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REPUBLIC OF ZAIRE

DEPARTMENT OF AGRICULTURE AND
RURAL DEVELOPMENT

STUDIES AND PLANNING SERVICE

SIXTH ANNUAL REPORT

JULY 1986 - MARCH 1987

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

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THE PRAGMA CORPORATION

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I. INTRODUCTION

This report provides an overview of the activities of the Zaire Agricultural Sector Studies Project (USAID/ZAIRE Project 660-0070) during the period from July 1, 1986 through March 3, 1987. This report differs from the earlier annual reports mainly because the team's activities were limited to phasing out the Project, completion of unfinished work and the team's departure. The report covers a period of nine months. The affairs of the team were primarily brought to completion by December 1986 and the Project's activities in 1987 were limited to those of Mr. Conde, the Chief of Party and the Advisor to the Economic Planning Bureau.

There are five substantive sections to this report. We begin with an introduction, followed by an overview of the Major Activities of the Project during the last nine months. The third substantive section deals with the problems that the Project has encountered and the fourth with recommendations. In the final section, the Project performance vis-a-vis the output stated in the Project paper is examined.

The Pragma Corporation

II. MAJOR ACTIVITIES OF THE YEAR

The nine month period covering July 1986 through March 1987 marks the phasing out of the Project. During this period, the five members of the team managed to complete their assignments under the auspices of the Zaire Agricultural Sector Studies Project.

Their services are detailed below:

Dr. Shapiro, Pragma Chief of Party and Advisor to the Project Bureau, continued his service until August 15, 1986. Dr. Chan, Advisor to the Planification Bureau, remained in his post until August 31, 1986, and returned from January 7 through February 28, 1987, as a short term consultant; Dr. Yeboah remained as thesis supervisor until December 1986; Mr. Barton as Computer Advisor, until December 24, 1986; and Mr. Conde as Advisor to the Bureau of Economic Analysis and Chief of Party, until March 31, 1987.

Before leaving Zaire, Dr. Shapiro was busy with the writing of the annual activities report 1985-1986 and the quarterly report (April - June 1986), and in particular, with the coordination of the Southern Band Survey.

The Planification Bureau, under the supervision of Dr. Chan, prepared and completed the monographs on Kivu, Kasai Occidental and Kasai Oriental. A preliminary text concerning Haut-Zaire is awaiting Cit. Mubenga's comments. The members of the Project Bureau have taken an active part in the colloquium on agricultural statistics, in the writing of agricultural policy documents and particularly the summit on Harare. Study missions were dispatched to the interior for evaluation and to conduct household surveys. The project also took an active role in the preparation of the 1986-1990 Five Year Plan and in attending technical seminars and meetings.

Under Mr. Conde's supervision, the Bureau of Economic Analysis completed 14 reports on commodities, the synthesis documents on Zairian agriculture and participated in the preparation of the Southern Band Survey, the Action Plan for the Zairian Agricultural Recovery and food self-sufficiency, and the USAID report on commodities. In addition to participating in numerous meetings, the members of this bureau have given their technical assistance to the Presidential Study Service (SPE), to CODAIK, and to donors' missions in the field.

Under Mr. Barton's supervision, the Bureau Informatique (B.I.) prepared programs for computerization of Southern Band Survey data, village codification, the Import/Export files and the prices of agricultural products on the Kinshasa markets. In addition to the installation and the starting up of two Corvus

disks, the Master Policy and Procedures Manual has been revised.

Under Dr. Yeboah's supervision, the Research Bureau confined itself to the preparation of Master's theses and to missions in the field to collect necessary data. Drs. Reed and Robbins visited the Research Bureau in the framework of the Master's theses defense. One candidate, Cit. Mara, obtained a Master's of Science degree; Cit. Kolamba and other candidates are working toward completion of their theses.

III. MAJOR PROBLEMS AND CONSTRAINTS ENCOUNTERED

There are a number of problems that have been sufficiently persistent or frequent as to merit mention here. The constraints the Project has encountered for the last nine months are as follows:

a. Salary and related personnel problems

Salaries have remained very low at the SEP, especially for Master's degree holders. Not surprisingly, retention of trained and competent personnel has been very difficult, and the resulting attrition of personnel has handicapped the preparation of the regional studies and commodity reports and decimated the Statistics Division. Recently, the lack of the counterpart funds further disrupted project activities.

b. The unexpected transfer of the Statistics Division due to a shortage of space also disrupted work. In addition, this move contributed to the isolation of the B.I. from other offices.

IV. RECOMMENDATIONS

To face the constraints, it is recommended that:

a. The GOZ's Department of Agriculture (DOA) do with its SEP what the GOZ's Presidency does with its Studies Service -- pay reasonable salaries and at the same time demand good work performance. Without a serious commitment to decent salaries by the GOZ, similar projects will be forced to fight a continuing (and ultimately losing) war against employee attrition.

b. By the completion of the long awaited extension to the SEP building, the problem of space shortage should be alleviated.

V. PROGRESS TOWARD ACHIEVING PROJECT OBJECTIVES

The Project Paper for Project 070 describes 14 distinct project outputs. At the end of the Project, it is fair to claim that the project outputs have been achieved. These include:

- a) Job descriptions have been written for every employee of the Division of Strategy and Planning and the Data Processing Bureau of the Statistics Division;
- b) The Studies and Planning Service (SEP) is recognized in the Department of Agriculture as an extremely well run Directorate. Improved administrative and accounting procedures have been established and implemented;
- c) Technicians from the Division of Strategy and Planning have gained ample experience and practical training in the design of field questionnaires and conducting field surveys;
- d) Data Processing Bureau personnel have received extensive training in: use of the Local Area Network system; systems analysis and programming in DBase II; use of Wordstar and Statpak software packages; and computer operations management;
- e) The format has been established and personnel trained to produce a regular periodic agricultural situation report, looking at available data on production and marketing and discussing important developments in the agricultural sector. These reports are published on a biennial basis;
- f) The project monitoring function has been transferred to the Directorate for General Project Administration. Procedures for project and program identification, design and evaluation have not been instituted on a systematic basis, however, these activities have taken place on an adhoc basis, resulting in a good number of technicians acquiring practical training in these skills;
- g) All but one of the returned participants from Project 052 have completed their Master's theses and the last thesis has been submitted for approval;
- h) There has been steady and on-going interaction between the Department of Plan and the Department of Agriculture, with respect to regional planning and to development of the agricultural sector. Agricultural development planning has been the focus of the most concentrated interaction between the two departments;
- i) Fourteen commodity reports have been completed within the allotted time;

j) Each of the commodity reports examines the marketing system for the food crop in question. In addition, the Current Situation of Zairian Agriculture reports (1982, 1987) provide an overview of food crop marketing;

k) Due to a mutual decision between USAID and the MOA in 1984, The Current Situation of Zairian Agriculture reports have replaced an annual document highlighting performance of the agricultural sector over the past year;

l) The SEP published a policy paper in 1982 on Marketing and Pricing Policy. This report, titled: "Proposed Guidelines and Recommendations on Policy and Strategies to improve the Marketing and Pricing Systems in Zaire", received wide acceptance by the MOA and international donor organizations;

m) Long term planning based on the policies and priorities of the Government of Zaire is being undertaken in the context of the Five Year Plan (1986-1990); these documents are key agricultural development strategy papers frequently used by MOA officials in the policies and allocation of budget resources; and

n) Both the Agricultural Recovery Plan 1982-84 and the Agricultural Development portion of the Five-Year plan include proposed programs of public investment in agriculture.

Although not all the outputs specified in the project paper have been achieved, the majority have been realized.