

PD - AAU - 184 000

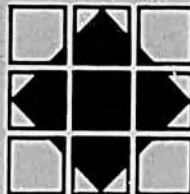
REPUBLIC OF ZAIRE  
DEPARTMENT OF AGRICULTURE AND  
RURAL DEVELOPMENT  
STUDIES AND PLANNING SERVICE

**FIFTH ANNUAL REPORT**

**JULY 1985 - JUNE 1986**

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

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



## THE PRAGMA CORPORATION

116 EAST BROAD STREET  
FALLS CHURCH, VA. 22046

Tel. 703-237-9303 • Telex 203507 PRAGMA FSCH UR  
FAX 703-237-9326

President  
**Jacques Defay**

Established 1977

### Clients

AID  
World Bank  
IDB  
IFAD  
OAS  
Peace Corps

### Fields

Agriculture/Rural Development  
Health, Water Sanitation  
Financial Management  
Private Sector Development  
Conference Management  
Training, Education  
Industrial Development and Finance  
Microcomputer Application, Hardware and Software

### Overseas Offices

Belize/Belize City  
Tel: 45938  
Telex: 120 VILLA BZ  
Burkina Faso/Ouagadougou  
Tel: 335339  
Telex: S A G 5237BF  
Indonesia/Jakarta  
Tel: 793480  
Telex: 47319 FINAS IA  
FAX: 7996218  
Panama/Panama City  
Tel: 643862  
Tel: 637842  
Telex: 2116 TRTELCOR PA  
Zaire/Kinshasa  
Tel: 32714  
Telex: 21536 LASCO ZR

### Countries

#### Africa

Botswana  
Burkina Faso  
Central African  
Republic  
Ivory Coast  
Mali  
Niger  
Rwanda  
Sierra Leone  
Zaire  
Zimbabwe

#### Latin America

Argentina  
Bolivia  
Costa Rica  
Ecuador  
Guyana  
Honduras  
Mexico  
Nicaragua  
Panama  
Paraguay  
Peru

#### Asia

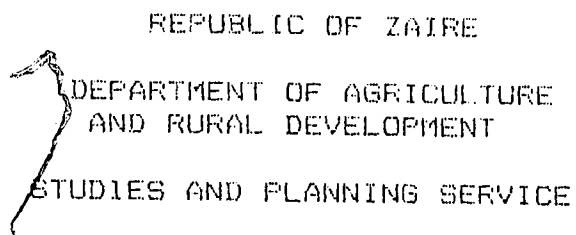
India  
Indonesia  
Nepal  
Pakistan  
Philippines  
Singapore

#### North Africa/ Middle East

Egypt  
Lebanon  
Morocco  
Tunisia  
Yemen

#### Caribbean

Antigua  
Barbados  
Belize  
Dominica  
Dominican Republic  
Haiti  
Jamaica  
St. Kitts/Nevis



FIFTH ANNUAL REPORT

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

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

JULY 1985 -- JUNE 1986

THE PRAGMA CORPORATION

## TABLE OF CONTENTS

SECTION	TITLE	PAGE
I.	Introduction	1
II.	Principal Activities of the Year	4
III.	Major Problems and Constraints Encountered	11
IV.	Progress Toward Achieving Project Objectives	13
V.	Recommendations and Reflections	18
	Individual Team Members' Annual Reports	20
	Chan P. Nguyen	20
	Georges Conde	24
	James Gray	27
	Anthony Yeboah	32
	David Shapiro	34

## ABBREVIATIONS USED

BI	=	Bureau Informatique/Computer Bureau
DMPCC	=	Directorate of Markets, Prices, and Campaign Credit
DOA	=	Department of Agriculture
DSA	=	Division of Agricultural Statistics
DSP	=	Division of Strategy and Planning
EEC	=	European Economic Community
FAO	=	Food and Agriculture Organization (United Nations)
GOZ	=	Government of Zaire
PID	=	Project Identification Document
PP	=	Project Paper
SBS	=	Southern Band Survey
SEP	=	Service d'Etudes et Planification/Studies and Planning Service
USDA	=	United States Department of Agriculture

## 1. INTRODUCTION

This report provides an overview of the activities of the Zaire Agricultural Sector Studies Project (USAID's Project 660-0070) during the period from July 1, 1985 through June 30, 1986. This period represents the fifth year of implementation of the project, commonly referred to as Project 070. The project provides on-the-job training and general technical assistance to the Studies and Planning Service of the Government of Zaire's Department of Agriculture, with the aim of enhancing the Service's institutional capacity in the areas of agricultural planning and policy formulation, project evaluation, and computerized data processing.

The bulk of the technical assistance under Project 070 is provided by the Pragma Team, which during the period covered by this report consisted of:

- Dr. David Shapiro, Chief of Party and Projects Bureau Advisor;
- Dr. Chan F. Nuyen, Agricultural Planning Bureau Advisor;
- Mr. Georges Conde, Economic Analysis Bureau Advisor;
- Dr. Anthony Yeboah, Research Bureau Advisor; and
- Mr. James Gray, Computer Bureau Advisor.

In addition, Mr. John Gold serves as Advisor to the Compilation Bureau, and Ms. Henny Sebrechts is the Studies and Planning Service's Administrative Assistant.

Figure 1 shows the organizational structure of the Studies and Planning Service (Service d'Etudes et Planification, or SEP) in relation to the technical assistance team of Project 070.

**Best Available Document**

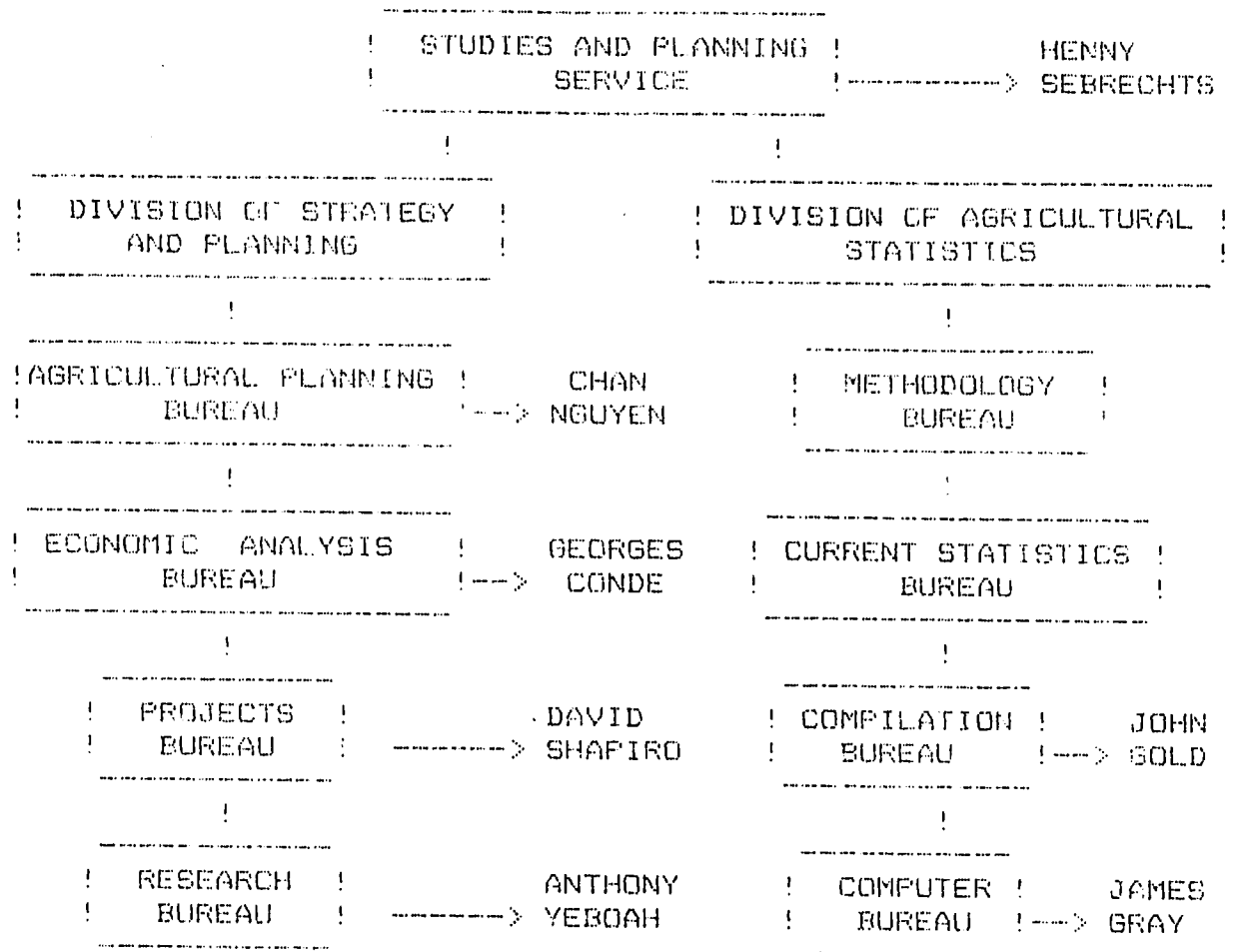


Figure 1. The Studies and Planning Service and the Project 070 Technical Assistance Team.



The Pragma team in Kinshasa is complemented by a three-member team providing backstopping to the project from the Pragma Home Office. That team presently consists of Dr. Mohammad Fatoorehchie, Pragma's Program Director for Agriculture and Project Director for Project 070; Mr. Ngq-Ambun Kabwasa, Pragma's Financial Director; and Ms. Dina Towbin, Administrative Assistant. Ms. Elizabeth Thompson also served as Administrative Assistant earlier in the past year.

The period covered by this report was one of consolidation of earlier progress and of important new growth for the project. The period was characterized by the continued presence of a full technical assistance team, and by an increased flow of output from the project. The following section of this report highlights the principal activities of the preceding year, while Section III discusses the problems and constraints that were encountered. Progress toward achieving the objectives of the project is reviewed in Section IV, while Section V offers recommendations designed to solve the problems and/or alleviate the constraints described in Section III. The report concludes with the reports of individual team members.

All of us from Pragma would like to take this opportunity to thank Cit. Mubenga Mukendi, Director of the Studies and Planning Service, for his continued cooperation and support. In the same vein, we would also like to thank Mr. Ron Daniel, USAID/Zaire's Project Officer for Project 070, for his ongoing efforts on behalf of the project. The support that these individuals have provided to the project and to the Pragma team has been instrumental in contributing to the project's success and achievements.

David Shapiro  
Pragma Chief of Party  
Project 070.  
August, 1986



## II. PRINCIPAL ACTIVITIES OF THE YEAR

The past year was an extremely productive one for Project 070 and the Service d'Etudes. The project extended the scope of its activities much more heavily into primary data collection by launching a broad-based farm household survey, while at the same time making continued good progress on numerous ongoing activities. There was also renewed emphasis during the past twelve months on certain activities that had been carried out early on in the life of the project, and there were, as always, the inevitable unplanned activities. In addition, the follow-on project at the Service d'Etudes, Project 119, was designed and agreed to during the year; and USAID decided to extend the Pragma contract for Project 070 by six months, to insure publication of pending project reports and to maintain continued technical assistance at SEP leading up to Project 119. Finally, there were some personnel changes of note.

The Southern Band Survey, initiated via a proposal written by Dr. Shapiro early in 1985, was carried out this past year as a two-round survey of 240 farm households spread across a band covering all or parts of five of Zaire's eight rural regions. The first round was conducted in December and January, and the second round in May. Dr. Shapiro coordinated work on the survey, with assistance from Mr. Gold and from Prof. Kalonji Ntalaja, hired as a Pragma short-term consultant to assist in planning and implementing the first round of the survey. Ten technicians from the Division of Strategy and Planning (mostly from the Economic Analysis and Projects Bureaus) participated in both rounds of the survey and were actively involved for most of the year; while another ten technicians, mostly from the Division of Agricultural Statistics (DSA), participated in round two of the survey.

In between the two rounds the project sponsored a joint Pragma-USDA Seminar on Agricultural Surveys. It was conducted as a residential seminar in Kasangulu, Bas-Zaire. The seminar, which was given to nearly 30 SEP technicians from both DSP and DSA during four weeks in March, was adapted from a USDA technical course on Basic Agricultural Survey Statistics and Methods, but custom-designed around the Southern Band Survey (SBS). It was conducted principally by co-trainers Prof. Kalonji (Pragma) and Mr. John Fliginger (USDA); and Dr. Shapiro, Mr. Gold, and Mr. Gray all participated in the seminar as trainers as well. This formal training, pointed toward round two of the SBS, was extremely helpful not only in augmenting knowledge of issues and problems in agricultural data collection, but also in mobilizing the interest and participation of the Statistics Division in the survey.

The series of regional studies and commodity reports constitute major outputs of Project 070, and the data collection and other preparatory work for these studies and reports are the principal ongoing activities of the Agricultural Planning and Economic Analysis Bureaus, respectively. Before noting the progress made on these series of reports, it is useful to briefly review the steps leading up to publication. Typically, following data collection and preparation of a draft text under the supervision of the bureau's advisor, the draft will be circulated for comments within the bureau. Following completion at the bureau level of a revised draft, the report is submitted to the Chief of Party for comments. Additional revisions are made to the report, and it is then submitted to Director Mubenga for his comments and approval. On the basis of the Director's comments and approval final revisions are made and the report is submitted to the Pragma Home Office for publication.

During the past year Dr. Chan and members of the Agricultural Planning Bureau finalized the Bas-Zaire regional study for publication, while Mr. Conde and members of the Economic Analysis Bureau finalized a Synthesis of the Current Situation of Zairian Agriculture report (focusing on production and marketing of food crops and cash crops) and also finalized two commodity reports, on tea and root crops. As of the end of the year, the regional study for Kasai Oriental was in the process of being finalized in response to the Director's comments, and the commodity reports on cocoa, cotton, manioc, and Peruvian bark had all been revised in response to comments from Dr. Shapiro and submitted to Director Mubenga for his comments and approval. In addition the Kivu study and the banana report, which had been submitted earlier to the Chief of Party, were reviewed by him at the very end of the year and then returned to their respective bureaus with suggestions for revisions.

The progress on commodity reports and regional studies was complemented by a wide variety of other ongoing project activities, especially in the areas of training, computerized data processing, and project identification and design. The work on project reports and studies itself represents an important training activity, entailing as it does extensive (albeit informal) on-the-job training. In the same vein ongoing work at the Computer Bureau (Bureau Informatique or BI) is also accompanied by inherent on-the-job training, particularly when--as was the case with the computer work for the Southern Band Study--that work involves breaking new ground.

In addition, several Pragma team members carried out formal training activities during the year. Mr. Gray was most active in this regard: he gave formal training throughout the year to BI technicians, covering Wordstar, dBase II, and SuperCalc; he participated in training of SEP



secretarial staff on CP/M and Wordstar; and he gave a two-week course on Wordstar, Supercalc, and Statpak in June to 15 DSP technicians. Dr. Chan organized six sessions of seminars for 20 DSP technicians, dealing principally with agricultural planning, statistics, and management. In addition, Dr. Shapiro taught a brief Introductory Microeconomics course twice: in July in English to the seven 1985 participant training candidates taking the intensive English course, and in June in French to 14 SEP technicians (including both 1986 and prospective 1987 participant training candidates).

Participant training loomed large at both the beginning and the end of the year. The six candidates who achieved the necessary score of 450 on the TOEFL test given in early August 1985 left Zaire for the U.S. at the end of August. The Introductory Microeconomics course, ZALI placement test, and interviews in English--all conducted in June 1986--identified the five participant training candidates who are in the four-month intensive English course that began in early July, in preparation for traveling to the States in November. The 1986 participant training group includes two members of the Bureau Informatique. This is the first time under Project 070 that DSA personnel have been programmed to go to the U.S. for participant training.

Computerized data processing activities intensified considerably during the past twelve months. Ongoing work on retail and wholesale price surveys for the Directorate of Markets, Prices, and Campaign Credit (DMPCC) continued, as did work on the Agricultural Statistics Data Bank. This latter work included recoding of products using FAO codes, considerable reprogramming work both to improve the efficiency of Data Bank programs and to adapt to the new product codes, and adding demographic and DMPCC data as well as data on exports, animal production, and agricultural projects. Mr. Gray also supervised installation of four microcomputers at DSP and made revisions to both the Data Bank Manual and the Master Policies and Procedures Manual for the BI.

During the year the Bureau Informatique began sending monthly reports on agricultural exports to Director Mubenga, and continued preparing regular computerized updates on the Department of Agriculture's budget situation. In February the BI also implemented a computerized pay system for SEP. This system saves considerable time for the project accountants who are no longer required to make numerous calculations each month. A start was also made at establishing computerized personnel records at SEP, and by the end of the year a first draft of these records had been virtually completed.

Project identification and design work was also carried out during the past year, by members of the Projects Bureau. This work was done under the direction of Prof. Lumbungu

Kamanda, hired as a Pragma consultant during the months of August and September. Professor Lumpungu traveled with two Projects Bureau technicians to the Ingende-Bikoro area of Equateur, and following a second data-collection mission later in the year Cit. Tamfunu drafted a project paper for an agricultural development project in Ingende. This draft was reviewed by Dr. Shapiro and at year's end was awaiting the Director's comments and approval. A second project paper, for the Gemena area of Equateur, was also begun by two additional Projects Bureau technicians under Prof. Lumpungu's direction and it was still being worked on at year's end.

As noted at the outset of this section, the past year also saw renewed emphasis on certain activities that had been carried out in the early years of the project. Foremost among these was completion of the very extensive updated version of the Current Situation of Zairian Agriculture report by Mr. Conde and the staff of the Economic Analysis Bureau. The scope, breadth, and overall quality of the report bear eloquent witness to the accomplishments of Project 070. By the end of the year this report was completed and simply awaiting typing of the last corrections in response to Director Mubenga's comments. It should be published in the coming months. In addition, the Economic Analysis Bureau also began work on producing two more second-edition (revised and updated) reports, by sending three technicians out on mission to gather data on maize and rice production and marketing.

The Pragma team was augmented in mid-year with the arrival of Dr. Anthony Yeboah, Associate Professor of Agricultural Economics at North Carolina A & T State University, to serve as field thesis advisor. Dr. Yeboah thus effectively replaces the late Dr. Jack Thompson, who served as thesis advisor to Project 052 participants during the first two years of Project 070. During this past year Cits. Nseye Mara and Kalamba Tshibangu were the two project participants who worked extensively with Dr. Yeboah. By the end of the year Cit. Nseye, who had worked most of the year with Dr. Yeboah, had completed a first draft of his thesis on "Risk Management by Farmers in the Kwilu Sub-Region of Zaire"; and Cit. Kalamba, who worked with Dr. Yeboah for approximately six months, had completed a draft of the first five chapters of his thesis on "Analysis of Palm-Oil Supply in Zaire."

The evaluation of Project 070 conducted in August by Drs. Curtis Jolly and Glenn Howze was also a renewal of an earlier project activity (the project had been evaluated in early 1983). In general the evaluation was quite positive, and resulted in USAID/Kinshasa adopting in late September a Project Evaluation Summary (PES) containing 28 recommendations for actions to take prior to the end of the project. We began implementing those recommendations during the last quarter of 1985, and we have monitored progress



toward achieving those recommendations since then, including preparation of a progress report at the end of each quarter.

Implementation of the PES recommendations resulted in a substantial alteration of the process of counterpart fund (CPF) budgeting. Work programs were first developed by each Bureau Chief, and following consultation with the Chief of Party budgets were drawn up by each Bureau Chief to correspond to the proposed work programs. At that point the SEP accountants, who in past years had prepared the CPF budgets themselves in collaboration with the SEP Administrative Assistant, took over and modified the bureau-level budgets so as to be compatible with the projected global CPF budget amount for Project 070. Work programs were then modified accordingly. Other important changes or events coming out of the PES recommendations were adoption (in January) of a merit pay premium system to reward outstanding project personnel and carrying out (in April) an audit of the project's CPF account.

Among the noteworthy unplanned activities that took place during the year were the usual assistance in responding to urgent and specific requests from the GOZ's Department of Agriculture and Rural Development. In this context Mr. Conde was asked to comment on a number of GOZ and donor (especially World Bank) documents pertaining to the agricultural sector, and Dr. Chan assisted the Agricultural Planning Bureau to finalize a document prepared for the meeting in April of the Consultative Group for Zaire. Mr. Conde traveled to North Shaba with Economic Analysis Bureau Chief Dit. Ngemba early in the year to examine possibilities for continued financing of Project North Shaba road maintenance activities after USAID financing stops later in 1986. The proposition in their report for imposition of a small tax on corn shipments was accepted.

During the past year SEP began producing brief commodity reports for the U.S. Department of Agriculture's Foreign Agriculture Service (USDA/FAS). Three reports were completed, all by Dit. Kassenga of the Economic Analysis Bureau, and dealing with oil products, sugar, and coffee, respectively. The reports were begun on a trial basis, but by the end of the year SEP had entered into an agreement with USDA/FAS to provide six reports per year for payments usually of \$400-600 per report. This represents a significant accomplishment for SEP.

Another unplanned activity during the year that reflected progress made by SEP under Project 070 was the drafting of a questionnaire and carrying out of a survey on Zaire's cotton sector. This work was done in late 1985 and early 1986 at the request of the Caisse de Stabilisation Cotonniere (CSCo), an EEC-financed parastatal organization responsible for the cotton sector. CSCo was interested in carrying out a study of the cotton sector, and came to SEP

for its expertise and assistance in questionnaire design and data collection.

Additional project activities of note during the past year included completion by Dr. Chan and members of the Planning Bureau of five brief syntheses of regional reports (for Kivu, Bas-Zaire, Haut-Zaire, and the two Kasais). These syntheses were used in preparation of the agricultural development portion of Zaire's 1986-1990 Five Year Plan, which was finalized by the Planning Bureau early during the past year. Mr. Jim Gulley, USDA academic advisor to Project 070 participants in the States, spent two months in Kinshasa (mid-March to mid-May) conducting an evaluation of the training provided to SEP technicians under Project 052. He interviewed past and present SEP personnel, including nonparticipants (those who did not study in the U.S.) as well as participants; and he also contacted numerous organizations that work with or are interested in the output of SEP. His principal interest was to assess the consequences of training for the participants themselves, for SEP, and for related institutions.

During the past year considerable work was done identifying and designing the follow-on project at the Service d'Etudes, Project 119. A Project Identification Document (PID) was signed in January by USAID Mission Director Mr. Podol, and the Project Paper (PP) was signed in mid-April. At the end of May Dr. Bewa, Secretary General of the Department of Agriculture, signed the Project Agreement on behalf of the Government of Zaire. In brief, the new project will continue the activities conducted under Project 070, but with an expanded technical assistance team that will permit increased emphasis on three areas: primary data collection, policy coordination (particularly between and among ministries), and project identification and design.

USAID/Kinshasa also decided late in the year to extend the Pragma contract for Project 070 by six months, through March of 1987. This extension, which involves all positions except that of Chief of Party/Projects Bureau Advisor, will permit publication of a number of project reports presently in progress and also will insure continuity of technical assistance at SEP. Work by Pragma Financial Director Mr. Nua-Ambun Kabwasa in preparing a feasibility analysis and a series of budget scenarios played a key role in bringing about this extension.

Our review of principal activities of the year would not be complete without a consideration of personnel changes. In addition to Dr. Yeboah's arrival as a Pragma team member, the year also saw Mr. Gray replace Dr. Frazier at the Bureau Informatique. At year's end Mr. Gray was preparing to leave Zaire, and Mr. John Barton had been selected to replace him as BI Advisor. Ms. Daina Brisco began working in January as a part-time project administrative assistant, focusing on

AID-and Pragma-related matters. Following Ms. Griego's departure at the end of May Ms. Beverly Duke was hired to replace her. In addition, Ms. Rachel Voegt was hired at the very end of the year to begin in July as a part-time project translator. She will be replacing Mr. Kueviakoe, who will be retiring in August.

During the past year the Service d'Etudes saw the return of two former Economic Analysis Bureau Chiefs (and Master's Degree holders), Cits. Afifi and Bokisila. At the same time there were no departures of trained technicians during the year. This dramatic reversal of Zairian personnel turnover (as compared to previous years) reflects at least in part the modest improvements in salary premiums and fringe benefits that were put into effect in mid-1985. We believe it also reflects the increased activity and accomplishments of Project 070 that have resulted from the sustained presence of a full technical assistance team supported by a capable home-office backstopping team.



### III. MAJOR PROBLEMS AND CONSTRAINTS ENCOUNTERED

The perspective on problems confronting the project is quite different this year than it was a year ago. Of the three continuing problem areas identified in last year's report (personnel turnover, problems in obtaining useful and reliable agricultural statistics, and delays in completing project reports), the first proved not to be a problem this past year and considerable progress was made regarding the latter two.

Indeed, while there are a number of minor problems and constraints that we will mention here, the one major problem that again merits note is the agricultural statistics problem. There are three principal components to this problem: the lack of existing reliable data, requiring SEP to do its own primary data collection; difficulties in obtaining adequate and timely transportation, thereby rendering establishment and adherence to formal and rigorous sampling strategies extremely problematic; and poor management at DSA, which has constrained the Division's accomplishments vis-a-vis its potential. In this vein, it should be noted that the absence of technical assistance to the Methodology and Current Statistics Bureaus also constrains what the project can accomplish in the area of agricultural statistics.

Other problems and constraints are identified in the individual reports of Pragma team members, and are presented here in summary form. Work on project identification, design, and evaluation activities is constrained by the absence of a full-time advisor to the Projects Bureau. Work at the Bureau Informatique this past year was constrained by the presence of numerous computer hardware problems, which limited the number of machines available for use, prevented installation of the Data Bank at SEP, and slowed work on the Data Bank. It is also true that the Data Bank has been largely neglected this past year by everybody except the Bureaus Informatique and Depouillement.

Irregularity at work of some technicians and conflicts with other SEP or Project 070 activities have also limited somewhat the outputs of the project. This latter aspect particularly impinged on the Economic Analysis Bureau this past year, with half the bureau participating in the Southern Band Survey. Despite this participation, however, the bureau was extremely productive, completing (in one form or another) the Current Situation of Zairian Agriculture Report and the outstanding commodity reports, and beginning work on second-edition rice and maize reports.

Typing was also a constraint this year, particularly for the Economic Analysis and Research Bureaus. For the former, two commodity reports (on tea and root crops) spent several months with all corrections done and simply awaiting typing, while for the latter it was necessary to contract out typing of thesis drafts and this led to delays and extra time required for editing.

Office space continues to be a problem, and it is exacerbated as time goes by and more participants return from the States. We have also experienced periodic problems in timely provision to the bureaus and to the project of office supplies. This is true not only for the specialized supplies required by the Bureau Informatique, but also (at times) for ordinary supplies. In general, it appears that the expansion and extension of the project and its activities have seriously taxed the capacities of SEP's administrative and financial offices.

#### IV. PROGRESS TOWARD ACHIEVING PROJECT OBJECTIVES

In this section of last year's Annual Report we presented the review that had been written for the 1985 evaluation of the project examining progress toward achieving the end-of project status (EOPS) indicators and project outputs specified in the Project 070 Project Paper. Drs. Jolly and Howze judged that of the 14 EOPS indicators, 7 had been achieved, progress had been made on 4 others, and 3 had not been achieved. Similarly, of the 14 project outputs, they felt that 6 had been achieved, progress had been made on 6 others, and 2 had not been achieved. Their findings are summarized in Tables 1 and 2.

Here we will first examine progress made this past year in those areas where the evaluators deemed that progress had not been made. Subsequently we will examine progress made concerning other EOPS indicators and project outputs, and we will also comment on one of the evaluators assessments with which we do not agree.

Examination of Tables 1 and 2 reveals that of the five items judged "not achieved," four deal with agricultural statistics. Consider these four items in turn.

EOPS Indicator 1. Improved operational linkages between DSA and rest of SEP: During this past year DSA was brought into the Southern Band Survey, to participate in preparations for and implementation of round two. This collaboration really began with the Agricultural Surveys Seminar given in Kasangulu in March. As documented in the past two quarterly reports, DSA and DSP have been working together extensively of late in order to design and carry out the second round of the survey and also to process and analyze the survey data. Indeed, the SBS data represent the first data set gathered specifically for Project 070 to be processed and analyzed with project computers. In brief, then, we have in the past years used the Southern Band Survey to achieve improved operational linkages between DSA and the rest of SEP.

EOPS Indicator 3. Institutionalized collection of agricultural statistics that accurately reflect the performance of the agricultural sector: We cannot claim to have institutionalized collection of accurate agricultural statistics. However, the SBS represents a very important step in this direction, both because it has yielded and will yield data that accurately reflect the agricultural sector and because it has been thoroughly documented so as to provide an operational model for future data-collection efforts. Hence, important progress has been made this past year toward realizing this indicator.

-----  
 TABLE 1. PROGRESS TOWARD ACHIEVING END-OF-PROJECT STATUS  
 (EOFS) INDICATORS, AS ASSESSED BY THE AUGUST 1985  
 PROJECT EVALUATION  
 -----

STATUS ACHIEVED	INDICATOR
	2. Improved accounting procedures in place at SEP.
	4. Improved data processing programs.
	8. Strengthened linkages with the Department of Plan's Regional Planning Division.
	9. Strengthened linkages with the Central Committee's Advisory Committee on Agriculture.
	13. Discussion of a program of public investment for the years 1983-85.
	14. Senior level government personnel will more actively rely on planning and analytical information.
PROGRESS MADE	6. Institutionalized identification, design, monitoring, and evaluation of projects.
	10. Institutionalized annual planning mechanism that will highlight performance of agricultural sector.
	11. Improved quality and amount of planning supported by actual data.
	12. Institutionalized review of the ten-year agricultural strategy paper.
NOT ACHIEVED	1. Improved operational linkages between DSA and rest of SEP.
	3. Institutionalized collection of agricultural statistics that accurately reflect the performance of the agricultural sector.
	5. Establishment of a quarterly agricultural situation reporting system.



TABLE 2. PROGRESS TOWARD REALIZING PROJECT OUTPUTS, AS ASSESSED BY THE AUGUST 1985 PROJECT EVALUATION

STATUS ACHIEVED	OUTPUT
	1. Job descriptions and work plans for every position in SEP.
	2. Trained administrators and bookkeepers for SEP.
	7. Completion of Masters theses of returned participants.
	9. Completed studies of major agricultural commodities.
	11. Issuance of annual agricultural document highlighting the performance of the sector.
	14. Proposed program of public investment in agriculture for the years 1983-85.
PROGRESS MADE	4. Trained personnel to manipulate data processing programs.
	5. Format established and personnel trained to produce a quarterly agricultural situation report.
	6. Established procedures and trained personnel to identify, design, monitor and evaluate projects.
	8. Establishment of permanent institutional interaction between AGRIDRAL, Plan. Central Committee and SEP.
	10. Completion of long-term and short-term studies on the foodcrop marketing system in Zaire.
	13. Production of a ten-year strategy paper.
NOT ACHIEVED	3. Trained personnel who can use area frame sample.
	12. Issuance of a policy paper that identifies options based on data collected. Addresses matters related to pricing, market mechanisms and project development.

EOPS Indicator 5. Establishment of a quarterly agricultural situation reporting system: This indicator is still not achieved, and is likely to remain so for quite some time. In order to have an effective quarterly reporting system it is necessary to have good communications. The existence of this indicator reflects the assumption from the Project 070 RP that a national radio network permitting timely transmission of agricultural statistics would be put into place. While such a network exists within the Department of Agriculture, it links only the regional capitals to Kinshasa. There are insufficient resources available for the next and necessary link in the chain--viz., communication between the regional capitals and their respective rural zones. Without this link, it is simply impossible to have a reliable and useful quarterly agricultural situation reporting system.

Project Output 3. Trained personnel who can use area frame sample: Developed in the early years of Project 052, the area sample frame was never utilized under Project 070. Indeed, the evaluators noted in their evaluation that the area sample frame was "reported to have been lost." During this past year the frame was "found" by Mr. John Fliginger, original Team Leader under Project 052: DSA Division Chief Cit. Mingiedi had the maps and documentation in his possession the whole time.

In summary, then, of the four items pertaining to agricultural statistics and judged last year to be "not achieved" by Project 070, we have made progress on one (institutionalized collection of accurate agricultural statistics) and achieved another (improved operational linkages between DSA and the rest of SEP). In addition, we are now in a position to examine the feasibility and desirability of resuscitating the area sample frame (to use in Project 119).

The final item judged to be "not achieved" was Project Output 12: Issuance of a policy paper that identifies options based on data collected and addresses matters related to pricing, market mechanisms and project development. We do not believe that the assessment that this was not achieved is correct. In 1982 Dr. Chan prepared a report entitled "Marketing and Pricing Policy: Proposed Guidelines and Recommendations on Policy and Strategies to Improve the Marketing and Pricing Systems in Zaire." The report reviews policy objectives, measures taken by the GDZ, and constraints encountered; and it makes recommendations for policies, strategies, and measures aimed at improving the marketing and pricing system. We believe, therefore, that this output was in fact achieved by Dr. Chan's paper, which the evaluators failed to take into consideration.

In addition to the accomplishments and progress made in those areas where the project had previously been judged to be deficient, Project 070 also this past year realized accomplishments and made progress in a number of other areas. In many cases, this represented extending or solidifying previous project accomplishments. Thus, for example, computerizing SEP's pay system (done entirely by the Zairian staff) further "improved accounting procedures." while this work and that on the Southern Band Survey resulted in "improved data processing programs" and demonstrated the presence of "trained personnel to manipulate data processing programs." Cit. Kassenga's commodity reports for USDA/FAS reflected in part the "fruitful employment of returned participants," which on a more general level contributed to the absence during the past year of departures of trained participants from SEP.

Work by the Economic Analysis Bureau on the Current Situation of Zairian Agriculture report and on completing the series of commodity reports, work by the Planning Bureau on finalizing the Five-Year Plan and completing the series of regional studies, work by the Projects Bureau in Equateur project identification and design, work by the Bureau Informatique on the Data Bank and on numerous other support projects like SEP personnel records and DDA budget updates, and work by the Research Bureau toward completing two Master's theses all represent progress toward achieving one or more EOPIS indicators or project outputs. In summary, then, the past year has been one in which Project 070 has made excellent progress toward achieving project objectives. The accomplishments of the first four years of the project that contributed to the positive evaluation of August 1985 were sustained and built upon, while work on agricultural data collection resulted in significant improvement in a key area where the evaluation had found the project wanting. As the project enters its final nine months it does so with considerable momentum.



## V. RECOMMENDATIONS AND REFLECTIONS

In this section we review the problems and constraints encountered, and as appropriate present proposals aimed at dealing with them. In the discussion earlier of the agricultural statistics problem, three components were identified: the lack of existing reliable data, transportation problems hindering data collection, and poor management at DSA. The existing DGA structure for agricultural data collection cannot provide reliable statistics because the resources necessary to get the job done with full coverage on a national scale are not available. It would be more fruitful to restructure the system, seeking nation-wide coverage but using some sort of sampling approach. In the meantime, however, SEP will frequently have to gather its own primary data. To do this in a systematic and rigorous fashion, it is imperative that adequate and timely transportation be available. In this regard, we have proposed in an earlier quarterly report that the feasibility of stocking vehicles for SEP in regional capitals be explored. We have already initiated this process by storing a Land Rover at the USAID office in Lubumbashi in Shaba. Elsewhere in the country Peace Corps Regional Offices appear to be good prospects as potential vehicle depots.

The issue of improving management at the Statistics Division has been incorporated as a condition precedent in the Project Agreement for Project 119. DSA is presently poised to begin processing both SBS data as well as data from the FAO Statistics Project in Bandundu, and at the same time the FAO project is also extending into two other regions. Hence, the capacity of the Division will be tested in the coming months. One proposal that would improve management of DSA is the FAO proposal that a national Director be named for the FAO project, and that this Director be separate from the Division Chief. At present this separation of functions does not exist, and this situation contributes substantially to overloading managerial capacity.

Certain constraints encountered under Project 070 should be alleviated under Project 119. The provision for a full-time Projects Bureau advisor in the new project should permit considerably expanded project identification, design, and evaluation work, preferably via some systematic work program. Likewise, an advisor for the Methodology and Current Statistics Bureaus should help significantly to enhance their output, which has been the weakest, among the project's seven bureaus.

Computer hardware problems may be solved in the long run with help from IBM--which is apparently coming to Zaire as ZB4. In the meantime, we should make a more sustained and concerted effort to secure computer maintenance services from SII, the vendor in Kinshasa responsible for maintenance of

our Apples. Neglect of the Agricultural Statistics Data Bank is rooted in at least a couple of different causes and Mr. Gray's report is suggestive in this regard. However, as more and more contemporary data is added to the Data Bank--data like that from the SBS and from the FAO project--it seems likely that interest in and utilization of the bank will grow.

Conflicts with other SEP activities are sometimes unavoidable, particularly when those other activities originate outside the project. Reflecting SEP's prominence within the DOA, numerous requests for analysis, advice, and assistance are regularly made to SEP by the Department's authorities. These requests should be considered as routine and part of the job--although they are, of course, all extremely urgent. The constraint that the Southern Band Survey has imposed on the Economic Analysis Bureau should no longer be present now that SBS data collection has been completed.

The best solution to the typing problem would be to pay typists on a per-correct-page-completed basis. Unfortunately this is not a practical solution. We have tried to interest our typists in the word-processing software, but with only partial success. One step that should be taken to enhance efficiency is to have closer supervision (i.e., follow-up) of the work given to typists.

The office-space problem will get worse before it gets better, but it should be gone by the end of 1986. At that time Project 070 will have a new three-story building that will permit both divisions to be together in the same location. This close proximity should facilitate collaborative work and interaction, and avoid the inefficiencies caused by the present 1-km. separation.

Finally, it is proposed that both the administrative and financial support staffs of SEP be augmented. As the project's activities have expanded so have the burdens on these support staffs. We should have a cashier in the financial service, in addition to the two accountants. In addition, Ms. Sebrechts should have a second assistant to help with the expanded work load on her office. Implementation of these changes should improve the efficiency of both of these services, and avoid the supply bottlenecks that have on occasion been present.

## INDIVIDUAL TEAM MEMBERS' ANNUAL REPORTS

NAME : Chan P. Nguyen  
POSITION : Agricultural Planning Bureau Advisor  
PERIOD COVERED: July 1, 1985 to June 30, 1986

### I. INTRODUCTION

This report is the fifth annual report which provides a summary of my activities and accomplishments during the period from July 1, 1985 to June 30, 1986. It consists of three sections: (1) major accomplishments; (2) problems encountered and (3) some comments and recommendations that I hope to bring to the attention of the USAID Mission in Kinshasa and the GOZ/DOA's officials.

I would like to take this opportunity to thank those individuals, especially the Agricultural Planning Bureau's members, who have provided great support for my work. Special thanks go also to Citoyen Nzunqu, DOA's Secretary of State for Agriculture; Dr. Bewa, Secretary General; Citoyen Mubenga Mukendi, Director of the Studies and Planning Service; Mr. Richard Podol, USAID Mission Director; Mr. Don Brown, USAID/ADO; Mr. Norman Sheldon, ADO deputy; Mr. Ron Daniel, OZO Project Manager; Mr. Bierke, Program Officer; Mr. Lee Braddock, DED at USAID Kinshasa; and of course, Dr. David Shapiro, Chief of Party of the Pragma Team.

### II. MAJOR ACCOMPLISHMENTS

This is the last year of project implementation. Certainly it is the busiest one because I have to accelerate my work to meet the requirements of the project.

Following is a summary of my major accomplishments and main activities:

In the first quarter from July 1, 1985 to September 30, 1985:

- Five syntheses of regional reports for agricultural development in Kivu, Bas-Zaire, Haut-Zaire, Kasai Oriental and Kasai Occidental were prepared and completed at the request of USAID.

- The final version of the agricultural development portion of the National Five Year SocioEconomic Development Plan 1986-90 was completed and submitted to the Commissaire d'Etat for Agriculture and Rural Development in September 1985. The plan was finally approved by the Zairian legislature in December.

During the second quarter from October 1, 1985 to December 31, 1985:

- I in the National Planning Committee to finalize the National Five Year Plan with other departmental officials.

- A draft of the 330 page report for regional development in Kasai Oriental was completed. The report includes basic information on: environment (both physical and social aspects), food consumption, current situation of agricultural production, factors and actors of production, other sectors related to agricultural development, and perspectives on agricultural development aimed at achieving not only food self-sufficiency but also increased income of rural farmers in the region.

- Six sessions of seminars were organized to train 20 Zairian staff members in the areas of agricultural planning, statistics and management, etc....

- I participated in a series of meetings with GOZ/DOA officials to discuss the investment budget of agricultural development programs.

Regarding the third quarter from January 1, 1986 to March 31, 1986:

- The Agricultural Planning Bureau completed a 360 page draf report for agricultural development in the Kivu region. All factors and environment involving the improvement of agricultural production were carefully studied. The report identified also the suitable areas for future agricultural development after several discussions were held with the Governor of the Region and local authorities.

For the fourth quarter from April 1, 1986 to June 30, 1986:

- We finalized the 330 page report for agricultural development planning in Bas-Zaïre. The final version of this report was approved and sent to the Pragma Home Office for publication.



- I completed an individual end-of-contract report and also my individual annual report for the fifth year of project implementation.

- I assisted the Agricultural Planning Bureau to prepare a document for the Consultative Group's meeting in April 1986.

In addition to these aforementioned tasks, I have been continuing efforts to provide personal expertise (on-the-job training) to enhance the capabilities of Agricultural Planning Bureau staff members in dealing with the special requests of GOZ/DOA and of international organizations.

Other activities include: (a) participation in numerous meetings with central and local government officials, international experts, traders and farmers to discuss agricultural development, problems and constraints, future programs, statistics, academic training, distribution of agricultural information, etc.. (interested readers should consult the quarterly reports for more details); and (b) field trips which serve to train the Zairean counterparts to practice agricultural surveys, diagnostic studies, collection of data and analysis of information, etc., in different regions with various conditions.

### III. PROBLEMS ENCOUNTERED

Although there was no serious problem that hampered the implementation of the project, there are some persistent ones that merit mention here:

- First, the lack of reliable data has caused serious delays in the completion of reports. In addition, the irregular transportation, often difficult to obtain at the proper time, also contributed to the difficulty of gathering necessary information and eventually created difficulty fulfilling our tasks.

- Second, the low salary of professional staff has also a negative impact on job performance and on work efficiency.

### IV. RECOMMENDATIONS

We need to boost the morale of Zairean staff by applying a higher salary scale and by giving a special bonus to Master's degree holders.

It is also recommended that the composition of the panel for the selection of merit pay premiums and the criteria required be reviewed to fairly treat all personnel especially the Bureau Chief; and that the Bureau Chief and the technical advisor be given decision making authority because they are directly responsible for getting the work done.

Each bureau should be provided a vehicle so that it can be used whenever it is needed.

#### V. CONCLUSION

If the members of the Agricultural Planning Bureau did not work excellently, the record of this year would not have been achievable. I have nothing to say but to thank them again for their outstanding performance.

NAME : Georges Conde  
POSITION : Economic Analysis Bureau Advisor  
PERIOD COVERED: July 1, 1985 to June 30, 1986

## I. MAJOR ACTIVITIES AND ACCOMPLISHMENTS

The work plan at the Economic Analysis Bureau included:

1. Drafting of reports on food crops and on cash crops.
2. Drafting of the report on the Current Situation of Zairian Agriculture.
3. On-the-job training for the Zairian professionals on the basis of the reports to be drafted and the different work assignments.
4. Implementation of specific tasks at the request of the Dept. of Agriculture and Rural Development.
5. Other unplanned activities but in relation with the position occupied.

### 1. Drafting of Reports on Production and Marketing

Different reports have already been completed (final drafts) and others are in the process of being completed (first drafts).

#### Final drafts

Root Crops  
Tea

#### First drafts

Cocoa  
Cotton  
Peruvian bark  
Cassava (manioc)

The final draft is one that has been corrected and is ready for publication.

The first draft is one that is currently in the hands of the Director for comments.

On the other hand, 2 syntheses, one of which concerns food crops (production and marketing) and the other relating to industrial crops, have been prepared and submitted to Pragma for publication.



## 2. Report on the Current Situation of Zairian Agriculture

This document, which attempts to cover all the agricultural sectors, has been completed and commented upon and currently awaits final typing corrections in order to be published.

This document has monopolized all the personnel of the Economic Analysis Bureau and even the Chief of Party throughout the year.

## 3. On-The-Job Training of Zairian Professionals

On-the-job training has been carried out in several ways. It is done not only in the preparation of reports by the technical advisors, but also we assisted these professionals in the preparation of questionnaires sent to farmers, agri-businesses and traders.

In addition, besides the search for data, we also tried to discuss the basic elements concerning the specific assignments of the Department, the work done in cooperation with the World Bank, FAO and USDA.

## 4. Specific Assignments From The Department Of Agricultural And Rural Development

As in previous years, several specific assignments have occupied our attention and time:

a. Mission to Shaba, in the framework of FNS to identify sources of financing roads in the area of this project following termination of USAID financing.

b. Meeting with members of the World Bank and drafting of comments on a document from the Department of Portfolio.

c. Comments on a document from DMPCC concerning a loan project for the renewal of agricultural equipment, the supply of small bags to economic operators and the establishment of regulating stocks.

d. Comments on the situation of prices paid to producers in Shaba.

## 5. Other Unplanned Assignments

a. Assistance to the Project 070 evaluation team and to the Project 119 design team.

b. Meetings at the Division of Agricultural Statistics.

c. Documentary support on the agricultural sector to visitors from FAO, World Bank, UNTZA, University of Kinshasa, CSCO and UNDP.

d. Technical documentary support to Mr. Gulley (USDA), especially by Cit. Bokisila and Cit. Kassenga.

e. Drafting of reports for USDA (Coffee, Sugar, Palm Oil) by Cit. Kassenga.

## II. PROBLEMS ENCOUNTERED

During the year (July 1985 - June 1986), several problems have arisen:

1. Shortage of staff involved in other activities of SEP.

2. Irregularity at work of certain members of the staff.

3. Problems of typists, mainly logistic.

4. Interference with other assignments of the service.

## III. RECOMMENDATIONS

In our opinion, it would be desirable to:

1. Provide the Economic Analysis Bureau with good typists; and

2. Insist more and more on the presence at work.

NAME : James K. Gray  
POSITION : Computer Bureau Advisor  
PERIOD COVERED: July 1, 1985 to June 30, 1986

(N.B. Mr. Gray wrote an end-of project report that effectively constitutes also an annual report. It is presented here as written).

#### I. END-OF-PROJECT REPORT

During the period June 1, 1985 to June 30, 1986 the Bureau Informatique (BI) produced few major outputs. Reports and projects are rarely prepared by a computer center. Instead the work of a computer center is mainly support. As such it has little concrete work such as reports on which to rest its laurels.

During this period the advisor to the BI attempted to consolidate and build upon efforts and accomplishments of the previous advisor. The scope of work prepared for the current advisor was quite conservative in what it planned to have accomplished. Problems getting the Division of Agricultural Statistics (DSA) to cooperate in the objectives of Project 070 reduced the possibilities of what could get accomplished. Also the current advisor felt that there was an overall feeling that it didn't matter what got accomplished at the DSA. Perhaps there were historical reasons for this. The Division Chief has been a hindrance. However for some work he was only a part of the problem. For example the work scope of the current advisor required updating two management manuals prepared by the previous advisor - one to govern the work in the BI, the other to govern the Agricultural Statistics Data Bank. Although these manuals were a major portion of the work of the previous advisor, they received little comment in the 070 evaluation report prepared in 1985. It has been this advisor's contention that procedures could not exist for only one bureau in the Service d'Etudes et Planification (SEP). This has proved to be true as nearly everyone has ignored the procedures, including (and most damaging to their acceptance) the Bureau Chief at the BI. (In his defense it is probably impossible to appeal to a procedures manual when requested to do something by a superior who doesn't follow procedures, despite the fact that the superior approved the manual.) Although management has been a major problem in Project 070 (something repeatedly pointed out concerning the DSA, but a problem which I feel exists throughout SEP), the sole effort to formalize management procedures received little support.

A similar lack of attention was paid to procedures established for the Data Bank. The Data Bank was to be a major product of Project 070. The feeling that intelligent planning could not be done in the absence of data is still adhered to, but the assembly of data in machine readable form did not seem to capture the imagination of anyone who was a

potential user of the data. Procedures set up to manage the Data Bank included the creation of a Data Bank Management Committee (DBMC) under the direction of the chief of the DSA. The fact that the last meeting of this committee was held in June 1985 reflects the attention that the head of the DBMC has paid to the Data Bank. Tasks assigned to bureaus other than the BI and the Bureau Depouillement (BDep) were rarely done reflecting that others also were not too concerned with the Data Bank. With little interest shown outside the BI and the BDep demonstrating no demand, progress was also inhibited by bureaucratic squabbles between these two bureaus. Hardware problems caused some delays in progress on the Data Bank, but in no sense were these problems the most serious.

The Data Bank provided Project 070 with an excellent opportunity to integrate the project to the mutual benefit of all. Data useful for the preparation of commodity and regional reports could have been identified, assembled, and stored in the Data Bank. Thus it would have been available for any analysis that was required. Instead the required links were never made and reports were written without involving the Data Bank.

Perhaps the problem with the Data Bank has been the relative absence of analysis using data within the project. The major use of data has been to summarize it, arrange it, and place it in a report. If this is a fair statement, then there has been no real need to have data available in machine readable form. There have been few attempts to use the computer to analyze data. One major reason for this, I feel, was that analysts were never trained to perform analysis using data EVEN IF they knew how to use the computers.

These are general points having an impact on why little seemed to have been accomplished in the BI. These points were also sources of major frustrations for this advisor. What follows will be a specific report on results called for in the scope of work prepared for the advisor to the BI.

## II. STATUS OF ACTIVITIES PLANNED FOR THE PROJECT

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

This work was completed during 1983-84 by the previous advisor to the BI. It was not deemed wise to make any changes in the hardware or software selected for use in the BI. Changes at this late date in the project would have had negative effects primarily due to the great costs in retraining. The new computer equipment ordered in early 1985 finally arrived and was installed in early 1986. One minor hardware change was the purchase of a letter quality printer which was installed at SEP.



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, reviewing and editing the computer policies and procedures manuals developed under Project 070.

No new EDP equipment except the letter quality printer was purchased. However a significant portion of the advisor's time was taken up with hardware issues. Selecting a contractor to install a clean, grounded electrical line and an uninterruptible power supply at SEP, overseeing this work, and finally installing the Apple IIe computers at SEP was an important yet time-consuming task necessary to give SEP increased computer capability. Problems with the new printers, two of the new computers, the new 45 MByte Corvus hard disk, and the CP/M cards for the new computers also required time. Problems with the printers and the 45 MByte Corvus lingered until May 1986. The old 20 MByte Corvus was also down for about 4 months during the period and was restored to partial operation only in February 1986. These major problems were in addition to the usual maintenance problems that occur in any computer center. The problems are exacerbated here where the operational environment is far from ideal. Also the maintenance and support provided by the local dealer is not as good or as prompt as that found in the USA. It is difficult to budget time for maintenance. When a computer or a hard disk goes down the need is urgent requiring immediate attention by the advisor.

Supplies are another problem. There is no system to ensure the regular purchase and delivery of supplies (paper, printer ribbons, diskettes) for the computer center. The project's efforts to involve the bureau chiefs in the budgeting process made an attempt to address the issue, but as yet has borne no fruits. Still the advisor must run around looking for supplies.

The management staff for the BI is in place although delegation of authority is seldom smoothly accomplished. Space constraints and the shortage of quality programmers prevent the strict division of operations from program analysis. The bureau chief continues to involve himself in particular programs ignoring the much more important management aspects of his job. Persuading the bureau chief to share an office with the advisor has helped somewhat but not enough.

Formal and informal training has been a major activity. Courses in Wordstar, dBase-II, and Supercalc 2 were given to the BI, and courses in CP/M and Wordstar were given to the

BDep and to the secretarial staff at SEP. Individual instruction was given to Cit. Kassenga who aided Mr. James Gulley in a study of participants involved in stateside training under Project 052. Individual training goes on continuously as the advisor works with personnel in the development of programs.

During this period both editorial and substantive changes were made to the English language versions of the Master Policy and Procedures Manual and the manual entitled Policies and Procedures: Agricultural Statistics Data Bank. Attempts to incorporate the substantive changes into the French (official) version progress slowly due both to indifference and to resistance. As mentioned above few people feel these manuals are important.

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.

Extensive recoding was done to programs necessary to retrieve and present information from the Data Bank. Output tables and programs were prepared to prepare monthly reports on exports for the Director of SEP. Decisions on the content and format of demographic data were implemented. The revision to the file structure of existing Data Bank files was implemented and these old files were updated. Updating the Administrative Entities File is a continual task as better information arrives from the field. The regular incorporation of the changes was proceduralized. A new Product Code File was introduced with codes conforming to those used by FAO. These new product codes were found to be necessary when difficulty was encountered using the old scheme in classification of products currently being exported. This new scheme of course required a revision to all the Data Bank files.

4. Identifying and assembling historical agricultural statistics currently available to the Division and entering them into the data bank.

Data on exports and imports, demographic data, animal production data, and data on agricultural projects were added to the Data Bank. Work continued smoothly adding and reporting on data provided by the Direction des Marchés, Prix et Crédits de Campagne (DMPC), an FAO-funded project.

5. One month prior to the end of the contract, proposing a long term plan for the improvement of the EDP facility.
6. Defining the role of the Data Processing Office in the Service.

7. Responding to urgent specific requests from the department cabinet for information and analysis.

The BI maintains and regularly updates a computerized record of the Department of Agriculture budget at the request of the advisor to the Division of Budget and Finance.

8. Support the Chief of Party for computerizing the administrative aspects of the project.

The Pragma voucher was computerized, and the assistant to the Chief of Party used the computer to prepare this voucher each month. At the request of SEP's chief accountant, the BI prepared a computerized pay system which is currently in place and functioning satisfactorily. The BI also computerized the personnel records for SEP. Both these jobs simplify the administrative tasks of the project.

### III. OTHER JOBS PERFORMED OUTSIDE THE ORIGINAL SCOPE OF WORK:

9. Support for the Southern Band Study (SBS)

Support for the SBS took up a major portion of my time after February 1986. This support included participation in a 4-week seminar given to agents of SEP which was centered around the SBS. (The seminar also included three senior members of the BI.) Further, the complexity and urgency of the computer work required to support the SBS entailed more direct involvement of this advisor than was perhaps desirable.



NAME : Anthony Yeboah  
POSITION : Thesis Advisor (Research Bureau Advisor)  
PERIOD COVERED: December 29, 1985 to June 30, 1986

## I. INTRODUCTION

This report gives an overview of my activities both planned and unplanned during the six months that I have been on board. It is therefore, in actual terms, a semi-annual report rather than an annual one. The report also identifies problems encountered by the Research Bureau over the same time period. As indicated above this report is just a brief overview since details of my activities have been covered in each quarterly report already submitted.

## II. MAJOR ACTIVITIES AND ACCOMPLISHMENTS

Over the past six months my major activities have centered around the following broad points listed in my original scope of work.

1. Ensure that academically acceptable research is performed by returned participants.
2. Ensure drafting and other thesis preparation is done in accordance with prevailing standards of academic excellence.
3. Coordinate and conduct examinations as required.
4. Advise the Director, SEP on the adequacy of proposed participants for higher training.
5. Perform liaison function between project and universities.
6. Review and advise on student study programs in progress.

On the basis of this work scope, several activities were performed:

- Reviewing and commenting on thesis proposals prepared by participants before their arrival in Kinshasa. This included evaluating the feasibility of achieving thesis objectives under Zairian conditions vis-a-vis data availability and accessibility and also the microcomputer capability to handle the econometric aspects of their intended analyses.

- Reviewing and commenting on questionnaires developed for primary data collection.

- Coordinating the travel of returned participants to the field to conduct surveys.

- Going on missions with participants to pretest questionnaires before actual surveys commence.

- Performing liaison function between the project and participating U.S. universities.

- Coordinating visits to Kinshasa by U.S. professors involved in the training of participants.

- Collecting and sending research data to participants who are still in the U.S. to aid them in the writing of thesis proposals.

- Reviewing reports prepared by consultants to the project, as was the case with Mr. Jim Gulley of USDA/OICD.

- Meeting with officials of The Pragma Corporation during their visits to Kinshasa to discuss issues pertaining to Project 070.

### III. PROBLEMS ENCOUNTERED

The Research Bureau has been plagued by major problems over the past six months. These include:

- Lack of adequate transportation facilities for participants during surveys.

- Lack of adequate office space for returning participants.

- Lack of adequate typing services.

- Several important office supplies, items like scotch tape, pencil sharpeners and access to photocopying machines have not been available to the Research Bureau.

- The printer for the Apple IIe microcomputer in the Research Bureau has never worked since its installation.

These problems need to be addressed promptly to improve the efficiency of the bureau to produce academically sound theses.

### IV. CONCLUSION

In spite of the problems cited above, the participants who arrived at the beginning of this period have been making steady progress. In fact, one of them (Cit. Nseye Mara) has completed the first draft of his thesis. It is hoped that such progress will continue in the months ahead.

NAME : David Shapiro  
POSITION : Chief of Party and Projects Bureau Advisor  
PERIOD COVERED: July 1, 1985 to June 30, 1986

## I. INTRODUCTION

This report provides an overview of my activities during the past year and of problems encountered. For the interested reader, the four quarterly reports for the year cover these topics in greater detail.

## II. MAJOR ACTIVITIES AND ACCOMPLISHMENTS: STATUS OF ACTIVITIES PLANNED FOR THE YEAR (see section VI.D of previous annual report)

1. Coordinating the activities of the Pragma team (including review of documents generated by or under the supervision of team members), supervising the work of the project's administrative assistant and translators, and cooperating with the Pragma Home Office to insure continued logistical and technical support to the project.

Coordinating team activities included work on determining the composition of the team, both with respect to long-term and short-term personnel: Jim Gray was hired to replace George Frazier and subsequently John Barton was hired to replace Jim Gray; Professors Kalonji and Lumpungu were hired for short-term consultancies (three in Kalonji's case) during the year. Team meetings were held periodically throughout the year, initially on an irregular basis in response to specific issues, but subsequently (during the last third of the year) on a regular basis. In anticipation of Dr. Yeboah's arrival as Field Thesis Supervisor, I also traveled to Project North Shaba (PNS) in November for a quick trip to assess prospects for thesis research based on available PNS data.

I reviewed and provided comments on the following documents generated by or under the supervision of team members: The Kasai Oriental and Kivu regional studies; the commodity reports on Peruvian bark, cotton, and banana; the Current Situation of Zairian Agriculture report; the Ingende (Equateur) Project Paper; the brief commodity reports on sugar and coffee for USDA/FAS; and the three completed chapters of the Manioc Price Study.

During the year we received authorization for hiring a second (part-time) administrative assistant for the project, and Ms. Dayna Griego filled the position from January through May. Following her departure, Ms. Beverly Duke was hired as her replacement. In addition, Ms. Rachel Voegt was hired at the very end of the year as the new project translator (to begin in July), since Mr. Kueviakoe will be retiring in August.

Telex communication with the Pragma Home Office is a time-consuming activity that goes on throughout the year, but it is crucial to maintaining the excellent logistical and technical support to the project that we have enjoyed in recent years. I coordinated two supervisory visits (July 1985 and February 1986, each approximately two weeks long) by Pragma Program Director for Agriculture and Project Director for Project 070, Dr. Mohammad Fatoorehchie. In addition, I also made a one-week consultation trip to the Pragma Home Office in late May to work on a revised End-of-Project Report with Dr. Fatoorehchie and to work on budget scenarios linked to a six-month extension of the Pragma contract for Project 070. Budget work continued back in Kinshasa, with Pragma Financial Director Mr. Nga-Ambun Kabwasa.

Finally, I also took delivery of two four-wheel drive vehicles (a Nissan Patrol and a Land Rover) and arranged for the project to purchase and ship to Shaba a Land Rover. These vehicles have significantly enhanced our capabilities for field work, especially in Bas-Zaire, Bandundu, and Shaba; and they have already been used extensively in these three regions for data-collection work.

2. Preparation of an Annual Report and four Quarterly Reports, in collaboration with the Pragma Home Office.

The 1984-85 Annual Report and the Quarterly Reports for the last three quarters of 1985 and the first quarter of 1986 were all drafted and sent to Dr. Fatoorehchie at the Pragma Home Office for comments and approval. In addition, the draft of the End-of-Project Report that had been prepared early in 1985 was updated and revised, and will be finalized by Dr. Fatoorehchie later in the year.

3. Assisting the SEP Director to establish improved management practices and to respond to the recommendations of the upcoming evaluation of Project 070.

During the past year I have tried through various activities to demonstrate the desirability from a management perspective of documenting clearly procedures and criteria used for important decisions (e.g., in choice of participants for intensive English and graduate-level training in the U.S.). I also designed a summary form that allows one to determine at a glance who is doing (or is responsible for) what in the project. Finally, my courses in Introductory Microeconomics (July 1985 and June 1986) constitute an effort at improved management, in that they seek to better prepare SEP technicians for graduate work in the U.S. and thereby enhance the real return on the investment in their training.

On the basis of the evaluation of Project 070 conducted in August, USAID/Kinshasa in late September adopted 28 recommendations as its Project Evaluation Summary (PES). Beginning in December, we began monitoring progress toward realizing the PES recommendations, and preparing a quarterly progress report with Cit. Tamfumu of the Projects Bureau. In addition, implementation of three of the PES recommendations--concerning linking work programs to budgets, having greater involvement of Bureau and Division Chiefs in the budgeting process, and payment of merit pay premiums--required considerable effort on my part in initiating and coordinating implementation and also in carrying out specific tasks (e.g., working up a unified pay premium structure pursuant to new USAID guidelines; doing all the calculations for the personnel evaluations carried out in January and June).

#### 4. Handling liaison with USAID, GOZ, and other donors.

Liaison with USAID takes place on a continuous and informal basis throughout the year via frequent meetings and discussions (roughly 3 times a week) between USAID Project Officer Mr. Ron Daniel and myself. These meetings often deal with issues that arise in day-to-day management of the project. In addition there are also specific liaison activities, such as discussing project activities for the Quarterly Implementation Reviews and arranging meetings (and serving as interpreter) for visitors from AID/Washington (e.g., Ms. Gladys Gilbert, Ms. Lois Richards).

Liaison with the GOZ takes place in much the same manner, via regular meetings with Director Mubenga to deal with day-to-day and other project issues (e.g., short-term consulting needs). I also met periodically throughout the year with Dr. Bewa, Secretary General of the Department of Agriculture and Rural Development. These meetings covered a broad range of issues, including management problems at the Statistics Division, personnel needs, choice of a contractor for the new building, getting mission orders and project documents signed, etc. In addition, I am periodically required to represent the project vis-a-vis the GOZ, as for example when officially meeting the new Minister of Agriculture or attending the Minister's speech at Agriculture Day at FIKIN (the fair).

Liaison with other donors has occasionally involved work with one or more individuals from the World Bank, but has principally been focused on FAO and its Statistics Project. During the latter half of the year Director Mubenga, Mr. Daniel, Mr. Babilot (the principal FAO advisor for their Statistics project), and I began meeting regularly; and we have (at last) succeeded in coordinating the activities of our two projects and in collaborating together. This represents a dramatic improvement over the "peaceful coexistence" approach that had reigned for quite a few years.



A final piece of liaison work concerned establishment of an agreement between SEP and USDA for brief commodity reports to be provided regularly to USDA by SEP. This commodity reporting, which constitutes a landmark income-generating activity by SEP, began on a trial basis during the fall of 1985. Following submission of a second report, a formal agreement was drawn up during the second quarter of 1986 calling for SEP to provide six reports per year.

5. Participating in project evaluation and design activities.

I worked with the Project 070 evaluators, meeting with them to discuss various aspects of the project and providing detailed comments on the first draft of their evaluation report. I also organized and chaired a meeting at which Project 070 team members addressed individually each of the evaluators' written recommendations; and the PES recommendations ultimately adopted by USAID/Kinshasa were the outcome of the meeting's discussions.

Comments were provided on the Project 119 PID prepared by the evaluators, and I participated in numerous meetings and discussions of that PID as well as of the rewritten PID subsequently prepared by the USAID Mission. Similarly, I met with the team designated to write the Project 119 FP on numerous occasions; and subsequently I was asked to contribute to the rewritten FP prepared by the Mission. I drafted the Economic and Administrative Analyses, Scopes of Work for all members of the technical assistance team, and an Implementation Plan. I also provided a detailed review of the FP with comments just prior to its being finalized.

6. Work with members of the Projects Bureau in project identification, design, and evaluation activities.

The Projects Bureau met periodically throughout the year (roughly every other month) to review ongoing work. Although some work was done in conjunction with new USAID projects in Bandundu and Shaba, project identification and design activities focused on two prospective projects in Equateur (Ingende and Gemena). Early in the year, under the direction of Prof. Lumpungu, missions were dispatched to Equateur to gather data necessary for project design and preparation of project papers. A second mission was sent to Ingende during the last quarter of 1985, and Cit. Tamfumu subsequently prepared the Ingende Project Paper, which is presently with Director Mubenga for comments and approval. Work on the Gemena Project Paper, which was slowed up because of participation of the individuals involved in the Southern Band Survey, continues.

Projects Bureau members--especially Cits. Mukuna and Tamfumu--participated in various project evaluations throughout the year. This participation included both ex-ante evaluations of proposed projects and field evaluations of existing projects.

7. Coordinate implementation of the Southern Band Survey.

Apart from my administrative tasks, work on the Southern Band Survey constituted my principal activity throughout the past year. Some initial preparatory work was done with Mr. Gold early in the year, and Prof. Kalonji was also hired on as a consultant to assist in the implementation of the survey. Frequent meetings of the technicians designated to carry out the first round of the survey began in October, and in November logistics missions were carried out. I went to Bas-Zaire to participate in the logistics mission there.

Intensive training and preparations for the first round of the survey took place throughout the first half of December, and on December 20th teams were dispatched to each of the five regions included in the Southern Band. The first round lasted throughout the month of January, during which time I returned twice to Bas-Zaire (for approximately a week and a half) to observe and assist in carrying out the survey.

In February we tabulated the data collected and produced a series of descriptive tables conceived as the core of a Preliminary Report. First drafts of the chapters of the Preliminary Report were also prepared during the month. I spent a fair bit of time in preparations for the Agricultural Surveys Seminar that we gave in March to nearly 30 project technicians. The seminar, which was custom-designed around the Southern Band Survey, was given as a joint Pragma/USDA presentation, featuring Prof. Kalonji and Mr. John Fliginger (former Team Leader under Project 052) as principal trainers. In addition, Mr. Gold, Mr. Gray, and I also participated extensively in the seminar. Following completion of the seminar, a second draft of the Preliminary Report was prepared in April.

April also saw extensive preparations for round two of the survey. The number of interviewers was doubled from ten to twenty, and most of the new interviewers were drawn from the Statistics Division. Seven working groups of DSA and DSP technicians were created to address some key methodological issues and questions raised by Mr. Gold, and eventually we produced a new questionnaire (reflecting the two-round nature of the survey) and a detailed instruction manual. Training (conducted by myself and Cits. Mawampanga and Nsavar of DSA) was held during the last three days of April.

The second round of the survey was carried out during the month of May. I traveled to Kasai Oriental for the first 11 days of the month to observe and participate in the implementation of round two. Following the return of the data collection teams we prepared in June a third draft of the Preliminary Report and submitted it to Director Mubenga for his comments and approval. We also conducted a control of the questionnaires prior to their being computerized.

### III. PROBLEMS ENCOUNTERED AND RECOMMENDATIONS

The fact that the Projects Bureau (BP) does not have a full-time advisor prevents establishment of and adherence to an ongoing program of project identification, design, and evaluation activities. The recommendation for a full-time BP advisor has already been incorporated into the design of Project 119, so this problem should be resolved within the next year.

As the project and the scope of its activities have grown in recent years, the administrative and financial support staff of SEP have become increasingly overloaded with work. It is recommended that at least two individuals be added to the support staff: one to act as cashier and thereby alleviate some of the excess burden on the project's two accountants, and one to serve as a second assistant to the SEP Administrative Assistant.

Typing is a perennial problem, due both to deficient skills on the part of some typists and lax work discipline. It would be most desirable to lay off one or two typists and replace them with more capable individuals. This, unfortunately, is not easy to bring about. We attempted to enhance efficiency by training our typists to use Wordstar, but most of the typists have been reluctant to use the computer regularly. We should at least devise some better means of managing the typists in order to improve efficiency through better work discipline.

Last but not least is the transportation problem, which seriously complicates efforts at agricultural data collection in the interior of the country. It is unreasonable to expect collection of agricultural data that accurately reflect the situation of the ag sector unless one has taken steps to insure that adequate and reliable transportation will be available. I am convinced that this will ultimately require stocking of project vehicles in each regional capital.



#### IV. CONCLUSIONS

The past year has been an extremely productive one for Project 070: we have continued preparation of commodity and regional reports and have a large number of reports that are either recently finalized or close to being completed; we have carried out an important primary data collection effort covering a major portion of Zaire; and largely through that effort we have broken new ground in computerized data processing and analysis and we've begun to establish a good working relationship between DSA and DSP. I am pleased and proud of my own accomplishments as well as those of the other Project 070 team members, and I feel that prospects for Project 119 are excellent thanks in large part to the progress and accomplishments realized under Project 070.