

AIRGRAM

DEPARTMENT OF STATE

Proj. 6690111-
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PD-AAC-088-C1

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FROM - Monrovia

SUBJECT - Noncapital Project Paper (PROP)

REFERENCE -

Country: Liberia Project No. 669-51-270-111

Submission date: August, 1970 Original X

Project Title: Telecommunications Authority Management

U.S. Obligation Span: FY 1971 through FY 1973

Physical Implementation Span: FY 1971 through FY 1973

Gross life of project financial requirements:

U.S. dollars (grant) \$1,400,000

Cooperating country cash and in-kind contribution 660,000

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PAGE 1 OF 15 PAGES

DRAFTED BY <i>[Signature]</i> SLabin JMoller EJames AID AND OTHER CLEARANCES	OFFICE AID/W FW A/DD	PHONE NO.	DATE 8/19/70	APPROVED BY <i>[Signature]</i> William C. Wild, Jr., DIR
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2. Provision of initial operation and maintenance assistance to maintain and upgrade the physical plant and service, while engaging in the training of Liberian personnel in the operation, maintenance and management of the system.
3. Elimination of the present operating deficit by all appropriate measures including fiscal reform and the establishment of sound financial and business procedures.
4. Planning of the required facilities to (a) better integrate the various elements of existing physical plant such as land lines, radio and microwave; and (b) expand the system to meet the latent and future demands for service over the next 10-15 year period.

The project would be implemented through a management contract with a US firm qualified in the business management and technical operation of telecommunications system consisting of complex combinations of telephone inside and outside plant and including wire line, cable, and radio circuits. Two expatriates personnel (i.e., a General Manager and a Controller) would be provided to assist in setting up the Telecommunications Authority created by the Act of April 17, 1967, and in planning its operating organization. At the same time the Operations Manager and four installation and maintenance telecommunications technicians would be assigned to assess the condition of the physical plant and the qualification of the maintenance staff and to prescribe the immediate remedies needed to properly maintain the equipment and provide adequate service within the capabilities of the existing plant. Approximately four months later this initial group would be expanded to a full management team of 16 experts to operate and manage the system and to train the assigned Liberian counterparts to take over the positions at the earliest possible date.

To ensure the fullest cooperation of the GOL it is proposed that the GOL provide the base local salary equivalent of all expatriate personnel with AID funds to be used for topping off of these salaries. It is further proposed that the project funded on a grant basis for not more than two years (FY 71 and FY 72) and that further funding be on a DL basis included in DL funding of the equipment required for improving system efficiency and expanding system facilities.

II. Setting:

An efficient telecommunications system providing service both internally and worldwide is recognized as an important component in the economic and social development of Liberia. That such a system can be operated on a self-sustaining basis has been demonstrated in other developing countries and the Government of Liberia justifiably desires to place its telecommunications system on such a basis and to end the fiscal burden of continuing deficits on its budget. The Government has explored the

I. Summary Project Description:

National and international telecommunications facilities of Liberia, with certain exceptions listed below, are owned and operated by the Government. Operation is divided between two divisions in the Post Office Department under the direct control of the Postmaster General. The Telephone Division is responsible for all national telephone facilities and the Radio Division operates the microwave, high frequency and VHF facilities, and all international circuits.

Exceptions to the Government-owned facilities are four private telephone exchanges owned and operated by Liberia Mining Company, LAMCO, Roberts International Airport, and Firestone, which also owns and operates an international radio-telegraph circuit from Harbel to Akron, Ohio (USA). French Cables and Radio also owns and operates a part of the telex and international telephone circuits.

The Government-owned system is essentially new, having been implemented between 1960-65 at an investment of \$8.2 million (excluding real estate costs). The costs of operating the system are very high. In the absence of sufficient numbers of qualified Liberians, maintenance is contracted to foreign firms, such as RCA Victor and IM Ericsson. The relation between the Radio Service and the Telephone Service is, furthermore, not clearly-defined. The technical distinction between these two types of services is no longer valid since long distance telephone conversations are transmitted through radio or microwave. Improvements in organization, management and operating efficiency of telecommunications facilities are therefore needed to increase economic viability.

As part of the effort to improve the situation, legislation was enacted on April 17, 1967, to create a Telecommunications Authority which would combine the functions of the two divisions now under the Postmaster General. The creation of the Authority was linked to the contracting of the management to a management firm. However, limited financial resources made it impossible to proceed as planned. For this reason, no steps have been taken, to date, to implement the Act of April 17, 1967.

The proposed project will provide the Liberian Government with technical assistance directed toward the following objectives:

1. Establishment of the Telecommunications Authority as a technically and managerially proficient organization capable of operating a financially viable national and international telecommunications system.

possibility of turning over the operation and management of the system to a US concessionaire who would undertake the operation on a purely business basis under agreed conditions. Discussions were held with RCA and Page Communications Engineers, Inc., and the latter firm undertook a study of the Liberian system. The study results reported in Page publication P9513A of March 21, 1969, entitled "Liberian Telecommunications Authority Study", led to a rejection by Page of any plan to take over the operation of the system on the basis of payment from system profits. The study determined that the system could begin to return an operating profit in five years provided stringent reforms in management, operating, and fiscal policies were introduced and provided that a sum in excess of \$4 million was invested during that period to upgrade the system.

It is, therefore, obvious that if the GOL is to obtain the technical assistance to bring about the reorganization needed to make the service self-sustaining and to train a cadre of Liberian staff to take over the system operations, it will have to do so on the basis of deficit financing.

III. Strategy:

It has been established that an effective telecommunications system is a fundamental requisite for the growth, development, unification and security of any nation. In Liberia the telecommunications system or lack of an efficient system, affects the progress of practically every developmental project to some extent. In the private sector, commercial and industrial enterprises operate at a disadvantage due to the absence of or poor condition of the telecommunication system.

AID has recognized the desirability of assisting the Government of Liberia to facilitate opening new areas to social and economic development through both grants and loans for the improvement of the telecommunications system.

The project seeks to assist the Government of Liberia to create a Telecommunications Authority by providing the managerial skills needed to combine the Divisions now under the Postmaster General, effect the take over of ownership and operation of privately owned systems, and establish the Authority as a technically and managerially proficient organization capable of operating a financially viable national and international telecommunications system.

Recognizing the importance of an adequate telecommunications system, it would be necessary:

- (a) to implement the legislation enacted in April 17, 1967 to create a Telecommunications Authority;

- (b) to provide the expatriate personnel to assist in setting up and planning the operation of the Authority created by the Act, provide the telecommunications technicians to assess the system by a detailed inspection of the physical plant, and report on system operation planning;
- (c) to initiate a system of rehabilitation and maintenance;
- (d) to instruct and provide on-the-job training for the Liberian staff.

When the existing system has been surveyed and a start made on rehabilitation, expansion, service improvement, and efficient maintenance, the phase-in of the additional staff and program listed under Job B 1 through 4 and C Phase 1 and 2 under V Course of Action should be immediately implemented.

The government has had difficulty in carrying out an effective self-sustaining telecommunications system program because of the shortages of trained and experienced personnel in the management and technical fields. Limited financial resources due to budget restrictions have also been responsible in part for low keyed operation, maintenance and capital improvement programs. Assistance in providing qualified personnel in the areas of telecommunications, management technology, maintenance and training must be programmed in detail to assure maximum return for both GOL and AID funded inputs.

AID assistance will be on a grant basis for the first two years to accomplish the short range objectives outlined in IV.A., (1) To organize and place in operation a Telecommunications Authority operating as an independent agency of the GOL on a sound management and fiscal basis; (2) To effect a rehabilitation of the existing telecommunications system and to place its technical operations and maintenance on a sound routine basis; (3) To effect maximum utilization of the existing facilities so as to provide improved service to the system's subscribers by upgrading and integrating the diverse elements of the physical plant.

Finance for an additional three years may be by DL as part of the financing of plant expansion after the initial consolidation period.

IV. Planned Targets, Results, Outputs:

A. Short Range Objectives

1. To organize and place in operation a Telecommunications Authority operating as an independent agency of the GOL on a sound management and fiscal basis.

2. To effect a rehabilitation of the existing telecommunications system and to place its technical operation and maintenance on a sound routine basis.
3. To effect maximum utilization of the existing facilities so as to provide improved service to the system's subscribers by upgrading and integrating the diverse elements of the physical plant.
4. To prepare the financial, economic and technical analysis necessary to obtain loan financing for the Authority.

B. Long Range Objectives

1. To train Liberians in all the technical and managerial skills needed to assume total responsibility for the system's operation and for eventual replacement of all expatriate personnel.
2. To plan the orderly expansion of the system consistent with forecasts of demand growth.
3. To institute financial planning techniques to permit the accumulation of surpluses from operating revenues for renewal and rehabilitation of physical plant and for financing substantial portions of system expansion. The latter will also assist in obtaining investment funds from private sources on favorable terms for future expansion needs.

C. Project Duration

AID assistance for this project is envisaged on a grant basis for a two-year period and may be followed by DL financing for an additional three years as part of the financing of plant expansion after the initial consolidation period. It is expected that the short range objectives outlined in IV.A. will be accomplished in the first two-year period and that at the end of five years the Authority's financial position will be sound enough for it to assume the cost of any residual expatriate technical assistance which would be required for another three to five years.

D. Project Monitoring:

Before AID initiates the financing of any portion of this project the GOL will be required to fulfill certain conditions precedent. If the target dates are not met the program will be re-evaluated and restructured as circumstances require. The Authority's capability of meeting its responsibilities under the project agreement may also be re-examined and a decision made on the value of continued AID financial support for the project.

The GOL will be required to meet the following conditions precedent to AID financing:

1. The appointment of the Chairman, Directors, and other officers of the Telecommunications Authority required by the enabling Act.
2. An agreement that the present debts for the existing telecommunications facilities will not become a debt of the Authority for at least five years. Following that period, the Authority would not be required to assume repayment of any such present debts which would exceed its operating surplus, less a reserve for the cost of any expatriate technical assistance it still requires. However, except where stated otherwise, the Authority will be required to meet any repayment of additional capital costs for service improvement and system expansion.
3. An agreement by the Authority and the GOL to enforce the payment of delinquent accounts for service from any and all individuals and firms.
4. An agreement by the Authority to provide counterparts to the expatriate staff and candidates for other staff positions who are qualified to receive the relevant training and to be guided by the expatriate staff recommendations and decisions on such selections.
5. An agreement by the Authority to adopt a personnel system of pay and incentive advancements for qualified staff as well as fair and effective means for weeding out unqualified and incompetent workers. Full consideration will be given recommendations of the expatriate staff.
6. Agreement by the Authority to place full responsibility on and allow full operating authority, within the limits of Liberian law, to the expatriate personnel hired under AID grant financing during the first two years of the project.

The following targets and target dates will be set up as part of the reviewing process. The times specified are measured from the date of start of expatriate services under AID financing:

1. 3 months: The General Manager and Controller will report on their evaluation of the initial operation of the new Authority, the extent of GOL and the Authority cooperation in setting up the new management and operations organization, and in creating conditions favorable to its further improvement. The Operations Manager will report on the success of his staff in assessing existing conditions, qualifications

of existing staff, initiating a reform of the maintenance organizations and on the immediate needs for financing of test and maintenance equipment and spare parts. Based on the successful achievement of GOL and Authority cooperation the Board will recommend to USAID (based upon the reports of the General Manager and Controller) and USAID will decide after reviewing the reports and Board's recommendation on continuation of the project as originally planned or modifications to level of achievement. Based on the Operation Manager's report the Board will make application for AID financing of the equipment and materials requirements of the Authority.

2. 7 months: At this point, the ^NEngineering Manager, Training Advisor and additional expatriate technicians will have been on the job approximately three months. The Engineering Manager should now report on his investigation of the immediate investments needed to rehabilitate the system and bring it to full efficiency without taking into account future growth. The Training Advisor will submit a plan for organization and consolidation of the various telecommunications training facilities now in operation in Liberia and the inclusion in their programs of courses specifically suited to the maintenance of the system, or he will advise on the need and program for setting up new, specialized facilities for such training. He will also report on arrangements for selection, travel to the US, and training arrangements for the Liberian participants. The other expatriate staff will report on continued progress in their work areas. Based on the Engineering Manager's report the Board will recommend to USAID and USAID will decide on future AID participation in DL financing of the required investment in FY 1972 or 1973. Based on the Training Advisor's report, the Board will recommend to USAID and USAID will decide on further AID technical assistance in the local training and will complete arrangements for participant training.

3. 1 year: At this point a full review of the effectiveness of the program should be made. Initial reports should also be available on the capabilities of the participants receiving US training. Any found lacking in capability to absorb the training should be replaced.

4. 18 months: USAID should again review the accomplishments of the contractor and the extent of GOL and Authority support of the project with a view to final recommendations to AID on providing ongoing DL financing for capital investment and the management contract.

V. Course of Action:

The enabling Act transfers to the Telecommunications Authority all the functions of the radio and telephone services now operated under the jurisdiction of the Postmaster General. It provides for a Board of Directors to be appointed by the President consisting of the Postmaster

General, as chairman; one member, each, from the Departments of Justice, Planning and Economic Affairs, and Post Office, the incumbent Commissioners of the radio and telephone services; and two members of the commercial community. The Act empowers the Authority to contract with a management firm for the operation of the telecommunications system.

It is proposed that the 16 expatriate personnel contemplated under this project will fill operational positions within the Authority and will be directly responsible to the Board of Directors. The entire group of 16, filling the positions described below, should be provided as a team through a contractor able to supply qualified personnel from his own organization or from operating telecommunications companies, provide administrative and technical backstopping, and arrange for training of participants in the United States.

The job description and qualifications for the six positions to be filled by the group of 16 expatriates are as follows:

- A. The first group of 7, to fill four positions will be provided immediately following the GOL's fulfillment of the conditions precedent.
 1. General Manager - Will be responsible to the Board of Directors for the overall direction and management of the system operations. One of his primary concerns will be the improvement of the quality of service, specifically in the areas of exchange operation and branch manager efficiency and customer relations. He should have at least five years of experience as a General Manager of a medium-sized telecommunications company in the US, or, preferably in a less-developed country using US-type telecommunications equipment. Service with a company of this size will have qualified him in the areas of Traffic Management and Customer Relations in addition to the normal General Manager's duties in a larger company. His telecommunications system should have included wire lines, cable, and radio which will make up the Liberian system and should have covered urban and rural subscribers. He should be primarily experienced in the business, financial, and planning aspects of a telecommunications system and need not be an engineer.
 2. Controller - Will be responsible for the establishment, implementation, and continued operation of an appropriate system of accounts; for planning and control of all financial operations of the system, including collection of revenues, disbursements, and settlement of international accounts. Following the establishment of a rational rate system by the Rate Expert (see position B.3 below), the Controller will take over the function of advisor on rates and will recommend changes in rates and charges as necessary. One of the Controller's main concerns at the start of his services will be the establishment of procedures

for prompt, efficient, and effective collections and for measures to be taken to liquidate delinquent accounts. The Controller should have held a similar position in a telecommunications company similar to that described in the General Manager's job description.

3. Operations Manager - Will be responsible for the overall technical operation and maintenance of the system and will have full authority over the system technical staff, both expatriate and Liberian. He will, at first, take appropriate steps to solve the serious technical problems now resulting in substandard service and deterioration of the physical plant. He will plan and direct the establishment of a permanent technical operation and management organization, prescribe maintenance routines, and ensure their observance. He will work with the Training Supervisor (see job B.2 below) to establish an effective training program and will be responsible for its continued operation. He will counsel and assist the Engineering Manager (see job B.1, below) in planning system improvements and plant expansion. He will establish and oversee the maintenance of an efficient inventory control for equipment and spare parts and ensure the availability of adequate parts and test equipment needed to maintain service quality. To qualify for this position he should have been in charge of an operation and maintenance staff of at least 50 technicians in a telecommunications system combining telephone plant and radio elements. He should, in that capacity, have been responsible for planning technical staff work and for inventory control. Experience in supervision of construction and installation work alone will not be considered adequate background. The individual should be equipped with a personality which will enable him to infuse and maintain an "esprit de corps" in the Liberian staff, and a desire to improve and maintain the system on which they are employed.
4. Technicians - Four technicians are to be provided to work under the Operations Manager at the start of the project. They should be qualified, on each, in the installation and maintenance of telephone central office equipment, telephone outside plant, radio (HF & VHF), and microwave equipment. Initially, they will assist the Operations Manager in preparing an inventory and making a detailed inspection of the system's physical plant and in compiling a report to serve as a basis for system operation planning.

They will initiate a program (to be continued with the assistance of the additional technicians listed under job B.4 below) of systems rehabilitation and routine maintenance, and will instruct and will provide on-the-job training for Liberian staff in this work. By observing the Liberian staff at work they will be able to advise the Operations Manager and the Training Supervisor of the gaps in employee qualifications which should be filled by the training programs.

B. The second group of nine individuals to fill the following four positions should be scheduled to arrive about 4 months after the first group.

1. Engineering Manager - When the existing system has been surveyed and a start made on rehabilitation, service improvement, and efficient maintenance, and Engineering Manager can begin to develop a program for facility expansion based on forecasts of growth of service demand. His plan should be divided into short range (5-10 years) and long range (10-20 years) phases. The plan will take into account not only physical plant requirements but will include the development of a national telecommunications policy, planning of a country-wide ultimate network, a national numbering and switching system and a program for expansion of international links. The plan must be organized to allow implementation in independent short term (1 or 2 years) stages and to permit modifications as conditions change. The Engineering Manager should have at least 10 years of experience in system planning with a telecommunications company covering a sizeable area (rural and urban) and utilizing all the types of equipment in use on a modern system.
2. Training Supervisor - After the existing staff have been evaluated by the General Manager and the Operations Manager with the assistance of the expatriate technicians, the Training Supervisor will have the basic data needed for recommending and supervising the initiation of training facilities and programs. He will also survey the existing programs such as those being conducted by L.M. Ericsson and ITU instructors at the Sinker Telephone Exchange and the radio and electronics sources at the Booker Washington Institute. He will recommend any changes or expansion needed in these programs to meet the Authority's staff requirements. He will recommend participant training programs in the US, and will nominate the participants to be sent for training. After establishment of the full training program, the Training Supervisor's function will be taken over by the Operations Manager.

3. Rate Expert - Will be responsible for a survey of the present rate structure and the planning of a logical structure, based on quality service, for the various types of customers to be served by the Authority. The rate structure should be such as can be easily modified by the Controller's Department as changes in relative numbers of customers occur in the various categories and as new service is added. The Rate Expert shall have at least 5 years of experience in the rate making department of a telecommunications company and shall be familiar with international rate making policies, and rules of international settlements of the ITU.
4. Six Additional Technicians - The division of the six technicians among the four fields of specialization described in job A.4 above will be determined by the Operations Manager, based on his experience in the first phase operations.

C. Participant Training:

Participant training in the United States will be provided for 27 Liberian personnel. This training will be provided in two time phases:

Phase 1 will provide additional training where necessary through the observation of operating telecommunications systems in the U. S. for high level Liberian counterparts.

This training will commence approximately nine months after the first U.S. technical assistance group arrives to give the group a chance to evaluate the proposed participants, outline a program for each based on prior training and capacity to absorb the training, and allow enough time for the Contractor to make arrangements with the training organizations. These should be telecommunications companies serving a combined urban and rural community of moderate size, between 10,000 and 50,000 customers and operating both wire lines and radio circuits. Very large urban systems should be avoided since the methods and problems will be irrelevant to Liberian experience. This training, which should include attendance at formal company training courses and close observation of the duties of company officials, is aimed at providing sufficient operational background to prepare the way for on-the-job training in Liberia.

Phase 2 is scheduled to begin about one year after the beginning of the project. It will aim at training 20 maintenance and communications technicians, and two person trained in Commercial/Sales Promotion. The one year period will allow enough time to have set up a Liberian operating and maintenance organization whose composition is based on ability to learn and advance and whose pay scale and working conditions reflect this ability. The U.S. team will have had enough time to select the individuals most likely to benefit from the training and most likely to be able

to pass on their skills to others of the Liberian staff. The maintenance technicians, by working with the U.S. technicians will observe and absorb the routines, order, and responsibility with which the U.S. technicians are charged. Their training would cover a period of 12-24 months. The Commercial/Sales Promotion personnel will receive 3 months training in selling service and in directory advertising sales.

In order to assist in providing the calibre of qualified professional engineers needed for the further planning and development of telecommunications facilities and services in Liberia, one academic participant in Electrical Engineering, covering various specialized fields of telecommunications, will be trained during the first two years of this project.

VI. Estimated Project Cost

A. AID Contribution

I. Personnel Costs (January 1971 through December 1973)

1. General Manager (2 years)	\$104,000
2. Controller (2 years)	104,000
3. Operations Manager (2 years)	87,000
4. Communications Technicians (4) 2 years @ \$2106/Mo	265,000
5. Maintenance Technicians (6) 20 Mos @ \$2258/Mo	341,000
6. Engineering Manager (20 Mos)	74,000
7. Training Supervisor (20 Mos)	65,000
8. Rate Expert (20 Mos)	71,000

II. Participant Training

General Manager (Liberian)	4,500
Controller (Liberian)	4,500
Operations Manager (Liberian)	6,000
Engineering Manager (Liberian)	6,000
O&M Technicians (Liberian)	125,000
Commercial Agents (Liberian)	7,000
Electrical Engineer (Liberian)	29,000

III. Commodities (Test Equipment, Spare Parts, Training Equipment, and Supplies)

	100,000
	<u>\$1,392,000</u>
	Say
	\$1,400,000

B. GOL Contribution

I. General Manager Base Salary 24 Mo. @ \$350/Mo.	\$ 8,400
Controller Base Salary 24 Mo. @ \$350/Mo.	8,400
Operations Manager Base Salary 24 Mo. @ \$350/Mo.	8,400
Engineering Manager Base Salary 20 Mo. @ \$350/Mo.	7,000
Training Supervisor Base Salary 20 Mo. @ \$325/Mo.	6,500
Rate Expert Base Salary 20 Mo. @ \$325/Mo.	6,500
Maintenance Technicians Base Salary 120 Mo. @ \$300/Mo.	36,000
Communications Technicians Base Salary 96 Mo. @ \$300/Mo.	<u>28,000</u>
Total Base Salaries	\$110,000

II. The following is an analysis of Government's annual contribution to the Authority which will be required during the first two years of the Authority. These figures are based on 1969 and 1970 revenues and expenses.

	<u>Amount collected and deposited</u>	<u>Bills Receivable (Priv. Sector)</u>	<u>Value of Government Traffic</u>	<u>Total</u>
Radio and telephone operating revenues (FY 1969)	\$482,342	\$152,593	\$274,346	\$ 909,281
Radio and telephone operating expenses (FY 1970)				\$1,445,108
Operating Deficit				(535,827)

Terminating the IM Ericsson and RCA contracts will reduce the operating deficit by \$321,239.00, representing the cost of personnel services provided under these contracts. Termination of these contracts is assumed upon the establishment of the Telecommunications Authority. The operating deficit would therefore become:

\$ 535,827.00
(321,239.00)
 \$ 214,588.00

This amount would be provided by Government to the Authority as a subsidy.

Government annual obligations:

(1) Subsidy to the Authority	\$ 214,588
(2) Government accounts for tele- communications services rendered (to be paid to the Authority)	<u>275,000</u>
Total	\$ 489,588 OR \$ 490,000

This amount is further rounded off to \$550,000 to provide for any requirement of direct hire of additional personnel as a result of termination of the RCA/IME contracts and other contingencies.

WESTERFIELD

Telecommunications Schedule

Appendix A

PROP transmitted to AID/W	August 21
AID/W PROP Approval ^{1/}	September 15
IAB issued	September 17
Publication of Notice of Intent to procure management services	September 21
Pro-Ag Issued	October 9
FIO/T issued	October 9
Selection of consultant	November 5
Negotiation and award of contract	November 23
Arrival of first ^{2/} contract employees	January 15

1/ PROP approval can be secured with little delay since original draft was prepared in AID/W and it has been thoroughly discussed there.

2/ Security clearances not required; host country clearance will be expedited.

NONCAPITAL PROJECT FUNDING (OBLIGATIONS IN \$000)

PROP DATE
Original 8/21/70
Rev. No.
Project No. 669-51-270-111

Table 1
Page 1 of 2
COUNTRY: Liberia

Project Title: Telecommunications Management

Fiscal Years Ap L/C	Total	Cont	Personnel Serv.			Participants		Commodities		Other Costs	
			AID	EMSA	CONF	U.S. Agencies	CONF	Dir U.S. Ag	CONF	Dir & U.S. Ag	CONF

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Prior through Act. FY 70

Oper. FY 71 TC G 560 (560) 510 50

Budg. FY 72 TC G 840 (840) 601 189* 50

B + 1 FY

B + 2 FY

B + 3 FY

All Subs.

Total Life TC G 1400 (1400) 1111 189 100

* Latest Estimate (E-1, with effective date 30 June 1970, showed \$22,000 loss). Participants should be funded A.I.D. Direct.

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Fiscal Years	AID-controlled		Other Cash Contribution Cooperating Country	Other Donor Funds (\$ Equiv.)	Food for Freedom Commodities		
	Local Currency				Metric Tons (000)	COC Value & Freight (\$000)	World Market Price (\$000)
	U.S.- Owned	Country- Owned					
Prior through Act. FY 70							
Oper. FY 71			157				
Budg. FY 72			336				
B + 1 FY 73			167				
B + 2 FY							
B + 3 FY							
All Subs.							
Total Life			660				

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