa Dr. Chan
3	Agricultural Stat.and Plan.	10/25/85	Babillot FAO

- | | | | |
|----|---|----------|--------------------|
| 4. | Reg. Planning Meth. and
Limitation of Ag. Planning | 11/01/85 | Dr. Chan |
| 5. | Agricultural Planning Process | 11/08/85 | Dr. Chan |
| 6. | Planning Management & Profit | 11/22/85 | Mrs. Bab-
illot |

3. Anticipate one field trip to Kivu region to verify data and identify potential development areas in this region.

The field trip was well arranged as scheduled. Cit. Matesso, Dr. Mukuna and I went to visit the Kivu region on December 4th, 1985. Numerous meetings were held with the Governor, the Director of the Region, the Governor's advisor, the Inspector of the Regional Agriculture Division, the Chief of the Regional Planning Bureau (Department of Plan) and the Director of INERA (Agricultural Research) to discuss: (a) the potential for agricultural development; (b) the problems and constraints that have hampered agricultural activities; (c) the priority given to commodities production; and (d) areas suitable for agricultural development etc. Several contacts were also made with local private enterprises, farmers and agricultural projects' authorities to explore the possibilities for agricultural development.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

-Attended numerous meetings with the inter-departmental committee to review the whole National Socio-Economic Five Year Development Plan at the GOZ/DOA's request;

-Participated in various meetings to discuss the 1986 budget allocation and the proposed investment budget for the period 1986-1990;

-Reviewed and submitted the GOZ/DOA's final version of the Agricultural Five Year Development Plan to the inter-departmental committee to send it to the Zairian Congress to obtain congressional approval.

-Several discussions were set with the 119 project design team to discuss SEP's future activities, and with international experts to review the agricultural production situation and the new policies and strategies which might be applied in the near future.

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

Members of the Agricultural Planning Bureau (BPA) have been sharing the burden with the Projects Bureau by participating in a series of project evaluations (CEDERIM, KANIAMA-KASESE and MBANZA-NGUNGU) and they have also been attending project planning seminars. However, no serious delay has been caused for the BPA's activities.

IV. ACTIVITIES PLANNED FOR THE NEXT QUARTER

1. Assist the Agricultural Planning Bureau to finalize the Kivu report;
2. Continuous effort will be made to train the bureau staff in the framework of on-the-job-training;
3. Plan to take one month home leave.

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT

USAID PROJECT 070

PRAGMA TEAM

Studies and Planning Service
Department of Agriculture
Republic of Zaire

NAME: Georges Conde
POSITION: Economic Analysis Bureau Advisor
PERIOD COVERED: October - December 1985

I. ACTIVITIES PLANNED FOR THIS QUARTER

The activities planned for this quarter included:

- a) completion of the reports on cassava, cocoa, banana, Peruvian bark, and cotton
- b) completion of the report on the Current Situation of Zairian Agriculture
- c) updating of the reports on rice and maize
- d) on-the-job training of the Zairian professionals
- e) specific tasks from the Dept. of Agriculture and Rural Development
- f) participation in the Southern Band Survey.

A. Reports in question: cassava, cocoa, banana, Peruvian bark, cotton.

The first draft on cassava by Cit. Ngemba is completed and is currently ready to be typed.

The first draft of the cocoa report is in the hands of Director Mubenga for comments.

The draft of the banana report is being prepared by Citne. Mputu.

The draft of the Peruvian bark report requires some improvement after comments received from the Advisors of the

Bureau of Economic Analysis, Dr. Shapiro and Cit. Singa.

The first draft of the cotton report by Cit. Bokisila is ready and awaits comments.

B. Current Situation of Zairian Agriculture Report

The first draft is completed. Dr. Shapiro already has 2 chapters for comments and corrections. Cit. Singa also has 3 chapters. All seems to be in good order for the next publication of this report.

C. Preparation of Maize and Rice Reports

In view of the priority given to the completion of the report on the Current Situation of Zairian Agriculture and to the Southern Band Survey, and given the limited number of Economic Analysis Bureau personnel, the preparation of these reports has not yet begun.

D. On-the-Job Training of Zairian Professionals

This task has continued throughout the quarter, especially with regard to the report on the Current Situation of Zairian Agriculture, the supervision of the cotton report, financing sources for PNS roads, and the reports on oil crops requested by Mr. Benson. Finally, we have dealt with the cocoa report in the absence of the author, Cit. Afifi.

E. Specific tasks from the Department of Agriculture and Rural Development

No specific tasks have been assigned to us during this quarter except the meeting that we attended with the World Bank on the invitation of the Secretary of State and comments requested from members of the Economic Analysis Bureau on the document from the Dept. of Portfolio.

F. Participation in the Southern Band Survey

Four members of the Economic Analysis Bureau are participating in the Southern Band Survey with Dr. Shapiro.

II. UNPLANNED ACTIVITIES

Among these activities, the following are worth mentioning:

a) assumption of the role of Chief of Party during the absence on mission of Dr. Shapiro;

b) providing support to the consultants, Dr. Masson and Ms. Gadbois;

c) providing documentary support to UNTZA, to some private individuals, and to Ms. Albert of the World Bank (production costs);

d) Cit. Budiadia's mission to Kasai-Oriental.

III. COMMENTS AND PROBLEMS ENCOUNTERED

a) lack of personnel in the Economic Analysis Bureau;

b) Interruption of the Economic Analysis Bureau's activities with those of the Southern Band Survey.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

The objective for next quarter is to:

a) complete the reports on cassava, cotton, cocoa and Peruvian bark;

b) begin work on updating the studies on rice and maize;

c) do on-the-job training of the Zairian professionals;

d) carry out specific tasks from the Department of Agriculture; and

e) participate in the Southern Band Survey.

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT
USAID PROJECT 070
PRAGMA TEAM

Studies and Planning Service
Department of Agriculture
Republic of Zaire

NAME: James K. Gray
POSITION: Computer Bureau Advisor
PERIOD COVERED: October - December 1985

I. STATUS OF ACTIVITIES PLANNED FOR THE QUARTER

1. Little was accomplished in attempts to expand the quantity of data stored in the Agricultural Statistics Data Bank. A major attempt was made to improve the working relationship between the Bureau Depouillement (BDeP) and the Bureau Informatique (BI), the two bureaus most directly involved in the expansion of the Data Bank. In a series of meetings held between the two bureaus, decisions were made on the format and entry of data for imports and exports, and for demographic data. These data were entered onto diskettes and sufficient progress was made to present results to the Data Bank Management Committee for final approval. Unfortunately this group is nearly dormant, not having met since June. Data was also entered for crop production 1981-83 and for further data from the Annuaire des Statistiques Agricoles. The absence of John Gold for more than a month on mission for the Southern Band Survey and my vacation in December meant that little further progress was made on the Data Bank during this quarter.

(2) Meetings between the BDep and the BI produced a draft of procedures to handle the movement of data between the two bureaus. These procedures covered the preparation, input, verification, and eventual inclusion of data into the Agricultural Statistics Data Bank. Eventually they are intended for the Policies and Procedures Manual: The Agricultural Statistics Data Bank. Logistics thwarted this effort as it took about five weeks to get the material back from the typist. By this time enthusiasm had lessened and Mr. Gold was on mission. The draft copies are currently under study awaiting another meeting for discussion.

(3) Wiring necessary for the installation of the new computer equipment at the Service d'Etudes et Planification (SEP) and at the BDep was begun in November. I expected this work to have

been completed upon my return from vacation in early January. Unfortunately this was not the case, and the computer installation had not been completed by year's end.

(4) The Bureau Chief in the BI gave a training course to one agent at SEP during November. This course will serve as a pilot for all subsequent training.

(5) Training courses in Wordstar and dBase II were held in the BI on average three times a week. Immediate improvements were evident as agents of the BI demonstrated an appreciation of the power of these packaged programs. A weakness of BI personnel is a lack of computer experience and a generally weak educational background. These short courses rectified some of these deficiencies. Also plans were made with SOMECA, a local computer company, to prepare a formal off-site training course for the agents of the BI.

(6) The Pragma voucher was prepared using the computer during this quarter. Detailed directions were also prepared to allow this work to take place without the direct involvement of this advisor.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

- (1) Preliminary planning was done so that the BI would be ready to support the data entry and analysis needs of the Southern Band Survey.
- (2) Work was done to allow the Agricultural Planning Bureau to use the computer in their food consumption surveys and reports.
- (3) Meetings were held with Ms. Millie Gadbois, a consultant hired to assist with the project paper for the follow-on project to Project 070.
- (4) I was on vacation from December 6th until January 7th.

III. COMMENTS AND SPECIAL PROBLEMS

(1) The absence of John Gold from the Division of Agricultural Statistics (DSA) for more than one month during this quarter had a negative impact on work with the Data Bank. John and I had begun to create, through weekly meetings between the BDep and the BI, a certain spirit and a willingness to cooperate that we felt would yield very positive results, both for the Data Bank and for future work involving these two bureaus. Unfortunately this construction was fragile and required more work on our parts. I don't feel that the negative effect of Mr. Gold's departure on work at the DSA was sufficiently considered before

he was sent on mission.

(2) The two Corvus hard disks in the BI were down for the entire quarter. At present they are still in Belgium being repaired. The existence of the Data Bank depends on the existence of a hard disk. Its absence has been a problem for development since it is impossible to test the entire Data Bank system without the Corvus.

(3) There is a body of work that takes place in the BI without the direct involvement of the advisor. An example of this is the reports on prices in seven Kinshasa markets that is prepared each week for DMPCC. Also, under the direction of the Bureau Chief, pay records for SEP have been computerized. Although I may be consulted at times on a small matter, the independence and motivation of the Bureau Informatique is noteworthy and is, I feel, a tribute to Dr. Frazier's work with the Bureau. Although the Bureau does not always display good work habits and although its capacity is still far below a computer shop in the US, I feel that the BI is the most dedicated bureau in SEP and with further cultivation can provide very good computer services.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

- (1) Expand the quantity of data stored in the Agricultural Statistics Data Bank.
- (2) Work with SOMECA, a local computer company to conduct an off-site training program for the agents of the Bureau Informatique.
- (3) Work with the Bureau Chief to continue the program of on-the-job training for agents of the Bureau Informatique.
- (4) Supervise the completion of the electrical work and computer installation at SEP.
- (5) Work with the Bureau Chief to train would-be users of the new computers being installed at the Service d'Etudes et Planification.
- (6) Make editorial changes to the Master Operations and Policy Manual and the Policies and Procedures Manual: The Agricultural Statistics Data Bank.
- (7) Work with the Bureau Chief to update, as needed, the two manuals listed above.
- (8) Assist the Chief of Party in the preparation of the Pragma Voucher.

INDIVIDUAL TEAM MEMBER'S QUARTERLY REPORT

USAID PROJECT 070

PRAGMA TEAM

Studies and Planning Service
Department of Agriculture
Republic of Zaire

NAME: David Shapiro
POSITION: Chief Of Party and Projects Bureau Advisor
PERIOD COVERED: October - December 1985

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

a) Carry out routine administrative work: SEP, AID, PRAGMA

I had my most enjoyable administrative task to date during the past quarter: picking up two new project vehicles (a Nissan Patrol and a Land Rover). We now have a reliable vehicle capability for carrying out missions to Bas-Zaire and Bandundu, and the new vehicles were used in these two regions for the Southern Band Survey. As usual, however much administrative work was focused on meetings. I met with Dr. Bewa 6 times during the quarter to discuss various subjects (including the new construction work, the new project, the Southern Band Survey, and the part-time administrative assistant, among others). With Ms. Sebrechts I also met with Mr. Antoine (one of Dr. Bewa's financial advisors) several times to discuss the proposed new construction work and choice of a contractor. The Projects Bureau met in early December to review the mission to Equateur of Cits. Tamfumu and Kalombo and the ongoing work on two project papers (being carried out under Prof. Lumpungu's supervision).

With Mr. Daniel I met with Director Mubenga to discuss short-term consulting needs for the remainder of the project, and we met with Cit. Mingiedi to discuss several issues related to the Statistics Division. There were also meetings both at SEP and at USAID to discuss and prepare for the USDA course on Agricultural Data Collection to be given next March. Finally, there were two 070 team meetings during the quarter to review and discuss ongoing project activities; and at the end of the quarter Pragma's year-end gift of chicken and rice was distributed to project personnel.

b) Complete the Quarterly Reports for the second and third quarters of 1985 and the Annual Report for 1984-85

The completed draft of the Annual Report was sent to Pragma for review at the end of October, while the report for 1985 II was completed and sent to Pragma in November. The report for 1985 III was completed in early December, but due to illness of the project's translator/typist it had not been typed by the quarter's end.

c) Review documents: Peruvian Bark report, Manioc Price Study, etc.

I completed my review of the Peruvian bark report and returned the text and my comments to Cit. Kassenga. I did not get to the Manioc Price Study, but I did read and provide comments on chapters 4 and 5 of the Current Situation of Zairian Agriculture report and on Chapter I of the Kasai Oriental regional study.

d) Finalize preparations for and begin implementation of the first round of the Southern Band Survey

During October I met with John Gold a half dozen times to discuss preparations and carry out certain tasks for the survey (e.g., I elaborated the questionnaire), and we met three times with the technicians chosen to carry out the survey in order to initiate certain activities (e.g., translation of the questionnaires). In addition, following a series of meetings and discussions with Prof. Kalonji on the one hand and with Mike Trott (USAID/Kinshasa's Management Officer) on the other, I came up with a scope of work and contract for Prof. Kalonji acceptable to all parties concerned.

Preparations intensified at the beginning of November with the debut of Prof. Kalonji's participation in the survey planning. Following nearly a week of preparations organized by Prof. Kalonji logistics missions were carried out during the last three weeks of November in each of the five regions included in the survey. These missions sought not only to determine if the survey was logistically feasible, but also to make contact with local authorities, explain about the survey, draw the samples of villages to be included in the survey, and visit the villages to make logistical arrangements and (if possible) draw the samples of households to be interviewed. I accompanied Dr. Bakambana of the Projects Bureau on the Bas-Zaire logistics mission. In addition, in anticipation of the analysis of the survey results I wrote a lengthy memo to Cit. Kabongo T., Bureau Informatique bureau chief, requesting the BI's assistance in processing and analyzing the survey data and identifying a number of analyses that will need to be carried out.

The results of the logistics missions were reviewed in detail in early December, and this was followed by nine days of

training--including a trip to Maluku consisting of field testing of the questionnaire and measuring of farmers' fields. I participated in all of these sessions, and as part of the training I gave talks on the "Objectives, Population, and Variables" of the survey and on questionnaire design. Prof. Kalonji and Mr. Gold also participated at every step of the process. On Dec. 21 I returned to Bas-Zaire with Dr. Bakambana and with Cit. Ngemba of the Economic Analysis Bureau to begin the survey. Following several days of assisting the Bas-Zaire team as it began its work, I returned to Kinshasa on Dec. 27.

e) Provide input on the Project 119 PID, and work with the Project 119 PP team on development of the 119 Project Paper

During October, I participated in several meetings with Mr. Daniel, a meeting with Director Mubenga and Projects Bureau Chief Cit. Mukuna Bentsh, and a meeting at AID--all to discuss the 119 PID. In addition, at Mr. Daniel's request I reviewed and commented on successive drafts of the PID. I also met in October with Mr. Babillot, the FAO statistics advisor, and Mr. Kinloch, the UNDP Resident Representative in Kinshasa, to discuss Project 119 and its relationship to the FAO Statistics project. During the second half of November and into early December I had numerous meetings with one or both members of the 119 PP team, sometimes also involving Mr. Daniel and others at AID or Director Mubenga at SEP.

f) Coordinate preparation of the 1986 Counterpart Funds Budget following procedures recommended by the 070 evaluation, and monitor progress toward achieving the full range of the evaluation recommendations

The 070 evaluation had recommended both that bureau chiefs and division chiefs should become more directly involved in the preparation of annual budgets and that budgets should be more closely tied to work programs. We decided to implement these recommendations in conjunction with preparation of the 1986 CPF budget, and to this end I organized two meetings during the second week of November to go over these recommendations and (with the assistance of Cit. Nzungu, SEP's chief accountant) how to prepare the budget submissions. In late November I met with each bureau chief individually to review the work programs and budgets. I also developed a salary proposal designed to implement the PES recommendations (based on the 070 evaluation) that SEP salaries be brought up to the same level as those of other USAID project personnel and that salaries be based on education, experience, responsibility, and productivity. When my initial salary proposal was rejected as too generous I worked up a revised proposal within the 35 percent guideline dictated by USAID but still aimed at implementing the PES recommendations; and at the end of December we had a meeting of bureau chiefs, division chiefs, and the director to review progress toward realizing the PES recommendations and to designate responsibility for implementing individual recommendations. The Projects Bureau was assigned overall responsibility for monitoring progress vis-a

vis the PES recommendations, and review meetings will be held on a periodic basis.

II. UNPLANNED ACTIVITIES DURING THE QUARTER

Among my unplanned activities during the quarter, the following were noteworthy:

-I met with Cit Kibangula of the Caisse de Stabilisation Cotonniere (CSCO), to discuss CSCO's request for SEP assistance in designing and carrying out surveys in cotton growing areas of Zaire.

-I traveled to Project North Shaba in mid-November to assess data availability in support of Master's thesis research.

-With Mr. Daniel, I met with Mr. Babilot and two other FAO people to discuss closer collaboration between USAID and the FAO vis-a-vis statistics and the Statistics Division.

-Pursuant to requests from Dr. Bewa and Mr. Podol, Mr. Daniel and I drafted a brief document discussing USAID's support to SEP and to data collection.

-I developed a scope of work, obtained necessary approval, and hired a part-time administrative assistant for the project (to begin in January).

III. COMMENTS AND SPECIAL PROBLEMS ENCOUNTERED

There were problems encountered in several areas last quarter, including personnel, computer installation, Data Bank, and salaries, among others. These problems are discussed in section III of the main body of this report; to avoid duplication they will not be discussed here.

IV. ACTIVITIES PLANNED FOR NEXT QUARTER

A. Carry out routine administrative work: SEP, USAID, PRAGMA

B. Complete the Quarterly Report for the fourth quarter of 1985

C. Review documents: Current Situation of Zairian Agriculture Report, Kasai Oriental Regional Study, Manioc Price Study, Equateur Project Paper, etc.

D. Continue work on the Southern Band Survey (data collection and analysis)

E. Provide assistance with the Project 119 Project Paper (economic analysis and implementation plan)

F. Work with the Projects Bureau to monitor progress vis-a-vis the PES recommendations

G. Make necessary arrangements for the USDA course on Agricultural Data Collection (to be given in March)

H. Coordinate the Pragma semi-annual supervisory visit in February

I. Train and work with the project's new part-time administrative assistant