

**I. PROJECT IDENTIFICATION**

<b>1. PROJECT TITLE</b>  <p style="text-align: center;"><b>Institute of Public Administration</b></p>		<b>APPENDIX ATTACHED</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <i>42</i> <b>2. PROJECT NO. (M.O. 1025.2)</b> <p style="text-align: center;"><b>669-11-770-122</b></p>
<b>3. RECIPIENT (specify)</b> <input checked="" type="checkbox"/> COUNTRY <u>Liberia</u> <input type="checkbox"/> REGIONAL <input type="checkbox"/> INTERREGIONAL	<b>4. LIFE OF PROJECT</b> BEGINS FY <u>72</u> ENDS FY <u>81</u>	<b>5. SUBMISSION</b> <input type="checkbox"/> ORIGINAL <input checked="" type="checkbox"/> REV. NO. <u>1</u> <u>12/5/74</u> DATE CONTR./PASA NO.

**II. FUNDING (\$000) AND MAN MONTHS (MM) REQUIREMENTS**

A. FUNDING BY FISCAL YEAR	B. TOTAL \$	C. PERSONNEL		D. PARTICIPANTS		E. COMMOD- TIES \$	F. OTHER COSTS \$	G. PASA/CONTR.		H. LOCAL EXCHANGE CURRENCY RATE: \$ US _____ (U.S. OWNED)		
		(1) \$	(2) MM	(1) \$	(2) MM			(1) \$	(2) MM	(1) U.S. GRANT LOAN	(2) COOP COUNTRY <i>Cy</i>	
											(A) JOINT	(B) BUDGET
1. PRIOR THRU ACTUAL FY	825	558	100	205	266	62						423
2. OPRN FY <u>75</u>	367	352	53	15	15							1,500
3. BUDGET FY <u>76</u>	549	433	69	81	84	35						1,650
4. BUDGET +1 FY <u>77</u>	64	-	-	44	40	20						400
5. BUDGET +2 FY <u>78</u>	394	394	54									500
6. BUDGET +3 FY												
7. ALL SUBQ. FY												
8. GRAND TOTAL	2,199											4,473

9. OTHER DONOR CONTRIBUTIONS *Funds required will depend upon progress & evaluation after FY-78.*

(A) NAME OF DONOR <b>British Tech. Asst. to GOL/MOP</b>	(B) KIND OF GOODS/SERVICES <b>1 Advisor</b>	(C) AMOUNT <b>120</b>
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**III. ORIGINATING OFFICE CLEARANCE**

1. DRAFTER <b>Fred C. Hagel</b> <i>F.C.H.</i>	TITLE <b>DAD/DS</b>	DATE <b>12-6-74</b>
2. CLEARANCE OFFICER <b>Stanley J. Siegel</b> <i>S.J.S.</i>	TITLE <b>Director</b>	DATE <b>12-11-74</b>

**IV. PROJECT AUTHORIZATION**

1. CONDITIONS OF APPROVAL

  
  

2. CLEARANCES

BUR/OFF.	SIGNATURE	DATE	BUR/OFF.	SIGNATURE	DATE

3. APPROVAL AAs OR OFFICE DIRECTORS	4. APPROVAL A/AID (See M.O. 1025.1 VI C)
SIGNATURE _____	SIGNATURE _____
DATE _____	DATE _____
TITLE _____	ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT

**PROJECT TITLE - Institute of Public Administration**

**Introduction**

Rising national expectations and aspirations, limited resources and increasing costs and demands on government, especially the critical need for accelerated national development created a challenge for the better utilization of Liberian human resources. Recognizing this, the President of Liberia in 1969 established by Executive Law, The Liberian Institute of Public Administration. Pursuant to "An Act to Amend the Executive Law" -

"The Institute shall be primarily concerned with improving the administrative performance and professional capabilities of the Government Public Service through training of personnel, research in problems of public administration and consultation in public administration with the purpose of developing, for maximum utilization, the potential sources of talent of the manpower of the Country.

"The functions and duties of the Institute shall include but not be limited to:

- (a) Operating training programmes for public servants in all its forms (pre-entry service training, in-service training, initial post-entry service training, on-the-job training, etc.) including the provision for basic academic background; such training programmes shall cover the whole range of Government positions, and shall extend, in particular to:
  - (i) Organizing a broad-based top-to-bottom in-service training program for Government employees;
  - (ii) Developing training programmes for middle grade and upper-level Government employees;
- (b) Creating and improving the capability needed for administering economic and

- social development programs;
- (c) Enunciating a career-development program by identifying specific career ladders, encouraging in-service training, management intern and executive development programs and promotional programs based on merit, etc.;
  - (d) Providing leadership and guidance to the agencies of Government in developing more and better quality on-the-job training programs, serving as research study group to study particular governmental organizational and management problem areas;
  - (e) Studying and reviewing the indigenous situations and practices which affect social, economic and administrative development in Liberia;
  - (f) Performing studies of systems and procedure and assisting in making improvements (a) government-wide, (b) inter-departmental in such matters as record-keeping, forms control, document flow, work simplification, public relations, and improving the administrative inter-relationships with national and international technical cooperation bodies;
  - (g) Conducting research in administration in order to provide adequate, systematic and precise information in critical areas of Government for the purpose of planning and administration with the overall view towards improvement;
  - (h) Development of Library, suitable for the needs of the research program and for use of public officers;
  - (i) Performing such other functions as may be prescribed by the President, in accordance with the general policy of Government and the intent and purpose of this act."

Recognising the extreme need for better utilization of Liberian human resources, UNPAD proposed the following project as a part of an overall effort to upgrade the public service of the Government of Liberia.

I. PROGRAM GOAL. To develop and implement policies and programs that will enable the Government of Liberia to modernize and improve its public service and administrative management for the social, economic and political development of Liberia.

A. Measurements of Goal Achievement.

1. Training for middle and senior level managers in the public service (ten courses in CY-1974 and 1975 - see exhibit II).
2. Implementation of efficient policies for external consultancies, i.e. provision of LIPA consultants to government agencies requesting assistance in public administration (see exhibit I).
3. Improvement in tax collection procedures.
4. Implementation of policies designed to provide research studies in rural development and local county administration (see exhibit IV).
5. Implementation of policies designed to provide LIPA library services and an information communication program (see exhibit I)

B. Verification

1. Number of courses held and number of people trained.
2. Type of training.
3. Type of people trained, i.e. executive or middle level management.
4. Increased tax revenues.
5. Policy changes as a direct result of the LIPA consultants.

6. Efficiencies in the public service as a result of the LIPA Consultancies.
  7. At end of project a strong LIPA capable of continuing to provide necessary research, consultancies, training and information systems.
- C. Important Assumptions.
1. That the law to establish the Institute of Public Administration, will provide sufficient legal authority to implement the many administrative reforms within the GOL agencies.
  2. That the GOL will utilize the Institute of Public Administration as the government agency for instituting improved personnel administration in the public service.
  3. That the GOL will provide the leadership, moral support and agency cooperation needed by the Institute of Public Administration to mount a successful administrative improvement program.

## II. PROJECT PURPOSE.

### A. Statement of Purpose.

To assist the GOL in establishing the LIPA which will develop and introduce improved management practices throughout all agencies of Government.

1. The Liberian Institute of Public Administration (LIPA) is designed to make a concerted special effort to remove the administrative constraints to social and economic development by improving the operations of administration and management of the Government.

2. LIPA is designed to assist in the development of a public service to assure equality of opportunity and high morale of its members; a striving for high competence and rewards for capable service based upon merit, in keeping with a responsible career system.
3. LIPA is designed to facilitate wider diffusion of participation in decision making at all levels.
4. The Division of Income Tax of the Bureau of Internal Revenue is designed to improve its capability to develop a reliable information system which would facilitate better storage and retrieval of information, for example, develop and present a visible running account of individual tax returns.

B. Conditions Expected at End of Project.

1. A strong Liberian Institute of Public Administration (LIPA) providing consultants, research and training to agencies of Government.
2. LIPA would have the necessary, fully trained staff to carry out its objectives. (Fifteen high level staff members).
3. LIPA would have the support of the power structure in the GOL and through this support could take the leadership in administrative management reform.
4. The GOL/MOF will have formulated a workable plan for the efficient operation of the Revenue Service.
5. The MOF will possess staff fully capable of operating the Income Tax Division effectively and be sufficiently innovative to conduct system analysis, detect deficiencies and correct them immediately.

6. The MOF counterpart to the advisor will be fully conversant with the new tax administration system when installed and the Division will be capable of carrying on without outside assistance.
7. The technical advisor will have designed and conducted a system analysis of the day-to-day operations of the Income Tax Division placing particular emphasis on the timely flow of documents (tax returns and receipts) through the system.
8. The Advisor will have developed processes towards mechanizing certain of the functions in the Income Tax Division.

C. Means of Verification.

1. Periodic evaluations to include PAR review.
2. Contractor, LIPA and MOF reports.
3. Numbers of training sessions held.
4. Numbers of participants sent, type of position upon return and retention rate.
5. GOL budget for LIPA and MOF Tax Division.
6. Observation and reports of project managers.
7. That the LIPA and MOF Income Tax Division continue improved service to the public sector after expatriate assistance is discontinued.

D. Important Assumptions.

1. That the GOL will provide the necessary qualified staff (both senior and middle level management) to carry out the job in a professional manner.

2. That training sessions prepared and conducted by the Institute of Public Administration for the Ministry of Finance will improve the administrative capabilities of the Revenue Service.
3. That other donors will continue assistance to the Revenue Service to assist in strengthening the Tax Division.
4. That Ministries will utilize the services of LIPA to upgrade the administrative capabilities of their staff.

### III. OUTPUTS.

<u>K I N D</u>	<u>M A G N I T U D E</u>	<u>TARGET COMPLETION DATES</u>
A. <u>Work Plan.</u>		<u>Month</u> <u>Year</u>
(a) <u>Institute of Public Administration</u>		
1. Preliminary Review	Study of factors inhibiting administrative modernization	4
2. Manpower Needs Survey	Throughout Public Service of Liberia.	15
3. Long-term plan and Program for LIPA	Training, research, consultancy, library development, staff development	17
4. High level conference	Cabinet level officials to determine Liberia's administrative needs	3
5. Short term Training	Training for Ministries of Government	Continuing
6. Project Evaluation	Joint annual project reviews	Continuing

The long term work plan, when published, will provide additional output targets which will be incorporated in the PROP through a revision after the outside objective evaluation scheduled for mid-1975.

9 25  
TARGET  
COMPLETION  
DATES

K I I D  
(b) MOF Tax Administration

M A G N I T U D E

- |                          |  |    |
|--------------------------|--|----|
| 1. Analysis - Planning   | System, analysis of the<br>Income Tax Division                     | 3  |
| 2. Data Collection       | Information system summarizing<br>the history of the taxpayer      | 3  |
| 3. Tabulation            | Mechanized punch card system                                       | 3  |
| 4. Functional Capability | MOF (Revenue Service) staff<br>in-place consisting of 40<br>people | 6  |
| 5. In-Service Training   | Complete staff (40)  | 24 |

**A. A I D**

<u>(a) Institute of Public Admin.</u>		<u>T Y P E</u>		<u>1972 Fiscal Year</u>		<u>1973 Fiscal Year</u>		<u>1974 Fiscal Year</u>		<u>1975 Fiscal Year</u>		<u>1976 Fiscal Year</u>		<u>1977 Fiscal Year</u>		<u>1978* Fiscal Year</u>	
1. Technicians	1 Chief of Party 3 Public Admin. Advrs.	\$000	M-M	\$000	M-M	\$000	M-M	\$000	M-M	\$000	M-M	\$000	M-M	\$000	M-M	\$000	M-M
2. Support Staff	1 Secretary 4 Short term Consultants	432	72	57	10	69	18	277	38	358	54						54
3. Commodities	Equipment, books and Vehicles	10		52						35		20					
4. Participants	Training in U.S.	15		64		126		15		81		44					

\* Number of Advisors and amount of funds required will depend upon project progress and evaluation after FY-1978.

(b) MOF Tax Admin.

1. Technicians	Tax Advisor (1)					60	12	60	12
2. Short term Consultants	Consultants (3)					15	3	15	3

**B. LIBERIA**

(b) MOF Tax Admin.

CY-75      CY-76

1. Ministry of Finance	Total Recurring Budget	\$4.8 million	\$5.2 million
2. GOL Budget for AID	Assisted Activity Area (MOF Revenue Service)	\$1.2 million	\$1.3 million

**C. OTHER DONORS**

British Technical Assistance	1 Technician	\$60,000	\$60,000
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**V. RATIONALE.**

A. The President of Liberia has recognized that the lack of effective public servants are a major constraint upon Liberia in realizing full economic and social development. As outlined in Introduction above, one of his first steps was to establish the Liberian Institute of Public Administration (LIPA). On many occasions the President has requested a higher level of competence and personal commitment on the part of the Civil servants. The LIPA has been given primary responsibility for carrying out public administration improvements which eventually will affect approximately 20,000 government employees. The LIPA will be the central training, research and consultancy facility for the public service.

The LIPA is an autonomous agency of the Government of Liberia and is under the general supervision of the Director. It will be primarily concerned with training, providing leadership and guidance to agencies of government and management problems and improving the capability of government in administering its social and development programs. The development of the LIPA will complement and reinforce the efforts of the Civil Service Development Project. An integral part of the project will be the inter-relationship between the LIPA and the Civil Service Development project. These two projects, working in coordination, have the capacity to revolutionize the public service and image of the civil servant in Liberia. Also the training and research programs maintained by LIPA will provide needed data for the Civil Service and will assist in assessing the impact of the Civil Service Development Project.

The Government of Liberia has provided the leadership office facilities and basic infrastructure for administrative management reform and with the addition of U.S. technical know-how, overall improvement in

administration of the Government is expected to result from this activity largely through providing concepts, procedures and methods of administrative performance, to be achieved through training, internship and follow-up observations adapted to the development goals of Liberia, and responsive to the unique political, social and cultural circumstances in the country.

## VI. STRATEGY.

### (A) Institute of Public Administration.

Both the GOL and the United States Government (USG) are required to provide resources subject to availability of funds, on a phased basis throughout the expected ten-year life span of this project.

The approved 1971 budget for the GOL provided initial funding for the LIPA. Funds have been provided to finance initial staff appointment of the LIPA Director, deputy administrative assistant, accountant, secretary, clerk-typist and various administrative and maintenance personnel. The initial rental charge for physical space to provide for offices and seminar rooms has been funded; however provisions are also being made to use other facilities in government buildings. Also budgeted for are basic furnishings and equipment, office supplies and vehicles.

The GOL will finance the salary, maintenance, and international transportation of civil servants during their participation in full-time training and seminar sessions scheduled by the LIPA in-country, and while on participant grants abroad.

The USG input for the initial years of the contract will be in the form of a four-man professional group of advisors, consultants and trainers to provide technical assistance to the LIPA; an annually recurring number of participants grants for study abroad of LIPA staff, as well as selected key officials throughout the public service; and a commodity element to include vehicle, books, periodicals and appropriate training equipment/materials not locally available. The group is expected to be provided through a contract with IPA/NY, a professionally competent organization with currently relevant experience and reputation, and demonstrated expertise and interest in providing technical assistance in public administration abroad.

In addition to the leader of the group who will have teaching and research competence in at least one teaching subject, the other members will have competence in the following disciplines of applied administrative management: Executive Development and Leadership (also possibly acting as Training Officer); Financial Management; Public Service Institutional Development and Personnel Management; and Methods and Procedures (with some competence in research).

Maintenance of the total size and "mix" of the US advisory contract team could be adjusted during the life of the project by mutual consultation between the GOL and USG. This would be contingent upon such factors as availability of qualified Liberian personnel serving initially as counterparts to US team members; the rate at which

Liberian personnel assume full operational responsibilities as IPA staff members; the continuing level of budgetary support than can be allocated to the project by both Governments; and changes in requirements/preferences of curriculum emphasis to assure that IPA remains fully responsive to Liberia's development requirements.

The thrust of the teams training effort will include the areas of budget preparation and fiscal management; organization and management, personnel procedures, supervision and leadership, communications and records, etc. In addition, training in development planning for each of the operative Government departments will be provided, to reinforce and broaden this capacity throughout the Government, thus permitting the Department of Planning and Economic Affairs to concentrate on its overall coordinating and integrating tasks. This will assure that the officials and agencies most concerned with implementation are fully involved at the planning and policy formulation role at the outset, rather than being called upon after the fact to carry out centrally-imposed programs. Each department will thus have enhanced capacity to generate its own planning and implementing capability, that can be part of a comprehensive national development strategy. As appropriate, team members and/or their counterparts or staff members will be available to perform consultative duties with respective departments in addition to their training function.

Technical assistance will be geared principally towards institution building and training, and less towards performing operational work, Contract technicians will work side-by-side with Liberians as a means of training, and in devising operational projects. The assistance will give priority to the target area of Government; i.e., a management improvement program, developing staff and facilitating service functions with the Government. These functions include planning and project implementation, budgeting, financial administration and accounting, personnel functions and procurement and supply administration. Each of these areas needs efficient central coordination if the Government performance is to function smoothly, and assist in development. Each will require technical performance of staff trained to a capable level.

The Institute along with other central agencies will aim at providing stimulation, leadership and guidance in operating departments. It is envisaged that the Institute will assist to make available trained planners, budget analysts, personnel technicians and organization and management personnel to serve in operating departments. Both operating and advisory personnel will look to the team consultants for stimulation, counsel and support, for encouraging strong leadership and coordination and as a central reservoir of expert assistance.

The technical assistance program would, at an early stage, stress the need of seeking the best qualified Liberian personnel obtainable either trained as management analysts and with other administrative skills or are ready and immediately available for such training.

Analysis of manpower requirements and identification of deficiencies will be expected to result in department-specific training efforts responsive to particular needs.

(B) Tax Administration.

The Liberian Institute of Public Administration (LIPA) is the core agency for training, research and consultation for the public service. LIPA has conducted administrative surveys for the Ministry of Health, the General Services Administration and Liberian Broadcasting Company. Also a training program for middle management personnel was provided for Ministry of Health and Ministry of Finance Personnel. During the course of this training it became quite apparent that the MOF Revenue Service had an urgent requirement for outside assistance in setting up an improved system for data collection, storage and retrieval, accounting, processing of tax documents and follow-up on delinquent accounts. All of the above <sup>is</sup> with a view toward more efficient, rapid processing of tax documents and ultimately to provide increased tax revenues. The GO has been trying to increase its revenue from all sources over the past few years in an effort to direct more funds into development programs. It has been reasonably successful and gross revenues have increased by an average of 12% between 1971 and 1973. Although such an increase is substantial, the GOI believes that further revenues could be generated if a more systematic method of tax administration were employed. Such a system would include an analysis of present methods employed in the Division, the development of a mechanized card system, and a retrieval system for the individual

taxpayers accounts.

Working jointly with his counterpart, it is planned that the Tax Advisor will develop a work plan. Initially this will entail a complete systems analysis of the present Income Tax Division to include the structure, work load, strengths and weaknesses of the present system and capabilities of the present available staff.

Subject to the systems analysis, it is expected the Advisor would prepare an information system which would assist the Income Tax Division in ~~maintaining~~ <sup>maintaining</sup> a history on each individual taxpayer. This taxpayer history would provide all necessary information and data necessary for efficient collections.

A part of the data collection may include a mechanized or partly mechanized tabulation system (punch cards) which would be compatible with existing Ministry of Finance equipment.

A manpower analysis to evaluate existing Ministry of Finance (Income Tax Division) staff and determine their functional capabilities. In connection with this, would be in-service training for Tax Division members. This would consist of on-the-job training and recommendations for participant training for key management personnel.

It is expected that after the installation of the system, and the requisite on-the-job training of staff which is an integral part of the project, the Revenue Service can function smoothly without outside assistance.

## VII. Implementation Plan

### (A) Institute of Public Administration.

The following is a list of actions which the contractor shall advise and assist the LIPA in performing on a scheduled basis.

- (a) Preliminary Review: This will involve a study of the current nature of those factors that inhibit or facilitate administrative modernization in Liberia, and the identification of some of the administrative and management needs of the Liberian Public Sector. The carrying out of this study will involve review of existing materials on Liberian administration both in Liberia and abroad, interviews with heads of ministries and agencies and other knowledgeable and interested persons, and visits to the local administrative areas.
- (b) Manpower Needs Survey: This will be conducted throughout the public service, in and out of Monrovia. It shall also involve review of existing manpower studies, interviews with the heads of the various ministries and agencies and other knowledgeable individuals, and the initiation of a specific survey program. The survey is specifically intended to provide information on critical personnel needs in the short and long runs and to facilitate the development of basic training programs. Results from the studies will also assist the Government in developing a more systematic manpower information system and in formulating plans of personnel development and training.

(c) Long-term Plan and Program for LIPA: The LIPA staff and Contractor's Team will formulate, with advice from government officials and other knowledgeable and experienced individuals, plans for long and short range and phased programs of training, research, consultancy, library and information services, staff development, and other important areas. The two studies mentioned above and pilot programs in (d) and (e), below, will provide information for the plan. The first version of the plan will be completed within six months of the arrival of the Chief of Party. The proposed plan shall be presented to the Board of Directors of LIPA for approval before it is implemented. The plan will be systematically updated as the operations of LIPA take on more substance. Although the development and implementation of a plan and program for LIPA activity will depend upon the results of the studies and pilot projects mentioned, formulation of the plan should be undertaken under the following general guidelines:

- (1) Training Program: Attention should be given to development administrative and middle management training needs. Specifically, in the area of development administration, training programs will aim at interrelated activities--sectoral, functional, and spatial--and the role of the local administration sector as an integral part of the total process of development planning and implementation. On the whole training will be directed at practical situations facing Liberia

and appropriate techniques and methodologies to impart skills and knowledge. Attention should be given to the possibility of a need for preparatory studies in basic skills (business writing, efficient reading, facility with computation) prior to administration training.

- (2) Research Program: Research Program activities undertaken by LIPA staff will be aimed systematically at practical and operationally-related problems or studies. In general, program activities in this area will be directed to provide information about local, regional and national government administrative problems with the overall view toward improvement, will serve as a means of providing instructors with operational knowledge, research skills, and a scientific outlook, and will facilitate the collection of materials for instructional purposes. Possible research areas will include manpower needs and assessment; personnel administration; taxation and finance; agricultural development; local administrative and rural development; and selected development projects, activities and programs.
- (3) Consultancy: The nature and scope of consultancy services to be provided by LIPA will be determined to a large extent by the number and nature of requests from client ministries and agencies. Nevertheless, the provision of consultancy services is an integral part of the training program of LIPA. In general, consultancy services will be directed

toward shorter-range problems and their solutions, for example, in improving personnel administration systems, techniques and procedures, and the upgrading of ministry-based training resources.

- (4) Library Development and Publication Program: The development of an effective working library and information services program which adequately serve training, research and consulting needs of IIPA and practicing public administrators is a demanding and urgent requirement. The planning and initial steps will be directed toward the collection of basic documents and publications relating to public administration and those that relate specifically to Liberia and Africa. The information resources programs will aim at, among other things, providing instructional and training materials, research reports and monographs, information memoranda, advisory or consultancy reports, and the publication of professional journals and other necessary documents.
- (5) IIPA STAFF DEVELOPMENT PROGRAM: In order to ensure continuity and growth of IIPA and the eventual full control of its operation, the development of an adequate and competent Liberian staff is regarded as a vital task of this project. Emphasis in this area will be placed on the sharing of professional experiences between Contractor's Team members and their Liberian counterparts, staff development seminars and

workshops involving acquisition of skills in the practical methodologies of training, involvement in development and use of case studies, design of training programs, and in general the development of necessary skills and techniques that will facilitate LIPA's training programs. Attention should be given to research, and analytical, and advisory skills as well. The staff development program will also include training outside Liberia, both regionally and abroad. On the whole such a training program will be guided by LIPA projected staffing requirements, contents of training programs, and the capability of the selected training institutions, outside Liberia to meet the needs of LIPA's participants. This aspect of the program will be documented and controlled by LIPA.

- (6) High Level Conference: As soon as possible after the signing of the contract for this project, a high level conference on UNIL's role in Liberia's economic and social development will be conducted. Participants will include Cabinet officials and important figures in the public and private sectors and technical experts from other institutions outside Liberia. Being as a pilot project, this conference will provide information on the administrative needs of Liberia which will help to provide a focus of LIPA's training programs and the planning of future executive development and leadership conferences and other training experiences.

(7) Short Term Training Program: During the conduct of activities (a), (b) and (c) above, a short term training program activity of high impact and high visibility will be initiated. This training program, to be regarded as a pilot project, may take six-twelve weeks. The particular focus of the training program will be determined at an early date by IIRL, in conformity with the short-range needs of the ministries and agencies. It is anticipated that it will focus on selected elements of management such as supervision, financial administration, communication, reporting, planning, problem solving, and coordination.

Resource Development and Training Theme: Without prejudice to changes in direction and emphasis which may emerge as a result of the planning and program design phase, the Contractor will present to the Director of LIPA for his approval, in conjunction with the preparation of LIPA's long term plan, and in any event within six months of the award, in addition to the Chief of Party, a specific plan of action for the team during the remainder of the contract period. It is anticipated that this plan will specify activities in the following areas, along with specific assignments of responsibility for each team member:

- (a) On-going efforts to identify training needs.
- (b) Executive development and leadership conferences.

- (c) The design and implementation of additional general middle-management training programs and specific functional and sectoral training programs.
- (d) The systematic study of the Liberian administrative environment.
- (e) Research and consulting activities.
- (f) Institutional development.
- (g) Staff development.
- (h) Library and information services.
- (i) Program evaluation.

~~Project Administration~~. The contract team and its Liberian counterparts will conduct annual joint project reviews with appropriate Government Officials and USAID/Mission in order to evaluate the progress of the Institute towards accomplishing its aims and objectives. The Government of Liberia may, if it so desires, make an independent study of the project with the help of outside experts in project evaluation of this kind during or at the end of the contractual period. The appropriate criteria which will form the basis of evaluation of the project will be outlined in the long-range and phased program.

As approved by the ERCP review committee, this project is subject to an evaluation two years after start-up. The evaluation team is to prepare a revised ERCP which will modify, expand or terminate the project. Depending on the results of the review, it will be decided how and/or if to proceed with phase II of the project.

### **III. HOW THE PROJECT BENEFITS WOMEN**

The Institute of Public Administration project provides benefits to women directly through employment of women senior staff members and also through the consultancies with agencies of government. Most agencies in the Government of Liberia employ women and many are among the top echelons of executive staff in the various ministries. The IIPA provides in-service training, use of outside consultants, research materials and a library and information center for the use and utilization of the civil servants, many of whom are women. In addition, scholarships (participant training) are provided for selected members of the IIPA staff and presently two women on the IIPA senior staff are attending schools abroad utilizing project funds.

EXHIBIT I

THE LIPA WORKPLAN:  
In Brief

- I. THE RURAL DEVELOPMENT ADMINISTRATION PROGRAM (RDP)  
Rural Development Workshops: for county and ministry field personnel
- II. THE DEVELOPMENT ADMINISTRATION PROGRAM FOR MIDDLE MANAGEMENT (MMP)  
Management Development Workshops: for senior middle management  
Management Development Seminars: for intermediate & junior middle managers  
Specialized Management Courses: for advanced work by middle managers
- III. THE TOP MANAGEMENT PROGRAM FOR MINISTRY EXECUTIVES (TMP)  
Local Administration Seminars: for county Superintendents  
Executive Seminars: for Ministers, Deputies, and Agency Directors  
Executive Workshops: for Assistant Ministers  
Executive Conferences: for top management forums on national issues
- IV. THE CONFERENCE PROGRAM: national and international meetings on administration and development
- V. THE RESEARCH PROGRAM  
Evaluation of LIPA Programs: internal research for self-improvement  
Training Needs Surveys: continue to up-date for programs of future  
External Research Studies: in rural development, local administration, and general management and development fields
- VI. THE CONSULTANCY PROGRAM  
LIPA Management System: internal management system study  
External Consultancies: to respond to new consultancy requests, and follow-up on past projects
- VII. THE STAFFING PROGRAM  
Recruitment and Staff Development: recruit practitioner talent, and send off for masters degrees, short courses, conference attendance, and ministry attachments
- VIII. THE LIBRARY AND INFORMATION COMMUNICATION PROGRAM  
Library Services: for staff, managers, and program participants  
Publication Services: newsletter, reprint series, research studies, and conference papers
- IX. THE GENERAL INSTITUTIONAL DEVELOPMENT PROGRAM  
Institutional Development Planning: continual rolling workplan, for near and long terms  
LIPA Management System: upon completion of internal consultancy, to install basic personnel and general management program monitoring system
- X. THE INSTRUCTIONAL MATERIALS DEVELOPMENT PROGRAM  
Training Modules Construction: collection and creation of packaged management training materials utilizing all most modern teaching techniques, and especially adapted for Liberian conditions

EXHIBIT II

Comparison  
of  
Actual 1974 and Projected 1975 Programs

Public Administration  
Training

	<u>Number of Programs</u>		<u>No. of Persons Attending</u>		<u>Participant Contact Hours</u>	
	<u>(74)</u>	<u>75</u>	<u>(74)</u>	<u>75</u>	<u>(74)</u>	<u>75</u>
<u>Top Management Programs (TMP)</u>						
Executive Conferences	(1)	1	(40)	40	(720)	720
Exec. Seminars (Mins.Deps.)	-	2	-	40	-	400
Exec. Wkshps.(Ast.Mins.)	-	1	-	80	-	660
Local Admin.Sem.(Supers)	<u>(1)</u>	<u>1</u>	<u>(25)</u>	<u>25</u>	<u>(450)</u>	<u>450</u>
s.t.	<u>(2)</u>	<u>8</u>	<u>(65)</u>	<u>185</u>	<u>(1,170)</u>	<u>2,230</u>
<u>Middle Mgmt.Programs (MMP)</u>						
Mgmt.Dev.Wkshops (Senior MM)	-	6	-	150	-	5,400
Mgmt.Dev.Seminars (Intermed.& Jr. MM)	(1)	11	(14)	275	(1,792)	13,750
Specialized Mgmt.Courses (MM)	<u>(2)</u>	<u>2</u>	<u>(23)</u>	<u>30</u>	<u>(690)</u>	<u>1,500</u>
s.t.	<u>(3)</u>	<u>19</u>	<u>(37)</u>	<u>455</u>	<u>(2,482)</u>	<u>20,650</u>
<u>Rural Development Programs (RDP)</u>						
Rural Dev.Workshops (County & Ministry Field Personnel)	s.t. -	<u>7</u>	-	<u>175</u>	-	<u>3,150</u>
<u>Special Request Programs</u>	s.t. -	<u>10</u>	-	<u>150</u>	-	<u>2,700</u>
<u>Totals:</u>	(5)	<u>44</u>	(102)	<u>965</u>	(3,652)	<u>28,730</u>



## EXHIBIT IV

### SUMMARY OF PROPOSED WORKPLAN ACTIVITIES

- I. THE RURAL DEVELOPMENT ADMINISTRATION PROGRAM (RDP)
  1. Rural Development Workshops: Seven workshops of three days each are planned for the key county and ministry field personnel involved in rural local administration and development. These workshops would be held in the counties and concentrate on practical rural governance problems, evoking public participation in development, and the elements of rural planning. These workshops are seen as laying the basis for more technical courses in the future.
- II. THE DEVELOPMENT ADMINISTRATION PROGRAM FOR MIDDLE MANAGEMENT (MMP)
  - A. Ministry Headquarters Personnel
    1. Management Development Workshops: Six workshops of three days each are planned for senior middle management personnel. At these times it is expected that all of the estimated 150 key middle management personnel will pass through refresher programs on administration and national development.
    2. Management Development Seminars: Eleven seminars for intermediate middle management personnel in the fields of general management, supervision, and project management will be held. This seminar series is to be a basic management education package, comprised of a cycle of the above three courses which should give the minimum essential professional preparation for all intermediate middle management persons in those three core areas of daily administration. It is expected that at least 225 of the estimated 300 persons at the intermediate level will pass through at least one of the three courses offered within the year.
    3. Specialized Management Courses: A variety of more advanced courses in specific aspects of project planning, supervision, systems and procedures, personnel management, financial management, and general public administration will be held for different levels of middle management staff. These courses would likely be of varying types and lengths, in accord with the requests of the ministries involved, and concern more technical matter such as records management, inventory control, cost/benefit analysis, rural planning, position classification, organization control methods, and so on.
- III. THE TOP MANAGEMENT PROGRAM FOR MINISTRY EXECUTIVES
  - A. Ministers, Deputies, and Assistants
    1. Executive Seminars: Two one-and-a-half day seminars for ministers and deputies are planned annually to keep the key decision makers up to date on top management techniques of policy analysis, executive decision making, planning and organization control. It is likely that international management consultants will be utilized to supplement domestic staff.
    2. Executive Workshops: Two one-day seminars on management training are presently planned for persons at the Assistant Minister level. Other workshops will be developed as appropriate to focus on the critical management and operational problems affecting the public sector.
    3. Executive Conferences: As occasion demands, the Institute will sponsor conferences on public management and development issues for top management. These would be designed to provide a forum for exchange on national issues.
  - B. Superintendents
    1. Local Administration Seminar: Following upon the Robertsport Seminar, further annual seminars will be held to focus on particular aspects of local administration and rural development.

#### IV. THE CONFERENCE PROGRAM

1. National and International Meetings: Each year there is occasion to offer a couple of conferences on key issue areas. In 1974, the Manpower Workshop and the CAFRAD International Seminar on Personnel Reform were two very important gatherings. In 1975, integrated rural development planning and training the trainers, are amongst the subject areas being discussed.

#### V. THE RESEARCH PROGRAM

##### A. Internal Research Projects

These researches relate to the collection and analysis of data which are essential to improving existing LIPA programs and planning future efforts.

1. LIPA Program Evaluations: Most all training efforts will routinely be evaluated as to relevance of materials taught, quality of presentations, extent of participant learning, and effectiveness of participants back on-the-job. Similarly, the major consulting efforts will be assessed for impact.
2. Public Service Management Training Needs Surveys: These will consist of continual up-datings and greater in-depth explorations of the nature and extent of management training needs. With such information, LIPA programs can be kept relevant to changing needs as they evolve.

##### B. External Research Projects

These researches are concerned with describing and explaining existing processes and problems of administration and development which might contribute to recommendations for improvement in the public services. Insofar as possible, such researches will be operational and action-orientated, rather than academic in nature. Some of the projects which might be undertaken are noted below:

1. Public Participation in Development: Local Administration
2. Agricultural Development Administration: Planning & Management
3. Performance Evaluation Methods: Compilation and Relevance
4. Systems and Procedures in Government Administration: Description, Analysis, and Recommendations
5. Top Executive Role Stress: Public Expectations and Private Demands
6. Participatory Decision-Making: Past and Present

#### VI. THE CONSULTANCY PROGRAM

Consultancy is an integral part of LIPA's functions, as it serves governmental agencies, provides training for staff, supports research and training projects, creates instructional materials, and contributes to national development efforts.

##### A. Internal Consultancy Project

1. LIPA Management System: Several aspects of Institute operations will be covered, such as organizational structure, functional statements, job evaluations, guideline merit pay schedules, junior staff development, grievance procedures, and standard personnel procedures.

##### B. External Consultancy Projects

1. Past Consultancy Project Follow-Ups: The two primary follow-ups to determine relevance and impact of past efforts are with the Ministry of Health and Welfare, and the Liberian Broadcasting Corporation, where extensive work was done in 1974.

2. New Major Consultancy Efforts: It is estimated that approximately two new major consultancy efforts could be undertaken in the next year. These naturally occur as a result of ministry requests, and cannot be programmed fully in advance.
3. Short-term Consultancy Efforts: These could be undertaken if they are genuinely very short-term in nature, where time allows.

## VII. STAFFING PROGRAM

There are two aspects of the staffing program. First is the effort to acquire appropriate staff for the Institute; and second is the continual development of the staff's personal and professional expertise.

- A. Staff Recruitment: Attempts will be made to acquire more senior staff members who are both academically qualified, and experientially qualified by substantial practitioner tenure as administrators. Hopefully, permanent appointments could be made, or secondments arranged, to make it possible to enrich and enlarge presently projected programs, with a greater through-put of work.
- B. Staff Development Projects:
  1. Masters in Public Administration Project: Three senior staff with MPA degrees are presently on staff; three will return in mid-1975; four will return in mid-1976; and at least three are scheduled to return in mid-1977. Because of some normal attrition will occur, an expansion in MPA participant Trainees will be planned, for the future.
  2. Short Course Project: Specialized training beyond the MPA will be arranged for at least one person to increase professional skills in advanced areas of project planning and management, and others. These courses last three to four months.
  3. Conference-Seminar Attendance Project: As appropriate, the Director and senior staff will attend relevant seminars and conferences which do not last longer than one or two weeks.
  4. Ministry and County Attachment Project: It is planned to arrange attachments to various ministries for senior staff members to stay in close touch with operating managerial policies, programs, procedures and problems. Such attachments should enhance their training, research, and consultancy capacities.

## VIII. THE LIBRARY AND INFORMATION COMMUNICATION PROGRAM

### A. Library Project

1. Library Services: The library aims to provide four basic services to its clients: circulation of book acquisition lists monthly; circulation of relevant periodical literature articles list monthly; maintenance of normal loaning process; operation of reserve system for books used by program participants.
2. Library Management System: To install a clear and orderly system of internal library management from ordering, to receiving, to cataloging, to loaning, with carefully specified procedures for all steps by all staff.
3. Equipment Acquisition: To order essential technical and reader service equipment.

**B. Information Communication Project**

1. Publications Services: It is planned to put out a bi-monthly LIPA Newsletter; a Reprint series of significant management articles; a Research Monographs series for studies done; and a Conference Papers and Report series for relevant gatherings.
2. LIPA Brochures: It is planned to write and publish a series of brochures on the Institute and its various programs for circulation to government ministries and agencies.

**IX. THE GENERAL INSTITUTIONAL DEVELOPMENT PROGRAM**

- A. Institutional Planning: As projected program and project activities are evaluated, a flexible, continual rolling workplan reformulation, reimplementation, and re-evaluation process will be in operation.
- B. LIPA Demonstration Pilot Management System: Upon completion of the internal consultancy project, a basic interim personnel system will be installed. In addition, a top management program monitoring system will be implemented to measure and control progress towards stipulated objectives.
- C. Physical Facilities Project: This involves the activation of the new building.

**X. THE INSTRUCTIONAL MATERIALS DEVELOPMENT PROGRAM**

- A. Teaching Modules Construction: To heighten training effectiveness, and minimize preparation time, packages of modern teaching materials on individual subject matters, of different lengths and levels of complexity will be developed. These packages or modules will consist of syllabi, lecture notes, flip-charts, handouts, case studies, group exercises, films, reading assignments, etc., which have the greatest relevance to Liberian conditions.

The following subject matters are scheduled for modular construction this year: Problem-Solving, Leadership, Communications, Discipline, Responsibilities of the Supervisor, Personnel Training, Relations with the Public, Organizational Structure Analysis, The Management Process, Management Planning, Basic Managerial Psychology, Perception, Human Relations Dynamics, Functional Statements and Job Descriptions, Organization Charting, Delegation, Work Planning, Work Distribution.

- B. Collection of Existing Teaching Materials: A major effort to bring together all of the useful instructional materials presently available in the management field will be made. These would include commercially prepared educational packages, management films and cases, and so on. Adaptations can then be made, and considerable time be saved in the construction process.
- C. Establishment of Training Files System: These files would be the central resource to trainers by documenting past programs, and maintaining all the current handouts, instrumentation, charts and evaluations available for use.
- D. Audio-Visual Equipment Purchase: Appropriate machines for classroom teaching such as overhead projectors, opaque, slide and movie projectors will be purchased.

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project:  
From FY 72 to FY 81  
Total U. S. Funding  
Date Prepared: 12/5/74

Project Title & Number: Institute of Public Administration

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><b>Program or Sector Goal:</b> The broader objective to which this project contributes: to develop and implement policies and programs that will enable the Government of Liberia to modernize and improve its public service and administrative management for the social, economic and political development of Liberia.</p>	<p><b>Measures of Goal Achievement:</b> Training for middle and senior level managers in the public service (ten courses in CY 1974 and 1975 see exhibit II). Implementation of efficient policies for external consultancies, i.e. provision of LIPA consultants to government agencies requesting assistance in public administration (see exhibit I). Improvement in tax collection procedures. Implementation of policies designed to provide research studies in rural</p>	<p>courses held and number of people trained. Type of training. Type of people trained, i.e. executive or middle level management. Increased tax revenues. Policy changes as a direct result of the LIPA consultants. Efficiency in the public service as a result of the LIPA consultancies. At end of project a strong LIPA capable of continuing to provide necessary research, consultancy, training and information systems.</p>	<p><b>Assumptions for achieving goal targets:</b> That the law to establish the Institute of Public Administration, will provide sufficient legal authority to implement the many administrative reforms within the GOL agencies. That the GOL will utilize the Institute of Public Administration as the government agency for instituting improved personnel administration in the public service. That the GOL will provide the leadership, moral support and agency cooperation needed by the Institute of Public Administration to mount a successful admini-</p>
<p><b>Project Purpose:</b> to assist the GOL in establishing the LIPA which will develop and introduce improved management practices throughout all agencies of Government.</p>	<p>Conditions that will indicate purpose has been achieved: End of project status. A strong Liberian Institute of Public Administration (LIPA) providing consultants, research and training to agencies of Government. LIPA would have the necessary, fully trained staff to carry out its objectives. LIPA would have the support of the power structure in the GOL and through this support could take the leadership in administrative management reform.</p>	<p>Periodic evaluations to include PAR review Contractor, LIPA and MOF reports. Numbers of training sessions held. Numbers of participants sent, type of position upon return and retention rate. GOL budget for LIPA and MOF Tax Division. Observation and reports of project managers. That the LIPA and MOF Income Tax Division continue improved service to the public sector after expatriate assistance is discontinued</p>	<p><b>Assumptions for achieving purpose:</b> That the GOL will provide the necessary qualified staff (both senior and middle level management) to carry out the job in a professional manner. That training sessions prepared and conducted by the Institute of Public Administration for the Ministry of Finance will improve the administrative capabilities of the Revenue Service. That other donors will continue assistance to the Revenue Service to assist in strengthening the Tax Division. That Ministries will utilize the services of LIPA</p>
<p><b>Outputs:</b> Preliminary Review. Manpower Needs Survey. Long-term plan and Program for LIPA. High level conference. Short term training. Project evaluation. Analysis-Planning. Data collection. Tabulation. Functional capability. In-service training.</p>	<p><b>Magnitude of Outputs:</b> Study of factors inhibiting administrative modernization. Throughout Public Service of Liberia. Training, research, consultancy, library development, staff development. Cabinet level officials to determine Liberia's administration needs. Training for Ministries of Government. Joint annual project reviews. System, analysis of the Income Tax Division. Information system summarizing the history of the taxpayer. Mechanized punch</p>	<p>Contractor quarterly reports. GOL/LIPA reports. Observation. Annual PAR review. Project Evaluation. Numbers of persons trained. Numbers of courses held.</p>	<p><b>Assumptions for achieving outputs:</b> Ministries will want and accept the training provided by LIPA. Suitable candidates for training will be available to return as staff for LIPA. Adequate coordination will be effected among the various GOL ministries and local government. The GOL will provide sufficient funds and give necessary support for LIPA.</p>
<p><b>Inputs:</b> 1.-Four full time advisors to LIPA plus support staff of four short term consultants and secretary. Commodities to include office equipment, books and vehicles. Participant training in the US and third countries. One advisor for the MOF Tax Administration plus three short term consultants. GOL.- Counterparts for the advisors. In-country training. Office and physical facilities, i.e. library, etc. Fuel, oil and vehicle maintenance.</p>	<p><b>Implementation Target (Type and Quantity)</b> Institute of Public Administration- Chief of party and three Public Administration Advisors. One secretary and four consultants as support staff Three vehicles, books for the library, training and office equipment. Participant training in the U.S. and third countries estimated at 2000. MOF Tax Administration- one tax advisor and three short term consultants</p>	<p>GOL/LIPA and Contractor personnel records, project implementation orders and documentation. GOL budget for LIPA and MOF Tax Bureau. GOL consultation with advisors. MOF/Contractor training reports. Annual review and evaluation.</p>	<p><b>Assumptions for providing inputs:</b> Adherence to implementation plan especially as regards timing of the component inputs. GOL/LIPA will provide personnel for training. Sufficient counterpart staff for advisors to advise. Commodities will arrive on timely basis and be correctly utilized upon arrival.</p>

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project: \_\_\_\_\_  
From FY 70 to FY 73  
U.S. Funding: \_\_\_\_\_  
Date Prepared: \_\_\_\_\_

Project Title & Number: Institute of Public Administration

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes:</p>	<p>Measures of Goal Achievement: development and local county administration (see exhibit IV). Implementation of policies designed to provide LIPA library services and an information communication program (see exhibit I).</p>		<p>Assumptions for achieving goal targets: tentative improvement program.</p>
<p>Project Purpose:</p>	<p>Conditions that will indicate purpose has been achieved: End of project status. The GOL/MOF will have formulated a workable plan for the efficient operation of the Revenue Service. The MOF will possess staff fully capable of operating the Income Tax Division effectively and be sufficiently innovative to conduct system analysis, detect deficiencies and correct them immediately. The MOF counterpart to the advisor will be fully conversant with the new administration system when installed.</p>		<p>Assumptions for achieving purpose: to upgrade the administrative capabilities of their staff.</p>
<p>Outputs:</p>	<p>Magnitude of Outputs: card system. MOF (Revenue Service) staff in-place consisting of 40 people. For complete staff.</p>		<p>Assumptions for achieving outputs:</p>
<p>Inputs:</p>	<p>Implementation Target (Type and Quantity)</p>		<p>Assumptions for providing inputs:</p>

669-11-770-122 1022

4

UNITED STATES GOVERNMENT

# Memorandum

TO : AFR/DP, Mr. Ed Donoghue  
 THRU: AFR/RA, Mr. Dennis Conroy  
 FROM : AFR/CWA, Mr. Dalton Griffith *DA*  
 AFR/CWA, Paul Saenz *Paul Saenz*

DATE: February 28, 1975

SUBJECT: Request for Regional Support Funds - Institute of Public Administration

### Background

The Institute of Public Administration PROP requires that there be an outside objective evaluation of the project (669-11-770-122) scheduled for mid-1975 to determine whether the project should be terminated, modified or expanded. If it is not terminated the evaluation team is to prepare a revised PROP incorporating suggested changes.

AFR/DP, USAID/Liberia, and AFR/CWA also realize the need for a project evaluation at this time and have requested that this evaluation be done prior to the end of April.

The team will consist of a Program Design Specialist/evaluator, from AID/W staff and a Public Administrative Specialist (see Scope of Work attachment).

Although the mission will be using one of the four worldwide contractors that PPC has for project evaluation the Africa Bureau will have to pick up the tab.

The contract assignment will be for one month for the purpose of accompanying the Program Design Specialist/evaluator to USAID/Liberia to conduct the project evaluation to provide USAID/Liberia and appropriate AID/W offices with an independent in-depth review and evaluation of the LIPA project. The AID evaluation office from PPC will be able to process a contract agreement for the contractor's services in time for him to depart by April 1, 1975 if sufficient funding can be provided. The cost estimate is \$8,000 for services from April 1, 1975 to April 30, 1975 to include airline transportation, local transportation, per diem, and salary. If funds are made available for this contract, a PIO/T will be drafted by the Liberia Desk for transmittal to the Contract office.

Recommendation: We strongly recommend that \$8,000 in Regional Support Funds be made available for the contract.

Clearances	Approved _____
AFR/DS, SCole _____	
AFR/DS, Plyman _____	Disapproved _____



*Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan*

## SCOPE OF WORK

The purpose of the Institute of Public Administration (IPA) project is to assist the Government of Liberia (GOL) in establishing the Liberian Institute of Public Administration (LIPA) which will develop and introduce improved management practices throughout all agencies of Government. Accomplishment of this purpose will enable the GOL to develop and implement policies and programs to modernize and improve its public service and administrative management for the social, economic and political development of Liberia.

### 19 A. Scope of Technical Services

The evaluation team will consist of a Program Design Specialist/evaluator, from AID/W staff, as a team leader and a Public Administration Specialist (on contract). The team will conduct a project evaluation to provide AID (USAID/Liberia and appropriate AID/W offices) with an independent in-depth review and evaluation of project 669-11-770-122, Institute of Public Administration, as to the appropriateness of the current and proposed project design, validity of current implementation time schedule and methodology, and utilization of U.S. resources in the achievement of the project purposes; and recommendation for alternative approaches for reaching project objectives of modification of existing approaches of implementation as determined by the study.

### 19 B.

The evaluation process will require a viewing of the various components and the interrelationships of these within the projects activity, relationship to country needs, participants in the implementation of the projects, etc.

The design and method for obtaining the objective will be the responsibility of the team working in close accord with USAID/Liberia personnel (direct and contract) and host country personnel.

The evaluation will directly address the project purpose as it relates to Liberia's requirements for the development and introduction of improved management practices throughout all agencies of Government.

The evaluation is to be done in accordance with the existing PROP. As a result of the evaluation, provided project termination is not recommended, the evaluation team will prepare a revised PROP which may modify and/or expand the project. Subject to the results of the evaluation, it will be decided how and/or if to proceed with Phase II of the project.

The evaluation shall include but is not limited to the following:

- (a) an assessment of the Institute of Public Administration of New York's performance Phase I of the project;
- (b) the selection, training, and utilization of participant training programs in the U.S. and third countries, also the establishment of in-country training programs and seminars;
- (c) the provisions taken for proper custody, maintenance and use of USAID financed commodities;
- (d) an assessment of the Liberian Institute of Public Administration's and GOL's capabilities and their performance during the first phase of the contract to measure progress made toward achieving project purpose since its inception and any benefits planned and unplanned that have accrued thus far; and
- (e) an assessment of the cost effectiveness of the present approach and exploration possibly of more effective alternative approaches.

The estimated projected time frame for this evaluation is up to (but not to exceed) 4 weeks (24 working days - 6 day work week) in country.

Weeks 1 and 2 - Field work and evaluation

Weeks 3 and 4 - Final Report and writing the revised PROP.  
Exit interview between evaluators and Mission staff prior to departing Liberia

**AIRGRAM**

**DEPARTMENT OF STATE**

~~UNCLASSIFIED~~

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INFO.

TO - **MONROVIA AIDTO A-**

FROM - **AID/Washington**

**E.O. 11652: N/A**

SUBJECT - **Liberia Institute of Public Administration (669-122)**

DATE SENT

REFERENCE -

In line with recent attention to the desirability of phasing longer term projects, with in-depth evaluation, redesign and reapproval at critical milestones, AFR/W would appreciate having USAID reaction to the question posed in paragraph 2 of the attached memorandum. We suggest your response focus on the principle of phasing and how it might be applied in this project, not on the specific dates suggested in the memorandum.

Attachment: **Handly-Huesmann memo dtd December 27, 1974**

DRAFTED BY				OFFICE	PHONE NO.	DATE	APPROVED BY:	PAGE	OF	PAGES
<b>Robert G. Huesmann:lh</b>				<b>AFR/DP</b>	<b>29196</b>	<b>12/30/74</b>	<b>AFR/DP:RG</b>	<b>1</b>	<b>1</b>	<b>1</b>
AID AND OTHER CLEARANCES										
<b>AFR/CMA:ABosha</b>										

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CLASSIFICATION

AID-6-89 (11-69)

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PRINTED 6-89

UNITED STATES GOVERNMENT

# Memorandum

**TO :** AFR/DP, Mr. Robert Huesmann

**DATE:** December 27, 1974

**FROM :** PPC/DPRE, Arthur M. Handly *AMH*

**SUBJECT:** Liberia Institute of Public Administration -- Project 669-11-770-122

I noted in looking at your recent PROP revision which you sent to me, that this is a nine-year project -- FY 72 through FY 81. It seems to me that we need to phase this into sub-pieces with specific time objectives and periodic reviews.

Would it make sense to have this in three-year stages, 75 to 78 and 78 to 81, with evaluations in depth in 75 and 77, with revamping of purposes and objectives to provide verifiable indicators which would serve as bases of determining future support?

Suggest you have someone take a look at this.

cc: Mr. J. Shannon



DD files

ACTION MEMORANDUM FOR THE ASSISTANT ADMINISTRATOR FOR AFRICA

THRU: Mr. Edward Donoghue, DD/AFR/DP *ED*

FROM: Mr. Dalton Griffith, Director AFR/CWA *DAG*

SUBJECT: Liberia Institute of Public Administration  
Project 669-11-770-122

REFTELS: State 192994 State 274572

Background: In its FY 76 FBS USAID/L included a new two year \$80,000 project on Improvements in Tax Administration (see attached page 39 from FBS). It provided for the services of one man to instruct the employees of the Ministry of Finance for two years (24 man months) in income tax administration. There was also a provision for 6 man months of consultant services.

The Africa Bureau FBS Review Committee agreed, at the suggestion of AFR/DP and with the concurrence of AFR/CWA, in August 1974 that the amount of money and services involved did not warrant consideration as a separate project. In addition, we were already providing assistance in administration to the Ministry of Finance through the Liberian Institute of Public Administration Project 669-11-770-122. The FBS Review Committee therefore, instructed the Liberia Mission in State 192994 "Results of Liberia FBS Review August 23, 1974." to revise the IPA PROP prior to November 30, 1974 and incorporate the \$80,000 Improvement in Tax Administration proposal. The Mission complied with these instructions by submitting a revised IPA PROP on December 11, 1974.

Since this is a minor revision to a nine year \$4,538,000 project, AFR/DP advised the Mission in State 274572 that it was not necessary to submit the revised IPA PROP to review by either a Project Review Committee or the ECPR Committee. It is AFR/DP's opinion that since the changes are so minor the revised PROP should be submitted directly to the AA/AFR for immediate approval. This prompt approval is especially significant because the IRS is prepared to send a qualified technician to implement the new income tax administration aspect of this project prior to January 31, 1975.

Recommendation: We strongly recommend that you approve the attached revised IPA PROP.

Approve: *ACA* Date: *12/18/74*

Disapprove: \_\_\_\_\_ Date: \_\_\_\_\_

Clearance:

AFR/DP:EDonoghue

OIC/Liberia:PSaenz

AFR/CWA/L:PSaenz:ro:12/17/74

**AIRGRAM**

**DEPARTMENT OF STATE**

**UNCLASSIFIED**  
CLASSIFICATION

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TO - AID/W TOAID A\_\_096 X

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DATE SENT  
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FROM - MONROVIA  
E.O. 11652 N/A

SUBJECT - Liberian Institute of Public Administration (669-122)

2

REFERENCE - AIDTO A-50

FOR AFR/DP

Relative to Mr. Handy's suggestion that the LIPA project be phased into sub-pieces, we agree that this approach is desirable and in fact we have designed the project toward this end.

Our conception of the project has Phase I commencing in FY 74 and terminating at the end of FY 75, with an independent in-depth evaluation being conducted in June 1975. (Though the project officially commenced in FY 72, in reality it didn't actively start until July 1973, with the arrival of the first advisor; prior to this latter date the project consisted only of limited participant training). An in-depth independent evaluation of the project will be held in June 1975, end of Phase I, as called for in the project authorization. Bench mark indicators (target completion dates) of progress through Phase I are contained in Revision 7 to the PP, ~~the~~ Outputs, page 8, and can be measured in the June 1975 evaluation. Some of these outputs are "continuing", e.g., "training for ministries of Government", but these might be made quantifiable for Phase II.

Phase II would run from FY 76 through FY 78, at which time a second major in-depth evaluation would take place. This is indicated on the face sheet of the PP, which reflects project funding only through FY 78, with the notation that subsequent years' funding will depend on project progress as determined by an evaluation. Incidentally, these major in-depth evaluations are supplementary to the normal annual evaluations on project.

PAGE 1 OF 2

DRAFTED BY <i>FR: Mariani</i> <i>DR: Campbell</i>	OFFICE <b>FR - DS</b>	PHONE NO. <b>69</b>	DATE	APPROVED BY <i>Stanley V. Siegel</i> <b>For Stanley V. Siegel, Dir</b>
AID AND OTHER CLEARANCES				

**UNCLASSIFIED**

Phase III of the project would commence in FY 79 and run through FY 81, at which time we can determine if we have achieved the conditions expected, i.e. EOPB. These ~~plans~~, of course, are subject to change if the project's purposes are modified as a result of the evaluations which will be conducted.

Based on the above, you can see that UNAIID/L agrees both in principle and practice with the project phasing approach.

SENFULL

