

**AIRGRAM**

**DEPARTMENT OF STATE**

Proj. 6690078  
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PD-AAC-082-81

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INFO

FROM - Monrovia

SUBJECT - Noncapital Project Paper (PROP)

REFERENCE -

Country: Liberia

Project No. 669-11-790-078

Submission date: August 29, 1969

Original: X

Project Title: FISCAL & SUPPLY MANAGEMENT

U.S. Obligation Span: FY 1962 through FY 1971

Physical Implementation Span: FY 1962 through FY 1971

Gross life-of-project financial requirements:

U.S. dollars \$1,895,000

U.S. owned local currency -

Cooperating country cash contribution 170,000\*

Other donor -

Total \$2,065,000

OTHER AGENCY

*State*  
*Xamb*  
*Tracy*

\* Includes salary payments for OPEX personnel and local transportation costs to support the project during the period FY 1968 through FY 1971.

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DRAFTED BY

*DGraig/LWBettis*

OFFICE  
Development  
Services

PHONE NO. DATE

72 9/10/69

APPROVED BY:

T.A. Moser, Acting Director

AID AND OTHER CLEARANCES

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FISCAL & SUPPLY MANAGEMENTI. Summary Description

This project was an outgrowth of the Government Organization Management and Development Project, (No. 669-Q-72-AC). It developed in response to Liberian needs for particular types of administrative and technical expertise to staff and advise governmental department and agencies. This sub-activity provided manpower from the Public Administration Service (PAS) of Chicago to the Department of the Treasury, R.L. It was specifically planned to improve the Central Government's financial operations with particular emphasis upon accounting, auditing, revenue and budget administration, customs and tariff, and procurement and supply. As such, the project was separated from Government Organization (669-061) and constituted as a separate project.

The new activity consisted of the following: (1) a Procurement and Supply Management sub-activity to assist the newly created Liberian general services agency, (2) a Fiscal Advisory Service sub-activity to improve revenue collecting services and budgeting procedures in all Governmental departments, and (3) a sub-activity for Operational Assistance in Budgeting, Accounting and Revenue Collection. It is this latter sub-activity that has been developed and retained as the basis for the Fiscal and Supply Management Project (669-11-790-078).

Since 1965, operational experts (OPEX) have been provided to the Government of Liberia to assume administrative responsibilities with authority and management over various aspects of certain agencies of Government, in an effort to effect certain administrative, fiscal and budgetary reforms.

While USAID and its predecessor agencies have provided technical assistance to the Government of Liberia in the area of public administration, such assistance has not precluded other donor assistance in complementary public administration activities. The United Nations has provided, under various projects, technicians and experts in such fields as civil aviation, telecommunications, health, and education. Such UN Technical Assistance will continue and in CY 1970-1972 it will provide up to \$290,000 per annum to fund up to one hundred OPEX-type personnel in these and other administrative areas of Government. In addition, the U.N. Special Fund will support in 1969/70, six experts to assist the Department of Planning and Economic Affairs in the development of a new national economic and manpower plan. The cost of this planning assistance will be some \$513,900. Consequently, other donor technical assistance to public administration activities is substantial.

1/ While other donor assistance is discussed in this paper for purposes of determining total financial inputs to particular projects by other donor agencies, the dollar amounts are considered a part of the PROF prepared for Project 669-11-720-061 (Government Organization, Training and Management).

### A. Initial Situation

Under the terms and conditions of Project Agreement No. 5013, Revision No. 2, executed May 20, 1965, USAID/L agreed to provide:

Financing for the costs incurred by an intermediary contractor in recruiting and servicing individual operational experts (OPEX); and

Financing for the costs of the initial nine individual OPEX contract personnel to occupy positions within the Government of Liberia. These initial two-year contracts expired on or about the dates indicated in Table I.

Table I

OPEX Personnel Supplied to the Government of Liberia 1966-1968.

<u>Position</u>	<u>Department or Agency</u>	<u>Contract Expiration Date</u>
Chief Administrative Officer	Agriculture	2-12-68
Chief Administrative Officer	Education	5-2-68
Chief Administrative Officer	Justice	2-16-68
Chief Administrative Officer	National Public Health Service	3-7-68
Deputy Director	Bureau of General Supplies	5-9-68
Machine Room Supervisor	National Power & Electric Authority	5-16-68
Deputy Controller	Treasury	8-29-68
Chief, Audit Section	Treasury, Internal Revenue Division	4-25-68
Chief, Pre-Audit Section	Treasury, General Accounting Office	3-16-68

The original agreement provided that there would be a bilateral review and evaluation of the Agreement to be held at least six months before the expiration of the initial two-year period of each contract respecting the need for extension, termination, or revision of the Agreement, including consideration of the applicability of the "topping-off" salaries concept. Any proposal to extend the agreement would require the Liberian Government to assume responsibility for that portion of the technician's salary equivalent to what a Liberian employee in a similar position would receive. Any balance of salary or expenses of the U.S. expert would be paid by USAID/L. As a result of this review, the Government and USAID/L agreed through PRO AG No. 8013 for the need for continued operational technical assistance in nine government positions in order to improve further the efficiency of the budgetary process, expenditure control, revenue collection, and general administrative processes related to these vital areas of governmental operation.

### B. Current Situation

This project is the administrative responsibility of USAID/L's Office of Development Services. Liaison between the Office of Development Services and the

local PAS Coordinator has been established in order to coordinate and improve the effectiveness of the project in attaining stated goals.

The current AID contract AID/afr 319, the most recent amendment of which is dated May 12, 1969, between the GOL and the intermediary contractor (PAS) provides for nine positions to be filled by OPEX personnel. Table II indicates the approved titles and positions with AID/W approved alterations. As of August 1969 only six of these positions are filled (noted by asterisks).

Table II

Operational Expert (OPEX) Positions  
Public Administration Service

Position	Department & Bureau	End of Assistance
1. Deputy Controller, Office of the Controller	Treasury	3/71 <u>1/</u>
2. Chief, Income Tax Audit, Bureau of Internal Revenue *	Treasury	6/70
3. Chief Administrative Officer *	Treasury	12/70
4. Systems Analyst & Data Supervisor, Bureau of Statistics *	National Planning	12/70
5. Deputy Director *	Bureau of Gen. Supply	6/70
6. Chief Administrative Officer *	Education	12/70
7. Chief Administrative Officer *	Commerce & Industry	12/70
8. Chief Administrative Officer	Agriculture	3/71 <u>1/</u>
9. Statistical Officer, Bureau of Statistics.	National Planning	3/71 <u>1/</u>

1/ Project 669-078 terminates in March 1971 and incumbent technicians will be transferred to Project 669-061.

The job descriptions for the nine OPEX technicians are listed below. Although it is not intended that these descriptions are inflexible, it is anticipated that the work carried on by the technicians will fall into the general descriptions as outlined.

1. Treasury Department.

a. Deputy Controller, Office of the Controller.

Cash and debt management is an integral part of efficient Treasury operations. A comprehensive and systematic procedure for payment of debt obligations, payrolls, and vouchers, and careful scheduling of payment of debt obligations, payrolls, and vouchers is especially important for improved Government operations. To continue the efforts already in progress, this position which has been filled for the past two years by an OPEX technician will be continued.

The Deputy Controller, under the direction of the Controller, will be responsible for introducing and implementing procedures for the orderly handling of Government cash balances and its payments. His specific functions will be:

- a) To coordinate all deposits of revenues from various sources of collection.
- b) To reconcile deposits with bank statements.
- c) To place vouchers on warrant in sequence for cash control.
- d) To prepare daily cash position reports and forecast future needs.
- e) To supervise debt payments and debt accounting.
- f) To record vouchers approved but unwarranted and warrants unpaid.

b. Chief, Income Tax Audit, Bureau of Internal Revenue.

While better budgeting and more effective expenditure control will go a long way toward rationalizing government financial operations, the scarcity of public revenues, however, will continue to act as a severe restraint on Government's performance. Increased revenues are essential.

Government revenues originate from two main sources - customs duties and direct levies on income. Yields from both can be increased by better enforcement and administration. To achieve these goals one technician will be provided, in the Income Tax Audit Division of the Department of the Treasury to fill the position of Chief of the Income Tax Audit Division. Although progress has been made over the past two years with the aid of an OPEX technician, it is felt that an extension of this position is needed.

The Chief of the Income Tax Audit Division will work with the Supervisor of Income Tax in order:

- a) To work closely with a counterpart who will be able to take over the duties of the OPEX technician at the completion of this tour.

- b) To determine priority and scheduling of audits to be made.
- c) To supervise the accumulation of income data from all sources.
- d) To assign all audits.
- e) To direct and assist Liberian personnel in the performance of selected audits for training purposes.
- f) To review all audit work papers and reports to ensure that proper audit procedures are being followed and to make certain that the audits have been properly documented.
- g) To program in-service training in all of the above areas.

c. Chief Administrative Officer

In recognition of the need for the utilization of the concept of centralized administrative management, the GOL established within the Department of the Treasury the position of Undersecretary for Administration and Assistant Under-Secretary for Administration. These positions have been established to provide centralized administrative responsibility within the Department for such matters as intra-departmental budgeting, administrative research, departmental accounting, purchasing and personnel management. To help achieve the foregoing, one technician will be provided to fill the position of Administrative Officer. The Administrative Officer will work with the Undersecretary in order:

- a) To develop, coordinate and facilitate intra-departmental budgeting.
- b) To conduct research in administrative procedures in the Department and supervise the implementation of the approved Department reorganization.
- c) To develop and implement on a continuing basis administrative improvement programs throughout the Department, including personnel management, accounting and purchasing.

2. Department of National Planning and Economic Affairs

a. Systems Analyst and Data Supervisor, Bureau of Statistics

The effective functioning of any government accounting system demands that accurate information be available quickly and in great detail. The provisions of more refined revenue and expenditure figures, expanded machine processing of government's data, and broader use of data processing machinery by all agencies of Government require more efficiently organized statistical operations. To achieve these goals a Systems Analyst and Data Processing Supervisor will be provided to the Bureau of Statistics of the Office of National Planning.

The Systems Analyst and Data Processing Supervisor, under the general supervision of the Director of the Bureau, will supervise all employees engaged in the operation and maintenance of IBM or other electronic data processing equipment in the Bureau.

The major duties of the Systems Analyst and Data Processing Supervisor should be in the area of systems analyses and development with secondary duties related to data processing.

The functions and duties of the Systems Analyst are the following:

- a) Review, analyze and improve existing systems, procedures and methods.
- b) Design new systems and develop new methods and procedures.
- c) Provide written instructions for systems, procedures, and methods; maintain the manuals and handbooks they comprise.
- d) Prepare instructional material to train people who are to operate the system.
- e) Participate in the implementation of the new system or procedure.
- f) Prepare flow charts and design forms as required.
- g) Supervise the operation and maintenance of data processing division.
- h) Prepare data on payroll, billing, accounts receivable, inventory accounting, and revenue accounting in which scheduling and controls are essential to successful operations.
- i) Design and administer cost accounting procedures for machine room operations.
- j) Assist in establishing standard machine and operator hourly rates.
- k) Establish and administer batch control and document control system.

b. Statistical Officer, Bureau of Statistics

The Statistical Officer, who will report to the Secretary, National Planning and Economic Affairs, will attain the targets of this activity by carrying out three major tasks:

- a) To further develop and up-grade Liberia's foreign trade commodity classification manual along lines of the UN Series M38, Vols. I and II (SITC) or the U.S. Schedule B Classification of Commodities, including the preparation of an alphabetical index of traded goods.
- b) To relate the external trade classification system to systems based on the "end use" and "industrial origin" of traded commodities and to relate the flow of these commodities to expenditure series in Liberia's "national accounts" as well as to determine the impact of these commodities on domestic output and employment.
- c) To develop a national system of classification to be used by all governmental agencies in collecting and compiling commodity data. The incumbent to this position should be an experienced and very able statistician in the fields of international trade, commodity classification and industrial use commodity data.

c. Deputy Director, Bureau of General Supplies

Personal assistance was requested for the continuation of this OPEN position involved with improved Procurement and Supply Management Program. This

OPEX technician will attempt to carry out the following duties to the maximum extent possible in addition to his other duties:

- a) Pre-audit items in the equipment budget, both as to amount and suitability of funds.
- b) Consolidate departmental procurement requests for building purposes, to insure high quality and low cost purchases.
- c) To enhance further the capability of the Bureau to handle all off-shore procurement for the Government.
- d) Establish a system of inspection of all goods and commodities purchased to insure that they meet predetermined specifications.

3. Departments of Education, Commerce & Industry, and Agriculture.

a. Chief Administrative Officer, Education

The Chief Administrative Officer's counterpart will be the Under-secretary in charge of the Bureau of Administrative Services. He will report to the Secretary of the Department.

- a) Propose for approval and operation under his direction, a system of program and budgetary preparation, including preparation of the annual budget estimates, the formulation of a long-range budget plan, the conduct of budget hearings for the Department of Education, and operate the budgetary allotment system for the Department.
- b) Operate a system of budgetary obligation and expenditure controls complementary to central controls established in the Bureau of the Budget and the Department of the Treasury.
- c) Develop and supervise the Departmental accounting systems in a manner which assures that the necessary data are available for programming, budgetary and Departmental planning purposes, including control and accounting of revenues.
- d) Act as a liaison for the Department of Education in planning, budgetary accounting and financial matters with the Bureau of the Budget, the Department of the Treasury, the Department of National Planning, and other central government offices as required.
- e) Plan and execute, or cause to be executed, a program of training (formal and informal, academic and on-the-job, local and off-shore, as necessary) for counterparts, co-workers, and assistants to be designated by the Department of Education and who will ultimately succeed to the responsibilities of the Chief Administrative Officer.
- f) Propose for implementation under his supervision management improvement programs in the Department of Education.

b. Chief Administrative Officer, Department of Commerce and Industry.

The Chief Administrative Officer, who will report directly to the Secretary of Commerce and Industry and work closely with the Undersecretary of Commerce and Industry, will be responsible for:

- a) Assisting in establishing and operating a system of budgetary preparation and control including preparation of the Department's annual budget estimates, the formulation of a long range budget plan, the attendance of budget hearings for the Department and assisting with the control of budgetary allotments for the Department.
- b) Directing and supervising all accounting and financial matters for the Department and serving as the Department's liaison with the Budget Bureau, the Bureau of General Accounting of the Department of the Treasury and the Bureau of General Supplies.
- c) Implementing and supervising a system of General Accounting for the Department.
- d) Assisting the Administrative Assistant in the organization and administration of the office which includes office systems and procedures.

c. Chief Administrative Officer, Agriculture

The Chief Administrative Officer in the Department of Agriculture will report to the Undersecretary of Agriculture and will work closely with him in the areas of program planning, budgeting, personnel and general administration. His duties will include assisting in:

- a) The improvement of budget systems and controls.
- b) The preparation of the Department's annual budgets and the formulation of long range budget plans.
- c) Developing an improved system of accounts.
- d) Directing and supervising all accounting and financial matters for the Department, and serving as the Department's liaison with other Government Departments.
- e) Improvement of the organization and administration of all sections within the Department including the sections being established such as the Agricultural Engineering Service.
- f) Developing procedures for publication, control, and distribution of Department reports.
- g) Developing improved methods of inventory controls and procedures for distribution and use of vehicles and other materials of the Department.

C. Setting

Ineptness in fiscal control and supply management has been a significant deficiency in Government in past years. A major effort is now being made toward remedying this situation by concentrating upon administrative reorganization and establishment of systems and procedures in the areas of fiscal management, budget

system improvement, accounting, revenue generation and control, and procurement. Induced reforms and administrative improvements are being implemented in consideration of the Special Commission on Government Operations (SCOGO) Report and recommendation. A fuller description and analyses of the Liberian system of Public Administration and services are presented in the FY 1970 Program Memorandum.

### III Planned Targets and Results

The mutual intent and targets of this activity remain unchanged from that initially agreed to in project agreement No. 5013 which states:

- A. To bring all national revenues and resources into the national budget system and to assure that no obligations or expenditures occur except pursuant to appropriation, allotment, and government regulations.
- B. To plan and operate the appropriation and allotment system in order to ensure the existence of a sound financial relationship between authorization, obligation and expenditure and the real position of the government with respect to revenues, resources and indebtedness.
- C. To assiduously, uniformly and equitably administer and enforce the present Liberian tax revenue and regulatory laws in order to maximize revenue generation and collection; and
- D. To establish firm control over all departmental and agency obligations and expenditures of appropriated and allotted funds through sound budgetary accounting, careful obligational pre-auditing, and by establishing effective centralized control of equipment, supply and other contractual obligations.

### IV. Course of Action

#### A. Operational (OPEX) Personnel

1. Recruitment and Employment of Operational Personnel.  
Operational technicians will be recruited and serviced as follows:

- a. The present contract, AID/afr-319, between the Government of Liberia and the intermediary contractor, Public Administration Service, of Chicago, Illinois, was amended and extended to provide for services to be rendered by the contractor for the recruiting and servicing of individual contractors in the nine OPEX positions listed in Table II.

- (1) To the extent that OPEX positions are being continued for an additional two years, those personnel currently under contract to the GOL will be tendered offers of contract renewal as mutually agreed to by the intermediary contractor, the individual, USAID and the GOL. New contracts will become effective upon the expiration of existing contracts and following an appropriate period of home

leave in the United States. Future Operating (OPEX) personnel assistance is conditioned on Liberian Government compliance in identifying and training Liberians to replace existing OPEX personnel within a reasonable time. From time to time, this requirement has been brought to the attention of the Chairman of the Technical Assistance Commission.

(2) For those positions requiring recruitment of new technicians the intermediary contractor will undertake to recruit fully-qualified candidates and nominate them for approval by USAID and the GOL.

(3) The contract, as amended, will provide, in addition to the recruitment and administrative services provided under the existing contract, for the intermediary contractor's participation in the periodic evaluation of individual contractor performances.

b. All new or renewed contracts with individual OPEX technicians will continue to be executed directly between the individual contractor and the GOL.

c. In addition to performance of their specified duties, each technician will be made available, on an ad hoc basis, to contribute his professional expertise in inter-agency or Government-wide programs of training or other activities aimed at improvement of governmental operations.

d. OPEX positions may be changed. Any additions, deletions or revision of titles by mutual agreement of the GOL, PAS, and USAID, provided that any changes will not be effected unless available funds are adequate to finance the remaining operational positions.

e. Operational technical assistance may also be supplied from other sources and that, therefore, the number and specific types of technicians supplied will be subject to change according to the overall requirements and commitments of each party.

## 2. Direction and Coordination of the Activity

a. As operating officials of the several departments and agencies to which they will be assigned, each OPEX technician is under the direct supervision and control of the department or agency head, or such subordinate official as the head of the department or agency may designate as the supervisor to whom the OPEX technician will be responsible.

b. Also, as evidenced by incorporation of the activity within a single project agreement, and despite the diversity in individual assignments, the entire project is unitary in its objectives. The GOL has reaffirmed the broad coordinative, management, and control powers of its central agencies over the planning, budgeting, and financing of government operations and has conferred

upon the Department of National Planning, the Bureau of the Budget and the Department of the Treasury the specific responsibility for providing leadership, assistance and stimulation to all departments and agencies for achievement of the objectives of this activity. Likewise, those other departments and agencies, signatory to PIO/T No. 669-078-3-80045, have reconfirmed their recognition of the necessity for establishing and maintaining communication channels and effective working relationships between the named central agencies and their functional prototypes, including the OPEX technicians, employed in those same departments and agencies.

c. Effective June 1968, and as provided for in Agreement No. 8013 signed between the Government and PAS, a Project Coordinator has been designated. His responsibilities include coordinating the project's logistical support and the activities of OPEX personnel.

d. The GOL, USAID and the intermediary contractor have a responsibility for jointly evaluating the effectiveness of this project so that effective and timely action can be taken to remedy any apparent weaknesses in the total effort and informed decisions can be made as to possible future courses of action. Each OPEX technician is required to submit periodic reports on his activities. These reports are forwarded to the supervisory department or agency head for their review. The department or agency head, in turn, sends a copy of each report, with his comments to the Chairman of the GOL Technical Assistance Commission and the intermediary contractor (PAS).

### 3. Procedures for Operational and Contract Disagreements

a. In the event of a disagreement between a technician provided under this project and his GOL line supervisor or supervisors on a matter of operational policy or decision, the technician may appeal the matter, orally or in writing, to the Secretary of the Department or Head of the Agency concerned. In the absence of an amicable and satisfactory resolution of a disagreement by the Department Secretary or Agency Head, involving a matter believed by the operating technician to be inimical to the accomplishment of project objectives, the operating technician may consult with USAID/L.

b. In the event of a dispute between the GOL and any individual operational expert regarding the technician's contract, the latter may request that the matter be referred to an arbitration board of three members, one nominated by the GOL, one by the operational expert, and a Chairman chosen by mutual consent of the other two members. The duties of such a board would be to investigate the facts, collect evidence, and render a decision by majority which should be final and binding for both parties. If the board cannot be constituted or it cannot render a majority decision, then such a dispute is referred by the Chairman of the Technical Assistance Commission to a person who will be either an existing Judge of a High Court or holding qualifications equivalent to a High Court Judge in Liberia.

**B. Participants**

In FYs 1970 and 1971 three and five participants respectively are programmed to be trained in the U.S. (See the funding table attached). Each training program will be from six to nine months duration. This training will be in the following fields: development planning, administration and financial management, and supply and procurement.

**C. Planned Phase-Out**

This project is slated to be phased out at the end of the third quarter of FY 1971. Residual technical services and participant training will be transferred to Project 669-11-720-061 (Government Organization, Training and Management).

**HOWISON****Attachments:**

Page 1 of Table 1 - Noncapital Project Funding  
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TO - MONROVIA AIDTO A 16

FROM - AID/W

SUBJECT - PROPs for Government Organization, Training and Management (669-11-720-061) and Fiscal and Supply Management (669-11-790-078)  
REFERENCE - (a) TOAID A-344; (b) TOAID A-366

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I. Government Organization, Training and Management (669-11-720-061)

A. General Comment

AID/W believes that the PROP should be revised to provide a more succinct expression of AID's aims and expected achievements in upgrading Liberian public administration. As described in the PROP which was received, the project appears highly diffused, having multiple, somewhat unrelated objectives. The project should be cast as a more concerted approach toward improving the governmental machinery, and should be described in terms of its priority within the total context of AID strategy in Liberia.

B. Comments on Various Sections of the PROP

1. Setting - (Item II, p. 3)

The setting should be summarized in the PROP rather than ~~incorporated~~ incorporated by reference. As indicated in M.O. 1025.1, this section should address the environmental circumstances concerning need for the project, obstacles to be surmounted, and other factors which are essential to a full understanding of the proposal.

DRAFTED BY <i>[Signature]</i> Alice Fessenden:lls		OFFICE AFR/CWA	PHONE NO. 23722	DATE 1/21/70 <del>1/22/70</del>	APPROVED BY <i>[Signature]</i> Stephen G. Christmas Act. Dir. Congo/Ghana/ Liberia	PAGE 1	PAGES OF
AID AND OTHER CLEARANCES AFR/CWA: Christmas (draft) AFR/DP: [Signature]		AFR/ID: [Signature]					

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There should be some analysis of Liberian manpower problems in general, and particularly in the Departments we intend to assist, as well as a statement as to what progress has been made to date. Also, it should be made clear what OPEX technicians could be supplied by the U.N. or other donors.

2. Strategy

The PROP should include a "strategy" section (see M.O. 1025.1; item VII.D for description of content).

3. Planned Targets and Results

The end-result targets need to be more fully anticipated. This section should present a clearer view of exactly what is expected to be accomplished and when, through the application of the proposed U.S. inputs. The revision should include the evaluation criteria and output targets, thus providing a base for preparation of PIPs and PARs. This section should also indicate the degree of importance attached to each activity under the project. Each activity should have a target date for completion.

4. Course of Action

Proposed activities under this project should have a timetable for the mobilization and utilization of various inputs. For example, clarification is needed in some cases regarding the relationship between arrival of the operational personnel, designation of a counterpart, necessary training of the counterpart (participant and/or on-the-job), when the counterpart will become fully operational and the departure of the U.S. technician. In addition, the narrative should indicate how the technical personnel will be ~~XX~~ utilized, how much training is required, and other possible approaches toward achievement of the desired project goals. This section should also make it clear that the GOL pays the full base salaries for all operational personnel funded under the project.

5. Funding

Funding projections by operational positions and by activity should be made. We do not expect to receive detailed information for the period beyond FY 1971, but we should have total obligations by major cost component for FY 1972 and all subsequent years.

The Mission should bear in mind the termination of the Project Support ~~XXXX~~ Loans after December 1971 and should provide for incorporation in the project of any required commodities after that date. Also, it would be helpful to have an explanation of the lumpiness of other donor financing and of GOL contributions, including a description of what these funds will finance:

## CONTINUATION

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C. Specific Activities Under the Project

1. Training Justices of the Peace

2. Liberian Customary Law.

These activities appear to be "targets of opportunity" in relation to the overall project. We suggest that they be described as such, indicating possible future opportunities or achievements which may result from the small investment proposed.

3. Self Help Coordinator

We request that the USAID prepare a justification as to whether AID should finance a Self Help coordinator at all. It is not done in other countries. This position, if justifiable, should be funded under either Technical Support - Development Services or Technical Support - General, since he fulfills a technical support type function as well as assisting the GOL in the more general aspects of Self Help.

4. Participant Training, Bureau of Statistics.

The PROP should explain the rationale for this activity more fully and clarify how it ties in with or differs from other areas where we provide OPEX personnel.

5. Institute of Public Administration

The Institute of Public Administration when and if GOL is fully prepared to proceed with it, should be justified as a separate project. At the appropriate time, when the scope of the project has been more precisely developed, the USAID should submit a separate Preliminary Project Proposal (PPP). The PPP should analyze (1) the financial, political and social costs and benefits of such an undertaking; (2) the expected end results within the projected time frame; and (3) the costs to the GOL, the U.S. Government and other possible EX donors.

6. Operational Personnel

We request that the USAID identify the slots to be filled both before and after the merger of the two subject projects, indicating if any other donor might provide such personnel. The revised PROP should directly relate the expertise provided by these technicians to overall project targets. We realize that such a determination would be subject to refinement as conditions and needs change. We assume that OPEX personnel would be limited to the Departments of Agriculture, Education, Treasury, Planning and would include the Bureau of Customs, Technician and the Agricultural Statistician who were agreed to in recent discussions in Washington with GOL officials. The PROP should set forth a timetable for replacement

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of the operating personnel by Liberians. Please indicate if participant training is required for Liberians who will eventually replace the operational personnel. Such participant training might be a separate activity under the project, going beyond the scope of training Bureau of Statistics personnel mentioned above.

Much of the material on contractor relationships contained in PROP for project 078 could be incorporated into this PROP.

II. Fiscal and Supply Management (669-11-790-078)

Since this project is ~~scheduled to phase-out in the near future~~ we are not suggesting major revisions of the PROP. However, comments or requests for information are, ~~xx~~ as follows:

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- a. Request USAID submit revised funding tables, including breakdown by Operating Personnel position (attachments were not received here).
- b. FY 1970 should be last year of project funding. Moneys should be obligated in FY 1970 to cover contract personnel through March 1971. Participants training scheduled for funding in FY 1971 should be funded in FY 1970 or eliminated, unless duly incorporated and justified in project 061.

ROGERS