

PD-BISG 075

Official File Copy

<b>AGENCY FOR INTERNATIONAL DEVELOPMENT</b> <b>PROJECT DATA SHEET</b>		<b>1. TRANSACTION CODE</b> <input type="checkbox"/> A = Add <input checked="" type="checkbox"/> C = Change <input type="checkbox"/> D = Delete	<b>Amendment Number</b> 2	<b>DOCUMENT CODE</b> 3
<b>2. COUNTRY/ENTITY</b> ZAIRE		<b>3. PROJECT NUMBER</b> 660-0070		
<b>4. BUREAU/OFFICE</b> Africa		<b>5. PROJECT TITLE (maximum 40 characters)</b> AGRICULTURAL SECTOR STUDIES		
<b>6. PROJECT ASSISTANCE COMPLETION DATE (PACD)</b> MM DD YY 09 30 87		<b>7. ESTIMATED DATE OF OBLIGATION (Under "B" below, enter 1, 2, 3, or 4)</b> A. Initial FY 77 B. Quarter 4 C. Final FY 86		

8. COSTS (\$000 OR EQUIVALENT \$1 = )						
A. FUNDING SOURCE	FIRST FY 77			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total					\$ EQ	
(Grant)	( 500 )	( )	( 500 )	( 6937 )	( )	( 6937 )
(Loan)	( )	( )	( )	( )	( )	( )
Other U.S.	1.					
	2.					
Host Country					2775	2775
Other Donor(s)						
<b>TOTALS</b>	500		500	6937	2775	9712

9. SCHEDULE OF AID FUNDING (\$000)									
A. APPRO- ATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1)	292	052		500		-		500	
(2)	292	052		2980		3457		6437	
(3)									
(4)									
<b>TOTALS</b>				3480		3457		6937	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)						11. SECONDARY PURPOSE CODES			
12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)									
A. Code									
B. Amount									

13. PROJECT PURPOSE (maximum 480 characters)

To improve the capacity of the Studies Service of the Department of Agriculture to collect agricultural data, process and analyze the data, support the formulation of agricultural policy and strategy, make available timely, useful, and accurate statistics, and identify and evaluate agricultural projects.

14. SCHEDULED EVALUATIONS						15. SOURCE/ORIGIN OF GOODS AND SERVICES									
Interim		MM	YY			MM	YY	Final		MM	YY	<input type="checkbox"/> 000 <input type="checkbox"/> 941 <input type="checkbox"/> Local <input type="checkbox"/> Other (Specify)			
		04	85			07	87								

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a 27 page PP Amendment)

This amendment changes the project implementation plan, adds funds for technical assistance from July 1, 1985 to September 30, 1987, and for 12 additional long-term participants, and extends the PACD by six months.

17. APPROVED BY	Signature	[Signature]						18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION							
	Title	Director, USAID Zaire						Date Signed		MM	DD	YY	MM	DD	YY
										10	30	84			

PROJECT PAPER SUMMARY

The Agricultural Sector Studies Project (660-0070) is a ten year effort, begun in 1977, to assist the Government of Zaire (grantee) to better formulate its agricultural policies. The implementing agent is the Department of Agriculture, through its Planning and Studies Service. The purpose of the project is to improve the capability of the Studies Service of the Department of Agriculture to collect agricultural data, process and analyze the data, support the formulation of agricultural policy and strategy, make available timely, useful, and accurate statistics, and identify and evaluate agricultural projects.

As a result of economic stabilization measures negotiated with the IMF, Zaire is now experiencing a reduction of government control in the agricultural sector, particularly in marketing. The macroeconomic constraints which paralyzed the economy have eased, permitting the GOZ to address sectoral problems. In the Department of Agriculture, the Planning and Studies Service has proved itself capable of undertaking support to the policy decisions required of the Minister. The Service, assisted by USAID, the Belgian Cooperation, and lately, the IBRD, has developed a staff of competent analysts. They have centralized the available information on the sector, provided analysis to the Minister, and imposed the beginnings of consistency on the implementation of policy.

This project paper amendment modifies the implementation plan, adds \$3.46 million in AID funds and the equivalent of \$1.2 million in GOZ funds to continue technical assistance from July 1, 1985 through September 30, 1987, and extends the PACD to 9/30/87. The total project value will now be \$9.7 million, over 10 years, of which 10% has been direct training costs. The project moves from a training and exploratory function to that of institutional development in support of sector policy and its implementation. Project activities will assist analytic support to the agricultural portion of the 1986-1990 Development Plan, and establish the means to monitor progress against the Plan. Through improved statistical methodology and data processing facilities, the project will marshal existing agricultural data and initiate solid data collection activities to augment that data found in the data bank. Project activities will also cooperate with other successful data collection and analytic units of the Department in marketing and project management.

?  
will there be one?  
Will it be relevant to anyone?

The Project activities are extensions of proven technical methods. Indeed, this transfer of US training and methodology is the major benefit of USAID involvement at the Studies Service. Financially, the project is the most cost-effective method of achieving the project outputs.

The project will continue to use an 8(a) contractor for its institutional technicians. Two personal services contractors will be employed locally, as they are easily available. A waiver will be required for procurement of French keyboard office equipment and data processing components. A condition precedent requires definition of the role of the Division of Agriculture Statistics and improved internal integration of its functions.

?

Design Team: Ross Wherry, Team Leader, USAID; Mubenga Mukendi, GOZ; David Shapiro, Pragma Corp.

2

Background to the Amendment

Zaire has accepted the 1983 IMF recovery plan and is doing well in adhering to its elements. The macroeconomic level of the Zairian economy is thus stabilizing and major distortions are being ameliorated. Exchange rates for the local currency now float on the open market, permitting domestic food production to compete fairly with imported grains. Free markets operate, although difficulties exist due to uneven market access, poor transportation infrastructure, and lack of currency in the interior. Prices are generally determined by the market.

The GOZ has also decentralized significant amounts of revenue generation, making regional authorities more able to carry out locally managed programs. Planning mechanisms are becoming more flexible due to the delegation of authority to the regional level. Intraregional commerce is increasing.

The GOZ has begun to move away from its philosophy of state-controlled enterprises. Beginning with the coffee marketing parastatal, the GOZ is returning nationally controlled marketing to the private sector. While the GOZ continues to maintain a minority shareholding in large enterprises, it is increasingly evident that entrepreneurial control of company activities comes from the private side of the firms. Long-range planning is now being done by companies for the first time in a decade.

Within the GOZ, there is a rising appreciation of the need for coordinated policies among the various segments of the agricultural sector, and with those non-agricultural areas (imports, taxes, etc.) which affect the production and marketing of foodstuffs. This change in attitude flows from the GOZ's demonstrated shift from government management of the sector to cooperation with the private sector to improve infrastructure and to facilitate development of more efficient markets.

The move to less "command and control" in the GOZ Department of Agriculture (DOA) may be seen in the increased reliance upon the Studies and Planning Service. This Service, developed by USAID and other donors since 1973, provides the majority of the staff preparation and support to decisions at the ministerial level. The ad-hoc means of decision making, prevalent in the past, is being replaced by solid staff analysis based on the best information available. Decision makers still find themselves unable to fit their ideas into a coordinated policy framework, owing to the lack of integrated planning and insufficient shared information.

*Is this the  
Role of NYA  
Shabani.*

Similarly, the Department of Planning (DOP) finds itself unsure of agricultural policy. DOP is charged with an overall analysis of the three major economic sectors (agriculture, industry and commerce, mines and energy) in 1984-1985 and the production of a national Development Plan for 1986-1990. The agricultural section of the Plan is to be developed by the DOA, in the Planning and Studies Service. The DOP is moving away from a rigid planning agency to a more flexible, adaptive agency similar in many respects to the US Office of Management and Budget.

Information to support policy planning in the GOZ comes from both public and private sources; GOZ development projects are a primary source of production and market figures. The National Statistical Institute of DOP is conducting a population census in mid-1984; it also collects useful demographic data of all sorts. Both DOP and DOA have regular contacts with the regional capitals, where the two departments are beginning to improve planning and data collection activities. Private and parastatal firms have expressed willingness to provide figures on quantity and types of products moved, as well as market price levels at the farmgate, wholesale, and retail levels.

Project assistance had been scheduled until September 1984. Delays in contractor selection and participant enrollment caused a decision in July 1983 to extend the PACD to March 31, 1987. This date ensures that all current participants would have adequate time to complete their training. However, project funding was not sufficient to permit technical assistance beyond June 30, 1985. This project paper amendment provides funding for technical assistance for the duration of the project.

#### Conditions Precedent to Disbursement

As noted below, the Division of Agricultural Statistics of the Planning and Studies Service has organizational shortcomings which jeopardize the ability of the project to meet its goals. Therefore, as conditions precedent to disbursement of funds under this amendment, the Planning and Studies Service will furnish to USAID the following organizational information:

1. The role of the Division of Agriculture Statistics and its interaction with other GOZ information gathering agencies.
2. The role of each office within the Division of Agricultural Statistics and a detailed description of the flow of statistical work through the Division.
3. A listing of financial accounts maintained by the Division of Agricultural Statistics, the names of the persons authorized to draw upon those accounts, and proof acceptable to USAID that the accounts are being maintained in accordance with the unified Department accounting procedure.

*S.E.P. cannot decide on this.*

#### DOA Policy Support

The principal source of staff support to agricultural policy in the DOA is the Studies and Planning Service (SEP). This office was established in 1973 as a result of the Paris Club talks and has been built up over time with assistance from USAID, the Belgian Cooperation, FAO, and most recently, the IBRD. By early 1984, some 75% of all substantive actions in the DOA were formally reviewed by SEP prior to decision, and 85% of all major work was done by or in conjunction with SEP analysts. The 30 professional level analysts at SEP constitute the largest concentration of trained personnel in DOA; SEP analysts are prime candidates for directorships in other DOA line offices as well as candidates for personal advisors to the Minister. The Director of SEP is a ministerial advisor, a participant in the Paris Club talks, and a DOA representative to interdepartmental working sessions.

*highly questionable! Studies tier.*

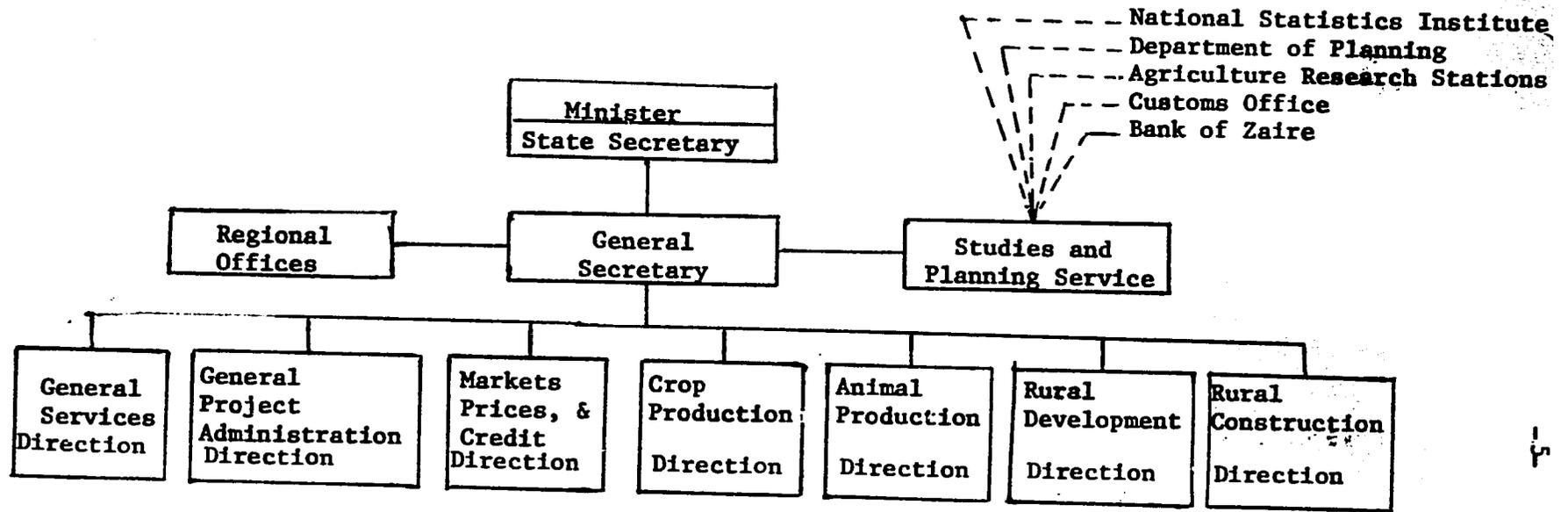


Figure 1. Department of Agriculture and Rural Development:  
Government of Zaire

5

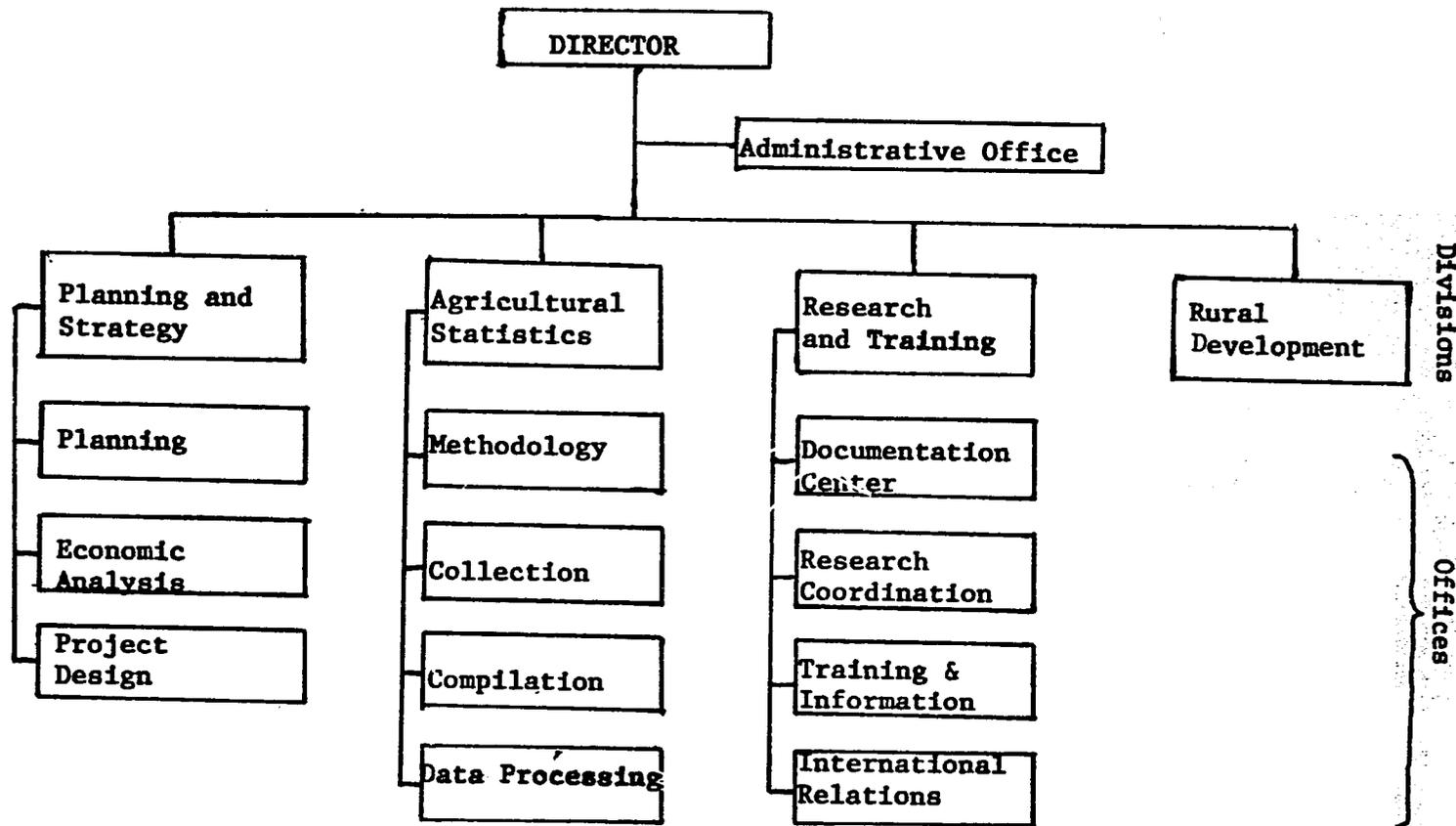


Figure 2. Planning and Studies Service  
GOZ Department of Agriculture

9

The focus of activity in SEP is the Division of Strategy and Planning (DSP). This division performs economic analysis, assists in regional development planning, reviews proposed development activities and projects, and synthesizes information for transmission up the line. The quality of the analytical work is basically good; analytic capacity now exceeds the quality and quantity of data available. Since 1982, the DSP staff has produced eight major studies on food and cash crops, covered 95% of the nation with a descriptive agricultural study, done detailed analysis of development project proposals, and assisted in the return to the private sector of the coffee marketing parastatal. The Service is also deeply involved in the production of the national Development Plan for 1986-1990.

The DSP staff is well trained, primarily from US universities, and supported by an organized recruitment and staff development plan. Indeed, a major difficulty in DSP is the constant pull of private sector and higher GOZ positions on the staff. The acute shortage of trained personnel in Zaire has been a drain on SEP as a whole, but has forced good training procedures to keep pace with attrition. Despite staff turnover and the relatively low level of salaries, the dynamic leadership of DSP has upheld its role and provided timely support to the Minister and his advisors.

Collection and compilation of statistics is done in SEP by the Division of Agricultural Statistics (DSA). The DSA once had a large number of statisticians trained in the United States, but has been unable to retain many of them. This loss of personnel stems from disinterested division leadership and a lack of clear objectives for statistical collection and distribution. A small number of motivated staff remain, primarily in the Data Processing Office. This office has received concentrated USAID support, as it is the only facility in DOA capable of computer work. The Data Processing office has created the framework for an agricultural data bank, begun regular processing of market data, and begun work in support of development project monitoring.

The Data Processing staff benefits from high morale, disciplined / *exp* leadership, and good training. Attrition has not been a problem, although low salaries could pose a problem in the future. Computer personnel have good links in the DOA with DSP, the Directorate of Markets and Prices, and the Directorate for General Project Administration.

In the remainder of DSA, USAID technical assistance has begun secondary data collection from the private sector and GOZ agencies. These data will be placed in the data bank and made available for analysis by DSP and others. Additionally, initial work is underway to link the monitoring cells of development projects to the DSA. These cells, which record project progress and results, are a cost-efficient method of primary data collection. Presently, the only reputable data on agricultural production and marketing come from projects and from the private sector.

Overall, the Studies and Planning Service can and does serve many needs of the DOA. However, as increased quantities of reliable data become available and as the high levels of the DOA demand more complex

overstated

?

analyses, SEP must accelerate its own activities. SEP will need to orient its activities to the private sector more so than at present. It will also be called upon to help integrate fragmented, uncoordinated policies into a framework. Such a framework is a present need. ?

### Implementation Narrative

This project paper amendment modifies the existing implementation plan by adding funds for technical assistance over 27 months, and extends the project assistance completion date to September 30, 1987. It moves the project from basic training and organization actions to more complex, user-oriented analytical functions capitalizing on project success to date. USAID's policy initiatives at this point can now focus on discrete matters in the agriculture sector, abetting reform in specific areas. This evolution flows from the establishment of the Studies and Planning Service (SEP) as the primary source of analysis and support for the development and execution of policy within the Department of Agriculture (DOA). The Department has conferred on SEP the role of supporting high level department decisions, representing the Department to other Ministries where policy is involved, and monitoring the overall framework of the Department's policy implementation. These tasks result from recognition in the Department that hard analysis is essential to the formulation of agricultural policies, and that SEP has proved itself equal to such tasks. How can they say this.

This amendment formalizes USAID'S implicit commitment to long-term institution building in policy support for the DOA. The project should be viewed as one step in a continuing process to build the DOA'S capability. The initial work which has been done at SEP (Annex B) comprises the first recent organized national data collection in agriculture. The next phase includes increasing statistical accuracy in reporting, increasing timeliness of reports, and making the reports broadly available to public and private users. These actions may not be complete by the PACD, but cannot be delayed without jeopardizing the progress to date. The project therefore contains the necessary funds to initiate subsequent activities under a follow-on project. ???

Briefly, SEP was founded in 1973 at the behest of the donor community, but without a significant mandate from the GOZ. It grew to a small core of economic analysts by the late 70's, but had not yet established a role for itself in the Department, nor had SEP been recognized to be a useful, responsive analytic body. A major USAID training program from 1978 to 1983 added the needed academic qualifications; technical assistance since 1981 under the present project has provided on-the-job training to couple academic instruction with practiced experience. The training vehicles were a series of descriptive reports which pulled together the available knowledge on the sector and its activities. SEP has now reached the critical level of experience and responsibility required to assume the heavy policy tasks now delegated to it.

Agricultural policy in Zaire has traditionally been unable to address the needs of the country. Disjointed, ad-hoc policies were formed under pressure from economic crises and donor organizations. The yes!

Most policy irrelevant to realities of life for farmers in interior

DOA, weakly managed and woefully underfunded, could only attempt implementation of the policies it proclaimed. As the GOZ settled on its present philosophy of increased regional authority and private sector control of the economy, it has become urgent that the policies and implementation strategies affecting agriculture be coordinated and fitted into a framework. As that occurs, the policy chaos should subside, being replaced by increased business confidence and predictable development interventions.

Work on the overall economic policy framework has been initiated in the Department of Planning as part of the preparation for a Development Plan for 1986-1990, under the guidance of the IBRD. SEP will draft and present the Agriculture section of the Plan. Several departments must cooperate in the section on Commerce and Industry, which includes transportation. The last section, Mines and Energy, will affect agriculture through the generation of the majority of Zaire's foreign exchange for imports.

The DOA is also working with financial institutions and other GOZ departments for the maintenance of agricultural feeder roads, provision of marketing credit and supplies, crop production inputs, and urban consumption problems. This involvement requires a strong analytical capability, met in part by SEP. The major constraints to accomplishment of these tasks, and to the elaboration of the overall Development Plan, are the lack of reliable agricultural data, the limited experience of SEP analysts with complex and high level analyses, and the narrow focus of SEP analysis on problems unique to the DOA. The implementation plan for the amended project addresses these constraints.

Shouldn't attempt such analyses.

External Orientation

In order to overcome parochial tendencies in analysis and its distribution to users, the project will assist in broadening the pool of consumers who regularly receive SEP publications. The project includes assistance (Economist) in identification of major user groups and the establishment of a distribution mechanism to these groups. Publication of the reports will be done in an attractive, succinct fashion to stimulate acceptance. Funds are provided for US publication, as quality printing facilities in Zaire are limited. To meet eventual publication needs locally, establishment of a revolving fund will be explored as a means of defraying the printing costs of the documents. Simultaneously, a) means of obtaining feedback from the users will be established, permitting SEP to respond to the needs of businesses and agencies which use agricultural analyses and data.

Distribution of SEP documents to marketers and producers will stimulate evaluation of GOZ agricultural policies and should be instrumental in bringing about discussion of those policies between government and business. The circulation of SEP documents to other GOZ departments should assist in coordination of agricultural policy with finance and credit, import/export regulation, fuel allocation, transport network rehabilitation, etc. This sort of coordination has been difficult to achieve heretofore due to poor comprehension among the departments involved.

In the move from government to private control of agriculture, SEP

will also play an important role in exploring and developing alternatives for the Minister as he considers various policy strategies. SEP must continue its present coordination with the Department of Planning, as well as looking outward to the parastatal and private concerns which will be affected by the Minister's decisions. Involvement of marketing, transport, and production concerns will enhance SEP's ability to adequately inform the Minister of the ramifications of proposed policy decisions.

#### Policy Planning Framework

Project assistance in this critical area will include three principal activities: the DOA contribution to the Development Plan, improved reporting of the agricultural situation in the regions, and establishment of a forum for discussion of policy matters. These activities have in common the concern for analytical rather than descriptive discussions, development of means to implement DOA policies, exchange of information among professionals, and general coordination of policy among GOZ departments and between the public and private sector.

*fairly weak  
contribution to  
policy.*

The Development Plan. The project implementation plan has been modified to permit USAID-financed technicians to assist their Zairian counterparts in the preparation of the 1986-1990 Development Plan. SEP has undertaken the task with the help of Belgian, IBRD, and US technicians, who advise the preparation of papers and analysis. While advising the DOA portion of the Plan, project technicians will have ample opportunity to assist the SEP staff to clarify the generally fuzzy DOA policy positions. As the sector is treated as a whole, SEP will have occasion to inventory current policies, mesh them, and critically view the result. The results of the inventory can then be addressed in the formulation of the DOA submission to the Plan. The effects of other sectors on agriculture can be noted and efforts mounted during the negotiations at the Department of Plan to prevent agriculturally counterproductive policies in other sectors of the economy.

The majority of the information available to SEP in its planning and policy inventory exercise derives from the eight project-funded regional reports (covering 95% of Zaire) which have been done since 1982. The SEP staff and one US advisor (Economist) will synthesize the data from the reports, noting discrepancies and unavailable data. The inventory of DOA and related agency policy will be undertaken by the project (Sector Planner) in conjunction with the Agricultural Policy Analysis Project 936-8048 (APAP) from S&T/AGR. Two person months of short term technical assistance from a sector analyst are planned. The synthesis combined with the policy inventory will lay the base for analytical judgments for presentation by DOA to the Department of Plan. Project personnel will press for analysis of the roots of constraints and for policy implementation actions in the DOA submission, rather than a simple listing of constraints and past activities. Ideally, the Plan should also state the policies relating to the sector and what tangible actions will be taken in order to implement the policies.

*only 3 done*

Regional Reports. SEP is presently dependent upon its own resources for collection of the primary and secondary data required for the SEP studies. SEP is also the primary user of these data, being the sole body

in the GOZ whose major focus is agricultural analysis and policy. The data collection effort includes a limited amount of primary data collection and a major push for secondary data from public and private sources which now collect their own data. Primary collection will be done to support the next issue of regional reports; secondary collection will be used to fill the SEP agricultural data bank.

Project technical assistance will continue to help SEP improve its capacity to report the agricultural situation in the regions. The initial reports were done on a descriptive basis, as statistical data were unavailable for recent years. Two US technicians will assist SEP to place the regional reports on a statistically reliable base, beginning with Shaba Region. One advisor (Statistician), working in DSA, will assist the staff to set up and superintend the data gathering effort, based on information needs expressed by the DSP. The second advisor (Economist), working in DSP, will assist the staff to determine the information needs, assist as necessary in data collection, and assist in supervising the report preparation. The data collection effort will include a strengthening of the links between SEP, the office of the regional Agriculture Inspector, whose staff includes positions for sector planning at that level and for statistical reporting, and the regional office of the Ministry of Plan, whose staff monitors the overall economy of the region. In order to ensure a wide critique of the regional reporting mechanism, the reports will be distributed at project expense to key public and private institutions. Other interested parties will be invited to purchase copies.

Tie in to N.S. data gathering T. Gold.

Cooperation between this project and APAP will include statistical survey design and data treatment planning to augment the long term project technicians. Eight person months of short term assistance are planned. The surveys are proposed as initial measures of input, production, and market variables. SEP cannot support a detailed, census-like effort: funds will not be available until the IMF stabilization plan completes its austerity program in the GOZ central budget. Meanwhile, APAP technicians have recommended a means of obtaining the maximum amount of necessary data using the resources at hand.

Each regional survey will consist of a stratified sampling of 1000 observations, providing statistical validity with acceptable confidence intervals. Data collection will attempt to determine general production figures for food and cash crops and to identify marketing bottlenecks from the farmgate to the zone markets and from the zone markets to the urban centers. This elementary information is not currently known, except from anecdotal evidence and intuition. Although modest, the regional surveys are the first step in reviving the national collection of agricultural statistics.

good

Agricultural Data Bank. In the realm of secondary data collection, project activities will continue in the development of an agricultural data bank, of an electronic data processing capability, and of expanded links to public and private agencies who collect data for their own uses. This secondary data collection is the most cost effective way to accumulate existing data, preventing duplication of effort, and

good

identifying unfilled collection needs. The data bank is the central point for storage of the data; hard files will also be kept.

Since 1982, the project Data Processing Specialist has set up a computer facility, trained 12 Zairian staff, designed and constructed a computerized data file for agriculture, and implanted a system to permit data processing for SEP and other DOA users. Major expansion of the computing facility is now underway with the installation of a network of six microcomputers. This configuration is likely to meet DOA data processing needs through mid-1986. As the facility becomes increasingly able to handle large jobs, further expansion of the network will be required, or possibly conversion from microcomputers to a business-size minicomputer. Funds are included in this amendment to meet this expanded capacity, but the decision to use additional microcomputers or to convert to a minicomputer cannot yet be made. Should the conversion take place, the microcomputer network can be reconfigured for use by individual SEP offices.

The Data Processing Specialist, assisted by the Statistician, will continue to train the staff of the computer office in work management techniques. The two technicians will also direct their time to assistance in the four studies outlined under Support to Policy Formulation.

In addition to the current installation of increased data processing capacity in the main computer office, a microcomputer is being installed in the DSP planning office. This machine will be used by SEP analysts in the DSP for small jobs and routine analyses. Zairian staff trained in the US are already familiar with microcomputers, but those who have not received advanced degree training will require tutoring to achieve technical competency in the microcomputer. Funds are provided for a tutor to work as needed with the DSP staff to ensure that the staff can use the simple word-processing, spreadsheet, and data management software. The tutor will coordinate work with the Data Processing Specialist to ensure standardization of the instruction to the data processing method already in use.

Policy conferences. Zaire presently has no forum for discussion of the implementation of agricultural policy. The amended project therefore plans to sponsor an annual conference to discuss particular aspects of the agricultural sector. Themes for the conferences would be chosen to correspond with current issues. Zairian professionals would be invited to present topical papers; project financing in conjunction with APAP would make a keynote speaker available. In addition to the exchange of information among the conferees, the conference would help knit farflung regional DOA staff to the Department and to other public and private actors in the sector. Conference organization would be assisted by the US Chief of Party, with two person months of short term speakers from APAP.

Support to Policy Formulation

While the project does <sup>not ?</sup> presume to assist all facets of SEP's support to the formulation of agricultural policy, certain project activities can widely affect SEP's ability to perform its duties. Project assistance will continue to be provided to important data collection and treatment exercises and to maintenance of staff capability to perform economic analysis. This broad assistance permits the individual Zairian offices to function more efficiently while avoiding the chance of the advisors being commuted to operating staff.

The principal need for economic analysis in the near term is a method of monitoring sectoral developments. Information that is available to decision-makers is often fragmented and not directly comparable from region to region. In order to standardize the Department's requests to the field for information and to assemble that information into a coherent format, the project (Chief of Party) will introduce rudimentary modelling techniques. The model to be produced is intended as a framework in which information may be organized and presented: a diagnostic function rather than a forecasting function. The model may however prove useful in evaluating the effects of policy options being proposed to the Minister. The present capacity of the DSP is such that the most basic techniques can be fruitfully introduced, but several years practical experience will be required before sophisticated econometric methods will be successful. o/k

At present, four DOA data collection efforts appear sufficiently well conceived and well organized to merit support. This is not to say that the data being collected under these programs are the only data needed: the requisite combination of budget, staff, technical skill, and real priority presently exists only in the four noted programs. The activities of the US advisors working with DSA will be confined to these activities, leaving any other DSA work aside. ) not possible

1. Regional Agriculture Reports. The project will provide, as noted above, technical support to the data collection and treatment for the regional agriculture reports. Limited stratified surveys will be conducted in the eight regions outside Kinshasa, beginning at the rate of one region per year and accelerating as the survey team's skill develops. The Economist will assist DSP to provide information to DSA for development of the survey. DSA will set out the methodology and implementation plan with the guidance of the Statistician, and then cooperate with DSP as DSP implements the survey. Survey results will be processed through the DSA computer facilities with assistance from the Data Processing Specialist. Analysis of results, drafting, and distribution of the reports will be done by DSP.

This effort is expected to reinforce the communication between SEP and the regional DOA staff. Coordination of activities will be accomplished by regular site visits by SEP staff and conferences of the regional staff in Kinshasa. Emplacement of a direct radio link from the DOA to its regional staff will permit closer logistical coordination, but will not be suitable for data transmission. This link is now made by facilities borrowed from other agencies.

2. Establishment of the Agricultural Data Bank. The framework for the data bank has already been put in place by the Data Processing Specialist. Augmented computer capacity is being installed to permit the DSA computer office to accept and process work from DSP and other DOA offices. While some historical data are already available in the DSA, little recent data has been collected for entry into the data bank. The Statistician will implement a system for regularly tapping public and private sources of agricultural data to supplement the data which routinely arrives to DSA. The Statistician will assist DSA staff to catalog incoming data and record it in the existing data inventory. The DSA computer office, assisted by the Data Processing Specialist, will enter the data into the bank, verify the accuracy of the entries against the submitted data, and note the source of the data with the entry. Data accuracy in collection and methodology cannot be the responsibility of the DSA staff, since the data were not collected by DSA. It must remain the responsibility of the user to determine the reputation of the data source until such time in the future when resources will permit broad standardization of crop years, market areas, etc.

3. Current Marketing and Price Studies. The DSA computer office will continue to process the price and marketing data provided to it by the DOA Directorate of Markets, Prices, and Marketing Credit. The studies are being carried out with FAO assistance to determine farmgate, wholesale, and retail prices, as well as margins to transporters and dealers. A significant side benefit is a clearer understanding of the market structure which supplies Kinshasa and the regional capitals with food. The study data and results will be included in the data bank using the procedures already noted. The Directorate will do the analysis, drafting, and distribution of the reports. The Directorate intends to broadcast the price information weekly by radio and to make a distribution of figures within the DOA. Some trend analysis is taking place, limited by the short history of the price studies.

4. Development Project Administration. The project will cooperate with the IBRD-supported effort in the Directorate for General Project Administration where that effort may have sufficient data to require data processing. The Directorate will collect, verify, and prepare the data for entry. DSA staff, assisted by the Statistician and the Data Processing Specialist, will advise the Directorate on format, enter the data, and provide a computerized record. The Directorate will do the analysis, drafting, and distribution of any reports.

#### Support to Management

In order to ensure efficient operation of the SEP staff, the project will continue to provide assistance to the administrative support office of SEP. Technical assistance (Administrative Specialist) has been successful in ensuring financial control, sound budgeting, vehicle control and maintenance, personnel recruitment and training, payroll supervision, procurement, and document publication. The reliable provision of these services enabled SEP to fulfill its tasks where other DOA operations withered from lack of support. The position of the

Administrative Assistant is to be continued until July 1987, at which time assistance should no longer be required. ?

Administrative paperwork represents a significant bottleneck where repetitive tasks are required. Accounting and supply functions are especially time consuming and error prone when done by hand. To streamline payroll preparation, Service-wide accounting, and inventory management, a microcomputer is being installed in the Service's Support Office. The microcomputer will permit the Service to forego two lower level clerk positions while enhancing accuracy, cost accounting of individual offices,? and general budget administration. Software for these functions is available without the need for custom programming.

A major identified need in SEP (and other DOA agencies) is basic management skills. To address this need, the project will fund a short-term course for training mid-level DOA managers in skills required for administering their work. In-country training has proven cost effective, permits adaptation of course materials to local examples, and permits managers to remain available to their jobs while receiving training. A group of 15 mid-level office heads and administrators will be trained under the three person months of short term assistance provided.

As half of the vehicles now used by SEP were provided by USAID in 1975-1978, this project amendment includes funds for three automobiles. These vehicles were proposed under the original project paper, but were not purchased due to unavailability of US-manufactured diesel motors. Automobiles with reliable diesel motors are now available for export from the U.S.; replacement of depreciated project vehicles may be accomplished. Similarly, funds are provided to replace and upgrade office equipment (photocopiers, typewriters, etc) purchased in the late 70's. This additional support will increase SEP's ability to make reports available without lengthy administrative delays.

A unique problem has arisen on the administrative side: the most useful reference materials for agricultural economics and for data processing are produced only in English (mostly of US origin). While the project will continue its training in English, considerable translation is necessary to make technical summaries available to lower level SEP staff, to francophone officials up the line, and to other GOZ departments. Demand for translation has never been predictable; currently, such work is done on a piecework basis according to need. Some translations are paid in dollars, others in Zaires. Translation up to 6,000 hours (25 pm) has been included in the project dollar financing. Zaire financing for translations has been included under the local currency salaries line item.

A further sign of the growing importance attached to SEP within the DOA shows in the full staffing of all DSP and DSA computer office positions. While rare in other DOA offices, full staffing of the organizational chart has caused severe shortages of office space for SEP. The office wing added to SEP in 1981 is now filled beyond capacity. The building plan at that time provided for an additional wing of seven offices to be built as conditions dictated. This construction will be financed by the GOZ from its own resources. ? 15

Staff Development

One of the more debilitating constraints to development in Zaire is the lack of trained, experienced manpower. Since 1978, USAID has trained 52 persons in statistics and economics for SEP. Nineteen of those persons remain; the others have been siphoned off to other GOZ agencies and into the private sector. While these persons are no longer in direct contact with project activities, these US trained professionals constitute a significant portion of rising young agribusiness executives. Currently, seven participants are in the US, training for master of science degrees in agricultural economics. These seven will return in 1985 to fill the gaps left by attrition of trained staff. To ensure a supply of good analysts, the project continues to recruit and prepare a pool of candidate participants.

SEP recruits aggressively among graduates of the agricultural college at Yangambi (Haut-Zaïre) and from the economics faculty of the University of Kinshasa. These new persons receive basic on-the-job training in SEP while being screened for participant training in the US. Advanced degrees are generally not available from Zairian schools. Candidates for participant training receive English language instruction and are screened for academic acceptability to US universities. Twelve additional participants will be sent under this project: four to six persons will be ready to depart in August 1985. The training program is a major part of USAID's long-term commitment to improved agricultural policy in Zaire.

*not back  
by  
end  
project.*

The constant attrition of experienced analysts requires a continuing program of in-country and US academic training. At the master of science level, the project will send six participants in August 1985 and six participants in August 1986. These persons represent the supply of leading technicians for the period 1988-1990. They will be trained in agricultural economics with emphasis on planning and policy support. Additionally, the GOZ has included four scholarships annually to the agriculture economics faculty at Yangambi. These scholarships permit selected junior technicians to advance in responsibility and to allow a flow of new junior personnel into the Service. A side benefit of this program is the constant contact of the economics faculty with the Service.

The participants currently in the US will return to Zaire after the completion of their coursework, but will conduct their thesis research in Zaire. The Zaire research requirement prepares the professional to work in Zaire, where data are scarce and uncertain. Additionally, theses done in Zaire add substantially more to the body of knowledge concerning Zaire's agricultural economy than do US-done theses. USAID-financed training since 1978 has shown that those persons who did their thesis research in Zaire subsequently were better integrated into their jobs, accepted work conditions more easily, and have provided more useful recommendations than have those professionals who did research in the US.

To ensure academic standards of the seven SEP participants, the project will repeat the successful pattern of its predecessor (660-0052), and bring to Zaire a professor of agricultural economics from the US institution which is training the participants. This professor will supervise the thesis research, provide guidance in drafting the documents, and serve as liaison to the US universities. Eighteen person months of supervision are planned.

This amendment adds 258 person-months of long-term training funds to ensure that the participants now in training will have sufficient funding to complete their work, as well as initiating training for the twelve new participants.

In an effort to redress specific competency needs, funds for short term training in the US under the USDA have been provided. Ten persons will be trained in management of change, policy development, and sectoral analysis.

#### Evaluation and Design

The Project received a favorable mid-term evaluation in February 1983. Recommendations from that evaluation have been incorporated into the project implementation. Another mid-term evaluation will be held in April 1985 to assess project progress. The results of this evaluation will be incorporated into design of a successor policy support project. Funds for this evaluation (three person-months) are included in the illustrative budget.

Since the project is a part of a longer term effort, funds have also been included for the 1986 design of a successor project. These three person-months of effort will be provided through APAP. Design of the successor project is planned in late 1985 to permit funding for participant training in 1986 and to allow modifications in the policy initiative based on the results of the April 1985 evaluation. It is important at this stage of policy evolution to assure that project implementation is sufficiently supple to quickly address the developing needs. The overlap of projects in this area has been useful in the past, and has assisted USAID to swiftly meet needs of the GOZ in policy development.

#### Scopes of Work

The Institutional Contractor has the following general statement of work:

1. Improve the operational links between Data Processing Office of the SEP Division of Statistics and the SEP Division of Strategy and Planning, the Director of Markets, Prices, and Marketing Credit, and the Directorate of General Project Administration.
2. Advise in the office organization and execution of the work assigned to the Division of Strategy and Planning and to the Office of Data Processing, Division of Statistics.
3. Institutionalize the assembly, analysis, presentation, and publication of information pertaining to the agricultural sector, including the collection of primary statistics through selected specific studies.
4. Develop and implement an electronic data processing facility and its management operations, and provide on-the-job training to the personnel assigned.

5. Establish an agricultural situation reporting system that will include information on agricultural production and marketing, important developments in the sector, and recommendations to the Minister for improvements in the situation.
6. Provide on-the-job training in the identification and design of projects and programs and in descriptive and analytical reporting.
7. Encourage regular exchange of information among the Ministry of Plan, SEP, and the regional offices of the Ministry of Agriculture.
8. Improve the utilization of agriculture sector data and information in support of Ministry planning and policy decisions.
9. Assist SEP analysts in the preparation of the DOA sections of the 1986-1990 Development Plan.
10. Procure for SEP the project-funded commodities listed: data-processing equipment and software, automobiles and spare parts, office machines, radios, and publication of reports.
11. Supervise the Personal Services Contractors procured under the project in their daily work.
12. Coordinate project activities between the institutional contract and the Agriculture Policy Analysis Project.
13. Render a quarterly and annual report of the activities undertaken and accomplished under the contract.

Under the institutional contract, the Chief of Party will perform the following tasks:

Acting on his own initiative, the Chief of Party will:

1. Coordinate the activities of the technical assistance team at SEP.
2. Handle liaison between the project and USAID, the GOZ, and cooperating foreign donors for administration, information, and analysis.
3. Assist the Director of the Service to identify, arrange, and coordinate short term technical assistance under this project.
4. Prepare and submit quarterly and annual reports of the contract team.
5. Ensure adequate support services to the contract team.
6. Supervise the work of the administrative assistant and statistician? control the assignment of work to translators and typists as required.
7. Advise the Director of the Service on staff utilization, organizational structure, and administrative procedures.

8. Participate from time to time in project evaluation for this project and design activities for a successor project.

In close coordination with the Chief of the Division of Planning and Strategy, the Chief of Party will:

9. Design and implement a system to monitor performance of the sector.
10. Determine the priority data required to analysis.

The Sector Planner will advise the Chief of the Planning Office in

1. Analysis and definition of sectoral policies, in force and proposed.
2. Coordination of staff analysis for the Department of Agriculture's submission to the five-year Development Plan.
3. Planning and directing the continuation of the eight regional studies.
4. Providing on-the-job training to the staff in the implementation of descriptive and analytical studies.

The Economist will advise the Chief of the Economic Analysis Office in:

1. Organization and implementation of an annual review of the progress and prospects of the sector, based on the sector monitoring system, and publication of the review proceedings.
2. Planning and directing the compilation of a biennial situation report synthesized from the data available to the Office from Department sources.
3. Identifying the prospective clientele for publications of the Service and estimate the number of copies of the various reports required to meet the demand. ?
4. Defining a Service-wide policy governing the availability of Service staff as GOZ consultants to other public and private institutions. ?
5. Implementing of programs to market Service publications.
6. Continuing the Commodity Report Series, as a vehicle for providing on-the-job training to the office staff in the implementation of descriptive and analytical studies.
7. Constructing of a policy inventory and subsequent analysis.

The Data Processing Specialist will advise the Chief of the Data Processing Office in:

1. Evaluating and proposing software and hardware components to expand the existing computer capability of the Service.

2. Procuring electronic data processing (EDP) equipment and supplies, selecting a management staff for the EDP facility and providing on-the-job training to the staff, describing an appropriate management and operating system for the facility, and developing a manual guiding the management and operation of the EDP facility and its systems.
3. Establishing methods and systems for input and retrieval of information with a computerized data bank and determining methods of presentation of information from the data bank.
4. Entry of historical agricultural statistics available to the Division into the data bank.
5. Implementing EDP tasks required to support the data bank, the regional report surveys, the DMPCC price surveys, and the DAGP data files.

The personal services contract Statistician will advise the Chief of the Compilation Office in:

1. Identification and assembly of agricultural data from secondary sources.
2. Design and implementation of the project's primary data collection activities.
3. Design and implementation of a filing system for published data in hard copy.
4. Establishment of regular channels to receive and distribute data and statistics with development projects, private enterprises, and Department of Agriculture offices in the Regional capitals.

The personal services contract Administrative Specialist will advise the Chief of the Support Office in:

1. Financial and payroll control.
2. Vehicle maintenance and control.
3. Personnel management.
4. Procurement and supply management.
5. Administrative support to contractors.
6. Travel and logistics support.
7. Distribution of documents published by the Service.
8. Introduction of data processing methods for financial control.

The Thesis Supervisor will work with the Chief of the Division of Planning and Strategy to:

1. Ensure academically acceptable research is performed by returned participants.
2. Ensure drafting and other thesis preparation is done in accordance to prevailing US standards.
3. Coordinate and conduct examinations as required.
4. Advise the Director, SEP, on the adequacy of proposed participants for higher training in the US.

Chronological Implementation Plan

1984

November

Solicit continuing TA contractor  
Background materials for Agricultural Task Force complete

December

Regional report information requirements known —? ?  
Publication distribution list completed —? ?  
Commodity reports on tea, rubber, and cocoa complete

1985

January

APAP Sector Analyst (1.5 pm)  
Construction Planning begins  
Select Thesis supervisor  
Commodity procurement begun

February

Continuing TA contractor selected  
Shaba Regional Survey design begun (APAP 2 x 1.5 pm)

March

Policy inventory completed  
Construction plan complete  
Commodity Reports for Cotton and cassava completed  
Participant candidates identified.

April

Project Evaluation (2 x 1.5 pm)  
Shaba Regional Survey design complete

May

Construction of office space begins  
Conduct Shaba regional survey  
Sector monitoring system functioning

June

Continuing TA contractor arrives in Zaire  
Data bank operational  
Four participants return  
Five Year Development Plan drafting begins  
Biennial situation report published  
Shaba Regional Survey complete  
Commodity report on bananas complete

July

Sector Review and Policy Conference (APAP .6pm)  
Prepare for management seminar (2 x 1.5 pm)  
Sector Analyst visit (APAP .6 pm)  
Thesis Supervisor arrives

August

Sector review published  
Six participants depart for US long term training.

September

Data processing expansion decision  
Construction completed  
Bandundu regional survey planning begins

November

Bandundu regional survey conducted  
Kasai oriental survey planning begins

December

Bandundu regional survey complete  
Five Year Development Plan complete

1986

January

Sector Analyst (APAP .5 pm)  
Three participants return

February

Kasai Oriental regional Survey begins

March

Kasai Oriental regional survey complete  
Haut-Zaire Regional survey planning begins

April

Six participants ready for July departure  
Expanded data processing capability in place

May

Bandundu report published  
Haut-Zaire regional survey begun

June

Haut-Zaire survey complete  
Sector Review and Policy Conference (APAP .6 pm)

July

Sector Analyst (APAP .5 pm)  
Six participants depart for longterm US training  
Bas-Zaire regional survey planning begins

August

Kasai Oriental report published  
Sector review published  
Design begins for follow-on project (APAP 2 x 1.5pm)

November

Haut-Zaire survey published  
Bas-Zaire survey begins  
Solicit contractor under follow-

December

Thesis Supervisor departs  
Bas-Zaire survey complete  
Kasai Occidental survey planning begins

1987

January

Biennial situation report planning begins

February

Kasai Occidental survey begins  
Kivu regional survey planning begins  
Obligation of follow-on project

April

Kivu Regional survey begins

May

Bas-Zaire Survey published  
Kivu survey completed  
Equateur regional survey begins

June

Administrative Assistant position closes  
Biennial situation report published  
Sector Review and Policy Conference (APAP .6 pm)

August

Sector review published  
Equateur regional survey begins

V. Illustrative Dollar Budget (27 mo.)  
 June 1985-September 1987  
 (\$000)

	<u>This Amendment</u>	<u>LOP</u>
<b>A. Technical Assistance</b>		
<b>1. Longterm</b>		
<b>a. Institutional Contractor (112 pm)</b>	1,680	4,153
4 x 28 pm x \$15,000		
Chief of Party		
Sector Planner		
Data Processing Specialist		
Economist		
<b>b. Personal Services Contractors (47 pm)</b>	176	383
Statistician 23 pm x \$4,500		
Administrative Specialist		
24 pm x \$3,000		
<b>c. Thesis Supervisor (18 pm)</b>	216	216
18 pm x \$12,000		
Subtotal Long-Term TA	<u>\$2,072</u>	<u>\$4,752</u>
<b>2. Short Term</b>		
<b>a. Evaluation (3 pm)</b>	45	77
3 pm x \$15,000		
<b>b. Translations</b>	20	42
3,000 hrs x \$6.65		
<b>c. Data Processing Tutor</b>	42	42
3,000 hrs x \$14.00		
<b>d. Agriculture Policy Analysis Project</b>	401	401
Sector Analyst		
2 pm   \$375/d		
Statistical Analysts		
6 pm   \$140/d		
Conference Speakers		
2 pm   \$250/d		
Project Design		
3 pm   \$195/d		
Project Coordinator		
1 pm   \$230/d		
Perdiem and Travel		
\$73,000		
Overhead at 275.7%		
\$210,000		
<b>e. Project Design Activities</b>		
Subtotal Short Term TA	<u>\$508</u>	<u>\$588</u>
<b>Total Technical Assistance</b>	<u>\$2,580</u>	<u>\$5,340</u>

<b>B. Commodities</b>		
1. Three automobiles and 25% spares	49	187
2. Data Processing Equipment	112	221
3. Nine shortwave Radios	45	45
4. Office Machinery	49	49
5. Report Publication	40	64
6. Furniture and Appliances	-	109
7. Reference Books and Periodicals	10	10
<b>Total Commodities</b>	<b>\$ 305</b>	<b>\$ 685</b>
<b>C. Training</b>		
<b>Long term</b>		
1. Support to existing participants (42 pm) 7 persons x 6 months x \$1,875	79	419
2. Support to MS students (216pm) 6 persons x 24 months x \$1,875 6 persons x 12 months x \$1,875	405	405
<b>Short term</b>		
1. Management training in-country 10-15 persons Trainer 3 pm x 12,500	38	38
2. USDA Short Courses in USA 5 x \$10,000	<u>50</u>	<u>50</u>
<b>Total Training</b>	<b>\$ 572</b>	<b>\$ 912</b>
<b>Total Dollar Budget</b>	<b><u>\$3,457</u></b>	<b><u>\$6,937</u></b>

VI. Illustrative Zaire Budget (27 mo.)

	<u>Z 000</u>	<u>This Amendment \$ 000 equivalent</u>	<u>Life of Project \$ 000 equivalent</u>
Salaries	13,073	307	478
Office Operations	4,220	117	
Office Equipment	1,000	28	
Vehicle Fuel	2,500	49	
Vehicle Maintenance	600	11	
Official Travel	7,000	143	2,201 (overall)
Conferences	750	17	
Building Maintenance	1,500	42	
Construction	8,000	222	
Training			
Research	151	3	
English Language	275	8	
Report Publication	2,500	69	
Training at Yangambi	400	11	
HC Contractor Benefits	<u>3,528</u>	<u>98</u>	
Total Zaire Budget	45,969	\$1,210	<u>\$2,775</u>

GOZ contribution is 28.6% of total project costs.  
 Z38 = US\$1.00

**ANNEX A**  
**A. LOGICAL FRAMEWORK**

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project:  
From FY 78 to FY 87  
Total U.S. Funding 6,537  
Date Prepared: 9/14/84

Project Title & Number: AGRICULTURE SECTOR STUDIES 660-0070

NARRATIVE SUMMARY	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project or Sector Goal: The broader objective to which this project contributes: (A-1)</p> <p>Strengthen the capability of the Department of Agriculture to develop and implement a national agricultural strategy.</p>	<p>Measures of Goal Achievement: (A-2)</p> <p>Public distribution of policy statements funding levels become commensurate to the agricultural development plan.</p>	<p>(A-3)</p> <p>Review of documents and budgets.</p>	<p>Assumptions for achieving goal for sector: (A-1)</p> <p>Macro economic stabilization. Continued emphasis on private sector involvement.</p>
<p>Project Purpose: (B-1)</p> <p>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.</p>	<p>Conditions that will indicate purpose has been achieved: End-of-Project status. (B-2)</p> <p>Full staff; efficient use of staff, regular recourse to the service for the Staff analyses. Regular production of useful reports on sectoral developments</p>	<p>(B-3)</p> <p>Review of staffing patterns and payroll. Review of work logs, user access to computers, and document distribution lists. Review of published and unpublished documents.</p>	<p>Assumptions for achieving purpose: (B-4)</p> <p>Adequate budget levels are maintained. Manpower attrition is not excessive.</p>
<p>Project Outputs: (C-1)</p> <p>a- Computerized data bank b- Policy inventory c- Simple econometric sector model d- Regional data collection and reporting. e- Management training f- Participant candidate pool.</p>	<p>Magnitude of Outputs: (C-2)</p> <p>a- Data bank set up. b- Inventory constructed. c- Model constructed and used d- Statistical survey for each region. e- OJT and in-country training f- Files for each candidate.</p>	<p>(C-3)</p> <p>a- Access logs. Bank contents b- Inventory published c- Reports based on model published d- Survey conducted ; report published. e- Training completed f- Review files.</p>	<p>Assumptions for achieving outputs: (C-4)</p> <p>Intra departmental cooperation Appropriation procedures for work and financial control established.</p>
<p>Project Inputs: (D-1)</p> <p>177 pm long term TA 45 pm short term TA 42 pm long term training 32 pm short term training</p> <p>\$318,000 in commodities.</p>	<p>Implementation Target (Type and Quantity) (D-2)</p>	<p>(D-3)</p>	<p>Assumptions for providing inputs: (D-4)</p> <p>Continued GOZ counterpart funding</p>

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project:  
From FY 78 to FY 87  
Total U.S. Funding 6,537  
Date Prepared 9/14/84

(INSTRUCTION: THIS IS AN OPTIC  
FORM WHICH CAN BE USED AS AN AID  
TO ORGANIZING DATA FOR THE PAR  
REPORT. IT NEED NOT BE RETAINED  
OR SUBMITTED.)

PAGE 1

Project Title & Number: AGRICULTURE SECTOR STUDIES 860-0070

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes: (A-1)</p> <p>Strengthen the capability of the Department of Agriculture to develop and implement a national agricultural strategy.</p>	<p>Measures of Goal Achievement: (A-2)</p> <ol style="list-style-type: none"> <li>1. A set of policy statements is defined and published.</li> <li>2. Policy is based on systematic collection and analysis of data.</li> <li>3. Program funding becomes available for priority sector activities.</li> </ol>	<p>(A-3)</p> <ol style="list-style-type: none"> <li>1. Publication of the policy statement series.</li> <li>2.a. The statistical collection system regularly returns statistically valid data to the Department.</li> <li>b. Department analysts make routine use of the data in preparation of staff documents.</li> <li>3. Central budgets and usual sources of agricultural finance show timely disbursement of sufficient funds to priority programs.</li> </ol>	<p>Assumptions for achieving goal targets: (A-4)</p> <ol style="list-style-type: none"> <li>1. The GOZ will succeed in meeting IMF stabilization targets.</li> <li>2. The GOZ will rely on the Department of Agriculture as the principal source of agricultural policy.</li> <li>3. Donor financing will remain available for training of managers and senior technicians.</li> <li>4. The GOZ will continue to pursue policies which foster private sector confidence and which acknowledge the preponderant role of small farmers in food crop production.</li> </ol>

PROJECT DESIGN SUMMARY  
 LOGICAL FRAMEWORK

Life of Project: \_\_\_\_\_  
 From FY 78 to FY 87  
 Total U.S. Funding 6,537  
 Date Prepared: 9/14/84

Project Title & Number: Agricultural Sector Studies (660-0070)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Purpose: (B-1)</p> <p>To increase the institutional capacity of the Studies and Planning Service of the Department of Agriculture to collect and process data, to do staff analysis in support of policy formulation, to monitor the agricultural sector, and to make available documents and data for public use.</p>	<p>Conditions that will indicate purpose has been achieved: End-of-Project status. (B-2)</p> <p>1. Full staffing against the Service organizational chart by appropriately trained technicians and managers.</p> <p>2. Regular use of the Service in routine and special analytical tasks supporting policy formulation.</p> <p>3. Regular use of an elementary econometric model to monitor the effects of agricultural and related policy as well as general sectoral evolution.</p> <p>4. Regular use of data processing in the processing of raw data and its subsequent analysis; data processing used to assist administrative management.</p> <p>5. Regular use of the data and documents produced by the Service by non-gouvernemental business and agencies.</p>	<p>(B-3)</p> <p>1.a. Review of payroll, organization chart, and personnel files          b. Review of recruiting program and staff development plan.</p> <p>2.a. Review of work logs,          b. Publication of studies,          c. Publication of policy statements.</p> <p>3.a. Regular submission of reports on the condition of the sector and its components.          b. Basic forecasting methods applied to proposed policy options,          c. Annual sector review conference held.          d. Biennial situation report published.</p> <p>4.a. Review of data bank user access logs.          b. Review of computer task logs.          c. Existence of complex analytical mechanisms which require routine computer assistance.          d. Computerized payroll and financial management.</p> <p>5.a. Review of document distribution lists.          b. Review of document sales.          c. Review of user access logs.</p>	<p>Assumptions for achieving purpose: (B-4)</p> <p>1. The Department of Agriculture central budget remains equivalent in real terms to its 1983 levels.</p> <p>2. Cooperation with the planned GOZ/FAO project in statistical collection will be achieved.</p> <p>3. Trained manpower will not be attracted from the service to the private sector in excess of the recruiting ability.</p>

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project:  
From FY 78 to FY 87  
Total U.S. Funding 6,537  
Date Prepared: 9/14/86

Project Title & Number: AGRICULTURE SECTOR STUDIES 660-0070

PAGE 2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Outputs: (C-1)</p>	<p>Magnitude of Outputs: (C-2)</p>	<p>Inputs:</p>	<p>Assumptions for achieving outputs: (C-4)</p>
<p>1. Wide public distribution of documents and data by the Service.</p>	<p>1.a, Free distribution of up to 100 copies of major reports to prime users of data, b, Number of documents sold equals three times the free distribution,</p>	<p>1.a, Review of free distribution lists, b, Review of sales documents,</p>	<p>1. GOZ fosters intra departmental cooperation and permits billing between directorates for services rendered.</p>
<p>2. Staff analysis in support of the agricultural section of the national Five Year Development Plan,</p>	<p>2.a, Inventory of agricultural policies now in force. b, Sectoral analysis leading to draft language for the Plan.</p>	<p>2.a. Publication of the inventory. b. Acceptance of Service language by Ministry of Plan into the consolidated Development Plan.</p>	<p>2. Appropriate job submission procedures for data processing are accepted within DOA.</p>
<p>3. Conduct of regional surveys to place the 1982-3 regional reports on a statistical base.</p>	<p>3.a. Conduct of a survey in each of the eight regions, b. Publication of the second edition of the regional report series. c. Completion of the remaining first edition series</p>	<p>3.a. Review of travel documents and data files. b. Review of distribution and sales lists. c. Review of distribution and sales lists.</p>	<p>3. Data collection agencies will assist DOA in standardizing information reporting.</p>
<p>4. A functioning central data processing supplemented by data processing capability in the analytic offices.</p>	<p>4.a. A microcomputer based data bank, graduating to mini-computer technology as demand justifies. b. Microcomputers used by analysts for sector monitoring and analysis. c. Intra-office coordination tasks to ensure compatibility to data processing requirements</p>	<p>4.a. Inspection of facilities. Review of user access logs, Review of task logs. Review of data bank contents. b. Inspection of facilities. Review of user access logs. Review of work to verify level of complexity. c. Review of operating procedures for development of data collection and analysis tasks. Review of user consultation log.</p>	
<p>5. Conduct of annual sectoral review conference,</p>	<p>5. Annual conference of 3-5 days drawing on public and private agricultural leaders,</p>	<p>5. Review of conference background documents. Review of conference proceedings, Review of list of persons attending.</p>	

30

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project:  
From FY 78 to FY 87  
Total U.S. Funding 6,537  
Date Prepared: 9/14/84

Project Title & Number: AGRICULTURE SECTOR STUDIES (660-0070)

PAGE 3

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Outputs: (C-1)	Magnitude of Outputs: (C-2)	(C-3)	Assumptions for achieving outputs: (C-4)
6. A rudimentary sector model suitable for diagnostic purposes and selection of policy options.	6a. A computer-based mathematical model of the sector. b. Stated information needs to operate the model. c. Regular use of the model to evaluate sectoral developments. d. A feedback mechanism to check the model against the situation in the field.	6a. Review of the model and its methodology. b. Communications from Service to GOZ data collection agencies. c. Review of computer output; Review of documents submitted to the Minister. d. Review of communications and field reports.	
7. A computerized data bank of publicly available information for sectoral analysis.	7a. Data is available on demand b. Public and private agencies request data regularly c. Regular update and correction of data is made.	7a. Review of data bank contents and request mechanisms. b. Review of user request log. c. Review of work logs and procedures in the data processing office.	
8. Support to food marketing and project monitoring studies.	8. Data processing services provided to other DOA directorates as requested.	8. Review of work logs and requests for assistance.	
9. Training of lower level managers in effective work organization.	9a. On the job training of the administrative support staff. b. In country training of professionals	9a. Review of work logs; establishment of accepted administrative procedures. b. Successful completion of course work; evaluation of performance after 6 months	
10. Pool of screened candidates for long-term participant training in US,	10. Files on each participant	10. File contains all necessary documentation to issue and arrange departure in days.	

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project: \_\_\_\_\_  
from FY \_\_\_\_\_ to FY \_\_\_\_\_  
Total U.S. Funding: \_\_\_\_\_  
Date Prepared: \_\_\_\_\_

Project Title & Number: \_\_\_\_\_

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Purpose: (B-1)	Conditions that will indicate purpose has been achieved: End-of-Project status. (B-2)	(B-3)	Assumptions for achieving purpose: (B-4)

PAGE 2

INTENTIONALLY LEFT BLANK

34

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Project Title & Number: AGRICULTURE SECTOR STUDIES 660-0070

Life of Project:  
From FY 78 to FY 87  
Total U.S. Funding 6,537  
Date Prepared: 9/14/84

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Inputs: (D-1)</p> <p><u>PERSONNEL</u></p> <p>Agricultural Economist/Chief of Party Agricultural Economist Sector Planner Data Processing Specialist Statistician Administrative Assistant Thesis Supervisor Short-term consultants</p> <p><u>TRAINING</u></p> <p>Continuation of long term in US Short term training in US Short term training in Zaïre.</p> <p><u>COMMODITIES</u></p> <p>a- Data processing hardware b- Office equipment c- Automobiles d- Radios e- Report publication</p>	<p>Implementation Target (Type and Quantity) (D-2)</p> <p>All personnel will meet requisite qualifications stated in the text. 177 pm of long term technical assistance.</p> <p>45 pm of short term technical assistance</p> <p>42 pm at MS level. 12 pm. 20 pm.</p> <p>a- To be decided at time of capacity increase. b- Copiers, typewriters, etc. c- Three diesel autos d- Nine shortware sets e- As required</p>	<p>(D-3)</p> <p>Contract monitoring</p> <p>Receipt of diplomas, certificates. Attendance records.</p> <p>Site inspection, Invoices.</p>	<p>PAGE 4</p> <p>Assumptions for providing inputs: (D-4)</p> <ol style="list-style-type: none"> <li>Continued availability of counterpart funding from Ministry of Plan.</li> <li>Continued GOZ efforts to upgrade personnel compensation.</li> </ol>

65

**ANNEX B.**

**I. REPORTS TO DATE**

**A. Reports Published**

Equateur Regional Planning Report  
Bandundu Regional Planning Report  
Shaba Regional Planning Report  
Rural Development Plan for North Kivu Subregion  
Production and Marketing of Beans  
Production and Marketing of Peanuts  
Production and Marketing of Coffee  
Production and Marketing of Corn  
Production and Marketing of Rice  
Production and Marketing of Palm Oil  
Production and Marketing of Sugar Cane  
Production and Marketing of Root Crops  
Department of Agriculture Organizational Chart  
Agricultural Situation Report, 1983  
Constraints to Agricultural Development  
Overview of 54 Agricultural Projects  
Master Policy and Procedures Manual for Data Processing  
Systems and Operations Manual for Data Processing  
Thirteen MS theses on production and marketing.

**B. Reports in Progress**

Bas Zaire Regional Planning Report  
Haut-Zaire Regional Planning Report  
Kivu Regional Planning Report  
Kasai Oriental Regional Planning Report  
Kasai Occidental Regional Planning Report  
Production and Marketing of Cotton  
Production and Marketing of Cassava  
Production and Marketing of Tea  
Production and Marketing of Rubber  
Production and Marketing of Bananas

**II. SIGNIFICANT ACTIVITIES TO DATE**

Development of Job description of Service staff (140 positions)  
Development of National Livestock Strategy  
Preparation of food needs estimate, 1985-1990  
Preparation of 13 project papers or equivalent documents  
Evaluation of 3 major area development projects  
Staff analysis in privatization of the coffee buying parastatal and a state farm.  
Preparation of the Agriculture section of the 1986-1990 National Development Plan  
Collaboration in retail market price and supply surveys.  
Expert advice in 80% of staff work destined for the Minister.