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PD-AAC-096

⁴⁸
C. Wood

DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

AUG 20 1976

DP file
Lester
IPA

August 19, 1976

NOTE FOR: Mr. John Murphy, DA/AID

Richard Collins, SAC staff, called me to indicate his distress that we had sent up an increase in the Liberia Institute of Public Administration project in light of the FY 1976 SAC Report language on this project. Both are attached. I told Collins I would get back to him tomorrow afternoon. I think it would be well to close this before Bill Jordan returns Monday.

The Africa Bureau informs me that they have a contract commitment requiring this additional funding. I should otherwise recommend that I withdraw the Advise Program Change as an "oversight" on my part.

AFW
Andrew F. Westwood, Chief
Program Presentation Division
Office of Legislative Affairs

#159

AUG 13 1976

AGENCY FOR INTERNATIONAL DEVELOPMENT
ADVICE OF PROGRAM CHANGE

COUNTRY: Liberia
PROJECT TITLE: Institute of Public Administration
PROJECT NUMBER: 669-11-770-122
APPROPRIATION CATEGORY: Education and Human Resources Development
INTENDED OBLIGATION: \$149,000

At the time the FY 1976 Congressional Presentation was executed, the Institute of Public Administration project had been programmed for ten years, 1972-1981, and its revenue component had not yet been included. No provision was made in the FY 1976 Congressional Presentation for Transition Quarter funding.

Consequent to the Congressional Presentation, an evaluation concluded that the project could meet its objectives by FY 1978 by accelerating its inputs and expenditures, and that foreshortening the project by three years would result in savings in life-of-project costs. As a result of this reprogramming, accelerated financing for the U.S. contractor, Institute of Public Administration, is required. In addition, a Participating Agency Service Agreement with the Internal Revenue Service (IRS) was added in March 1975 to implement the project's new revenue activity. Such agreements are funded at the beginning of each fiscal period.

Of the \$149,000 Transition Quarter funding now required, \$133,000 will fund the IPA contract and \$16,000 will fund the IRS tax specialist.

Attachment: Grant Activity Data

TITLE Institute of Public Administration	FUNDS Education and Human Resources Development	PROPOSED OBLIGATION (\$000)	
		FY 76 550	5th Q. 149
NUMBER 669-11-770-122	PRIOR REFERENCE FY 1976 Africa Programs, p. 75	INITIAL OBLIGATION FY: 1972	SCHEDULED FINAL OBLIGATION FY: 1978

Project Target and Course of Action: To develop the Liberian Institute of Public Administration (LIPA) into a self-sustaining Liberian in-service training institution with the capacity for: carrying out middle and executive level training, seminars and special courses; initiating research projects; providing consultancy service to key Ministries to improve organization, management, and administrative procedures. In addition, services are provided to the Ministry of Finance on fiscal management.

Progress to Date: In the two years of its active existence LIPA has mounted a program of training, consultancy, research and library development conducted within the framework of the Institutional Development Plan that set forth the 1974-76 work parameters of LIPA. Thirty training programs have been conducted throughout Liberia for over 800 participants in rural development, project management, supervision, financial management, personnel administration, statistics, systems and procedures. LIPA has provided consultancy services to the Ministries of Finance, Health and Social Welfare, the Liberian Broadcasting Corp., the Public Utilities Authority, and the Bureau of the Budget.

The research program has designed, monitored, and evaluated work projects for LIPA's staff development program. Sixteen participant trainees have entered Masters programs in the U.S. and Nigeria, eight having completed their pro-

gram and returned to LIPA. Such efforts have enabled the Liberian staff members to progressively assume command of the continuing LIPA training programs. The 1200 book library is used by LIPA professional staff and students. Government of Liberia budget support has increased significantly. The Tax Advisor to the Ministry of Finance has strengthened collection and reporting systems, with a consequent rise in taxes collected.

FY 1976 Program: FY 1976 funds are requested to fund 12 MM of services each for four Public Administration specialists (\$280,000) and one Tax Administration specialist (\$70,000); 10 MM of services for short-term consultants (\$50,000); 18 short-term participants in budget, personnel, and methods and procedures (\$90,000); teaching and library testing program materials (\$45,000); and other costs (\$15,000).

5th Quarter Program: Transition Quarter funds are requested to fund three MM of services each for four Public Administration specialists and one Tax Administration specialist plus two MM of short-term consultants (\$89,000); training for five participants (\$60,000).

U.S. DOLLAR COST (In Thousands)

	Obligations	Expenditures	Unliquidated	Cost Components	OBLIGATIONS										
					Estimated FY 1975			Proposed FY 76			Proposed 5th Q.				
					Direct AID	Contract/Other Agency	Total	Direct AID	Contract/Other Agency	Total	Direct AID	Contract/Other Agency	Total		
Through 6/30/74	869	400	469												
Estimated FY 75	270	478													
Estimated through 6/30/75	1,139	878	261	U.S. Technicians ..	-	225	225	-	400	400	-	-	89	89	
				Participants	-	25	25	-	90	90	-	-	60	60	
				Commodities	-	15	15	-	45	45	-	-	-	-	
Proposed FY 76	550	Future Year Obligations	Estimated Total Cost	Other Costs	-	5	5	-	15	15	-	-	-	-	
Proposed 5th Quarter	149	2,849	4,538	Total Obligations ..	-	270	270	-	550	550	-	149	149		

PRINCIPAL CONTRACT AGENCIES

Institute of Public Administration, New York

Internal Revenue Service

assistance is to be targeted towards *basic* education. It would be fair to assume that this clear understanding of the objectives of education assistance would lend itself to the formulation of a coherent program to achieve those objectives. Unfortunately, when the Agency moves from stating the problem to the design of an assistance program, coherence breaks down.

This Committee fully recognizes that the diversity of the developing world is such that no single approach could possibly serve the particular needs of all less developed countries. Nonetheless, we do believe that it is possible for AID to formulate an education assistance program which in all countries, is functionally consistent with the goal of providing a basic education to those who are in need.

The Agency's fiscal year 1966 Education and Human Resources Development proposal is not a coherent program. The Committee's review of the proposed program found that it often strayed far from the course set by the new directions for foreign assistance. It contains many projects which reflect AID's abiding penchant for highly visible post-graduate degree programs. Beyond this, however, the Committee found one fundamental inconsistency which severely mars the cogency of AID's presentation.

The basic flaw in AID's proposal is this: where AID has a new project to offer, it strongly rejects the traditional approach to education; where it does not, it perpetuates the very forms of assistance it has rejected elsewhere. In at least one instance (Indonesia) this occurs within the same country. It is as though the program is, in part, guided by innovative efforts to implement the new directions in foreign assistance and, in part, by an inert bureaucracy clinging to superannuated but familiar programs of the past.

In Africa, for example, the Committee found a training program which will provide the country of Niger with "development managers." AID's definition of development manager is as follows: "This term is used to describe a person, *not necessarily a university graduate*, who can function effectively in all phases of the development cycle, i.e., planning, programming and project implementation." (emphasis added) The courses in the training program will, according to AID's Congressional Presentation, be practical and job related.

This form of education assistance may be contrasted with that found in Liberia. There, again according to AID's Congressional Presentation, "many government employees, *already trained in technical fields*, lack the training to perform as administrators. These officials, along with desperately needed additional staff are being trained in fields of public administration." (emphasis added) A number of participants in this program are studying in the United States and Nigeria. At least seven were identified by AID as being at the Masters degree level.

The contrast between the two projects is startling. The project in Niger is in conformity with clearly identified objectives of United States foreign assistance. Basic on-the-job training is being provided to those who lack necessary skills. The project in Liberia, on the other hand, goes far beyond the form of assistance envisioned by the Congress in passing the Foreign Assistance Act. Rather than providing the opportunity for the illiterate or the unskilled to obtain a basic education, it proposes to assist persons who are already highly skilled obtain advanced university degrees. The Committee does not regard this latter project as compatible with the objectives of the Foreign

Assistance Act or one that should be funded within the limited funds available. In offering support to those who are already educated, it perpetuates the type of assistance the Congress sought to end by amending the Act in 1973. Its inclusion in the program proposed by AID, moreover, makes a mockery of AID's concept of a "minimum practical education."

Further evidence of AID's continuing homage to advanced education programs is found in Korea. In fiscal year 1976 AID proposes to provide funding for professional training in "areas of specialization critical to Korea's industrial and commercial development." Participants in the program will attend United States universities. The Committee searched for, but could not find, a reasonable justification for the funding of this project.

We found, on the page which follows the justification for this project in AID's Congressional Presentation, reference to the Korean Development Institute. Fiscal year 1976 funding is also requested for the Institute which, according to the text of the justification, "now boasts of a staff of 15 full-time Senior Fellows holding Ph.D. degrees from the most prestigious American universities. There are also 12 part-time Visiting Fellows, who are regular Professors at Korean universities."

Two conclusions appear unavoidable. The information provided by AID suggests that Korea's industrial and commercial sectors are so advanced that even its well-established universities and prestigious institutes are unable to respond to demands for specialized professional training. The first conclusion, then, is that Korea is well beyond the stage of development which requires education assistance. It appears that it is now time to graduate Korea from the United States foreign assistance program.

The second conclusion suggested by the Korean program is that AID, despite its pronouncements, has not yet fully joined the Congress in the effort to direct United States foreign assistance to those programs which directly benefit the poor. These two projects in Korea do not serve to reduce illiteracy, they do not extend basic education, and they do not provide training in manpower skills-related to development. The Committee strongly suggests that AID abandon these projects; we cannot recommend them to the Congress.

It is indeed unfortunate that AID continues to propose funding for education programs which are not consistent with the objectives of the United States foreign assistance effort. It is unfortunate, because the inclusion of such programs detracts from new and promising attempts to bring basic education and skills training to those most in need.

Programs which provide graduate level education for the select few detract from the innovative attempts to bring nonformal education to the many. Programs which convey prestigious degrees to those who are sufficiently trained detract from those programs designed to bring basic administrative skills directly to the people, to those who must administer the community-level programs so desperately needed in the developing world.

This is the irony of AID's education program. The Agency and the Congress worked for years to formulate a new approach to the problems of development. The Agency now has the authority to implement that new approach. But the Agency which pressed for a new

6990122-10

PD-AAC-096

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
FOR THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND

THE MINISTRY OF PLANNING AND ECONOMIC AFFAIRS

18p.

AN AGENCY OF THE GOVERNMENT OF THE REPUBLIC OF LIBERIA

FY 1972
TC FUNDS

The above-named parties hereby mutually agree to carry out a project in accordance with the terms set forth herein and the terms set forth in any annexes attached hereto, as checked below:

PROJECT DESCRIPTION ANNEX A FOREIGN AGENCY STANDARD PROVISIONS ANNEX

STANDARD PROVISIONS ANNEX SPECIAL TOPIC PROVISIONS ANNEX

This Project Agreement is further subject to the terms of the following agreement between the two governments, as modified and supplemented:

GENERAL AGREEMENT FOR TECHNICAL COOPERATION DATE: 6 Oct. 1955

ECONOMIC COOPERATION AGREEMENT DATE:

(Other) DATE:

1. PROJECT/ACTIVITY NO. 669-11-770-122

2. FISCAL YEAR 2010

3. ORIGINAL OR REVISION NO. _____

4. PROJECT/ACTIVITY TITLE
INSTITUTE OF PUBLIC ADMINISTRATION

5. PROJECT DESCRIPTION AND EXPLANATION
(See Annex A attached)

6. AID APPROPRIATION SYMBOL 72-1121004

7. AID ALLOTMENT SYMBOL 254-50-669-00-69-21

8. AID PITCHING	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO HAVE (D)
(a) Total		486,000		486,000
(b) Contract Services		486,000		486,000
(c) Consultants				
(d) Other Costs				
9. U.S. GOVERNMENT AGENCY (UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT)				
(a) Total		114,000		114,000
(b) Technical Assistance Services				
(c) Consultants				
(d) Other Costs *		114,000		114,000

10. (a) See Annex B of this Agreement (b) See Annex C of this Agreement

SEE SPECIAL PROVISIONS ON PAGES 5 AND 6

*Estimated CY 1972 IPA Budget.

11. DATE OF ORIGINAL AGREEMENT: January 31, 1972

12. DATE OF THIS REVISION:

13. ESTIMATED FINAL CONTRIBUTION DATE: January 31, 1975

14. FOR THE LIBERIAN GOVERNMENT OR AGENCY:

15. FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT:

Minister of Planning and Economic Affairs, R.L.

William C. Kilgus, Director, USAID Mission to Liberia

William T. Tolson
Secretary of the Treasury, R.L.

45

PROJECT
 CONTINUATION
 SHEET
 ANNEX A

PROJECT ASSIGNMENT NUMBER: 110/12 THE MINISTRY OF PLANNING AND ECONOMIC AFFAIRS AN AGENCY OF THE GOVERNMENT OF THE REPUBLIC OF LIBERIA	1. Project/Activity No. 60-00-770-002	PAGE 2 OF 6 PAGES
	2. Agreement No. 2010	3. <u>2</u> Initial or Revision No.
	3. Project/Activity Title INSTITUTE OF PUBLIC ADMINISTRATION	

AD [Signature]
 EO [Signature]
 FR [Signature]
 CON [Signature]
 11/10/12

I. INTRODUCTION

This agreement between the **Ministry of Planning and Economic Affairs** (MINISTRY) of the Government of Liberia (GOL), and the United States Agency for International Development (USAID), an Agency of the Government of the United States of America, provides for assistance in the establishment and operation of an Institute of Public Administration (Institute) in the Republic of Liberia in accordance with legislative enactment Chapter 54, Sections 1451 through 1456 titled "Institute of Public Administration."

II. PROJECT OBJECTIVES

The basic objectives of this project are to:

- Improve the quality and competence of the civil service through training in administrative management.
- Facilitate implementation of the Government's development objectives by reducing constraints on performance.
- Establish an institutional capability within the major operational departments of government to rationalize and systematize their budgets and programs and to improve coordination with the overall priorities and policy guidelines of the **Ministry of Planning and Economic Affairs**.
- Develop the Institute as an institutional base for transmitting aid to government administration, thus facilitating developmental changes and offering a guide to action.

III. PROJECT DESCRIPTION

As conceived, the Institute will be the origin and center of innovations for administrative procedures and policies of the Government of Liberia. It will also be concerned with: broader diffusion and upgrading of local administration in the counties and territories, thus increasing civil development; improved compensation levels; systematic rewards for merit through periodic step increases and promotions; annuities for retirement; and other incentives and awards for conscientious civil service.

For the Cooperating Government or Agency	For the Agency for International Development
SIGNATURE: _____ DATE: _____	SIGNATURE: _____ DATE: _____
TITLE: _____	TITLE: _____

FD-302 (Rev. 1-25-60)
 FEDERAL BUREAU OF INVESTIGATION
 CONTINUATION SHEET
 ANNEX A

THE MINISTRY OF PLANNING AND ECONOMIC AFFAIRS
 AN AGENCY OF THE GOVERNMENT OF THE REPUBLIC OF LIBERIA

1. Date of Report 1960	PAGE 3 OF 5 PAGES
2. Agreement No. 8010	3. Original or Revision No.
4. Project/Activity Title INSTITUTE OF PUBLIC ADMINISTRATION	

The Institute shall become the focal point of the public service for training, operational research, management consultancy, administrative management evaluation, and reorganizational recommendations. Specifically, the Institute shall:

- (a) Direct and conduct training, internship and follow-up observations adapted to national development goals. This training, to be conducted through seminars, conferences and on-the-job assignments, shall be largely directed towards middle level public officials, but may also include senior officials, new entrants into the government service and specialized groups as required.
- (b) Conduct operational research to identify and formulate problems, collect relevant data, prepare social-cost benefit analyses and recommend solutions. These research functions shall also be directed towards preparation of training curricula and other teaching materials and the establishment of a library and reference center.
- (c) Provide consultancy-type management services upon request or assignment to specific departments or government-wide. Such services may include, but not be limited to, "task force" assignments, in-depth studies of particular functions or departments, and problem/project analysis. Action recommendations will be expected to arise from this service function and follow-up reviews will be made.
- (d) Evaluate its own activities so as to provide continual feedback for the revision of the training program, for assessing the effectiveness of the consultancy services, for identification of relevant research areas, and for assessing its relevancy to the needs and goals of the Government of Liberia.
- (e) Represent the Republic of Liberia in administrative management programs in Africa, such as the African Center for Research and Training in Administration for Development, Tangier (CAFREAD); African Association for Public Administration and Management, Nairobi, (AAPAM) and in relations with IPA's and Management Service Units in sister countries.

For the Cooperating Government or Agency		For the Agency for International Development	
SIGNATURE: _____	DATE: _____	SIGNATURE: _____	DATE: _____
TITLE: _____		TITLE: _____	

PROJAS
CONTINUATION
SHEET
ANNEX A

THE DEPARTMENT OF PLANNING AND
ECONOMIC AFFAIRS
AN AGENCY OF THE GOVERNMENT OF
THE REPUBLIC OF LIBERIA

1. Project/Activity No.
DDP/LI-11-110-122

2. Agreement No.
2010

3. Project/Activity Title
INSTITUTE OF PUBLIC ADMINISTRATION

PAGE 4 OF 6 PAGES

3. Original or
Revision No. _____

The Institute may recommend government reorganization measures to the appropriate authorities such as merit systems for recruitment and selection, retention and promotion, and uniform and equitable compensation schedules with appropriate incentives including allowances and retirement benefits, to assure an efficient, development-oriented public service.

A contract funded by USAID will be negotiated between the Department and a qualified U.S. organization to provide technical assistance to the Institute. The contractor will initially assign to the Institute a team of technicians fully qualified in Development Administration, Executive Development, Financial Management Personnel and Organizational Plans, Methods and Procedures. The selected contractor should also consider assigning high level short term technician(s) for advance arrival to establish the basis for making effective utilization of full time advisors. In addition to the requisite professional competence, the contract team members must have a background of practical-successful performance in developing societies.

Further project direction will be determined by a joint contractor/GOI/USAID project review after two years of operation. This joint review will evaluate the progress of the Institute towards accomplishing the objectives listed above.

IV. SPECIFIC COMMITMENTS UNDER THIS PROJECT AGREEMENT

A. The United States Government through USAID/L, agrees to provide \$486,000 to assist in financing the initial eighteen months of a host country contract with a qualified U.S. organization which will help the Government of the Republic of Liberia in carrying out the objectives of this project.

This amount will be approximately allocated for contract costs as follows:

(a) Technical personnel services	\$432,000
(b) Participant training	42,000
(c) Commodities (books, periodicals, training manuals, equipment and materials, etc.)	10,000
(d) Other costs	2,000

For the Cooperating Government or Agency

SIGNATURE: _____ DATE: _____

TITLE: _____

For the Agency for International Development

SIGNATURE: _____ DATE: _____

TITLE: _____

**PROJECT AGREEMENT
BETWEEN AID AND**

**THE MINISTRY OF PLANNING AND
ECONOMIC AFFAIRS
AN AGENCY OF THE GOVERNMENT OF
THE REPUBLIC OF LIBERIA**

1. Project/Activity No.
669-11-720-122

PAGE 5 OF 6 PAGES

2. Agreement No.
2010

3. Original or
Revision No. _____

3. Project/Activity Title
INSTITUTE OF PUBLIC ADMINISTRATION

Transfers among line items may be effected subsequently if necessary to accomplish project objectives.

B. The Government of Liberia, through the **Ministry** of Planning and Economic Affairs, agrees to:

1. Designate a Director and a Board of Directors of the Institute in accordance with provisions enacted by the Senate and House of Representatives of the Republic of Liberia constituting Chapter 54, titled "Institute of Public Administration." The Board of Directors and the Director so designated shall authorize the appointment of such additional officers and personnel as required for the operation of the Institute.

2. Appropriate in its national budget funds necessary to operate the Institute, including salaries, rentals of office and other required space and necessary equipment, supplies and other expenses for the Institute's Librarian staff and the contract team. The estimated total budget for CY 1972 is \$124,000.

V. SPECIAL PROVISIONS

a. Pro/Ag Standard Provisions Annex B, is incorporated herein and made part of this Agreement.

b. The Government of Liberia agrees that, when available and appropriate, any project commodities provided under this Agreement may be furnished from U.S. Excess Equipment stocks.

c. It is mutually understood that the meaning of Item G of the AID Standard Provisions Annex cited above includes, inter alia, that title to project commodities, unless otherwise stipulated, is vested in the Government of Liberia, and that title thereto passes when the goods are delivered to the international carrier.

d. The Government of Liberia agrees that it shall provide funds for operating, maintenance and repair costs of all GOL-titled equipment financed by AID under this Agreement.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: _____ DATE: _____

SIGNATURE: _____ DATE: _____

TITLE: _____

TITLE: _____

CONTRIBUTION
SHEET
ANNEX A

THE MINISTRY OF REVENUE AND ECONOMIC AFFAIRS AN AGENCY OF THE GOVERNMENT OF THE REPUBLIC OF LIBERIA	1. Agreement No. 1000	PAGE 6 OF 6 PAGES 3. <input checked="" type="checkbox"/> Original or Revision No.
3. Project/Activity Title IMPROVEMENT OF PUBLIC ADMINISTRATION		

6. In accordance with Item N of the AID Standard Provisions Annex cited above, the Government of Liberia agrees to furnish the USAID Mission receiving-inspection reports and to maintain separate property records for all GOI-titled commodities financed by AID.

7. It is mutually understood that the meaning of Item M of the AID Standard Provisions Annex includes, *inter alia*, the authority for AID to deobligate funds provided herein under the following circumstances:

(1) Non-timely sub-obligation of funds for commodities and/or services.

(2) If surplus balances remain after commodities and/or services specified herein have been delivered and/or furnished and payment has been made, or after final contracts have been executed.

For the Cooperating Government or Agency SIGNATURE: _____ DATE: _____ TITLE: _____	For the Agency for International Development SIGNATURE: _____ DATE: _____ TITLE: _____
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PROJECT AGREEMENT
BETWEEN THE DEPARTMENT OF STATE, AGENCY FOR INTERNATIONAL DEVELOPMENT (AID),
AN AGENCY OF THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND
Institute of Public Administration
AN AGENCY OF THE GOVERNMENT OF The Republic of Liberia

The above-named parties hereby mutually agree to carry out a project in accordance with the terms set forth herein and the terms set forth in any annexes attached hereto, as checked below:

- PROJECT DESCRIPTION ANNEX A FOREIGN CURRENCY STANDARD PROVISIONS ANNEX
 STANDARD PROVISIONS ANNEX SPECIAL LOAN PROVISIONS ANNEX

This Project Agreement is further subject to the terms of the following agreement between the two governments, as modified and supplemented:

GENERAL AGREEMENT FOR TECHNICAL COOPERATION DATE: 6 Oct. 1955

ECONOMIC COOPERATION AGREEMENT DATE:

(Other) DATE:

1. PROJECT/ACTIVITY NO. PAGE 1 OF 5 PAGES
 669-11-770-122

2. AGREEMENT NO. 3. ORIGINAL OR
 FY 1973-8 REVISION NO. _____

4. PROJECT/ACTIVITY TITLE
 Institute of Public Administration

5. PROJECT DESCRIPTION AND EXPLANATION
 (See Annex A attached)

6. AID APPROPRIATION SYMBOL 7. AID ALLOTMENT SYMBOL
 72-1131004 354-50-669-00-69-31

	PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
(a) Total		\$ 107,000		\$ 107,000
(b) Contract Services		107,000		107,000
(c) Commodities				
(d) Other Costs				
COOPERATIVE AGENCY FINANCING - DOLLAR EQUIVALENT				
(e) Total		\$163,000		\$163,000*
(f) Technical and other Services				
(g) Commodities				
(h) Other Costs		\$163,000		\$163,000

10. SPECIAL PROVISIONS (Use Additor if Continuation Sheets, if Necessary):

* LIPA'S CY 1973 estimated budget.

11. DATE OF ORIGINAL AGREEMENT 12. DATE OF THIS REVISION 13. ESTIMATED FINAL CONTRIBUTION DATE
 June 30, 1975

14. FOR THE COOPERATING GOVERNMENT OR AGENCY 15. FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT

SIGNATURE: *[Signature]* DATE: 6/26/73
 TITLE: Director, Institute of Public Administration, M.L. TITLE: Director, USAID/Liberia

[Signature]
 Ministry of Finance, R.L.

[Signature]
 Ministry of Planning and Economic Affairs, R.L.

**PROJECT AGREEMENT
BETWEEN AID AND**

1. Project/Activity No.

PAGE 20 OF 5 PAGES

669-11-770-122

2. Agreement No.
FY 1973-8

3. Original or
Revision No. _____

PROJECT
CONTINUED FROM
SHEET

Institute of Public Administration

3. Project/Activity Title

Institute of Public Administration

AGENCY A

AN AGENCY OF THE GOVERNMENT OF

~~the Republic of Liberia~~

I. Introduction

This agreement between the Institute of Public Administration, an agency of the Government of the Republic of Liberia, and the United States Agency for International Development (USAID), an agency of the Government of the United States, provides \$107,000 in additional funding for the Host Country contract dated April 25, 1973 with the Institute of Public Administration of New York and the Government of Liberia for a new total of \$593,000 to assist in establishing the Liberian Institute of Public Administration (LIPA). The provisions of this agreement supersedes the provisions, except for funding, of Project Agreement No. 2010 of January 10, 1972.

II. Project Objectives

The basic objectives of this project are to provide the Liberian Institute of Public Administration with the required technical know-how, organizational structure, training program and research facilities thereby enabling the Institute to:

1. Establish itself as a viable organization contributing to the social and economic development of Liberia by increasing governmental, administrative and managerial capacities and by promoting greater individual and organizational productivity in the public sector.
2. Develop and implement integrated programs of training, research, consulting, evaluation, documentation and publication services which will generally increase governmental administrative and managerial skills.
3. Train and develop a corps of competent Liberian staff to carry out training, research and related programs.
4. Initiate projects to better define the GOL's administrative and management needs and their relationship to LIPA's role.
5. Provide leadership in activities designed to improve public administration in Liberia.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE

DATE

SIGNATURE

DATE

[Signature]

Director, Institute of
Public Administration, R.L.

[Signature]

Director, USAID/Liberia

[Signature]
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**PROJECT AGREEMENT
BETWEEN AID AND**

Institute of Public Administration

AN AGENCY OF THE GOVERNMENT OF
the Republic of Liberia

1. Project/Activity No.

669-11-770-122

PAGE 2 OF 5 PAGES

2. Agreement No.

FY 1973-8

3. Original or
Revision No. _____

3. Project/Activity Title

Institute of Public Administration

6. Create appropriate machinery to review, monitor and evaluate LIPA's program and activities.

III. Project Description

To achieve the project objectives as specified under Section II of this Agreement, the Institute of Public Administration of New York in cooperation with the Liberian Institute of Public Administration will undertake (but will not be limited to) the following tasks:

1) Preliminary review--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.

2) A manpower needs survey--this survey should be conducted throughout the public service in Liberia.

3) Develop a long-term plan and program for LIPA. The initial version of the plan will be completed within six months after the arrival of the Chief of Party. It should include such items as Training Programs, Research, Consultancy, Library Development and Publication Program, LIPA Staff Development Program, etc.

4) Assist the LIPA in planning, developing and conducting a high level conference to determine the administrative needs of the GOL to help provide focus of LIPA's training programs.

5) Develop and conduct short-term training programs for various GOL ministries and agencies.

In addition, the Institute of Public Administration of New York's team and their Liberian counterparts will conduct annual joint project reviews with appropriate GOL and USAID/Liberia officials in order to evaluate the progress of the Institute towards accomplishing its aims and objectives. The criteria which will form the basis of evaluation will be outlined in the long range and the phased program.

Under the Host Country contract signed between the

For the Cooperating Government or Agency

SIGNATURE: _____

DATE: _____

TITLE: Director, Institute of

Public Administration, N.Y.

For the Agency for International Development

SIGNATURE: _____

DATE: _____

TITLE: Director, USAID/Liberia

PROAG
CONTINUATION
SHEET

ANNEX A

PROJECT AGREEMENT		1. Project/Activity No. 669-11-770-122	PAGE <u>4</u> OF <u>5</u> PAGES
BETWEEN AID AND Institute of Public Administration		2. Agreement No. FY 1973-8	3. <input checked="" type="checkbox"/> Original or Revision No. _____
AN AGENCY OF THE GOVERNMENT OF the Republic of Liberia		3. Project/Activity Title Institute of Public Administration	

Institute of Public Administration of New York and the Government of Liberia, dated April 25, the Institute of Public Administration of New York will provide the following advisory services:

- 1) A Chief of Party and three Public Administration specialists for a period of approximately two years each.
- 2) Selected short-term consultants as required to obtain project objectives and as determined in coordination with the Director of the LIPA.
- 3) Necessary home office project coordination, back-stopping, and support.
- 4) A Liberian Administrative Assistant to support the services of the above U.S. technicians.

The Institute of Public Administration of New York will also arrange, organize, coordinate and support programs of advance academic and professional training in the U.S.A. and assist in placement and processing of participants for conferences and seminars for staff members of the Liberian Institute of Public Administration within budgetary limitations provided within the Host Country contract cited above. In addition, books, equipment, materials and three vehicles will be purchased by IPA/New York from funds provided under the Host Country contract. For further details, see PIO/T No. 669-122-3-31360, and the Host Country contract between the Institute of Public Administration of New York and the Government of Liberia dated April 25, 1973.

IV. Specific Commitments Under This Agreement

A. The United States Government, through the USAID agrees to supplement the \$486,000 funding provided under Agreement No. 2010 by \$107,000 for a total funding to date of \$593,000 to cover the LIPA/IPA/New York Host Country contract costs dated April 25, 1973. The terms of the aforementioned contract govern the expenditures of these funds. For details, see PIO/T No. 669-122-3-31360.

For the Cooperating Government or Agency SIGNATURE: _____ DATE: _____ TITLE: Director, Institute of Public Administration, R.L.	For the Agency for International Development SIGNATURE: _____ DATE: _____ TITLE: Director, USAID/Liberia
---	--

PROJECT AGREEMENT

1. Project/Activity No.
669-11-770-122

PAGE 5 OF 5 PAGES

Institute of Public Administration

2. Agreement No.
FY 1973-8

3. Original or
Revision No. _____

3. Project/Activity Title

Institute of Public Administration

AN AGENCY OF THE GOVERNMENT OF
the Republic of Liberia

PROAG
CONTINUATION
SHEET

ANNEX A

B. The Government of the Republic of Liberia, through the LIPA, agrees to:

1. Finance the International travel costs of all participants to be trained outside Liberia under this project agreement.

2. Appropriate in its operating and development budget, funds necessary to operate the Institute, including salaries for contract team counterparts and other LIPA staff, office and other required space and necessary equipment, supplies, maintenance of vehicles and other expenses not covered by the Host Country contract for the Institute's Liberian staff and the contract team. The LIPA's estimated total budget for CY 1973 is \$163,000.

V. Special Provisions

The parties to this agreement agree that the USAID may issue unilaterally minor non-substantive revisions to this agreement such as funding increases to expedite program documentation as necessary to meet USAID's financial commitments under this project.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: _____ DATE: _____
TITLE: Director, Institute of
Public Administration, K.L.

SIGNATURE: _____ DATE: _____
TITLE: Director, USAID/Liberia

AID 1950-1
10-703

PRO AG

PROJECT AGREEMENT
BETWEEN THE DEPARTMENT OF STATE, AGENCY FOR INTERNATIONAL DEVELOPMENT (AID),
AN AGENCY OF THE GOVERNMENT OF THE UNITED STATES OF AMERICA, AND
Institute of Public Administration
AN AGENCY OF THE GOVERNMENT OF the Republic of Liberia

The above-named parties hereby mutually agree to carry out a project in accordance with the terms set forth herein and the terms set forth in any annexes attached hereto, as checked below:

- PROJECT DESCRIPTION ANNEX A FOREIGN CURRENCY STANDARD PROVISIONS ANNEX
 STANDARD PROVISIONS ANNEX SPECIAL LOAN PROVISIONS ANNEX

This Project Agreement is further subject to the terms of the following agreement between the two governments, as modified and supplemented:

- GENERAL AGREEMENT FOR TECHNICAL COOPERATION DATE: **6 Oct. 1955**
 ECONOMIC COOPERATION AGREEMENT DATE:
 (other) DATE:

1. PROJECT/ACTIVITY NO. **669-11-770-122** PAGE 1 OF 5 PAGES
2. AGREEMENT NO. **FY 1974-4** 3. ORIGINAL OR REVISION NO. _____
4. PROJECT/ACTIVITY TITLE

Institute of Public Administration

5. PROJECT DESCRIPTION AND EXPLANATION
(See Annex A attached)

6. AID APPROPRIATION SYMBOL **72-11X1025** 7. AID ALLOTMENT SYMBOL **425-50-669-00-69-41**

	8. AID FINANCING		PREVIOUS TOTAL (A)	INCREASE (B)	DECREASE (C)	TOTAL TO DATE (D)
	<input checked="" type="checkbox"/> DOLLARS	<input type="checkbox"/> LOCAL CURRENCY				
(a) Total				121,000		121,000
(b) Contract Services				121,000		121,000
(c) Commodities						
(d) Other Costs						
9. COOPERATING AGENCY FINANCING - DOLLAR EQUIVALENT						
(a) Total				221,156		221,156 *
(b) Technical and other Services						
(c) Commodities						
(d) Other Costs				221,156		221,156

10. SPECIAL PROVISIONS (File Additional Confirmation Sheet, if Necessary)

* LIPA's CY 1974 Estimated Budget

11. DATE OF ORIGINAL AGREEMENT 12. DATE OF THIS REVISION 13. ESTIMATED FINAL COMPLETION DATE

14. FOR THE COOPERATING GOVERNMENT OR AGENCY

Director, Institute of Public Administration, R. L.
DATE: _____

15. FOR THE AGENCY FOR INTERNATIONAL DEVELOPMENT
 **5/21/74**
Director, USAID/Liberia
DATE: _____

W. J. ...
Ministry of Finance, R. L.

Shirley ...
Ministry of Planning & Economic Affairs, R. L.

**PROJECT AGREEMENT
BETWEEN AID AND**

1. Project/Activity No.
669-11-770-122

PAGE 2 OF 5 PAGES

2. Agreement No.
FY 1974-4

3. Original or
Revision No. _____

3. Project/Activity Title

Institute of Public Administration

PROAG
CONTINUATION
SHEET

Institute of Public Administration

AN AGENCY OF THE GOVERNMENT OF
the Republic of Liberia

ANNEX A

I. Introduction

This agreement between the Institute of Public Administration, an agency of the Government of the Republic of Liberia, and the United States Agency for International Development (USAID), an agency of the Government of the United States, provides \$121,000 in additional funding for the Host Country contract dated April 25, 1973 with the Institute of Public Administration of New York and the Government of Liberia for a new total of \$714,000 to assist in establishing the Liberian Institute of Public Administration (LIPA). The provisions of this agreement supersedes the provisions, except for funding, of Project Agreement No. FY 1973-8 of June 26, 1973.

II. Project Objectives

The basic objectives of this project are to provide the Liberian Institute of Public Administration with the required technical know-how, organizational structure, training program and research facilities thereby enabling the Institute to:

1. Establish itself as a viable organization contributing to the social and economic development of Liberia by increasing governmental, administrative and managerial capacities and by promoting greater individual and organizational productivity in the public sector.
2. Develop and implement integrated programs of training, research, consulting, evaluation, documentation and publication services which will generally increase governmental administrative and managerial skills.
3. Train and develop a corps of competent Liberian staff to carry out training, research and related programs.
4. Initiate projects to better define the GOL's administrative and management needs and their relationship to LIPA's role.
5. Provide leadership in activities designed to improve public administration in Liberia.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: _____ DATE: _____

SIGNATURE: _____ DATE: _____

TITLE: _____

TITLE: _____

Handwritten notes and signatures on the left margin:
 DS
 PR
 DO
 AW
 CGN
 5/30/74
 [Signature]

PROAG
CONTINUATION
SHEET

ANNEX A

PROJECT AGREEMENT
BETWEEN AID AND

Institute of Public Administration

AN AGENCY OF THE GOVERNMENT OF
the Republic of Liberia

1. Project/Activity No.
609-11-770-122

2. Agreement No.
IV 1971-1

3. Project/Activity Title

Institute of Public Administration

2. Original or
Revision No. _____

6. Create appropriate machinery to review, monitor and evaluate LIPA's program and activities.

III. Project Description

To achieve the project objectives as specified under Section II of this Agreement, the Institute of Public Administration of New York in cooperation with the Liberian Institute of Public Administration has undertaken (but will not be limited to) the following tasks:

- 1) Preliminary review--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.
- 2) A manpower needs survey--this survey should be conducted throughout the public service in Liberia.
- 3) Develop a long-term plan and program for LIPA. The initial version of the plan will be completed within six months after the arrival of the Chief of Party. It should include such items as Training Programs, Research, Consultancy, Library Development and Publication Program, LIPA Staff Development Program, etc.
- 4) Assist the LIPA in planning, developing and conducting a high level conference to determine the administrative needs of the GOL to help provide focus of LIPA's training programs.
- 5) Develop and conduct short-term training programs for various GOL ministries and agencies.

In addition, the Institute of Public Administration of New York's team and their Liberian counterparts will conduct annual joint project reviews with appropriate GOL and USAID/Liberia officials in order to evaluate the progress of the Institute towards accomplishing its aims and objectives. The criteria which will form the basis of evaluation will be outlined in the long range and the phased program.

Under the Host Country contract signed between the Institute of Public Administration of New York and the Government of Liberia, dated April 25, the Institute of Public Administration of New York will provide the following advisory services:

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: _____ DATE: _____

SIGNATURE: _____ DATE: _____

TITLE: _____

TITLE: _____

PROAG
CONTINUATION
SHEETANNEX APROJECT AGREEMENT
BETWEEN AID AND

Institute of Public Administration

AN AGENCY OF THE GOVERNMENT OF
the Republic of Liberia

1. Project/Activity No.

669-11-770-122

PAGE 4 OF 5 PAGES

2. Agreement No.

FY 1974-4

3. Original or
Revision No. _____

3. Project/Activity Title

Institute of Public Administration

1) A Chief of Party and three Public Administration specialists for a period of approximately two years each.

2) Selected short-term consultants as required to obtain project objectives and as determined in coordination with the Director of the LIPA.

3) Necessary home office project coordination, backstopping, and support.

4) A Liberian Administrative Assistant to support the services of the above U. S. technicians.

The Institute of Public Administration of New York will also arrange, organize, coordinate and support programs of advance academic and professional training in the U. S. A. and selected African Institutions and assist in placement and processing of participants for conferences and seminars for staff members of the Liberian Institute of Public Administration within budgetary limitations provided within the Host Country contract cited above. In addition, books, equipment, materials and three vehicles will be purchased by IPA/New York from funds provided under the Host Country contract. For further details, see PIO/T No. 669-122-3-31360, and the Host Country contract between the Institute of Public Administration of New York and the Government of Liberia dated April 25, 1973. Also see PIO/T 669-122-3-40227.

IV. Specific Commitments Under This Agreement

A. The United States Government, through the USAID agrees to supplement the \$593,000 funding provided under Agreement No. 2010 and FY 1973-8 by \$121,000 for a total funding to date of \$714,000 to cover the LIPA/IRA/New York Host Country contract costs dated April 25, 1973. The terms of the aforementioned contract govern the expenditures of these funds. For details, see PIO/T No. 669-122-3-31360 and PIO/T 669-122-3-40227.

B. The Government of the Republic of Liberia, through the LIPA, agrees to:

1. Finance the International travel costs of all participants to be trained outside Liberia under this project agreement.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: _____ DATE: _____

SIGNATURE: _____ DATE: _____

TITLE: _____

TITLE: _____

FEDERAL GOVERNMENT
DEPARTMENT OF AID

1. Project/Activity No.
669-11-770-022

PROG
CONTINUATION
SHEET

Institute of Public Administration

2. Agreement No.
FY 1974-5

3. Original or
Revision No.

ANNEX A

AN AGENCY OF THE GOVERNMENT OF
The Republic of Liberia

3. Project/Activity Title
Institute of Public Administration

2. Appropriate in its operating and development budget, funds necessary to operate the Institute, including salaries for contract team counterparts and other LIPA staff, office and other required space and necessary equipment, supplies, maintenance of vehicles and other expenses not covered by the Host Country contract for the Institute's Liberian staff and the contract team. The LIPA's estimated total budget for CY 1974 is \$221,156.

V. Special Provisions

The parties to this agreement agree that the USAID may issue unilaterally minor non-substantive revisions to this agreement such as funding increases to expedite program documentation as necessary to meet USAID's financial commitments under this project.

For the Cooperating Government or Agency

For the Agency for International Development

SIGNATURE: _____ DATE: _____
TITLE: _____

SIGNATURE: _____ DATE: _____
TITLE: _____

AMENDMENT NUMBER ONE
OF THE
PROJECT GRANT AGREEMENT
BETWEEN
THE REPUBLIC OF LIBERIA
AND
THE UNITED STATES OF AMERICA
FOR
LIBERIAN INSTITUTE OF PUBLIC ADMINISTRATION

Project Number: 669-0122

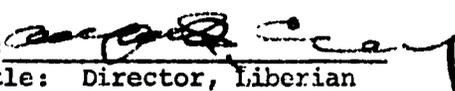
The purpose of this amendment is to clarify Section 3.1, The Grant, of the present Grant Agreement by deleting the present Section 3.1 in its entirety and substituting the following in lieu thereof:

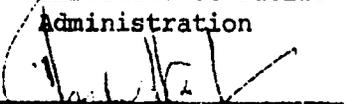
"Section 3.1, The Grant

To assist the Grantee to meet the costs of carrying out the project, A.I.D., pursuant to the Foreign Assistance Act of 1961, as amended, agrees to grant the Grantee under the terms of this and previous Agreements a total of two million three-hundred and thirty-nine thousand United States, 'U.S.,' dollars, \$2,339,000. The incremental amount being provided as of the date of this Agreement, December 23, 1976, is five-hundred and four thousand U.S. dollars, \$504,000. It is anticipated that subject to Section 2.2. of this Agreement the life of project contribution of the U.S. Government will not exceed three million twenty-three thousand U.S. dollars, \$3,023,000.

All other provisions of the original Grant Agreement remain unchanged.

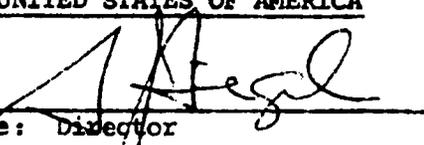
THE REPUBLIC OF LIBERIA

BY: 
Title: Director, Liberian
Institute of Public
Administration

BY: 
Title: Minister of Planning
and Economic Affairs

BY: 
Title: Minister of Finance

THE UNITED STATES OF AMERICA

BY: 
Title: Director
USAID Mission to Liberia

Date: March 28, 1977

AMENDMENT NUMBER ONE
OF THE
PROJECT GRANT AGREEMENT
BETWEEN
THE REPUBLIC OF LIBERIA
AND
THE UNITED STATES OF AMERICA
FOR
LIBERIAN INSTITUTE OF PUBLIC ADMINISTRATION

Project Number: 669-0122

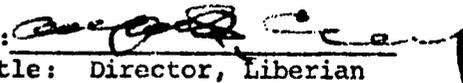
The purpose of this amendment is to clarify Section 3.1, The Grant, of the present Grant Agreement by deleting the present Section 3.1 in its entirety and substituting the following in lieu thereof:

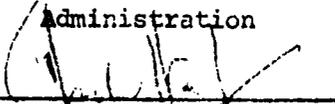
"Section 3.1, The Grant

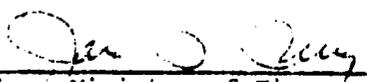
To assist the Grantee to meet the costs of carrying out the project, A.I.D., pursuant to the Foreign Assistance Act of 1961, as amended, agrees to grant the Grantee under the terms of this and previous Agreements a total of two million three-hundred and thirty-nine thousand United States, 'U.S.,' dollars, \$2,339,000. The incremental amount being provided as of the date of this Agreement, December 23, 1976, is five-hundred and four thousand U.S. dollars, \$504,000. It is anticipated that subject to Section 2.2. of this Agreement the life of project contribution of the U.S. Government will not exceed three million twenty-three thousand U.S. dollars, \$3,023,000.

All other provisions of the original Grant Agreement remain unchanged.

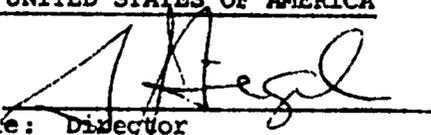
THE REPUBLIC OF LIBERIA

BY: 
Title: Director, Liberian
Institute of Public
Administration

BY: 
Title: Minister of Planning
and Economic Affairs

BY: 
Title: Minister of Finance

THE UNITED STATES OF AMERICA

BY: 
Title: Director
USAID Mission to Liberia

Date: March 28, 1977

AID 1380-1 (B-70)	Cooperating Country	PIO/T No.	Page 2 of 8 Pages
	LIBERIA	669-077-3-20641	
PIO/T	Project/Activity No. and Title 669-11-770-122 Institute of Public Administration		

SCOPE OF WORK

19. Scope of Technical Services.

A. Objective for which the Technical Services are to be Used To provide technical assistance to the Government of Liberia to help establish and operate an Institute of Public Administration.

B. Description

(SEE CONTINUATION SHEET)

C. Technicians

(1) (b) Number	(2) Specialized Field	(c) Grade and/or Salary	(d) Duration of Assignment (Mon-Months)
1	Chief of Party	FC-13/1	36
1	Public Administration Adviser	FC-11/4	36
1	Public Administration Adviser	FC-11/4	24
1	Public Administration Adviser	FC-11/4	24
1	Secretary/Administrative Asst.	FC-5/3	24
4	Short-term consultants	FC-11/4	24

(2) Duty Post and Duration of Technicians' Services

Monrovia, Liberia

(3) Language or Languages

English

(4) Access to Classified Information

Not required

(5) Dependents

Will

Will Not

Be Permitted to Accompany Technicians who are assigned

to this project for at least one year tour. Dependents of any

D. Placement of Technicians

(1) By AID - \$ 437,000

about \$114,000 for

(2) By Cooperating Country - Contribution-in-kind and other to include: salaries of Liberian staff, office space, equipment and supplies and other expenses necessary to operate the Institute.

AID 1180-1 (8-78)	Cooperating Country LIBERIA	PIO/T No. 669-077-3-20541	Page 3 of 8 Pages
	Project/Activity No. and Title 669-11-770-122 Institute of Public Administration		

28. Equipment and Supplies (Related to the services described in Block 19 and to be procured outside the Cooperating Country by the supplier of those services)

A. (1) Quantity	(2) Description	(3) Estimated Cost	(4) Special Instructions
	Books, periodicals, training equipment and materials	\$10,000	
	Furniture and vehicles	39,000	

B. Financing of Equipment and Supplies

(1) By AID - \$ **49,000**

(2) By Cooperating Country -

29. Special Provisions

- A. This PIO/T is subject to AID (procurement) (PASA implementation) regulations.
- B. Except as specifically authorized by AID, or where local law is authorized under the terms of a contract with a U.S. supplier, services authorized under this PIO/T must be obtained from U.S. sources.
- C. Except as specifically authorized by AID/T, the purchase of commodities authorized under this PIO/T will be limited to the U.S. under Geographic Code 001.
- D. Other (specify):
Pre-contract expenses up to \$3,000 are authorized for the purpose of finalizing contracting details between the Government of Liberia and the selected U.S. contractor. Such pre-contract expenses shall have prior GOL approval.

AID 1350-1 (9-70)	Cooperating Country Liberia	PIO/T No. 669-077-3-20641	Page 4 of 8 Pages
PIO/T	Project/Activity No. and Title 669-11-770-122 Institute of Public Administration		

22. Reports by Contractor or Participating Agency (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports, and any special requirements)

1. The Contractor will submit monthly activity reports to the Director of the Institute of Public Administration with copies to the Minister of Planning and Economic Affairs and to the Director, USAID/Liberia.
2. The Contract Team will conduct annual joint project reviews with the appropriate officials of the Government of the Republic of Liberia and of USAID/Liberia in order to evaluate the progress of the Institute towards accomplishing its objectives.

23. Background Information (Additional information useful to Authorized Agent and Prospective Contractors or Participating Agency; if necessary cross reference Block 19.C(4) above.)

The Government of the Republic of Liberia, through the Ministry of Planning and Economic Affairs, and/or USAID/Liberia will provide additional background information required for formal contract proposals.

24. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities

The Contract will be under the general policy guidance and supervision of the Minister of Planning and Economic Affairs or his designee.

B. Cooperating Country Liaison Official

Director, Institute of Public Administration

C. AID Liaison Official

USAID/Liberia Associate Director for Development Services.

AID 1330-1 (8-70)	Cooperating Country Liberia	PIOT No. 669-077-3-20641	Page 5 of 8 Pages
PIO/T	Project/Activity No. and Title 669-11-774-122 Institute of Public Administration		

LOGISTIC SUPPORT

23. Provisions for Logistic Support

A. Specific Items (Insert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain below in C. "Comments")

	In Kind Supplied By		From Local Currency Supplied By	
	AID *	Cooperating Country	AID	Cooperating Country
(1) Office Space		X		
(2) Office Equipment		X		
(3) Housing and Utilities	X			
(4) Furniture	X			
(5) Household Equipment (Stoves, Refrig., etc.)	X			
(6) Transportation in Cooperating Country	X			
(7) Interpreter Services <i>N.A.</i>				
Other (Specify)				
(8)				
(9)				
(10)				
(11)				
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available From Other Sources

Duty free privileges and other benefits will be subject to negotiation and agreement between the Government of Liberia and the U.S. Contractor. In this connection, particular reference is made to Item I. 2 of Pro/AG Standard Provisions Annex B.

C. Comments

*To be procured by Contractor.

Title of all commodities purchased will be vested in the Government of Liberia. The possession and use of these commodities shall remain with the Contractor for the life of the contract. Upon completion of the project, possession will be transferred to the Government of Liberia.

UNITED STATES
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Unissued Issued

PAGE 6 OF 8 PAGES

CONTINUATION
SHEET

1. Cooperating Country
LIBERIA

2a. Code No.
669-077-3-20641

2b. Effective Date

2c. Original Amendment
OR No.

FORM SYMBOL

TITLE OF CONTRACT

PIO/T

**PROJECT IMPLEMENTATION
ORDER/TECHNICAL SERVICES**

3. Project/Activity No. and Title
**669-11-770-122
Institute of Public Administration**

Indicate block
numbers.

Use this form to complete the information required in any block of a PIO or PAA form.

19B

DESCRIPTION OF TECHNICAL SERVICES:

The Government of the Republic of Liberia, through the **Ministry** of Planning and Economic Affairs, will contract with a qualified consulting firm, university or other organization to provide technical assistance in the establishment of an Institute of Public Administration (Institute).

The Contractor must possess experience and capability in technical assistance work of the type and magnitude of this project and the experienced, qualified manpower to provide the required services. The Contractor will be expected to play a dynamic and innovative role in the programming, implementation and evaluation of the Institute project. The initial step in implementing the project, prior to the staffing up of a full contract team, will be to determine a particular set of initial needs to be met through the Institute project, a concrete plan of operations for responding to those needs, and set of targets, i.e., baseline data to be established within the first six months of arrival in terms of which to evaluate the Institute's progress towards achieving its objectives.

Criteria which will guide Contractor selection include:

- (1) level of competence, including willingness and ability to work initially at middle or lower levels of organization;
- (2) capacity for institutional involvement, in the sense of the possession of in-house professional staff and the likelihood of continuity in the relationship with the Institute; and
- (3) analytical competence, or the ability to participate substantively in the development and adaptation of project strategy as well as the ability to provide specified technical services.

The Contract Team members must be fully qualified in such fields as Development Administration, Staff Development, Financial Management, Personnel and Organizational Plans, Methods and Procedures. They must have evidence of successful performance in cross-cultural advisory and training activities in developing societies. They must become familiar with the socio-cultural, political and economic background of the Republic of Liberia and of the day-to-day operations of the Government's departments, including county and district offices outside Montserrado County. Also, (excepting required short term advisors) they must indicate a willingness to be committed to two to three year tours to assure continuity of services and overlap of members.

CONTINUATION
SHEET

FORM SYMBOL

PIO/T

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT Worksheet Issuance

PAGE 7 OF PAGES

1. Cooperating Country

LIBERIA

2a. Code No.

669-077-3-00611

2b. Effective Date

2c.

Amendment

 Original OR No.

3. Project/Activity No. and Title

669-11-770-122

INSTITUTE OF PUBLIC ADMINISTRATION

TITLE OF FORM

PROJECT IMPLEMENTATION
ORDER/TECHNICAL SERVICESIndicate block
numbers.

19B

Use this form to complete the information required in any Block of a PIO or PAA form.

Specifically the Contractor will provide the following personnel:

- (1) One Chief of Party responsible for the coordination and direction of the overall advisory, training, research and consultancy services of the contract team. He will ~~advise~~ the Liberian Director of the Institute and will be responsible for all the administrative aspects of the contract including logistical support for contractor personnel and in-house administration. He should also possess proven practical experience in all aspects of Development Administration with particular competence in devising and utilizing training methods suitable to a developing environment.
- (2) Three Public Administration Advisors to provide the advisory, training, research, and consultancy services of the Institute under the general direction and supervision of the Director of the Institute and the Contract Team Chief of Party.
- (3) One Secretary/Administrative Assistant to provide administrative support for the Contract Team.

As the project evolves, short-term advisors with special competency in cross-sectoral areas may be programmed to meet special priority needs.

Team members should be willing and able to move from broadly conceptual and procedural questions of administration to the practical nuts-and-bolts "how to do" approach. They should become familiar with the day-to-day problems of government departments, including county and district offices outside Montserrado County. This knowledge will be translated by the contractor into a feasible contract work plan, based upon needs analysis, and completed within six months of arrival of the Chief of Party.

Included in the work plan will be an analysis of participant training requirements to attain project objectives, as well as a plan of action to provide such training offshore and where possible, in relevant African Institutions.

CONTINUATION SHEET	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet	<input checked="" type="checkbox"/> Invoice	PAGE 8 OF 8 PAGES
		1. Cooperating Country LIBERIA	2a. Code No. 669-077-3-20641	
		2b. Effective Date	2c. Amendment <input type="checkbox"/> Original Off No:	
FORM SYMBOL PIO/T	TITLE OF FORM PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	3. Project/Activity No. and Title 669-11-770-122 INSTITUTE OF PUBLIC ADMINISTRATION		

Indicate block numbers.

19B

Use this form to complete the information required in any block of a PIC or PAA form.

The Contract Team may be expanded to a maximum of eight technicians in related Development Administration disciplines as determined by a joint Government of the Republic of Liberia, Contractor and USAID/Liberia project review to be conducted after two years of project operations. In this connection, the advisors and Government of Liberia officials in concert with USAID, will prepare, within two years from the arrival of the initial contract personnel, a revised PROP to modify, expand, or terminate the project depending on project progress and an evaluation of the performance of Liberian officials trained under this project.

Finally, the contractor will provide full support, including, but not limited to, housing, housing maintenance and utilities, and equipment and vehicles and the support and maintenance thereof for in-country travel for the Contract Team members. The Contractor will provide full home office administrative support for the Contract Team members.

13-1333-1
E-711
PIO/T

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
Liberia
2. PIO/T No.
669-122-5-50026
4. Project/Activity No. and Title
**669-11-770-122
Liberian Institute of Public Administration**

Page 1 of 6 Pages
3. Original or
Amendment No. _____

10. Obligation Status
 Administrative Reservation
 Implementing Document
10.A. Services to Start (Mo., Day, Yr.)
Between **January 1, 1975** and **February 1, 1975**
10.A. Type of Action
 A.I.D. Contract
 Cooperating Country Contract
 Participating Agency Service Agreement
 Other
10.B. Authorized Agent

5. Appropriation Symbol
72-11X 1005
6. Funding Period (Mo., Day, Yr.)
From **1/1/75** To **6/30/75**
9.B. Completion date of Services (Mo., Day, Yr.)
1/30/77

6.A. Allotment Symbol and Charge
125-50-660-00-60-51
6.B. Funds Allotted to:
 A.I.D./W Mission

10.C. Estimated Financing

Estimated Financing		(1)	(2)	(3)	(4)
		Previous Total	Increase	Increase	Total to Date
11.					
A.I.D. Financing	A. Dollars		38,000		38,000
	B. U.S.-Owned Local Currency				
12.					
Cooperating Country Contributions	A. Contributing				
	B. Other		67.0 million*		67.0 million*

13. Mission
Reference

14. Instructions to Authorized Agent
1. The purpose of this PIO/T is to provide funds for the initial costs of a two year RASA agreement with IRS.
2. A Tax advisor will assist the MOF/Liberia to develop a reliable information system to facilitate better storage of data with a view toward more efficient, rapid processing of tax documents, and ultimately to increase Tax Revenues.

*Estimated CY 75 budgeted for MOF/GOL AID assisted activity area.

ERC AG #

15. Classification - Show Office Symbol, Signature and Date for all Necessary Clearances.
A. The specifications in the scope of work are technically adequate
B. Funds for the services requested are available
DS *F. J. Campbell* 12/27/74
CON *F. J. Schmitt* 12/30/74
C. The scope of work lies within the purview of the initiating and approved Agency/Program
D.
ED *N. Mariani* 12/27/74
EO *James J. Sack* 12/30/74
E.
F.

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to
Signature and date: *[Signature]* 12/30/74
Title: Minister of Finance, R. F.

17. For the Agency for International Development
Signature: *[Signature]*
Title: Director, USAID/Liberia

18. Date of Signature
12/31/74

Liberia

669-122-5-50026

PIO/T

Project/Activity No. and Title

Liberian Institute of Public Administration (Tax Administration)
669-11-770-122

SCOPE OF WORK

17. Scope of Technical Services

- A. Objective for which the Technical Services are to be Used To assist the Division of Income to improve its capability to develop a reliable information system which would facilitate better storage and retrieval of information and ultimately increase tax revenues.

B. Description

The Tax Advisor provided in this PIO/T will work together with the Division of Income Tax counterpart to develop a work plan. The plan will include but is not limited to the following:

- (a) A systems analysis of the present Income Tax Division to include the structure, workload, strengths and weaknesses of the present system and capabilities of the staff available.
- (b) Subject to the system analysis the Tax Advisor will prepare an Information System to assist the Income Tax Division in maintaining a history of each individual taxpayer.

(continued on Page 6)

C. Technicians

(1) (a) Number	(b) Specialized Field	(c) Grade and/or Salary	(d) Duration of Assignment (Mon. Months)
1	Income Tax Advisor		6
2	Short-Term Consultants		3

(2) Duty Post and Duration of Technicians' Services

Monrovia, Liberia

(3) Language Requirements

English

(4) Access to Classified Information

As Required

(5) Dependents

Will

Will Not

Be Permitted to Accompany Technician

D. Financing of Technical Services

(1) By AID - \$ 37,200

(2) By Cooperating Country -

AID Activity No. (A-999)	Country Name Liberia	P/O/T No. 669-122-5-50026	Page 3 of 6 Pages
Project/Activity No. and Title Liberian Institute of Public Administration (Tax Administration) 669-11-770-122			

10. Equipment and Supplies (Related to the services described in Block 19 and to be procured outside the Cooperating Country by the supplier of those services)

A. (1) Quantity (2) Description (3) Estimated Cost (4) Special Instructions

Professional books, journals and educational items \$800.00

11. Financing of Equipment and Supplies
 (1) By AID .. \$ 800.00 (2) By Cooperating Country .. -0-

12. Special Provisions
- A. This P/O/T is subject to AID (procurement) (PASA implementation) regulations.
 - B. Except as specifically authorized by AID, or when local hire is authorized under the terms of a contract with a U.S. Supplier, personnel authorized under this P/O/T must be obtained from U.S. sources.
 - C. Except as specifically authorized by AID/W, the purchase of commodities authorized under this P/O/T will be limited to the U.S. under Geographic Code 999.
 - D. Other (specify)

Liberia

669-122-5-50025

PIG/T

Project/Activity No. and Title

Liberian Institute of Public Administration (Tax Administration)

669-11-770-122

22. Reports by Contractor or Participating Agency (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports, and any special requirements)

1. Quarterly progress reports will be submitted by the IRS Advisor to USAID/Liberia and to AID/W within 30 days after the end of each period.
2. Monthly and annual reports will be submitted by the IRS Advisor to the Project Manager, USAID/Liberia, within 30 days after the end of such periods.
3. Special reports will be prepared as required by USAID/Liberia.

23. Background Information (Additional information useful to Authorized Agent and Prospective Contractors or Participating Agency if necessary from information block 19.C.(ii) above.)

The required background information will be provided by the Director of the Division of Income Tax of the Bureau of Internal Revenue and by the USAID/Liberia Project Manager.

24. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationship and Responsibilities

The IRS Advisor will be under the general policy guidance of the USAID/Liberia Director or the Assistant Director for Development Services.

B. Cooperating Country Liaison Official

The Director, Division of Income Tax, Bureau of Internal Revenue.

C. AID Liaison Official

USAID/Liberia Director or Assistant Director for Development Services.

PIO/T

Liberia
Project/Activity No. and Title

PIO/T No.
669-122-5-50026

Liberian Institute of Public Administration (Tax Administration)
669-11-770-122

LOGISTIC SUPPORT

25. Provisions for Logistic Support

A. Specific Items (Insert "X" in applicable column on right. If entry needs qualification, insert asterisk and explain below in C. "Comments")

	In Kind Supplied By		From Local Currency Supplied By	
	AID	Cooperating Country	AID	Cooperating Country
(1) Office Space				
(2) Office Equipment		X		
(3) Housing and Utilities		X		
(4) Furniture	X			
(5) Household Equipment (Stoves, Refriger., etc.)	X			
(6) Transportation in Cooperating Country				
(7) Interpreter Services		X		
Other: (Specify) (8) Secretarial Services		X		
(9)				
(10)				
(11)				
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available from Other Sources

1. The PASA employee will be entitled to duty free privileges as outlined in AID Manual Orders covering the benefits of direct-hire employees.
2. Duty free entry of articles of house goods, personal effects and personal automobile is authorized on the same basis as for AID direct-hire employees.

C. Comments

CONTINUATION SHEET

FORM SYMBOL

PIO/T

Indicate block numbers.

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Worksheet Issuance

TITLE OF FORM

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country
Liberia

2.a. Code No.

2.b. Effective Date

2.c. Original Amendment
CR No.

3. Project/Activity No. and Title

**Liberian Institute of Public Administration
(Tax Administration)**

Use this form to complete the information required in any block of a PIO or PAA form.

- (c) A manpower analysis to evaluate the Income Tax Division's and determine its functional capabilities.
- (d) In-service training for Income Tax Division members. This includes on-the-job training and recommendations for participant training in the U. S. for key management personnel.

4

AID 149-1X (P-78) PIO/T	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	11. Cooperating Country LIBERIA	Page 1 of Pages 1
		2. PIOT No. 669-122-3-50071	3. <input checked="" type="checkbox"/> Original or Amendment No. _____
		4. Project/Activity No. and Title Institute of Public Administration 669-11-770-122	

DISTRIBUTION	5. Appropriation Symbol .72-11X1025	6.A. Allotment Symbol and Charge 425-50-669-00-69-51	6.B. Funds Allotted to: <input type="checkbox"/> A.I.D./w <input checked="" type="checkbox"/> Mission			
	7. Obligation Status <input checked="" type="checkbox"/> Administrative Reservation <input type="checkbox"/> Subobligation		8. Funding Period (Mo., Day, Yr.) From 4/6/75 to 6/30/75			
	9.A. Service to Start (Mo., Day, Yr.) Between 4/1/75 and 4/30/75		9.B. Completion date of Services (Mo., Day, Yr.) 5/19/75			
	10.A. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other:					
	10.B. Authorized Agent AID/W					
	Estimated Financing		(1)	(2)	(3)	(4)
	\$1.00 =		Previous Total	Increase	Decrease	Total to Date
11. Maximum A.I.D. Financing	A. Dollars		11,000		11,000	
	B. U.S.-Owned Local Currency					
12. Cooperating Country Contributions	A. Counterpart					
	B. Other					

13. Mission References

14. Instructions to Authorized Agent

The evaluation team, consisting of a Program Design Specialist/evaluator from AID/W staff as a team leader and a Public Administration Specialist (whose services are secured under this PIO/T), will conduct a project evaluation of project 669-11-770-122, Institute of Public Administration. The team will decide (in consultation with the Mission, the Government of Liberia, the Liberian Institute of Public Administration (LIPA), and IPA/New York) how and/or if to proceed with Phase II of the project. The evaluation team will prepare a revised PP in conformity with AID regulations which may modify and/o expand the project. Requested services are to be provided for an approximate duration of 30 days.

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The specifications in the scope of work are technically adequate Paul Saenz, OIC Liberia Desk	B. Funds for the services requested are available Princeton Lyman, AFR/DS
C. The scope of work lies within the purview of the initiating office and approved Agency Programs Earline Wilkinon, AOIC Liberia Desk	D.
E. Frank Scordato, AFR/CWA	F. Sheldon Cole, AFR/BS

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to

Signature and date: _____

Title: _____

17. For the Agency for International Development
Signature: Dalton Griffith
Title: Director, AFR/CWA

18. Date of issuance
3/28/75

AID: 1988-12 19-281	Cooperating Country LIBERIA	PIO/T No. 669-122-3-50071	Page 2 of 6 Pages
PIO/T	Project/Activity No. and Title Institute of Public Administration 669-11-770-122		

SCOPE OF WORK

19. Scope of Technical Services

A. Objective for which the Technical Services are to be Used

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

B. Description

The evaluation process will require a thorough review of the various components and the interrelationships of these within the projects activity, relationship to country needs, training of participants as part of the implementation of the project, 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.

C. Technicians

(1) (a) <u>Number</u>	(b) <u>Specialized Field</u>	(c) <u>Grade and/or Salary</u>	(d) <u>Duration of Assignment (Man-Months)</u>
1	Public Administration Specialist	In the 125-190 range	1 Man-Month
1	Senior Evaluation Generalist	325/day	

(2) Duty Post and Duration of Technicians' Services

Monrovia Liberia - approximately 30 days

(3) Language requirements

NA

(4) Access to Classified Information

NA

(5) Dependents

Will

Will Not

Be Permitted to Accompany Technician

D. Financing of Technical Services

(1) By AID - \$

11,000

(2) By Cooperating Country - NA

AID 1980-1X (9-70)	Cooperating Country LIBERIA	PIO/T No. 669-122-3-50071	Page 3 of 6 Pages
PIO/T	Project/Activity No. and Title Institute of Public Administration 669-11-770-122		

20. Equipment and Supplies (Related to the services described in Block 19 and to be procured outside the Cooperating Country by the supplier of these services)

A. (1) Quantity	(2) Description	(3) Estimated Cost	(4) Special Instructions
NA		NA	NA

B. Financing of Equipment and Supplies

(1) By AID - \$

(2) By Cooperating Country -

21. Special Provisions

- A. This PIO/T is subject to AID (contracting) (PASA implementation) regulations.
- B. Except as specifically authorized by AID, or when local hire is authorized under the terms of a contract with a U.S. Supplier, services authorized under this PIO/T must be obtained from U.S. sources.
- C. Except as specifically authorized by AID/W, the purchase of commodities authorized under this PIO/T will be limited to the U.S. under Geographic Code 000.
- D. Other (specify):

AID 1390-1X (9-70)	Cooperating Country LIBERIA	PIO/T No. 669-122-3-50071	Page 4 of 6 Pages
PIOT	Project Activity No. and Title Institute of Public Administration 669-11-770-122		

22. Reports by Contractor or Participating Agency (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports, and any special requirements)

The Contract Public Administration Specialist will submit a detailed evaluation report to AFR/CWA (10 copies) and USAID/Liberia (15 copies) on his findings as to whether the project should be modified, expanded or terminated. He must also submit a revised PP if the project is to be expanded or modified in anyway whatsoever. Reports to be submitted prior to termination of contract on 5/19/75.

23. Background Information (Additional information useful to Authorized Agent and Prospective Contractors or Participating Agency; if necessary cross reference Block 19.C(4) above.)

Can be obtained from:
 USAID/Liberia
 IPA/New York
 LIPA/Liberia
 Earline Wilkinson, AOIC/AID/W

24. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities

Responsible to Mission Director, USAID/Liberia

B. Cooperating Country Liaison Official

As recommended by Mission Director

C. AID Liaison Officials

AID/W-Griffith-Director, CWA
 AID/W-Saenz-OIC, Liberia Desk
 AID/W-Wilkinson, AOIC Liberia Desk
 USAID Monrovia

AID 1380-1X (B-73) PIO/T	Cooperating Country LIBERIA	PIO/T No. 669-122-3-50071	Page 5 of 6 Pages
	Project/Activity No. and Title Institute of Public Administration 669-11-770-122		

LOGISTIC SUPPORT

2B. Provisions for Logistic Support A. Specific Items (insert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain below in C. "Comments")	IN KIND SUPPLIED BY		FROM LOCAL CURRENCY SUPPLIED BY		TO BE PROVIDED OR ARRANGED BY SUPPLIER
	AID	COOPERATING COUNTRY	AID	COOPERATING COUNTRY	
(1) Office Space	X				
(2) Office Equipment	X				
(3) Housing and Utilities					
(4) Furniture					
(5) Household Equipment (Stoves, Refrig., etc.)					
(6) Transportation in Cooperating Country					
(7) Transportation To and From Country					
(8) Interpreter Services/Secretarial					
(9) Medical Facilities					
(10) Vehicles (official)					
(11) Travel Arrangements/Tickets					
Other: (12)					
(specify) (13)					
(14)					
(15)					

8. Additional Facilities Available From Other Sources

- APO PX COMMISSARY

 OTHER (specify, e.g., duty free entry, tax exemption)

C. Comments

Note: Contract employee is authorized as required to work a six day week.

CONTINUATION
SHEET

FORM SYMBOL

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

TITLE OF FORM

 Worksheet IssuancePAGE 6 OF PAGES 61. Cooperating County
LIBERIA

2.a. Code No.

2.b. Effective Date
4/6/752.c. Amendment
 Original OR No:

3. Project/Activity No. and Title

Institute of Public Administration
669-11-770-122Indicate block
numbers.

Use this form to complete the information required in any block of a PIO or PA/PR form.

19A.

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.

19B.

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 PP 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 PP.
Exit interview between evaluators and Mission
staff prior to departing Liberia.

4

AID 1550-1 (7-71)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country Liberia	Page 1 of 1 Pages
		2. PIO/T No. 669-3-70047	3. <input checked="" type="checkbox"/> Original or Amendment No. _____
		4. Project/Activity No. and Title Liberian Institute of Public Administration 669-0122	

DISTRIBUTION	5. Appropriation Symbol 72-11x1025	6.A. Allotment Symbol and Charge 425-50-669-00-69-71	6.B. Funds Allotted to: <input type="checkbox"/> A.I.D./W <input checked="" type="checkbox"/> Mission																																			
	7. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Implementing Document		8. Funding Period (Mo., Day, Yr.) From 10/1/76 To 9/30/77																																			
	9.A. Services to Start (Mo., Day, Yr.) Between continuing and _____		9.B. Completion date of Services September 30, 1978																																			
	10.A. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other																																					
	10.B. Authorized Agent AID/W																																					
	<table border="1"> <thead> <tr> <th colspan="2">Estimated Financing</th> <th>(1)</th> <th>(2)</th> <th>(3)</th> <th>(4)</th> </tr> <tr> <th colspan="2"></th> <th>Previous Total</th> <th>Increase</th> <th>Decrease</th> <th>Total to Date</th> </tr> </thead> <tbody> <tr> <td rowspan="2">11. Maximum A.I.D. Financing</td> <td>A. Dollars</td> <td></td> <td>16,800</td> <td></td> <td>16,800</td> </tr> <tr> <td>B. U.S.-Owned Local Currency</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td rowspan="2">12. Cooperating Country Contributions</td> <td>A. Counterpart</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>B. Other</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Estimated Financing		(1)	(2)	(3)	(4)			Previous Total	Increase	Decrease	Total to Date	11. Maximum A.I.D. Financing	A. Dollars		16,800		16,800	B. U.S.-Owned Local Currency					12. Cooperating Country Contributions	A. Counterpart					B. Other			
Estimated Financing		(1)	(2)	(3)	(4)																																	
		Previous Total	Increase	Decrease	Total to Date																																	
11. Maximum A.I.D. Financing	A. Dollars		16,800		16,800																																	
	B. U.S.-Owned Local Currency																																					
12. Cooperating Country Contributions	A. Counterpart																																					
	B. Other																																					

13. Mission Reference Project Grant Agreement for LIPA, dated 12-23-1976 as amended.	14. Instructions to Authorized Agent The purpose of this PIO/T, consisting of page 1 only, is to provide additional funds for services requested in PIMA number 0001. AID/W is hereby requested to increase the amount obligated to Contract No. AID/afr-C-1186 by \$16,800.
---	--

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The specifications in the scope of work are technically adequate ID <i>[Signature]</i> 10/1/76	B. Funds for the services requested are available DON Robert K. [Signature]
C. The scope of work lies within the purview of the authority and approved Agency Programs PR <i>[Signature]</i>	D. <i>[Signature]</i>

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to Signature and date: <i>[Signature]</i> 9/19/77 Title: Director, Liberian Institute of PUBLIC ADMINISTRATION	17. For the Agency for International Development Signature: <i>[Signature]</i> Title: Director, USAID Mission to Liberia	18. Date of Signature 9/23/77
---	--	--------------------------------------

4

AID 18-1047 (7-71)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	1. Cooperating Country Liberia	Page 1 of 1 Pages
		2. PIO/T No. 669-5-80002	3. <input checked="" type="checkbox"/> Original or Amendment No. _____
		4. Project/Activity No. and Title 669-0122 Institute of Public Administration	

DISTRIBUTION	5. Appropriator Symbol '72-1181021	6.A. Allotment Symbol and Charge 365-50-669-00-69-81	6.B. Funds Allotted to <input type="checkbox"/> A.I.D./W <input checked="" type="checkbox"/> Mission
	7. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Implementing Document		8. Funding Period (Mo., Day, Yr.) From 10/1/77 to 12/31/77
	9.A. Services to Start (Mo., Day, Yr.) Between continuing and _____		9.B. Completion date of Services (Mo., Day, Yr.) 12/31/79
	10.A. Type of Action <input checked="" type="checkbox"/> A.I.D. Contract <input type="checkbox"/> Cooperating Country Contract <input type="checkbox"/> Participating Agency Service Agreement <input type="checkbox"/> Other		

AID/W

Estimated Financing		(1)	(2)	(3)	(4)
\$1.00=		Previous Total	Increase	Decrease	Total to Date
11. Maximum A.I.D. Financing	A. Dollars		90,000		90,000
	B. U.S.-Owned Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other		436,000		436,000

13. Mission Reference	14. Instructions to Authorized Agent This PIO/T requests a three month extension of contract AID/AFR-C-1186 under the same terms and conditions.
-----------------------	---

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The specifications in the scope of work are technically adequate ID <i>J.P. Hood</i>	B. Funds for the salaries requested are available CON <i>[Signature]</i>
C. The scope of work lies within the purview of the implementing and approved Agency Program PR <i>[Signature]</i>	D. EO <i>[Signature]</i>
E.	F.

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to <i>[Signature]</i> Signature and date: Dec. 12, '77	17. For the Agency for International Development <i>[Signature]</i> Signature: _____	18. Date of Signature 12/16/77
Title: Director, Liberian Institute of Public Administration	Title: Director, USAID Mission to Liberia	

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

PIO/T

PROJECT IMPLEMENTATION
ORDER/TECHNICAL
SERVICES

1. Cooperating Country

Liberia

Page 1 of 10 Pages

2. PIO/T No.

669-5-80002

3. Original or

Amendment No. 1

4. Project/Activity No. and Title

669-0122

Institute of Public Administration

DISTRIBUTION

5. Appropriation Symbol

72-1281021

6.A. Allotment Symbol and Charge

445-50-669-00-69-81

6.B. Funds Allotted to:

A.I.D./W Mission

7. Obligation Status

Administrative Reservation

Implementing Document

8. Funding Period (Mo., Day, Yr.)

From 2/1/78 To 12/31/78

9.A. Services to Start (Mo., Day, Yr.)

Between CONTINUING and

9.B. Completion Date of Services

(Mo., Day, Yr.) 12/31/79

10.A. Type of Action

A.I.D. Contract

Cooperating
Country Contract

Participating Agency
Service Agreement

Other

10.B. Authorized Agent

AID/W

Estimated Financing

\$1,000=

11.

Minimum
A.I.D.
Financing

A. Dollars

(1)
Previous Total

(2)
Increase

(3)
Decrease

(4)
Total to Date

90,000

550,000

640,000

B. U.S.-Owned
Local Currency

12.

Cooperating
Country
Contributors

A. Counterpart

B. Other

436,000

436,000

13. Mission
References

14. Instructions to Authorized Agent

AID/W is requested to amend the present contract between AID and the Institute of Public Administration of New York, AID/AFR-C-1186 for the services, training and commodities described in this PIO/T.

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The qualifications in the scope of work are technically adequate

B. Funds for the activity requested are available

XD *[Signature]*

CON *[Signature]*

C. The scope of work lies within the purview of the initiating and approved Agency Program

D.

PR *[Signature]*

RO *[Signature]*

16. For the cooperating country: The terms and conditions of this contract are hereby accepted

17. For the Agency for International Development

18. Date of Signature

Signature and date: *[Signature]* Dec 10, 77

Signature: *[Signature]*

12/14/77

Title: Director, Liberian Institute of
Act of Public Administration

Title: Director, USAID Mission to
Liberia

AID 1350-1 (9-70)	Cooperating Country Liberia	PIO/T No. 669-5-8002	Page 2 of 18 Pages
PIO/T	Project/Activity No. and Title 669-0122 Institute of Public Administration		

SCOPE OF WORK

19. Scope of Technical Services

- A. Objective for which the Technical Services are to be Used To establish the Liberian Institute of Public Administration as a viable organization with a capacity to improve Government administrative and management efficiency.
- B. Description

SCOPE OF SERVICES

To achieve the aims and objectives of this project, the contractor will advise and assist the LIPA on the following programs during the period covered by this PIO/T:

(1) Training Programs: There are three sets of objectives to be achieved in implementing the planned training programs. The first is developing training materials, the second is conducting the programs, while the third is planning and managing these activities essential to preparing and running the programs. Each of these training programs will be planned in order to ensure that each is a complete entity and that they are all consistent and directed towards meeting the overall training program development objectives. Each of these program plans will include specification (or sub-plans) on the instructions to be given, the materials needed, the research requirements, coordination with the library and information center and the evaluation criteria to be used. (Cont. Page 6 - 19B)

C. Technicians

(1) (a) Number	(b) Specialized Field	(c) Grade and/or Salary	(d) Duration of Assignment (Man-Months)
1	Chief of Party	FC12	12
1	Public Administration Advisor	FC11	12
1	Public Administration Advisor	FC11	12
1	Local Secretary	\$5,000	
	Short term consultants	\$30,000	

(2) Duty Post and Duration of Technicians' Services

Monrovia, Liberia

(3) Language requirements

English

(4) Access to Classified Information

Not required

(5) Dependents

Will Will Not

Be Permitted to Accompany Technicians who are assigned to this project for a full tour of duty.

D. Financing of Technical Services

(1) By AID - \$ 535,000

(2) By Cooperating Country - /

12/1/77

AID 1320-1 (8-70)	Cooperating Country Liberia	PIO/T No. 669-5-80002	Page 3 of 16 Pages
	Project/Activity No. and Title 669-0122 Institute of Public Administration		

20. Equipment and Supplies (Related to the services described in Block 19 and to be procured outside the Cooperating Country by the supplier of those services)

A. (1) Quantity	(2) Description	(3) Estimated Cost	(4) Special Instructions
2	automobiles	\$15,000	Vehicles to be procured by contractor following USAID/L standardization procedures

B. Financing of Equipment and Supplies

(1) By AID - \$ 15,000

(2) By Cooperating Country -

21. Special Provisions

- A. This PIO/T is subject to AID (contracting) ~~(REGULATIONS)~~ regulations.
- B. Except as specifically authorized by AID, or when local hire is authorized under the terms of a contract with a U.S. supplier, services authorized under this PIO/T must be obtained from U.S. sources.
- C. Except as specifically authorized by AID/W, the purchase of commodities authorized under this PIO/T will be limited to the U.S. under Geographic Code 000.
- D. Other (specify): The scope of work in this PIO/T is for 24 months of services - participant training, and project related commodities for an estimated amount of \$710,000. \$550,000 is provided under this PIO/T and, subject to availability of funds, \$160,000 is expected to be provided under a separate PIO/T from FY 79 funds.

The Africa Bureau, AID, strongly encourages the use in this activity of minorities and women both as contracting or subcontracting firms and institutions and as individuals. Thus, the contractor is expected to carry out a positive program to identify and use such organizations and persons to the fullest possible extent.

File # (9-76)	Cooperating Country Liberia	PIO/T No. 669-5-80002	Page 4 of 10 Pages
PIO/T	Project/Activity No. and Title 669-0122 Institute of Public Administration		

22. Reports by Contractor or Participating Agency (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports, and any special requirements)

1. Progress reports shall be presented at 3 month intervals in the form of official memoranda. These reports shall include summaries of work activities in the preceding period, problems encountered and their solutions and work plans for the following period. These progress reports shall be presented (10 copies) to the Director of LIPA and (3 copies) to the Director of USAID.
2. Each non-supervisory employee shall present an end of tour report.
3. A final report shall be presented no later than fifteen (15) days before the completion of the contract.
4. In addition, the contractor shall submit any other reports that may be requested by the Director of LIPA and by the USAID with reference to the activities under this contract.
5. As an appendix to its final report, the contractor shall submit a brief summary outlining the extent to which minorities and women were used in carrying out the activity and the extent they were used as member of teams which were sent to the field.

23. Background Information (Additional information useful to Aiding Agency and Participating Contractor or Participating Agency; if necessary cross reference Block 17C(1) above.)

The required background information will be provided by the Director of the Liberian Institute of Public Administration and by the USAID Project Manager.

24. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities

The contractor will be under the general policy guidance and supervision of the Director of the USAID Mission to Liberia, or his designee.

B. Cooperating Country Liaison Official

Director, Liberian Institute of Public Administration.

C. AID Liaison Officials

USAID/IPA Project Manager.

AID 1150-1 (9-75)	Cooperating Country Liberia	PIO/T No. 669-5-90002	Page 5 of 10 Pages
	Project/Activity No. and Title 669-0122 Institute of Public Administration		

LOGISTIC SUPPORT

25. Provisions for Logistic Support

A. Specific Items (Insert "X" in applicable column as right. If entry needs qualification, insert asterisk and explain below in C. "Comments")

	In Kind Supplied By		From Local Currency Supplied By	
	AID	Cooperating Country	AID	Cooperating Country
(1) Office Space				
(2) Office Equipment		X		
(3) Housing and Utilities		X		
(4) Furniture	X			
(5) Household Equipment (Stoves, Refrig., etc.)	X 2/			
(6) Transportation in Cooperating Country	X 1/			
(7) Interpreter Services	X 1/			
Other: (Specify) (8) Maintenance of Vehicles	X 4/			
(9) Secretarial Services		X 3/		
(10)				
(11)				
(12)				
(13)				
(14)				
(15)				

B. Additional Facilities Available From Other Sources

C. Comments

- 1/ Vehicles to be procured by Contractor as stipulated in contract.
- 2/ Provided by AID under contract No. 669-11-770-122 dated November 6, 1975.
- 3/ One local secretary will be funded under the contract and all other secretarial assistance will be provided by LIPA.
- 4/ Maintenance will be provided by contractor.

CONTINUATION SHEET

FORM SYMBOL

PIO/T

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

TITLE OF FORM

Project Implementation
Order/Technical Services

Worksheet Issuance

PAGE 6 OF 10 PAGES

1. Cooperating Country
Liberia

2.a. Code No.
669-5-80002

2.b. Effective Date
Continuing

2.c. Original OR Amendment
No. 1

3. Project/Activity No. and Title
669-0122
Institute of Public Administration

Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PAA form.

19.D Cont.

At the end of the project it is expected that the LIPA will be able to continue all of these programs using Liberian personnel. A brief presentation of each of these segments of the plan follows:

1. Instructions: Define the operational learning objectives of the instruction for the entire program, as well as each block and unit; specify the content, method, and length of the program, and each block and unit.
2. Teaching Materials: Select and develop appropriate materials; test and validate such materials, wherever possible before their full use; duplicate materials for participants; develop instructors' guidelines to ensure consistent coverage and presentation of materials by different instructors.
3. Research: Select objectives and design methodology for securing data from program participants regarding management and development issues which will be useful in future IPA programs.
4. Information Center: Coordinate teaching materials, particularly bibliographies, to be obtained from library services; provide for adding materials developed during the program.
5. Evaluation: Use the learning objectives, set out the standards and criteria for determining the effectiveness of the program; also the methods by which the participants, their supervisors, and the IPA staff will contribute to evaluate the program effectiveness.

Given adequate funds, staff and facilities, the training programs that will be conducted are set forth as follows:

PROJECTED MEASURES OF LIPA TRAINING PROGRAMS OCTOBER
1977 - DECEMBER 1979

TRAINING PROGRAMS:	NUMBER OF PROGRAMS TO BE OFFERED			AVG. NO. PARTICI- PANTS	TRAINING HRS. PER PROGRAM
	1977	1978	1979		
<u>OID, MGMT, DEV. PROGRAM</u>					
General Mgmt. Courses	2	6	6	25	52
Supervision Courses	2	5	5	15	52
Program Mgmt. Courses	1	5	5	15	60
Advanced Mgmt. Courses	1	2	2	15	50
Special Request Program	2	6	8	20	20

AID 1200-1 (0-52)	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet	<input checked="" type="checkbox"/> Issuance	PAGE 70	10 PAGES
CONTINUATION SHEET		1. Cooperating Country LIBERIA		2a. Code No. 659-5-6000?	
FORM SYMBOL		2b. Effective Date Continuing		2c. <input type="checkbox"/> Original <input checked="" type="checkbox"/> Amendment OR No. 1	
PIO/T		Project Implementation Officer/Technical Services		3. Project/Activity No. and Title 669-0222 Institute of Public Administration	

Indicate block numbers. Use this form to complete the information required in any block of a PIO or PAA form.

19.3 Cont.

RURAL DEVELOPMENT

Rural Dev. Workshops	3	R	8	25	20
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TOP MGMT. PROGRAMS

Executive Seminars	2	2	2	20	10
Executive Workshops	1	2	2	20	12
Executive Conferences		1	1	40	16
Local Admin. Seminars	1	1	1	25	20

GENERIC PROGRAM

Natl's International Conf.	1	1	1	30	20
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TOTALS	16	39	41	250	334
---------------	-----------	-----------	-----------	------------	------------

II. Research: Specific research projects, both internal and external cannot be presented beyond the identification of research objectives and their rank in relative priority order. These are set forth below. Additional research objectives will be proposed and defined as staff capabilities grow sufficiently.

The revision of the management manpower training needs survey as an entry internal research project. This is an integral part of the process and will be intended to include top-level and entry-level managerial development needs. Quantitative data will be developed with particular reference to such development needs. More detailed definition of subject matter requirements for instructional programs will be developed.

The Institute will develop effective feedback methods to top management on training needs and results; particularly important to a new program, such as with this Institute, in gaining the understanding and acceptance of top management training and its benefits. Effective ways and means of gaining the objective will be studied and assessed, and developed into an integral part of the professional program system.

III. Consultancy: Consultancy will play a prominent role in Institute activities consistent with requests for such services and the Institute's manpower resources and other program commitments. Because consultation is a service given in response to a specific request, it is not possible to program it with specificity. The overriding consideration will be to focus on consultancies which will increase the effectiveness of service transfers to the rural poor. However, there are factors that will be

CONTINUATION SHEET	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet	<input checked="" type="checkbox"/> Issuance	PAGE 9 OF 10 PAGES
		1. Cooperating Country Liberia		2a. Code No. 669-5-8002
		2b. Effective Date Continuing		2c. <input type="checkbox"/> Original OR <input checked="" type="checkbox"/> Amendment No. 1
FORM SYMBOL	TITLE OF FORM	3. Project/Activity No. and Title 669-0122 Institute of Public Administration		
PIO/T	Project Implementation Order/Technical Services			

Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PAA form.

19.B Cont.

considered in conducting this activity. These include:

1. Projects that involve significant administrative or managerial reform should receive priority, especially those that have government-wide implications that could serve as a model for broad application;

2. The use of client counterpart personnel should be a regular part of any consultation service, both to help in the study itself (as well as the implementation) and as a training device;

3. A variety of consulting services should be given, especially in this field **support LIPA staff developments;** and

4. Where possible circumstances will be followed up within 18 months after the provision of the services, to ascertain impact and medium, long term results; and when appropriate, a task force team approach should be utilized to solve the consulting problem.

IV. Library and Information Center: Prime emphasis will be placed on expanding the present facilities of the library, including acquisition of materials and helping it reach more readers throughout the community who are concerned with public administration. The acquisition of materials will require policy for obtaining books, periodicals, back issues of important and relevant journals and articles, as well as GOI documents and documents of other African governments on public administration and development policy. Also a circulation policy will be developed pertaining to book acquisition, periodical literature and a reserve system for LIPA staff and program participants. This internal library management system will include the development and implementation of a cataloging system and the acquisition of essential technical and reader service equipment. Lastly, as part of publications services, the Institute will develop and implement a policy governing reprint series and research monographs, publishing and distributing a LIPA newsletter, as well as related documents and papers on the functions and activities of the LIPA.

V. LIPA Staff Development: Continued efforts will be made to enlarge and strengthen the professional staff of the Institute. This PIO/T will include funds for training three long term participants at American or African universities and other short term post-Master's training courses, conferences and seminars and attachments to relevant institutions and organizations both in Liberia and abroad.

VI. Facilities: A facilities management plan will be developed and issued. The major objective of the facilities operational plan are:

CENTRIFICATION SHEET	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT	<input type="checkbox"/> Worksheet	<input checked="" type="checkbox"/> Issuance	PAGES OF 10 PAGES
		1. Cooperating Country Liberia	2a. Code No. 669-5-8002	
FORM SYMBOL	TITLE OF FORM	2b. Effective Date Continuing	2c. <input type="checkbox"/> Original OR <input checked="" type="checkbox"/> Amendment No. 1	
PIO/T	Project Implementation Order/Technical Services	3. Project/Activity No. and Title 669-0122 Institute of Public Administration		

Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PAA form.

19.B Cont.

1. To detail the planning of the number of classrooms, offices and equipment (and associated costs) required to support the operating programs of the Institute;

2. To secure those facilities, especially individual equipment items which are possible under each annual budget; and

3. To design and implement a proper maintenance and repair system to ensure efficient utilization, prevent waste and minimize costs.

VII. Administration: Throughout the plan period, the standard approach will be the careful definition and publication of manuals covering current procedures. These procedures will be evaluated by professional and administrative staff, assisted by specialists from the COL, or technical assistance advisors. Improved methods and procedures will be developed and revised instructions prepared. All administrative and professional staff of the IIPA involved with the operation of the procedures, as users or performers, will be trained in the new procedures through the use of on-the-job or demonstration sessions conducted by the professional staff. Thereby, the professional staff will gain additional variety of instructional experience.

The contractor will provide the following personnel:

(1) One Chief of Party responsible for the coordination and direction of the overall advisory, training, research and consultancy services of the contract team. He will advise the Liberian Director of the Institute and will be responsible for all the administrative aspects of the contract, including logistical support for contractor personnel and in-house administration. He should also possess proven practical experience in all aspects of Development Administration with particular competence in devising and utilizing training methods suitable to a developing environment.

(2) Two Public Administration Advisors to provide the advisory, training, research, and consultancy services of the Institute under the general direction and supervision of the Director of the Institute and the Contract Team Chief of Party.

DEPARTMENT OF STATE
AGENCY FOR
INTERNATIONAL DEVELOPMENT

Worksheet Issuance

PAGE 10 OF 10 PAGES

CONTINUATION
SHEET

1. Cooperating Country
Liberia

2a. Case No.
669-5-80002

FORM SYMBOL

TITLE OF PROJECT

2b. Effective Date
Continuing

2c. Amendment
 Original OR No. 1

PIO/T

Project Implementation
Order/Technical Services

3. Project/Activity No. and Title
669-0122
Institute of Public Administration

Indicate block
numbers.

Use this form to complete the information required in any block of a PIO or PAA form.

19.2 Cont.

(3) One Secretary/Administrative Assistant to provide administrative support for the Contract Team.

Short-term advisors with special competency in cross-sectoral areas will be programmed to meet special priority needs.

AID 1000-1 (8-68)

CONTRIBUTION SHEET

FORM SYMBOL

PIO/T

DEPARTMENT OF STATE
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1. Cooperating Country
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2.a. Code No.

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Continuing

2.c. Original OR Amendment No. 1

2. Project/Activity No. and Title

669-0122

Institute of Public Administration

Indicate block numbers.

Use this form to complete the information required in any block of a PIO or PAA form.

Illustrative Budget

<u>Line Item</u>	<u>10/1/77- 12/31/77</u>	<u>1/1/78- 12/31/78</u>	<u>1/1/79- 12/31/79</u>
Salaries	22,875	128,755	44,829
Fringe benefit	10,523	51,775	18,138
Consultant fees	- 0 -	30,000	- 0 -
Allowances	12,547	47,873	15,796
Travel & Per diem	- 0 -	25,000	10,300
Other direct costs	- 0 -	11,156	- 0 -
Overhead	32,730	102,855	63,899
Fixed fee	4,170	28,007	8,106
Participant training	- 0 -	89,000	- 0 -
Equipment & Materials	7,000	35,000	- 0 -
TOTAL	89,845	549,421	161,068
Rounded to	90,000	550,000	160,000

6990122-12

PD-AACA096 2/p

COST REIMBURSEMENT TYPE CONTRACT

AGENCY FOR INTERNATIONAL DEVELOPMENT
NEGOTIATED CONTRACT NO. AID/afr-C-1186 CONTRACT TYPE Cost Plus
Fixed Fee (CPFF)

NEGOTIATED PURSUANT TO THE FOREIGN ASSISTANCE
ACT OF 1941, AS AMENDED, AND EXECUTIVE ORDER 11223 AMOUNT
\$1,114,657

CONTRACT FOR: Project No. 669-11-770-122

Technical Services ISSUING OFFICE (Name and Address) Regional Operations Division, Africa Office of Contract Management Agency for International Development Washington, D. C. 20523	CONTRACTOR (Name and Address) Institute of Public Administration NAME 55 West 44th Street STREET ADDRESS New York, NY 10036 CITY, STATE AND ZIP CODE
ADMINISTRATION BY ISSUING OFFICE	COGNIZANT SCIENTIFIC, TECHNICAL OFFICE Office of Central and West African Bilateral Affairs (AFR/CWA)
MAIL VOUCHERS (Original & Copies) TO: Office of Financial Management Agency for International Development Washington, D. C. 20523	ACCOUNTING AND APPROPRIATION DATA PIO/T NO. 669-122-5-60004 APPROPRIATION NO. 72-11x1025 ALLOTMENT NO. 425-50-669-00-69-61
EFFECTIVE DATE October 31, 1975	ESTIMATED COMPLETION DATE Sept. 30, 1977

TYPES OF BUSINESS (CHECK APPROPRIATE BOXES)

<input type="checkbox"/>	SOLE PROPRIETORSHIP	<input type="checkbox"/>	SMALL BUSINESS
<input type="checkbox"/>	PARTNERSHIP	<input type="checkbox"/>	LABOR SURPLUS AREA
<input type="checkbox"/>	JOINT VENTURE		
<input checked="" type="checkbox"/>	CORPORATION, INCORPORATED IN THE STATE OF NEW YORK		

The United States of America, hereinafter called the Government, represented by the Contracting Officer executing this contract, and the Contractor agree that the Contractor shall perform all the services set forth in the attached Schedule, for the consideration stated therein. The rights and obligations of the parties to this contract shall be subject to and governed by the Schedule and the General Provisions. To the extent of any inconsistency between the Schedule or the General Provisions and any specifications or other provisions which are made a part of this contract, by reference or otherwise, the Schedule and the General Provisions shall control. To the extent of any inconsistency between the Schedule and the General Provisions, the Schedule shall control.

This Contract consists of this Cover Page, the Schedule of 15 Pages, ~~XXXXXXXXXXXXXXXXXXXX~~ the General Provisions (form AID 1120-41C, dated 7/75 and 41D dated 7/75).

NAME OF CONTRACTOR INSTITUTE OF PUBLIC ADMINISTRATION	UNITED STATES OF AMERICA AGENCY FOR INTERNATIONAL DEVELOPMENT
BY (Signature of authorized individual) <i>Lyle C. Fitch</i>	BY (Signature of Contracting Officer) <i>N. A. Caticchio</i>
TYPED OR PRINTED NAME Lyle C. Fitch	TYPED OR PRINTED NAME N. A. CATICCHIO
TITLE President	CONTRACTING OFFICER
DATE November 5, 1975	DATE 6 NOV 1975

CERTIFIED A TRUE COPY THIS
19th DAY OF Nov. 75
BY *E. L. Amis*

BACKGROUND

Since April 25, 1973 the Institute of Public Administration (IPA) has been providing, under a contract with the Government of the Republic of Liberia (GOL), technical assistance to aid the GOL in establishing a viable organization to enhance the social and economic development of Liberia by increasing governmental administration and managerial capacities and by promoting greater individual and organizational productivity in the public sector. This contract will expire on October 31, 1975.

It has now been determined that the parties of the aforementioned contract have agreed to convert, or continue the services, with a contract between IPA and AID.

SCHEDULE

ARTICLE I - STATEMENT OF WORK

A. Objective

To establish the Liberian Institute of Public Administration (LIPA) or (Institute) as a viable organization by increasing governmental administration and management capacities.

B. Scope of Work

To achieve the objective above, Contractor will provide the necessary personnel to advise and assist the LIPA in connection with the following programs:

1. Training Programs

There are three sets of objectives to be achieved in implementing the training programs planned for this contract. The first is developing training materials, the second is conducting the programs, while the third is planning and managing those activities essential to preparing and running the programs. Each of these training programs will be planned in order to ensure that each is a complete entity and that they are all consistent and directed towards meeting the overall training program development objectives. Each of these program plans will include specification (or sub-plans) on the instructions to be given, the materials needed, the research requirements, coordination with the library and information center, and the evaluation criteria to be used. A brief presentation of each of these segments of the plan follow:

a. Instruction

Define the operational learning objectives of the instruction for the entire program, as well as each block and unit; specify the content, method, and length of the program, and each block and unit.

b. Teaching Materials

Select and develop appropriate materials; test and validate such materials, wherever possible before their full use; duplicate materials for participants; develop instructors' guidelines to ensure consistent coverage and presentation of materials by different instructors.

c. Research

Select objectives and design methodology for securing data from program participants regarding management and development issues which will be useful in future LIPA programs.

d. Information Center

Coordinate teaching materials, particularly bibliographies, to be obtained from library services; provide for adding materials developed during the program.

e. Evaluation

Using the learning objectives, set out the standards and criteria for determining the effectiveness of the program and the methods by which the participants, their supervisors, and the IPA staff will contribute to evaluate the program effectiveness.

2. Research

Specific research projects, both internal and external cannot be presented beyond the identification of research objectives, such as, an annual revision of the management manpower training needs survey is an early internal research objective. This will be a continuing part of the program and will be extended to include top-level and entry-level managerial development needs. Quantitative data will be developed with particular reference to rural development needs. More detailed definition of subject matter requirements for instructional programs will be developed. Additional research objectives will be proposed and defined as staff capabilities grow sufficiently.

3. Consultancy

Consultancy will play a prominent role in Institute activities consistent with requests for such services and the Institute's manpower resources and other program commitments. Because consultation is a service given in response to a specific request, it is not possible to program it with specificity. However, there are factors that will be considered in conducting this activity. These include:

- a. Projects that involve significant administrative or managerial reform should receive priority, especially those that have government-wide implications that could serve as a model for broad application;
- b. The use of client counter-part personnel should be a regular part of any consultation service, both to help in the study itself (as well as the implementation) and as a training device;
- c. A variety of consulting services should be given, especially as this would support LIPA staff developments; and,
- d. Where possible, consultancies should be followed-up within 18 months after the provision of the services, to ascertain impact and medium/long term results; and when appropriate, a task force team approach should be utilized to solve the consulting problem.

4. Library and Information Center:

Prime emphasis will be placed on expanding the present facilities of the library, including acquisition of materials, and helping it reach more readers throughout the community who are concerned with public administration. The acquisition of materials will require policy for obtaining books, periodicals, back issues of important and relevant journals and articles, as well as GOL documents and documents of other African governments on public administration and development policy. Also a circulation policy will be developed to cover monthly book acquisition, periodical literature and reserve system for LIPA staff and program participants. This internal library management system will include the development and implementation of a cataloguing system and the acquisition of essential technical and reader service equipment. Lastly,

as part of publication services, the Institute will develop and implement a policy governing reprint series and research monographs, publishing and distributing a monthly LIPA newsletter, as well as related documents and papers on the functions and activities of the LIPA.

5. LIPA Staff Development

Continued efforts will be made to enlarge and strengthen the professional staff of the Institute. This will include sending approximately 14 participants to American and African Universities to gain their MPA degrees (7 in each year), as well as other short term post masters training courses, conferences and seminars. Also, secondments will be arranged to other training institutes, both in Africa and elsewhere, to offer guided work experience to LIPA staff members.

6. Facilities

A facilities management plan will be developed and issued. The major objective of the facilities management plan are:

- a. To detail the planning of the number of classrooms, offices and equipment (and associated costs) required to support the operating programs of the Institute;
- b. To secure those facilities, especially individual equipment items which are possible under each annual budget; and
- c. To design and implement a proper maintenance and repair system to ensure efficient utilization, prevent waste and minimize costs.

7. Administration

Throughout the plan period, the standard approach will be the careful definition and publication of manuals covering current procedures. These procedures will be evaluated by professional and administrative staff, assisted by specialists from the GOL, or technical assistance advisors. Improved methods and procedures will be developed and revised instructions prepared. All administrative and professional staff of the LIPA involved with the operation of the procedures, as users or performers, will be trained in the new procedures through the use of on-the-job or demonstration sessions conducted by the professional staff. Thereby, the professional staff will gain additional variety of instructional experience.

C. Reports

1. Progress reports shall be presented at three month intervals in the form of official memoranda. These reports shall include summaries of work activities in the preceding period, problems encountered and their solutions and work plans for the following period. These progress reports shall be presented (10 copies) to the Director of LIPA and (3 copies) to the Director of USAID.
2. Each non-supervisory employee shall present an end of tour report through IPA/NY - one copy to the Director of LIPA and one copy to the Mission Director. This report will summarize his personal activities rendered under the contract and a statement of his personal concerns or recommendation for improvement of the project.
3. A final report shall be presented within sixty (60) days after completion of all field activities. Twenty-five (25) copies will be required - 13 mailed to USAID/Liberia and 12 to AFR/CWA. This report will cover all activities performed and the results toward achieving the objectives of the contract. Any recommendations which would contribute to the furtherance of the objectives should also be contained therein.

4. In addition to the above, Contractor shall submit any other reports that may be requested by the Director of LIPA and by the USAID with reference to the activities under this contract.

ARTICLE II - TECHNICAL DIRECTIONS

Performance of the work hereunder shall be subject to the technical directions of the cognizant AID Scientific/Technical Office indicated on the Cover Page. As used herein, "Technical Directions" are directions to the Contractor which fill in details, suggest possible lines of inquiry, or, otherwise complete the general scope of the work. "Technical Directions" must be within the terms of this contract and shall not change or modify them in any way. Contractor's field personnel will be under the general policy guidance of the Director of the USAID Mission to Liberia, or his designee.

ARTICLE III - KEY PERSONNEL

A. The key personnel which the Contractor shall furnish for the performance of this contract are as follows:

<u>Position Description</u>	<u>Name</u>
Chief of Party	Mr. John B. Seal, Jr.
Public Administration Advisor	Mr. Lawrence Franks
Public Administration Advisor	Mr. Roger J. Simmons
Public Administration Advisor	Mr. J. Robert Mitchell
Short-Term Consultants	-----

B. The personnel specified above are considered to be essential to the work being performed hereunder. Prior to diverting any of the specified individuals to other programs, the Contractor shall notify the Contracting Officer reasonably in advance and shall submit justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the program. No

diversion shall be made by the Contractor without the written consent of the Contracting Officer; provided, that the Contracting Officer may ratify in writing such diversion and such ratification shall constitute the consent of the Contracting Officer required by this clause. The listing of key personnel may, with the consent of the contracting parties, be amended from time to time during the course of the contract to either add or delete personnel, as appropriate.

ARTICLE IV - LEVEL OF EFFORT

The level of effort for the performance of this contract will be approximately 133 man-months of professional services, including 20 man-months of home office services.

ARTICLE V - PERIOD OF CONTRACT

The effective date of this contract is October 31, 1975 and the estimated completion date is September 30, 1977. In the event the Contractor fails to furnish the estimated level of effort set forth herein for the specified term, then the Contracting Officer may require the Contractor to continue performance of the work beyond the estimated completion date until the Contractor has furnished the level of effort or until the estimated cost of the work for such period shall have been expended.

ARTICLE VI - ESTIMATED COST AND FIXED FEE

The total estimated cost of this contract to the Government, exclusive of the fixed fee, is \$1,056,547. The fixed fee is \$58,110.

ARTICLE VII - BUDGET

The following budget sets limitations for reimbursement of dollar costs for individual line items. However, the Contractor may, as is reasonably necessary, within the Total Estimated Cost, adjust individual line items.

BUDGET

<u>Category</u>	<u>Amount</u>
Salaries (including TCN's)	\$ 244,123
Consultants	57,249
Fringe Benefits	36,869
Overhead	165,885
Travel and Transportation (including per diem)	100,901
Allowances	139,270
Total Other Direct Costs	17,250
Equipment, Materials and Supplies	55,000
Participants	<u>240,000</u>
Total Estimated Cost	\$1,056,547
Fixed Fee	<u>58,110</u>
Total Estimated Costs Plus Fixed Fee	\$1,114,657

ARTICLE VIII - COSTS REIMBURSABLE AND LOGISTIC SUPPORT TO CONTRACTOR

A. United States Dollar Cost

The United States dollar costs allowable under this contract shall be limited to reasonable, allocable, and necessary costs determined in accordance with the Clause of the General Provisions of this contract entitled "Allowable Cost, Fixed Fee and Payment".

B. Logistic Support

The Cooperating Country will provide office space and office equipment. All other logistic support required in the Cooperating Country will be purchased by Contractor and reimbursed in U.S. dollars, i.e., maintenance of vehicles, secretarial services, etc.

ARTICLE IX - PAYMENT OF FIXED FEE

At the time of each payment to the Contractor on account of allowable dollar costs, the Contractor shall be paid a dollar amount which is in the same ratio to the total fixed fee as the related payment being made on account of allowable dollar costs is to the total estimated cost, as amended from time to time; provided however, that whenever in the opinion of the Contracting Officer such payment would result in a percentage of fee in excess of the percentage of work completed, further payment of fee may be suspended until the Contractor has made sufficient progress, in the opinion of the Contracting Officer, to justify further payment of fee up to the agreed ratio; provided further, that after payment of eighty-five percent (85%) of the total fixed fee, the provisions of the General Provision of this contract entitled "Allowable Cost, Fixed Fee, and Payment", shall be followed.

ARTICLE X - ESTABLISHMENT OF OVERHEAD RATE

Pursuant to the provisions of the Clause of the General Provisions of this contract entitled "Negotiated Overhead Rates" rates shall be established for the period beginning November 1, 1975 and ending June 30, 1976. Pending establishment of final overhead rates for the initial period, provisional payments on account of allowable indirect costs shall be made on the basis of the following negotiated provisional rates applied to the bases which are set forth below:

Home Office	<u>76.56%</u>	Home office salaries and wages
	Rate	including vacation, holiday and
		sick pay, but excluding fringe
		<u>benefits</u>
		Base
Overseas	<u>55.30%</u>	Overseas salaries and wages
	Rate	including vacation, holiday and
		sick pay, but excluding fringe
		<u>benefits</u>
		Base

ARTICLE XI - PERSONNEL COMPENSATION

A. Limitations

Compensation of personnel which is charged as a direct cost under this contract, like other costs, will be reimbursable in accordance with the Schedule Article entitled "Costs Reimbursable and Logistic Support to Contractor", and the General Provision entitled "Allowable Cost, Fixed Fee,

and Payment", and other applicable provisions of this contract but subject to the following additional specified understandings which set limits on items which otherwise would be reasonable, allocable, and allowable.

1. Approvals

Salaries and wages may not exceed the Contractor's policy and practice, including the Contractor's established pay scale for equivalent classifications of employees, which will be certified to by the Contractor, nor may any individual salary or wage, without approval of the Contracting Officer, exceed the employee's current salary or wage or the highest rate of annual salary or wage received during any full year of the immediately preceding three years, provided that if the work is to be performed by short-term employees and regular employees serving overseas less than eighteen months they may receive an overseas recruitment incentive in accordance with Contractor's established policy and practice provided that the average incentive for all such employees does not exceed 10% of the base annual salary of all employees eligible for the incentive. An overseas recruitment incentive is reimbursable only if the incentive amount is shown by the Contractor at the time the employee is nominated. The recruitment incentive is a fixed dollar amount which remains constant throughout the employee's appointment under the contract. The recruitment incentive is payable only as a lump-sum amount after the employee has completed his tour of duty in the Cooperating Country under this contract. If the overseas recruitment incentive causes the employee's salary to exceed the FSR-1 level, Contracting Officer approval must be obtained. Employees serving eighteen months or more may not receive any recruitment incentive.

Any compensation (i.e. the employee's or consultants's base annual salary plus overseas recruitment incentive, if any) which exceeds the maximum level of the Foreign Service Class I (FSR-1) (or the equivalent daily rate) as set forth in the payment schedule of the Uniform State/AID/USIA Regulations, as from time to time amended, will be reimbursed only with their written approval of the Contracting Officer.

2. Salaries During Travel

Salaries and wages paid while in travel status will not be reimbursed for a travel period greater than the time required for travel by the most direct and expeditious air route.

3. Return of Overseas Employees

Salaries and wages paid to an employee serving overseas who is discharged by the Contractor for misconduct or security reasons will in no event be

reimbursed for a period which extends beyond the time required to return him promptly to his point of origin by the most expeditious air route plus accrued vacation leave.

4. Merit or Promotion Increase

Merit or promotion increases may not exceed those provided by the Contractor's established policy and practice. With respect to employees performing work overseas under this contract, one merit or promotion increase of not more than 5% of the employee's base salary may, subject to the Contractor's established policy and practice, be granted after employee's completion of each twelve month period of satisfactory services under the contract. Merit or promotion increases exceeding these limitations or exceeding the maximum salary of FSR-1 may be granted only with the advance written approval of the Contracting Officer.

5. Consultants

Consultant services will be reimbursed in connection with the services to provided hereunder. No compensation for consultants will be reimbursed unless their use under the contract has the advance written approval of the Contracting Officer; and if such provision has been made or approval given, compensation shall not exceed, without specific approval of the rate by the Contracting Officer, (1) the current compensation or the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years or (2) maximum daily salary rate of a Foreign Service Officer Class 1 whichever is less.

NOTE: The daily rate of a Foreign Service Office Class 1 is determined by dividing the annual salary by 260 days.

6. Third Country and Cooperating Country Nationals

No compensation for third country or Cooperating Country nationals will be reimbursed unless their use under the contract is authorized in the Schedule or has the prior written approval of the Contracting Officer. Salaries and wages paid to such persons may not, without specific written approval of the Contracting Officer, exceed either the Contractor's established policy and practice; or the level of salaries paid to equivalent personnel by the AID Mission in the Cooperating Country; or the prevailing rates in the Cooperating Country, as determined by AID, paid to equivalent technical competence.

7. Work Week

a. Nonoverseas Employee

The work week for the Contractor's nonoverseas employees shall not be less than the established practice of the Contractor.

b. Overseas Employee

The work week for the Contractor's overseas employees shall not be less than 40 hours and shall be scheduled to coincide with the work week for those employees of the AID Mission and the Cooperating Country associated with the work of this contract.

B. Definitions

As used herein, the terms "Salaries", "Wages", and "Compensation" mean the periodic remuneration received for professional or technical services rendered exclusive of overseas differential or other allowances associated with overseas services, unless otherwise stated. The term "Compensation" includes payments for personal services (including fees and honoraria). It excludes earnings from

sources other than the individual's professional or technical work, overhead or other changes.

ARTICLE XII - PROCUREMENT OF COMMODITIES AND SUPPLIES

Contractor will be authorized hereunder to purchase library books, audio visual materials and equipment and purchase required parts and equipment to properly maintain the vehicles purchased under the previous contract. The procurement of the aforementioned items should be coordinated with the USAID Project Manager in Liberia.

ARTICLE XIII - RELATIONSHIP OF THIS CONTRACT WITH THE CONTRACT BETWEEN THE GOVERNMENT OF THE REPUBLIC OF LIBERIA AND THE INSTITUTE OF PUBLIC ADMINISTRATION

It should be understood by the parties hereto, that since this contract is in effect a continuation of the previous Host Country Contract, the personnel who remain and continue their services under this contract will be entitled to credit service under the prior contract toward those benefits under this contract which require a residency requirement of a certain duration, i.e., home leave, R&R, etc. However, any dispute which arose under the Host Country Contract will be handled in connection with its terms.

ARTICLE XIV - LIMITATION OF FUNDS

Notwithstanding the total estimated cost and fixed fee as specified in Article VI, there is only presently obligated hereunder the sum of \$410,000 which will be referred to as the limitation of funds hereunder and will be governed by "ATTACHMENT A - LIMITATION OF FUNDS", which is attached hereto and made a part hereof.

ATTACHMENT A

LIMITATION OF FUNDS

(a) It is estimated that the cost to the Government for the performance of this Contract will not exceed the estimated cost set forth in the Schedule, and the Contractor agrees to use his best efforts to perform the work specified in the Schedule and all obligations under this Contract within such estimated cost.

(b) The amount presently available for payment and obligated to this Contract is specified in the Schedule. It is contemplated that from time to time additional funds will be obligated to this contract up to the full estimated cost set forth in the Schedule. The Contractor agrees to perform or have performed work on this Contract up to the point at which the total amount paid and payable by the Government pursuant to the terms of this Contract approximates but does not exceed the total amount actually obligated to the contract.

(c) If at any time the Contractor has reason to believe that the costs which he expects to incur in the performance of this Contract in the next succeeding sixty (60) days, when added to all costs previously incurred, including the necessary costs of closing the contract operations, will exceed seventy-five (75%) per cent of the total amount then obligated to the Contract, the Contractor shall notify the Contracting Officer in writing to that effect.

(d) Except as required by other provisions of this Contract specifically citing and stated to be an exception from this clause, the Government shall not be obligated to reimburse the Contractor for

costs incurred in excess of the total amount from time to time obligated to the Contract, and the Contractor shall not be obligated to continue performance under the Contract (including actions under the "Termination for Convenience of the Government" General Provision clause) or otherwise to incur costs in excess of the amount obligated to the Contract, unless and until the Contracting Officer has notified the Contractor in writing that such obligated amount has been increased and has specified in such notice an increased amount constituting the total amount then obligated to the Contract. To the extent the amount obligated exceeds the estimated cost set forth in the Schedule, such estimated cost shall be correspondingly increased. No notice, communication or representation in any other form or from any person other than the Contracting Officer shall effect the amount obligated to this Contract. In the absence of the specified notice, the Government shall not be obligated to reimburse the Contractor for any costs in excess of the total amount then obligated to the Contract, whether those excess costs were incurred during the course of the Contract or as a result of termination. When and to the extent that the amount obligated to the Contract has been increased, any costs incurred by the Contractor in excess of the amount previously obligated shall be allowable to the same extent as if such costs had been incurred after such increase in the amount obligated; unless the Contracting Officer issues a termination or other notice and directs that the increase is solely for the purpose of covering termination or other specified expenses.

(e) Change orders issued pursuant to the "Changes" General Provision clause, if any, of this Contract shall not be considered an authorization

to the Contractor to exceed the amount obligated in the Schedule in the absence of a statement in the change order, or other Contract modification, increasing the amount obligated.

(f) Nothing in this clause shall effect the right of the Government to terminate this Contract. In the event this Contract is terminated, the Government and the Contractor shall negotiate an equitable distribution of all property produced or purchased under the Contract based upon the share of costs incurred by each.

Question Number
Submitted by Senator Inouye
Senate Appropriations Committee
Mr. Murphy's Testimony
May 20, 1976

RELEVANCE OF CIVIL SERVICE MIDDLE MANAGER TRAINING IN LIBERIA

SENATOR INOUE. Mr. Murphy, on page 3 of your statement you note, "dropout rates are higher and absolute numbers of illiterates are growing in the developing countries." On the first page of your statement you cite the purposes of Section 105 of the Foreign Assistance Act: "... to reduce illiteracy, to extend basic education and to increase manpower training in skills related to development..."

Will you explain how programs such as that in Liberia, which provides training to middle managers in the civil service, respond to growing illiteracy in the developing countries?

I accept your view that developing countries require education administrators. But, in view of the growth of illiteracy and the change in the Foreign Assistance Act to "extend basic education," how do you justify post-graduate programs?

What has happened to your concept of "minimum practical education"?

MR. MURPHY. The AID-supported training in Liberia for the Civil Service and Institute of Public Administration (IPA) projects responds to the third purpose of Section 105 to which you refer, "to increase manpower training in skills related to development." It does not respond directly to growing illiteracy nor is its purpose to extend basic education directly.

A 1972 U.S. report on Liberian human resources for the Government of Liberia stated the need for an effective civil service system, "The mission believes that the highest priority must be given to civil service reform ... We believe that the long-term development strategy must assign the highest priority to the renovation and reform of the Liberian civil service..." Thus in Liberia, an important long-range multi-donor goal is to establish and improve governmental institutions and systems necessary to support the achievement of national development plans and programs. A civil service capable of executing such programs is essential.

AID established public administration as one of its priorities in Liberia. At that time the government personnel office was staffed by a few part time workers untrained in merit systems or qualification procedures. The IPA project was undertaken in 1972 to develop a self-sustaining in-service training institution with capacity for carrying out middle and executive level training. The Civil Service Development project was initiated in 1974

to establish a civil service system to administer effectively government policies increasingly directed to rural development. Because these projects could not draw upon existing trained resources, the training of a new and professionally-motivated nucleus staff was given special emphasis.

Under these two programs over 800 Government of Liberia staff are being trained in various management and related short courses by the functioning Liberian IPA and about 140 will acquire the skills to administer the civil service system and the IPA's programs. Of these, about 80 will receive non-degree training in Liberia; 40 will receive degree training in the U.S. The length and type of training as well as whether it leads toward degrees is dependent upon the requirements of the particular job trainees will be expected to fill in Liberia.

As has been stated elsewhere already, other AID programs are addressing the need for basic education in Africa.

AFR/CAWA:JWedberg:5/27/76

Clearances: AFR/CAWA:JCoe (Draft)
AFR/DR:ACayoso (Draft)
AFR/DP: EDonoghue ^{js}/n LD.
AA/AFR: SScott (draft)

UNITED STATES GOVERNMENT

Memorandum

TO : AFR/DP, Mr. James Govan

DATE: May 18, 1976

FROM : AFR/DR, Willie Whitten *W. Whitten*

SUBJECT: Questions Raised by the Senator Inouye Subcommittee
Report on Training of Government Managers

Ref: Your Memorandum dated April 16, 1976

As you recognize, the Inouye report refers to the FY '76 CP which included the proposed Niger project "Training for Development Managers". A design team was sent to Niger and considerable effort was made by the team to secure a favorable response but the GON was not able to reach internal agreement. Thus this project is not included in the FY '77 CP.

The Niger project was directed toward a one-shot attempt to upgrade the management skills of a potential population of 320 Nigeriens employed in the technical ministries and para-government organizations. The proposed program consisted of a series of four-week courses with 20 students each to be conducted over a two-year period. The courses were to be developed by short-term consultants and taught by local Nigeriens where possible. The students would consist of high and middle level personnel employed within the specialized ministries.

The strength of this Niger program was in its potential for an immediate impact on a discrete target group of 320 potential students in a relatively short period. However, the proposed cost of \$310,000 is fairly high for a four-week course for only 320 students (assuming 100% participation.) Also this proposed project left no infrastructure or procedures for replication or follow-up and it is doubtful as to how much could be achieved in one four-week course.

On the other hand, the Liberian Institute of Public Administration project is an on-going activity with a much broader scope that focuses on institution building. Its purpose is to establish the Liberian IPA with a capability for "training trainers" of project managers and to provide a wide range of services to GOL Ministries and agencies and most important to establish a systematic plan for continuous upgrading the management skills of local government (county and district) officials and development officers.

While there are obvious differences in the scope and magnitude of the Niger and Liberian projects there are some similarities. For example, they both make use of past AID experience in recognizing that trained



technical personnel in specialized ministries do not necessarily become good project managers or administrators. Both projects focus on training for development management.

Also both projects target their training for persons at the high or middle manpower level even though the Inouye report fails to mention this fact. The main difference that the report expresses concern about is that the Liberian Project provides advanced degrees for people who are already technically trained. However, these advanced degrees are not an extension of technical training but degrees in public administration.

In summary, I believe that both projects are consistent with AID policy in that they are directed toward the improvement of development management. It is unfortunate that the Niger project failed to get off the ground.

FY 76 - Congressional Sheet FY⁷⁶
 - Submitted to Congress early in 1975

Country: LIBERIA

GRANT ACTIVITY DATA

TABLE III

TITLE Institute of Public Administration NUMBER 669-11-770-122	FUNDS Education and Human Resources Development	PROPOSED OBLIGATION (8000)	
	PRIOR REFERENCE P. 62, FY 1975 AFR C.P.	FY 76 550	5th Q. -
		INITIAL OBLIGATION FY: 1972	SCHEDULED FINAL OBLIGATION FY: 1981

Project Target and Course of Action: To develop an effective Liberian Institute of Public Administration (LIPA) that will provide trained manpower to manage social and economic development programs. The shortage of suitably trained manpower at all levels of government is the most serious impediment to the development of the country. Many government employees, already trained in technical fields, lack the training to perform as administrators. These officials, along with desperately needed additional staff are being trained in fields of public administration. This project is designed to attack the basic problem of Liberia's inadequate administrative capability by assisting the Institute to develop the capacity for: carrying out middle and executive level training, plus seminars and special courses; and initiating research projects and providing consultancy service to key Ministries, to improve organization, management, and administrative procedures.

Progress to Date: The Institute of Public Administration, New York has assisted the Liberian Institute prepare and present the LIPA Institutional Development Plan to the Government of Liberia as well as develop the Liberian Institute of Public Administration library. They have assisted the Liberian Institute complete a survey of middle management training needs at the central and rural levels up to 1979; carry out a local gov-

ernment seminar for county superintendents; present several training programs and seminars, such as, a specially tailored course in financial management for the Ministry of Finance; provide consultancy services to the Ministries of Finance and Health and Social Welfare and the Liberian Broadcasting Company; present the first LIPA budget to the Government of Liberia.

Ten participant trainees have been placed in the United States and Nigeria, seven of whom are at the Masters degree level. Three of the 10 participants have completed their Masters of Public Administration degrees; and will return to the Institute faculty after completing supplementary training; two have completed a four month Training of Trainers Program and have returned to their faculty positions at the Institute; four participants began their masters degree programs in Public Administration in September 1974; and one participant completed a short term Liberian program in New York, which was tailored for her.

FY 1976 Program: FY 1976 funds are requested to fund 12 man-months of services each for five Public Administration Specialist (\$350,000); 10 man-months of services for short-term consultants (\$50,000); 18 short-term participants in budget, personnel administration, and methods and procedures (\$90,000); teaching, library testing programs, materials (\$45,000); other cost \$15,000.

U.S. DOLLAR COST (in Thousands)														
Through 6/30/74	Obligations	Expenditures	Unliquidated	Cost Components	OBLIGATIONS						PRINCIPAL CONTRACTORS/AGENCIES			
	869	400	469		Estimated FY 1975			Proposed FY 76				Proposed 5th Q.		
					Direct AID	Contract/Other Agency	Total	Direct AID	Contract/Other Agency	Total		Direct AID	Contract/Other Agency	Total
Estimated FY 75	270	478		U.S. Technicians ..	-	225	225	-	400	400	-	-	-	Institute of Public Administration, New York
Estimated through 6/30/75	1,139	878	261	Participants	-	25	25	-	90	90	-	-	-	
Proposed FY 76	550	Future Year Obligations	Estimated Total Cost	Commodities	-	15	15	-	45	45	-	-	-	
Proposed 5th Quarter	-	2,849	4,538	Other Costs	-	5	5	-	15	15	-	-	-	
				Total Obligations ..	-	270	270	-	550	550	-	-	-	

FY 76 - Congressional Sheet

Fy 76

Country: Sahel & Central & West Africa Programs GRANT ACTIVITY DATA

TABLE III

TITLE Training for Development Management NUMBER 683-11-755-XXX	FUNDS Education and Human Resources	PROPOSED OBLIGATION (\$000)	
		FY 76 310	5th Q. -
	PRIOR REFERENCE None	INITIAL OBLIGATION FY: 1976	SCHEDULED FINAL OBLIGATION FY: 1977

Project Target and Course of Action: To improve the abilities of Nigeriens in the technical ministries and para-governmental organizations to plan, program, and implement development projects. Within the last year, the Government of Niger has decided to assert more effective Nigerien control over the management of its development program. This desirable objective can only be achieved by upgrading and training Nigerien personnel in development management. During December 1974 - January 1975, A.I.D. financed a study to assess the present planning and resource management system in order to identify future skills and training requirements. The study recommended in-service training for a number of high- and middle-level personnel within the specialized government ministries. The training program will aim to produce "development managers." This term is used to describe a person, not necessarily a university graduate, who can function effectively in all phases of the development cycle, i.e., planning, programming and project implementation. Analysis of civil service rosters and discussions with Nigerien officials indicate that some 320 Nigeriens require training as development managers.

Nigerien administrative and organizational precepts. To the extent possible, the courses will be taught by African instructors with practical experience as well as relevant training in development management.

The training program will be conducted over a two-year period. Each class of approximately 20 students will receive a four-week course. Participative workshop instruction will be interspersed with practical, on-the-job applications. The syllabus is expected to rely significantly on the case-study method. Student work experience and evaluation will be fed back into course content on a continuing basis.

FY 1976 Program: Funds (\$310,000) are requested for 12 man-months of short-term consultant services to design the course and syllabus (\$80,000) and the services of a U.S. training specialist for two years (\$120,000); office and classroom supplies (\$4,000); and other costs consisting of the services of two African instructors for two years (\$46,000) and students expenses for Nigeriens from regions outside of the capital (\$60,000).

This project will develop and conduct a series of short-term courses in development management. The courses will be practical and job-related and will reflect

U.S. DOLLAR COST (In Thousands)										PRINCIPAL CONTRACTORS/AGENCIES To be selected			
	Obligations	Expenditures	Unliquidated	Cost Components	OBLIGATIONS								
					Estimated FY 1975			Proposed FY 76			Proposed 5th Q.		
					Direct AID	Contract/Other Agency	Total	Direct AID	Contract/Other Agency	Total	Direct AID	Contract/Other Agency	Total
Through 6/30/74	-	-	-		-	-	-	-	-	-	-	-	-
Estimated FY 75	-	-	-		-	-	-	-	-	-	-	-	-
Estimated through 6/30/75	-	-	-		-	-	-	-	-	-	-	-	-
Proposed FY 76	310	Future Year Obligations	Estimated Total Cost	U.S. Technicians ..	-	-	-	-	200	200	-	-	-
				Participants	-	-	-	-	-	-	-	-	-
				Commodities	-	-	-	-	4	4	-	-	-
				Other Costs	-	-	-	-	106	106	-	-	-
Proposed 5th Quarter	-	255	565	Total Obligations ..	-	-	-	-	310	310	-	-	-

EDUCATION AND HUMAN RESOURCES

QUARTER—Continued
PROGRAM REQUEST—Continued

Fiscal year 1978	Transition quarter
16,401	2,025
17,288	1,822
4,529	1,133
38,218	4,980
9,900	63
240	60
275	69
290	52
671	168
800	188
1,444	361
260	65
728	183
11,878	505
6,510	128
383	92
350	88
2,771	1,278
36,500	3,300
1,575	590
4,613	1,154
358	90
1,594	737
11,675	9,096
928	220
3,343	5,700
2,100	550
26,186	18,137
7,646	4,550
3,800	731
6,259	795
36,660	6,016
2,365	1,215
7,698	3,286
64,428	16,593
7,600	2,000
400	
300	100
21,000	4,600
209,282	56,048

Appropriation, 1975	\$82,000,000
Budget estimate, 1976	\$84,500,000
Transition quarter	\$23,679,000
House allowance	\$82,000,000
Transition quarter	\$20,500,000
Committee recommendation	\$60,800,000
Transition quarter	\$8,800,000

* Contains \$69,300,000 for program and \$15,200,000 for operating expenses.
 * Contains \$12,479,000 for program and \$10,200,000 for operating expenses.
 * Contains \$60,500,000 for program and \$15,200,000 for operating expenses.
 * Contains \$10,300,000 for program and \$10,200,000 for operating expenses.
 * Contains only program funding. Operating expenses funded under separate line item.

The force of ignorance is powerful. It holds man in time and place and arrests his development. Where there is ignorance, there is poverty, and hunger, and disease. In the daily lives of millions of people this linkage remains as strong today as it was two centuries ago. For, the explosion of knowledge, which signaled the agricultural, industrial, and scientific revolutions of the developed world, has been but distantly heard in vast areas of the developing world.

Ignorance of modern agricultural practices, of basic health and sanitation measures, and of the means to limit the size of their families still binds the illiterate and untutored multitude to a life of want. Governments, in the developing and developed world alike, long ago recognized the necessary connection between learning and development. Over the past twenty years they expended vast sums of money in the effort to eradicate illiteracy. But something went wrong. Or, rather, many things went wrong.

Population growth outpaced the capacity of governments to expand school systems; primary school construction doubled, yet the number of children unable to find a place in school continued to grow. Education programs transplanted from the developed world often had no relevance to the needs of the less developed. The rural poor, numbering in the hundreds of millions, remained beyond the reach of a course of development which favored urban-centered schools.

As these facts became known they brought a broad understanding that traditional approaches to education could not reach enough people, nor teach them what they needed to know. This awareness led to a demand for a new direction in education assistance, which found expression in the 1973 amendments to the Foreign Assistance Act. Section 105 of the Act set forth the purposes of United States foreign assistance in the field of education: "... to reduce illiteracy, to extend basic education and to increase manpower training in skills related to development. . . ."

The Agency for International Development well understands this charge. In recent hearings before the Appropriations Subcommittee on Foreign Operations, Agency officials spoke of "a minimum practical education." This was defined as "that body of knowledge, attitudes and skills necessary to effectively contribute to and participate in a developing society and economy." The purpose of providing assistance was as clearly stated. "Education should help equip developing country citizens cope with their most pressing problems—hunger, ill health, and lack of more productive employment."

Thus, the Agency has a demonstrable appreciation of the task it is charged with performing. It clearly understands that education

education. It would be fair of the objectives of educationulation of a coherent programtely, when the Agency movesn of an assistance program,

the diversity of the developach could possibly serve theountries. Nonetheless, we do nulate an education assistance ctionally consistent with the hose who are in need.

ation and Human Resources it program. The Committee's that it often strayed far from foreign assistance. It contains ng penchant for highly visible this, however, the Committee rich severely mars the cogency

this: where AID has a new rditional approach to educa- every forms of assistance it has tance (Indonesia) this occurs ugh the program is, in part, ment the new directions in inert bureaucracy clinging to the past.

tee found a training program ith "development managers." is as follows: "This term ng a university graduate, who f the development cycle, i.e., implementation." (emphasis gram will, according to AID's and job related.

ay be contrasted with that ing to AID's Congressional ployees, already trained in orm as administrators. These d additional staff are being tion." (emphasis added) A n are studying in the United e identified by AID as being

ts is startling. The project in entified objectives of United ob training is being provided roject in Liberia, on the other tance envisioned by the Con- e Act. Rather than providing e unskilled to obtain a basic ho are already highly skilled e Committee does not regard the objectives of the Foreign

Assistance Act or one that should be funded within the limited funds available. In offering support to those who are already educated, it perpetuates the type of assistance the Congress sought to end by amending the Act in 1973. Its inclusion in the program proposed by AID, moreover, makes a mockery of AID's concept of a "minimum practical education."

Further evidence of AID's continuing homage to advanced education programs is found in Korea. In fiscal year 1976 AID proposes to provide funding for professional training in "areas of specialization critical to Korea's industrial and commercial development." Participants in the program will attend United States universities. The Committee searched for, but could not find, a reasonable justification for the funding of this project.

We found, on the page which follows the justification for this project in AID's Congressional Presentation, reference to the Korean Development Institute. Fiscal year 1976 funding is also requested for the Institute which, according to the text of the justification, "now boasts of a staff of 15 full-time Senior Fellows holding Ph.D. degrees from the most prestigious American universities. There are also 12 part-time Visiting Fellows, who are regular Professors at Korean universities."

Two conclusions appear unavoidable. The information provided by AID suggests that Korea's industrial and commercial sectors are so advanced that even its well-established universities and prestigious institutes are unable to respond to demands for specialized professional training. The first conclusion, then, is that Korea is well beyond the stage of development which requires education assistance. It appears that it is now time to graduate Korea from the United States foreign assistance program.

The second conclusion suggested by the Korean program is that AID, despite its pronouncements, has not yet fully joined the Congress in the effort to direct United States foreign assistance to those programs which directly benefit the poor. These two projects in Korea do not serve to reduce illiteracy, they do not extend basic education, and they do not provide training in manpower skills related to development. The Committee strongly suggests that AID abandon these projects; we cannot recommend them to the Congress.

It is indeed unfortunate that AID continues to propose funding for education programs which are not consistent with the objectives of the United States foreign assistance effort. It is unfortunate, because the inclusion of such programs detracts from new and promising attempts to bring basic education and skills training to those most in need.

Programs which provide graduate level education for the select few detract from the innovative attempts to bring nonformal education to the many. Programs which convey prestigious degrees to those who are sufficiently trained detract from those programs designed to bring basic administrative skills directly to the people, to those who must administer the community-level programs so desperately needed in the developing world.

This is the irony of AID's education program. The Agency and the Congress worked for years to formulate a new approach to the problems of development. The Agency now has the authority to implement that new approach. But the Agency which pressed for a new

AGENCY FOR INTERNATIONAL DEVELOPMENT
ADVICE OF PROGRAM CHANGE

COUNTRY: Liberia
PROJECT TITLE: Institute of Public Administration
PROJECT NUMBER: 669-11-770-122
APPROPRIATION CATEGORY: Education and Human Resources Development
INTENDED OBLIGATION: \$149,000

At the time the FY 1976 Congressional Presentation was executed, the Institute of Public Administration project had been programmed for ten years, 1972-1981, and its revenue component had not yet been included. No provision was made in the FY 1976 Congressional Presentation for Transition Quarter funding.

Consequent to the Congressional Presentation, an evaluation concluded that the project could meet its objectives by FY 1978 by accelerating its inputs and expenditures, and that foreshortening the project by three years would result in savings in life-of-project costs. As a result of this reprogramming, accelerated financing for the U.S. contractor, Institute of Public Administration, is required. In addition, a Participating Agency Service Agreement with the Internal Revenue Service (IRS) was added in March 1975 to implement the project's new revenue activity. Such agreements are funded at the beginning of each fiscal period.

Of the \$149,000 Transition Quarter funding now required, \$133,000 will fund the IPA contract and \$16,000 will fund the IRS tax specialist.

Attachment: Grant Activity Data

drafted: AFR/CAWA/AW-L:JWedberg
cleared: AFR/CAWA/AW:JBCoe _____
AFR/CAWA:FScordato _____
AFR/DP:CWard _____
GC/AFR:EDragon _____
DAA/AFR:WHNorth _____
GC/LPC:KKammerer _____
PPC/DPRE:Allandly _____
DA/AID:JEMurphy _____

AGENCY FOR INTERNATIONAL DEVELOPMENT
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PPC/DPRE: AHandly _____
DA/AID: JEMurphy _____

Country: LIBERIA

GRANT ACTIVITY DATA

TABLE III

TITLE Institute of Public Administration	FUNDS	PROPOSED OBLIGATION (\$000)	
	Education and Human Resources Development	FY 76 550	5th Q. 149
NUMBER 669-11-770-122	PRIOR REFERENCE	INITIAL OBLIGATION	SCHEDULED FINAL OBLIGATION
	FY 1976 Africa Programs, p. 75	FY: 1972	FY: 1978

Project Target and Course of Action: To develop the Liberian Institute of Public Administration (LIPA) into a self-sustaining Liberian in-service training institution with the capacity for: carrying out middle and executive level training, seminars and special courses; initiating research projects; providing consultancy service to key Ministries to improve organization, management, and administrative procedures. In addition, services are provided to the Ministry of Finance on fiscal management.

Progress to Date: In the two years of its active existence LIPA has mounted a program of training, consultancy, research and library development conducted within the framework of the Institutional Development Plan that set forth the 1974-76 work parameters of LIPA. Thirty training programs have been conducted throughout Liberia for over 800 participants in rural development, project management, supervision, financial management, personnel administration, statistics, systems and procedures. LIPA has provided consultancy services to the Ministries of Finance, Health and Social Welfare, the Liberian Broadcasting Corp., the Public Utilities Authority, and the Bureau of the Budget.

The research program has designed, monitored, and evaluated work projects for LIPA's staff development program. Sixteen participant trainees have entered Masters programs in the U.S. and Nigeria, eight having completed their pro-

gram and returned to LIPA. Such efforts have enabled the Liberian staff members to progressively assume command of the continuing LIPA training programs. The 1200 book library is used by LIPA professional staff and students. Government of Liberia budget support has increased significantly. The Tax Advisor to the Ministry of Finance has strengthened collection and reporting systems, with a consequent rise in taxes collected.

FY 1976 Program: FY 1976 funds are requested to fund 12 MM of services each for four Public Administration specialists (\$280,000) and one Tax Administration specialist (\$70,000); 10 MM of services for short-term consultants (\$50,000); 18 short-term participants in budget, personnel, and methods and procedures (\$90,000); teaching and library testing program materials (\$45,000); and other costs (\$15,000).

5th Quarter Program: Transition Quarter funds are requested to fund three MM of services each for four Public Administration specialists and one Tax Administration specialist plus two MM of short-term consultants (\$89,000); training for five participants (\$60,000).

U.S. DOLLAR COST (In Thousands)

Fiscal Year	Obligations	Expenditures	Unliquidated	Cost Components	OBLIGATIONS									PRINCIPAL CONTRACT AGENCIES
					Estimated FY 1975			Proposed FY 76			Proposed 5th Q.			
					Direct AID	Contract/Other Agency	Total	Direct AID	Contract/Other Agency	Total	Direct AID	Contract/Other Agency	Total	
through 6/30/74	869	400	469											
Estimated FY 75	270	478		U.S. Technicians ..	-	225	225	-	400	400	-	89	89	Institute of Public Administration, New York Internal Revenue Service
through 6/30/75	1,139	878	261	Participants	-	25	25	-	90	90	-	60	60	
Proposed FY 76	550	Future Year Obligations	Estimated Total Cost	Commodities	-	15	15	-	45	45	-	-	-	
Proposed 5th Quarter	149	2,849	4,538	Other Costs	-	5	5	-	15	15	-	-	-	
				Total Obligations ..	-	270	270	-	550	550	-	149	149	

UNITED STATES GOVERNMENT

Memorandum

TO : AFR/DP, Mr. James Govan

DATE: May 18, 1976

FROM : AFR/DR, Willie Whitten *W. Whitten*

SUBJECT: Questions Raised by the Senator Inouye Subcommittee
Report on Training of Government Managers

Ref: Your Memorandum dated April 16, 1976

As you recognize, the Inouye report refers to the FY '76 CP which included the proposed Niger project "Training for Development Managers". A design team was sent to Niger and considerable effort was made by the team to secure a favorable response but the GON was not able to reach internal agreement. Thus this project is not included in the FY '77 CP.

The Niger project was directed toward a one-shot attempt to upgrade the management skills of a potential population of 320 Nigeriens employed in the technical ministries and para-government organizations. The proposed program consisted of a series of four-week courses with 20 students each to be conducted over a two-year period. The courses were to be developed by short-term consultants and taught by local Nigeriens where possible. The students would consist of high and middle level personnel employed within the specialized ministries.

The strength of this Niger program was in its potential for an immediate impact on a discrete target group of 320 potential students in a relatively short period. However, the proposed cost of \$310,000 is fairly high for a four-week course for only 320 students (assuming 100% participation.) Also this proposed project left no infrastructure or procedures for replication or follow-up and it is doubtful as to how much could be achieved in one four-week course.

On the other hand, the Liberian Institute of Public Administration project is an on-going activity with a much broader scope that focuses on institution building. Its purpose is to establish the Liberian IPA with a capability for "training trainers" of project managers and to provide a wide range of services to GOL Ministries and agencies and most important to establish a systematic plan for continuous upgrading the management skills of local government (county and district) officials and development officers.

While there are obvious differences in the scope and magnitude of the Niger and Liberian projects there are some similarities. For example, they both make use of past AID experience in recognizing that trained



technical personnel in specialized ministries do not necessarily become good project managers or administrators. Both projects focus on training for development management.

Also both projects target their training for persons at the high or middle manpower level even though the Inouye report fails to mention this fact. The main difference that the report expresses concern about is that the Liberian Project provides advanced degrees for people who are already technically trained. However, these advanced degrees are not an extension of technical training but degrees in public administration.

In summary, I believe that both projects are consistent with AID policy in that they are directed toward the improvement of development management. It is unfortunate that the Niger project failed to get off the ground.

*FY 76 - Congressional Sheet FY 76
- Submitted to Congress early in 1975*

Country: LIBERIA

GRANT ACTIVITY DATA

TABLE III

TITLE Institute of Public Administration NUMBER 669-11-770-122	FUNDS	PROPOSED OBLIGATION (\$000)	
	Education and Human Resources Development	FY 76 550	5th Q. -
	PRIOR REFERENCE	INITIAL OBLIGATION	SCHEDULED FINAL OBLIGATION
	P. 62, FY 1975 AFR C.P.	FY: 1972	FY: 1981

Project Target and Course of Action: To develop an effective Liberian Institute of Public Administration (LIPA) that will provide trained manpower to manage social and economic development programs. The shortage of suitably trained manpower at all levels of government is the most serious impediment to the development of the country. (Many government employees, already trained in technical fields, lack the training to perform as administrators. These officials, along with desperately needed additional staff are being trained in fields of public administration.) This project is designed to attack the basic problem of Liberia's inadequate administrative capability by assisting the Institute to develop the capacity for: carrying out middle and executive level training, plus seminars and special courses; and initiating research projects and providing consultancy service to key Ministries, to improve organization, management, and administrative procedures.

Progress to Date: The Institute of Public Administration, New York has assisted the Liberian Institute prepare and present the LIPA Institutional Development Plan to the Government of Liberia as well as develop the Liberian Institute of Public Administration library. They have assisted the Liberian Institute complete a survey of middle management training needs at the central and rural levels up to 1979; carry out a local gov-

ernment seminar for county superintendents; present several training programs and seminars, such as, a specially tailored course in financial management for the Ministry of Finance; provide consultancy services to the Ministries of Finance and Health and Social Welfare and the Liberian Broadcasting Company; present the first LIPA budget to the Government of Liberia.

Ten participant trainees have been placed in the United States and Nigeria, seven of whom are at the Masters degree level. Three of the 10 participants have completed their Masters of Public Administration degrees; and will return to the Institute faculty after completing supplementary training; two have completed a four month Training of Trainers Program and have returned to their faculty positions at the Institute; four participants began their masters degree programs in Public Administration in September 1974; and one participant completed a short term Liberian program in New York, which was tailored for her.

FY 1976 Program: FY 1976 funds are requested to fund 12 man-months of services each for five Public Administration Specialist (\$350,000); 10 man-months of services for short-term consultants (\$50,000); 18 short-term participants in budget, personnel administration, and methods and procedures (\$90,000); teaching, library testing programs, materials (\$45,000); other cost \$15,000.

U.S. DOLLAR COST (in Thousands)										PRINCIPAL CONTRACTORS/ AGENCIES			
	Obligations	Expenditures	Unliquidated	OBLIGATIONS									
				Estimated FY 1976			Proposed FY 76				Proposed 5th Q.		
				Direct AID	Contract/ Other Agency	Total	Direct AID	Contract/ Other Agency	Total		Direct AID	Contract/ Other Agency	Total
Through 6/30/74	869	400	469										Institute of Public Administration, New York
Estimated FY 75	270	478											
Estimated through 6/30/76	1,139	878	261										
Proposed FY 76	550	Future Year Obligations	Estimated Total Cost										
Proposed 5th Quarter	-	2,849	4,538										
Cost Components													
U.S. Technicians ..	-	225	225	-	400	400	-	-	-				
Participants	-	25	25	-	90	90	-	-	-				
Commodities	-	15	15	-	45	45	-	-	-				
Other Costs	-	5	5	-	15	15	-	-	-				
Total Obligations ..	-	270	270	-	550	550	-	-	-				

FY 76 - Congressional Sheet

FY 76

Country: Sahel & Central & West Africa Programs GRANT ACTIVITY DATA TABLE III

TITLE Training for Development Management	FUNDS Education and Human Resources	PROPOSED OBLIGATION (\$000)	
		FY 76 310	5th Q. -
NUMBER 683-11-755-XXX	PRIOR REFERENCE None	INITIAL OBLIGATION FY: 1976	SCHEDULED FINAL OBLIGATION FY: 1977

Project Target and Course of Action: To improve the abilities of Nigeriens in the technical ministries and para-governmental organizations to plan, program, and implement development projects. Within the last year, the Government of Niger has decided to assert more effective Nigerien control over the management of its development program. This desirable objective can only be achieved by upgrading and training Nigerien personnel in development management. During December 1974 - January 1975, A.I.D. financed a study to assess the present planning and resource management system in order to identify future skills and training requirements. The study recommended in-service training for a number of high- and middle-level personnel within the specialized government ministries. The training program will aim to produce "development managers." This term is used to describe a person, not necessarily a university graduate, who can function effectively in all phases of the development cycle, i.e., planning, programming, and project implementation. Analysis of civil service rosters and discussions with Nigerien officials indicate that some 320 Nigeriens require training as development managers.

Nigerien administrative and organizational precepts. To the extent possible, the courses will be taught by African instructors with practical experience as well as relevant training in development management.

The training program will be conducted over a two-year period. Each class of approximately 20 students will receive a four-week course. Participative workshop instruction will be interspersed with practical, on-the-job applications. The syllabus is expected to rely significantly on the case-study method. Student work experience and evaluation will be fed back into course content on a continuing basis.

FY 1976 Program: Funds (\$310,000) are requested for 12 man-months of short-term consultant services to design the course and syllabus (\$80,000) and the services of a U.S. training specialist for two years (\$120,000); office and classroom supplies (\$4,000); and other costs consisting of the services of two African instructors for two years (\$46,000) and students expenses for Nigeriens from regions outside of the capital (\$60,000).

This project will develop and conduct a series of short-term courses in development management. The courses will be practical and job-related and will reflect

U.S. DOLLAR COST (In Thousands)										PRINCIPAL CONTRACTORS/AGENCIES To be selected				
	Obligations	Expenditures	Unliquidated	Cost Components	OBLIGATIONS									
					Estimated FY 1975			Proposed FY 76			Proposed 5th Q.			
					Direct AID	Contract/Other Agency	Total	Direct AID	Contract/Other Agency	Total	Direct AID	Contract/Other Agency	Total	
Through 6/30/74	-	-	-		-	-	-	-	-	-	-	-	-	
Estimated FY 75	-	-	-		-	-	-	-	-	-	-	-	-	
Estimated through 6/30/75	-	-	-		-	-	-	-	-	-	-	-	-	
Proposed FY 76	310	Future Year Obligations	Estimated Total Cost		-	-	-	-	106	106	-	-	-	
Proposed 5th Quarter	-	255	565	Total Obligations ..	-	-	-	-	310	310	-	-	-	

Senator Moynihan 53

White
RR/DR

EDUCATION AND HUMAN RESOURCES

QUARTER—Continued
PROGRAM REQUEST—Continued
(Dollars)

Fiscal year 1976	Transition quarter
16,401	2,025
17,288	1,822
4,529	1,133
38,218	4,980
9,900	63
240	60
275	69
290	52
671	168
800	188
1,444	361
260	65
728	183
11,878	505
6,510	128
383	92
350	88
2,771	1,278
36,500	3,300
1,575	590
4,613	1,154
358	90
1,594	737
11,675	9,096
928	220
3,343	5,700
2,100	550
26,186	18,137
7,646	4,550
3,800	731
6,259	795
36,660	6,016
2,365	1,215
7,698	3,286
64,428	16,593
7,600	2,000
400	
300	100
21,000	4,600
209,282	56,048

Appropriation, 1975	\$82,000,000
Budget estimate, 1976	84,500,000
Transition quarter	23,679,000
House allowance	82,000,000
Transition quarter	20,500,000
Committee recommendation	60,800,000
Transition quarter	8,800,000

* Contains \$69,300,000 for program and \$15,200,000 for operating expenses.
 * Contains \$13,479,000 for program and \$10,200,000 for operating expenses.
 * Contains \$60,500,000 for program and \$15,200,000 for operating expenses.
 * Contains \$10,300,000 for program and \$10,200,000 for operating expenses.
 * Contains only program funding. Operating expenses funded under separate line item.

The force of ignorance is powerful. It holds man in time and place and arrests his development. Where there is ignorance, there is poverty, and hunger, and disease. In the daily lives of millions of people this linkage remains as strong today as it was two centuries ago. For, the explosion of knowledge, which signaled the agricultural, industrial, and scientific revolutions of the developed world, has been but distantly heard in vast areas of the developing world.

Ignorance of modern agricultural practices, of basic health and sanitation measures, and of the means to limit the size of their families still binds the illiterate and untutored multitude to a life of want. Governments, in the developing and developed world alike, long ago recognized the necessary connection between learning and development. Over the past twenty years they expended vast sums of money in the effort to eradicate illiteracy. But something went wrong. Or, rather, many things went wrong.

Population growth outpaced the capacity of governments to expand school systems; primary school construction doubled, yet the number of children unable to find a place in school continued to grow. Education programs transplanted from the developed world often had no relevance to the needs of the less developed. The rural poor, numbering in the hundreds of millions, remained beyond the reach of a course of development which favored urban-centered schools.

As these facts became known they brought a broad understanding that traditional approaches to education could not reach enough people, nor teach them what they needed to know. This awareness led to a demand for a new direction in education assistance, which found expression in the 1973 amendments to the Foreign Assistance Act. Section 105 of the Act set forth the purposes of United States foreign assistance in the field of education: "... to reduce illiteracy, to extend basic education and to increase manpower training in skills related to development. . . ."

The Agency for International Development well understands this charge. In recent hearings before the Appropriations Subcommittee on Foreign Operations, Agency officials spoke of "a minimum practical education." This was defined as "that body of knowledge, attitudes and skills necessary to effectively contribute to and participate in a developing society and economy." The purpose of providing assistance was as clearly stated. "Education should help equip developing country citizens cope with their most pressing problems—hunger, ill health, and lack of more productive employment."

Thus, the Agency has a demonstrable appreciation of the task it is charged with performing. It clearly understands that education

assistance is to be targeted towards basic education. It would be fair to assume that this clear understanding of the objectives of education assistance would lend itself to the formulation of a coherent program to achieve those objectives. Unfortunately, when the Agency moves from defining the problem to the design of an assistance program, coherence falls down.

This Committee fully recognizes that the diversity of the developing world is such that no single approach could possibly serve the particular needs of all less developed countries. Nonetheless, we do believe that it is possible for AID to formulate an education assistance program which in all countries, is functionally consistent with the goal of providing a basic education to those who are in need.

The Agency's fiscal year 1966 Education and Human Resources Development proposal is not a coherent program. The Committee's review of the proposed program found that it often strayed far from the course set by the new directions for foreign assistance. It contains many projects which reflect AID's abiding penchant for highly visible post-graduate degree programs. Beyond this, however, the Committee found one fundamental inconsistency which severely mars the cogency of AID's presentation.

The basic flaw in AID's proposal is this: where AID has a new project to offer, it strongly rejects the traditional approach to education; where it does not, it perpetuates the very forms of assistance it has rejected elsewhere. In at least one instance (Indonesia) this occurs within the same country. It is as though the program is, in part, guided by innovative efforts to implement the new directions in foreign assistance and, in part, by an inert bureaucracy clinging to superannuated but familiar programs of the past.

In Africa, for example, the Committee found a training program which will provide the country of Niger with "development managers." AID's definition of development manager is as follows: "This term is used to describe a person, not necessarily a university graduate, who can function effectively in all phases of the development cycle, i.e., planning, programming and project implementation." (emphasis added) The courses in the training program will, according to AID's Congressional Presentation, be practical and job related.

This form of education assistance may be contrasted with that found in Liberia. There, again according to AID's Congressional Presentation, "many government employees, already trained in technical fields, lack the training to perform as administrators. These officials, along with desperately needed additional staff are being trained in fields of public administration." (emphasis added) A number of participants in this program are studying in the United States and Nigeria. At least seven were identified by AID as being at the Masters degree level.

The contrast between the two projects is startling. The project in Niger is in conformity with clearly identified objectives of United States foreign assistance. Basic on-the-job training is being provided to those who lack necessary skills. The project in Liberia, on the other hand, goes far beyond the form of assistance envisioned by the Congress in passing the Foreign Assistance Act. Rather than providing the opportunity for the illiterate or the unskilled to obtain a basic education, it proposes to assist persons who are already highly skilled obtain advanced university degrees. The Committee does not regard this latter project as compatible with the objectives of the Foreign

Assistance Act or one that should be available. In offering support to perpetuate the type of assistance being provided under the Act, amending the Act in 1973. Its support of AID, moreover, makes a mockery of practical education."

Further evidence of AID's confusion is found in Korea. In providing funding for professional training to Korea's industrial and commerce program will attend United States, searched for, but could not find funding of this project.

We found, on the page which is in AID's Congressional Presentation to the Senate Committee on Education and the Labor Force, Institute. Fiscal year 1966, a staff of 15 full-time Senior Associates, the most prestigious American time Visiting Fellows, who are at the universities."

Two conclusions appear in the report by AID suggests that Korea is so advanced that even its well-developed institutes are unable to respond to the training. The first conclusion is that it is now time to graduate from the stage of development which requires assistance program.

The second conclusion is that AID, despite its pronouncement in the effort to direct United States programs which directly benefit the developing world, do not serve to reduce illiteracy and they do not provide the training needed for development. The Committee's report projects; we cannot recommend that the United States should attempt to bring basic education to the developing world.

It is indeed unfortunate that the United States foreign assistance program, the inclusion of such projects, attempts to bring basic education to the developing world.

Programs which provide training detract from the innovation and the many. Programs which are sufficiently trained to bring basic administrative training must administer the core of the developing world.

This is the irony of AID. The Congress worked for years to provide the means of development. The report of the Committee suggests that new approach

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Programs which provide graduate level education for the select few detract from the innovative attempts to bring nonformal education to the many. Programs which convey prestigious degrees to those who are sufficiently trained detract from those programs designed to bring basic administrative skills directly to the people, to those who must administer the community-level programs so desperately needed in the developing world.

This is the irony of AID's education program. The Agency and the Congress worked for years to formulate a new approach to the problems of development. The Agency now has the authority to implement that new approach. But the Agency which pressed for a new

INSTITUTE OF PUBLIC ADMINISTRATION

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LYLE C. FITCH, PRESIDENT

June 1, 1976

Mr. James Wedberg
AFR/CWA
Agency for International Development
Room 2733D, New State
Washington, D. C. 20523

Dear Mr. Wedberg:

IPA is pleased to submit the following remarks concerning comments regarding the Liberian Institute of Public Administration (LIPA) project (Contract No. AID/AFR-C-1186) by the Senate Committee on Appropriations (Report No. 94-704, 18 March 1976, pages 54-55).

As we read it, the Committee's criticism pursues two parallel but related lines:

- 1) The LIPA project provides advanced academic/professional training to Liberians already trained in technical fields;
- 2) The project does not provide opportunities for the illiterate or unskilled to obtain a basic education.

The Report concludes that the LIPA project is not "compatible with the objectives of the Foreign Assistance Act, makes a mockery of AID's concept of 'minimum practical education', and, therefore should not be funded within the limited funds available."

The Committee's criticism, we respectfully submit, does not reflect an awareness of the fundamental concepts and strategies underlying the LIPA project:

1) Lack of skilled public sector managers is a primary obstacle to achievement of host country and donor agency objectives in social and economic development. This lesson has been learned the hard way, through the expensive and frustrating experience of the "Decade of Development" (1960-1970), and the intensive review of the last five years resulting from that bitterly disappointing experience. IBRD, UNDP, USAID, SID and numerous other authoritative sources can be cited in support of this finding. Liberia is, unfortunately, a leading example of this situation.

2) Technical and professional officers with large administrative management responsibilities, but lacking managerial skills, constitute a very important part of this obstacle to development. Qualifications in substantive sectoral disciplines do not include management qualifications.

If governments are to overcome this obstacle, it is impossible to avoid sending "employees already trained in technical fields," through management training programs. Training options run from on-the-job, counterpart and consultancy-cum training activities in-country, to advanced academic management programs in the US or elsewhere.

3) Undereducated public officials responsible for field implementation of development projects or delivery of basic government services, particularly in rural areas, constitute the other part of this obstacle. Transferring essential very basic management skills requires that trainers and training institutions have not only a good background in management disciplines, but also special skills in non-formal education and training. Again, USAID and host governments cannot avoid providing advanced skill training to "already trained" officials if this most basic link in the development/services delivery chain is to receive the "minimum practical education" required to bring benefits to the people.

4) USAID must achieve a multiplier effect in transmitting management skills to all levels of the public sector if development goals and objectives are to be approximated or, hopefully, achieved. In other words, AID management training projects must create host country institutions and programs capable of the outreach to rural areas required to overcome the obstacles above. AID personnel and contractors cannot conceivably reach all the officials involved, nor continue technical assistance indefinitely into the future. If this multiplier effect is not achieved, not only will the rural poor not participate on an equitable basis in the fruits of development from mis-managed projects; the hope of their ever doing so becomes infinitely dimmer.

5) Production of significant numbers of skilled managers for all levels of the Liberian public sector is a major objective of the LIPA project. As a review of the IPA team's quarterly reports very clearly indicates the project is effectively establishing an institutionalized Liberian capacity to fulfill this objective, not only for central administrators, but also emphatically for those woefully under-equipped and under-educated officials of the rural and local government sectors.

6) The following background may assist in appreciating the nature of the project and its responsiveness to the Congressional Mandates;

a. Prior to the establishment of the Liberian Institute (nominally in 1969 but effectively in 1971) no training facility of any kind for government employees existed. No secondary or informal, on or off-the-job training opportunities were available. All training in administration and management was provided through the very deficient facilities of Liberia's two universities or at foreign institutions. Most Liberians who studied at the university level pursued traditional curricula in engineering, law, or education. Those few who had any training in management or administration were almost always drawn into more lucrative private sector activities and were unavailable for public service. Rapidly growing awareness of Liberia's development needs and potential led to demands--by the government and by international agencies-- for an effective and quick, but also economical, solution to this critical manpower problem.

b. In 1971, the government appointed a Director for the newly-established Institute. No staff were available and facilities consisted of a remodeled residence on the far outskirts of the city. AID, which had been instrumental in the Institute's establishment, furnished support to permit three young Liberians to initiate masters-level training in public administration to provide the nucleus for a teaching staff. Meanwhile the Liberian government initiated a nearly two-year period of negotiations to select a competent contractor to coordinate the AID-financed development program for the Institute. IPA was selected by the Liberian government to provide this support and our first professional advisor arrived in Monrovia in July 1973.

c. Plans were quickly developed to provide the minimal staff resources needed to permit the Institute to function effectively after the termination of outside assistance. A staff development program aimed at providing both training and practical experience was prepared. The plan includes a combination of academic training in the United States and in Nigeria aimed at providing the Institute with a high level of skill in such critical areas as personnel management systems. Practical short courses and internships are to be provided in library management, audio-visual and other non-traditional training methods, personnel systems development, and other areas. On-the-job training is being furnished in curriculum development, training methods, field research skills, and other practical topics.

d. Upon completion of the staff development effort, the Institute will have a professional staff of approximately 15 men and women. All will have master's degrees in public administration from U.S. institutions (12) or in development management from the Institute of Administration at IFE in Nigeria. Additionally, almost every staff member will have had either an internship or special short-term training in the practical applications of his academic speciality. This is a reasonable but not excessive level of competence for a group of 15 or so individuals who are expected to play a singular role in improving the administrative competence of a government in a nation of nearly 1,500,000 people. Their presence at the Institute will preclude the need for additional assistance by resident foreign advisors and, almost certainly, sufficiently raise the level of management education in Liberia to permit a greatly reduced dependence on foreign training for higher level government personnel. Additionally, their efforts will provide thousands of Liberian civil servants with the previously unavailable skills needed to both further national development and raise their own standard of living.

e. Institute faculty, with assistance from IPA advisors, are already actively involved in strengthening the managerial and administrative abilities of government ministries and agencies responsible for the design and implementation of expanded programs in agriculture and rural development,

health, education, transportation, etc. Training programs have been presented to educational administrators, local government officials, planning officers, and others with immediate responsibility for the delivery of government services in both urban and rural areas. The academic backgrounds of the trainees range from minimal primary experience through university training in technical specialities. Almost none have had any previous exposure to even the most basic concepts of management and administration included in the institute curriculum. Courses have been developed to meet the specific, operating needs of the trainees, and have been conducted under convenient time schedules in Monrovia and in the outlying counties. Demand for the Institute's assistance has been growing rapidly and the Government of Liberia is currently preparing to provide expanded physical facilities and increased financial support.

f. To summarize, the IPA assisted staff development program at the Liberian Institute of Public Administration was conceptualized and is being implemented as a direct response to the constraints on national integration and economic and social development imposed by the limited managerial and administrative capabilities of the Liberian government. Its principal objective is to establish and institutionalize a national ability to provide the practical management skills needed for development. If successful, as now seems likely, the processes of change will be accelerated and Liberia's dependence on foreign professional assistance and foreign training centers will decline significantly.

The preceding discussion underscores the weakness of the Committee's second line of comment, to the effect that the LIPA project is not "providing the opportunity for the illiterate or the unskilled to obtain a basic education." In fact, the LIPA project is squarely on the target of providing opportunities for a critical mass of unskilled managers/administrators to obtain very basic management skills.

(a) "critical" because their lack of skill has until now been the principal reason for failure of the relatively massive input of foreign and Liberian resources to achieve development objectives;

(b) "mass" because in Liberia almost none of the officials of this critical category have any of this basic and indispensable knowledge/skill.

(c) Developing an institutionalized Liberian capacity to continue to provide this opportunity, on a continuing basis, to a much wider group of Liberian administrators/managers than could ever be reached by direct foreign technical assistance, by:

- - presenting in-country and up-country training programs to unskilled, top, middle and line managers;

- - transmitting to LIPA's unskilled Liberian staff, through advanced training outside Liberia and on-the-job training (with American and other specialists) in Liberia, the very special set of skills required to present these programs;

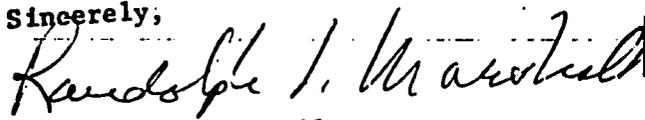
Mr. James Wedberg Page 5

- - assisting the Liberian staff in the design and development of their Institute and its programs.

One could argue with the technical accuracy of the Committee's implication that the LIPA project should be concerned with "basic education" (e.g., rural literacy, health, etc. programs); obviously this is not and should not be a major element of this project at this time. The skills being transmitted in this project, however, are so "basic" and indispensable--including basic skills essential for development of LIPA's staff--that we believe they fall within what we understand the Committee to mean by "basic education."

I hope these comments may be of some assistance to you in future dealings with the Committee. Thank you for the opportunity to contribute.

Sincerely,



Randolph L. Marshall
Director
International Programs

cc: Princeton Lyman
AID/AFR/DS

PROGRESS STATEMENT

C. Project 0122 - Institute of Public Administration

1. Project Purpose:

To establish a self-sustaining public administration in-service training institute (Liberia Institute of Public Administration, LIIPA), for developing, through training, research and consultancy, competent and skilled managerial personnel of various levels capable of providing efficient government services and securing satisfactory execution of government development programs, projects and activities.

a. Status:

Project implementation is generally on schedule with the exception of two areas, training programs and research. The targets for training programs reflected in the PHOP were made in April/May 1976 when only one program had been completed. They reflect the predictions made at that time, based on staff resources, GOL support, and related factors. These targets will be examined during the next evaluation to determine their validity. The initial project efforts have been directed towards the priority areas of training and consultancy. Research will now receive more effort and allocation of resources during the latter years of the project.

b. End of Project Conditions

When U.S. assistance to this project is completed the Institute should have:

- A firmly established annual budget appropriation from the GOL;
- logistic and organization support from GOL;
- a trained professional staff of between 15 to 20;
- effective internal administration management, organizational and personnel procedures;
- a continuing capacity to provide consultant research and training services to other GOL agencies and ministries.

The administrative and logistic arm of LIIPA has not developed to the same extent as its professional program. Some of this is due to external causes, i.e., GOL budgetary reductions, bureaucratic and procedural constraints, weak staffing and general lack of in-

tention to face and correct these problems. This area will be fully examined during the next evaluation.

c. Outputs

<u>(1) Training Programs</u>	<u>Planned</u>	<u>Conducted by May 1976</u>
Rural Development Workshops	53	10
Middle Management Programs	118	19
Top Management Programs	28	9
Special Requests for Training	32	12
Conference Program	8	2

(2) Instruction Materials Development

Materials and equipment have been purchased, organized and put into use. A training files system and audio-visual center has been established and is in use.

(3) Library and Information Center

The library is established with over 1,000 books and periodicals. A circulation system is established and acquisition lists are issued periodically.

(4) Consultancy

Seven consultancies have been conducted in government ministries (e.g., Finance, Health and Welfare, Budget Bureau), and public corporations (e.g., ELBC, NPA, LWSCO). Four consultancy requests are now being considered.

(5) Research

Research has been conducted in several areas, with the prime results being: (a) Middle management training needs report, (b) evaluation instruments for use in both general management and supervision seminar series, and (c) integrated rural development, strategies and tactics for staff training.

(6) Staff Development

Seven MPAs have returned to the LIPA professional staff, another three are expected by mid-1976, with another four returning in 1977. Eight more MPA candidates will leave in 1976/77, and another seven in 1978. Together these will yield 26 fully qualified professional staff members. In addition five staff members have been sent for short-term, post masters training. At this rate, the staff development objectives of this project will be met.

26

77

2. Project Purpose: - Tax Administration Component

Establish within the Division of Income Tax of the Bureau of Internal Revenue the capability to collect taxes from the majority of persons liable for income tax.

3. Status:

After thirteen months of project implementation, the following progress has been made to increase the Income Tax Division's capability to collect taxes:

a. Outputs

1. Master Files of Business Tax Payers

In January, 1976 a tax withholding master file was made operational with the result that there is now follow-up on delinquent tax payers. Additional master files are in process or planned through to completion of project. Implementation is 40 percent complete.

2. Returns Processing and Accounting Function

The beginning phases of a returns processing and accounting function is being developed with emphasis on tax payer service and other areas mentioned below. Implementation is 30 percent complete.

3. Delinquent Accounts and Returns Function

A field force capable of dealing with delinquencies in filing and payment of tax has been established. However, several refinements and tools are needed to assure maximum effectiveness.

and efficiency. The Ministry of Finance (MOF) needs to ensure that legislation is passed which will authorize levy action against tax payers who refuse to pay income tax. Implementation is 70 percent complete.

4. Management Information System

Though MOF top management recognizes this as a need, to date they have been lax in making the management reporting system a requirement on lower-level officials. Implementation of this phase is just starting.

5. Physical Filing and Retrieval of Income Tax Returns

Implementation is 25 percent complete.

6. Audit Techniques, Field Auditor, MOF Audit Division

Phase I of an Audit Techniques course was conducted in January, 1976. Phase II of the Audit Techniques course will be held in Nov., 1976. Implementation is 40 percent complete.

7. Management Capability

Implementation is 20 percent complete.

Country/Program: Liberia

FISCAL DATA
FY 78

ONGOING GRANT PROJECTS ANNUAL BUDGET SUBMISSION

PROJECT NAME: Institute of Pub. Adm. INITIAL OBLIGATION: FY 72 DATE PROP/REV: 9/15/75
 PROJECT NUMBER: 669-11-770-0122 FINAL OBLIGATION: FY 78 DATE LAST PAR: 5/75
 APPROPRIATION: EH TOTAL COST: 3,023 DATE NEXT PAR: 4/77

U.S. DOLLAR COST (IN THOUSANDS)

	Obligations	Expenditures	Unliquidated as of:	FY 1977 and FY 1978 Obligations by Cost Component/MOI								
				Cost Component	Direct	Aid	Contract	PASA	Total			
				77	78	77	78	77	78	77	78	
Actual FY 1976	550	660	6/30/76 13	US Tech.	-	-	415	564	46	-	461	564
Estimated Interim Qtr.	149	155	9/30/76 7	Local & Ten. Participants			115	70			115	70
Estimated FY 1977	610	595	9/30/77 22	Commodities			25	5			25	5
Proposed FY 1978	639	510	9/30/78 151	Other Costs			9	-0-			9	-0-
				Total			564	639	46		610	639

Contract/PASA Funding Periods

Name of Contractor	FY 1976		Int. Qtr.		FY 1977		FY 1978	
	Obligations		Obligations		Obligations		Obligations	
Period	from	to	from	to	from	to	from	to
	mo/yr-mo/yr							
Amount	\$000		\$000		\$000		\$000	
IPA/NY	7/75-6/76		7/76-9/76		10/76-9/77		10/77-9/78	
	480		133		564		639	
IRS	53		16		46		-0-	

On Board Personnel

	6/30	9/30	9/30	9/30
	1976	1976	1977	1978
	No.	No.	No.	No.
Direct Hire				
PASA	1	1		0
Contract	4	4	3	1
Participants	8	8	8	3

Country: LIBERIA

GRANT ACTIVITY DATA

TABLE VI

TITLE Institute of Public Administration	FUNDS Education and Human Resources Development	PROPOSED OBLIGATION (\$000)	
	PRIOR REFERENCE FY 1976 Africa Programs, P. 75	FY 77 610	
NUMBER 669-11-770-122		INITIAL OBLIGATION FY: 1972	SCHEDULED FINAL OBLIGATION FY: 1978

Project Target and Course of Action: To develop the Liberian Institute of Public Administration (LIPA) into a self-sustaining Liberian in-service training institution with the capacity for: carrying out middle and executive level training, plus seminars and special courses; and initiating research projects and providing consultancy service to key Ministries, to improve organization, management, and administrative procedures. In addition, services are provided to the Ministry of Finance on fiscal management.

Progress to Date: In the two years of its active existence, LIPA has mounted a varied program of training, consultancy, research and library development. This program has been conducted within the framework of the Institutional Development Plan presently being revised, that sets forth the work parameters of LIPA for 1974 through 76. Thirty training programs have been conducted throughout Liberia for over 800 participants, primarily middle managers in the civil service, but also for public corporations. These programs have covered the areas of rural development, project management, supervision, financial management, personnel administration, statistics, systems and procedures, and general management, all in response to priority training needs identified by LIPA in 1974.

LIPA has provided consultancy services to the Ministries of Finance, Health and Social Welfare, the Liberian Broadcasting

Corp., the Public Utilities Authority, and the Bureau of the Budget.

The research program has designed, monitored and evaluated work projects for the instructors in LIPA's staff development program. Sixteen participant trainees have entered Masters degree programs in the U.S. and Nigeria, eight having completed their program and returned to LIPA. Together with other post graduate training, these efforts have enabled the Liberian staff members to progressively assume command of the continuing LIPA training programs.

The Library, with 1,200 books, is actively used by LIPA professional staff and students. The Government of Liberia budget support has increased significantly as the result of a recent evaluation. The Tax Advisor to the Ministry of Finance has strengthened collection and reporting systems, contributing to a consequent rise in taxes collected.

FY 1977 Programs: FY 1977 funds are requested to fund 12 MM of service each for five Public Administration specialists and one tax administration specialist plus nine MM of short-term consultants (\$467,000); training for eight long-term and one short-term participants (\$90,000); teaching materials and supplies (\$39,000); other costs (\$14,000).

U.S. DOLLAR COST (In Thousands)										PRINCIPAL CONTRACTORS/ AGENCIES					
Through 6/30/75	Obligations	Expenditures	Unliquidated	Cost Components	OBLIGATIONS										
	Estimated FY 78	550	581		123	Estimated FY 78			Estimated Transition Quarter			Proposed FY 77			
						Direct AID	Contract/Other Agency	Total	Direct AID		Contract/Other Agency	Total	Direct AID	Contract/Other Agency	Total
Estimated through 6/30/76	1,625	1,533	92	U.S. Technicians ..	-	416	416	-	106	106	-	467	467	Institute of Public Administration, New York Internal Revenue Service	
Estimated Transition Quarter	149	Future Year Obligations:	Estimated Total Cost	Participants	-	96	96	-	23	23	-	90	90		
Proposed FY 77	610	639	3,023	Commodities	-	38	38	-	10	10	-	39	39		
				Other Costs	-	-	-	-	10	10	-	14	14		
				Total Obligations ..	-	550	550	-	149	149	-	610	610		

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REPUBLIC OF LIBERIA
MONTSERRADO COUNTY

NEGOTIATION DRAFT
JANUARY 10, 1973

CONTRACT BETWEEN
THE GOVERNMENT OF THE REPUBLIC OF LIBERIA
AND
THE INSTITUTE OF PUBLIC ADMINISTRATION
OF NEW YORK

THIS CONTRACT made and entered into this ___ day of _____, A. D. 1973, by and between the Government of the Republic of Liberia, represented by Honourable Augustus F. Caine, Director of the Liberian Institute of Public Administration, and Honourable Stephen A. Tolbert, Minister of Finance, hereinafter referred to as the "GOVERNMENT", and the Institute of Public Administration of New York, whose principal offices are located at 55 West 44th Street, New York, N. Y. 10036, U.S.A., represented by _____, hereinafter referred to as the "CONTRACTOR", hereby;

W I T N E S S E T H:

WHEREAS, the GOVERNMENT has requested the CONTRACTOR to provide technical and advisory services in the fields of Public Administration, research, training and consultation in an effort to create and establish the Liberian Institute of Public Administration; and

WHEREAS, the CONTRACTOR has agreed to provide the said technical and advisory services requested by the GOVERNMENT in the fields of Public Administration, research, training and consultation, in the creation and establishment of the Liberian Institute of Public Administration on an internationally acceptable standard; and also in accordance with all the terms and conditions of this Contract; and

WHEREAS, the United States Agency for International Development, hereinafter referred to as "USAID" has undertaken by agreement with the GOVERNMENT to finance such technical and advisory services in accordance with the terms and conditions of Project Agreement No.669-11-770-122 between the Government and USAID, dated January 31, 1972.

NOW, THEREFORE, the parties hereto agree to the following:

ARTICLE 1
STATEMENT OF WORK

A. OBJECTIVES

The objectives of this project are to provide the Liberian Institute of Public Administration with the requisite technical-know-how, organizational structure, training programs and research facilities thereby enabling the Institute to:

1. Establish itself as a viable organization contributing to the social and economic development of Liberia by increasing governmental, administrative and managerial capacities and by promoting greater individual and organizational productivity in the public sector;
2. Develop and implement integrated programs of training, research, consulting, evaluation, documentation and publication services which will not only generally increase governmental administrative and managerial skills, but also specifically:
 - a) Provide pre-entry and in-service training for Government personnel.
 - b) Develop at upper and middle management levels managerial and supervisory skills.
 - c) Provide training in problem analysis and decision-making.
 - d) Relate the programs and activities of the Institute to the manpower and development needs of the Government.
3. Train and develop a corps of competent Liberian staff to carry out training, research and related programs by:
 - a) Introducing effective recruiting programs which will attract qualified experienced or promising individuals to the Institute.
 - b) Providing regional and overseas training for the Liberian staff in research, consulting techniques, etc.
4. Initiate projects to better define Liberia's administrative and management needs and their relationship to LIPA'S role.
5. Provide leadership in activities designed to improve administration in Liberia:
 - a) Serve as the center for all public administration programs and activities.
 - b) Establish an effective working library and information system for public officials, trainees, graduates, and LIPA staff.

- c) Sponsor the participation of LIPA staff in regional and overseas conferences, seminars and workshops dealing with topics on public personnel development and administration.
6. Create appropriate machinery to review, monitor and evaluate LIPA'S programs and activities such as:
- a) Develop a method of quality control of LIPA's programs;
 - b) Provide effective and accurate record keeping of progress reports, manpower utilization, etc.
 - c) Develop a feed-back system in respect to the entire LIPA operation.

B. SCOPE OF SERVICES:

To achieve the aims and objectives of this project, the contractor shall, in cooperation with LIPA's Liberian staff, undertake, but not necessarily limited to, the following tasks:

1 IMMEDIATE ACTIVITIES

a) Preliminary Review: This will involve a study of the current nature of those factors that inhibit or facilitate administrative modernization, and the identification of some of the administrative and management needs of the 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 two studies will also assist the Government in developing a more systematic manpower information system and in formulating a five-year plan of personnel development and training. Conduction of the two studies and the subsequent development of long and short range and phased programs of training, consultancy and library and information services and other important areas will be completed within six months. Such a proposed plan shall be presented to the Government of Liberia for its approval before it is implemented. However, as the operation of LIPA takes on more substance needed changes will be made accordingly.

c) High Level Conference: As soon as possible after the signing of the contract for this project, a high level conference on LIPA'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 if possible other technical experts from other institutions outside Liberia. Serving 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 conference and other training experiences.

d) Short-Term Training Programs: During the conduct of the administrative studies-activities (a) and (b) - and pending the development of a long-range plan, short term training program activities of high impact and high visibility will be initiated. These training programs, to be regarded as pilot projects, may take six-twelve weeks. What these training programs may be will be determined by LIPA, in conformity with the short-range needs of the ministries and agencies. But they may focus on elements of management such as supervision, tax administration, financial administration, communication, reporting, etc.

e) Training Programs During Contract Period:

Although the development and implementation of a program plan for training during the contract period will depend on the results from the various studies and pilot projects outlined above, formulation of such a plan will take into consideration, to a large extent, development administration and middle management training needs. Specifically, in the area of development administration, training program will aim at interrelated activities; sectoral functional and spatial and the role of the local administrative 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.

f) Research Program: Research Program activities undertaken by LIPA staff will largely and systematically be aimed 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 over-all view towards improvement, serve as a means of providing instructors and trainers with operational knowledge, research skills and a scientific outlook, and enable the collection of materials for instructional training 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.

g) 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 regarded as 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 administrative systems, installing new systems, techniques and procedures and the up-grading of ministry based training resources.

h) 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 LIPA and practicing public administration 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 report and the publication of professional journals and other necessary documents.

1) LIPA Staff Development Program: In order to assure continuity and growth of LIPA 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 mutual sharing of professional experience between IPA/New York technical experts and their Liberian counterparts, staff development seminars and workshops involving training in the methodology of practical training, involvement in practical case studies, designing training programs and the necessary skills and techniques that will facilitate LIPA's training program. 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 requirement, 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 determined and controlled by LIPA.

2) Program Development and Testing Phase:

Without precluding changes in direction and emphasis which may emerge as a result of the planning and progress design phase, the Contractor agrees to present to the Director of LIPA for his approval, in conjunction with the issuance of LIPA's long-term plan, a specific plan of action for the Contract Team during the remaining duration 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 conference.
- 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.

C. Project Evaluation:

The Contract Team and its Liberian counterparts will conduct annual joint project reviews with appropriate officials of GOL and USAID/Liberia 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.

D. Staffing Assignments:

The Contractor shall supply the following personnel in accordance with the schedule in Article 11.

1. Key personnel:

- a) One Chief of Party. The Chief of Party will be the principal counterpart and advisor to the Director of LIPA, assisting him in preparing and implementing plans for LIPA's programs and organization and implement Government's policy goals and aims of LIPA. He will possess proven practical experience in various aspects of development administration, with special competence in devising and utilizing training methods suitable to a developing environment as related to Africa. Among his responsibilities will be (1) assuring strong support by the Contract Team in the formulation of the long-term plan for LIPA. (2) assisting the Director of LIPA in organizing and conducting the high-level conference on the role of LIPA and subsequent executive development and leadership program. (3) participating appropriately in the training, research and consulting functions of LIPA, including the conduct of sessions in the pilot middle-level supervisors course for which he is particularly qualified, (4) organizing the administration of the Contractor's residential assistance program including the preparation of the action plan for the Contract Team specified in paragraph B, 2 above, the preparation of periodical reports to LIPA, USAID and the Contractor's home office, planning and organizing any necessary field trips, preparation for the utilization of short-term specialists, contract administration, and overall project supervision.

b) **Three Public Administration Specialists.** The Public Administration Specialists will complement each other and the Chief of Party in making available to LIPA experience in training, research and consulting methodologies, development administration, personnel administration, government organization and methods, financial management, public policy analysis and planning, basic statistics, local government, and related areas. During the planning and program design phase, they will under the direction and supervision of the Chief of Party and of the Director of LIPA, provide leadership in the organization and execution of specific aspects of LIPA's program. (1) All three will assist the Chief of Party in supporting the formulation of specific surveys and studies and the coordination of the Contract Team's input into LIPA's staff development program. (2) One specialist will assume responsibility for directing the organization and implementation of the pilot middle-level supervisors training program. (3) Another will be a specialist in development administration and with experience in the formulation and conduction of specific programs for local administration improvement. (4) The other will be a specialist in research and consulting operations. He will also provide some assistance in development of LIPA's library facilities and information services. The last two experts will also respectively conduct sessions in the pilot middle-level supervisors training course for which they are particularly qualified. Subsequent specific assignments will be set forth in the plan of action for the Contract Team. The Public or Development Administration Specialists will work closely with colleagues on the LIPA staff in order to assure mutual professional growth.

E. Short-Term Specialists:

Short term advisors with special competence in cross-sectional areas will be assigned to full specific tasks as shall be agreed to by the Director of LIPA, in consultation with the Chief of Party, within the context of development plans and programs. However, since LIPA is in its formative stage of operation, the use of short-term specialists in the training program will not be put into effect until after, at least, the first year of operation. During this time a full assessment will be made in terms of the nature of their utilization.

F. It is understood that the name and Curriculum Vitae of each personnel to be on the Contractor's Staff for this project shall be submitted to the Director of LIPA for approval before the personnel travel to Liberia.

2. Other support personnel:

- a) **Administrative Assistant/Secretary.**
A competent individual will be assigned to serve as administrative assistant/secretary for the Contract Team, in order to reduce the burden of logistic administrative and clerical details on key personnel. Such a person may be a non-Liberian if a qualified Liberian cannot be found. The administrative assistant/secretary will be responsible to the Chief of Party.
- b) **Home Office Project Coordination and Support.** The President of IPA/NY and other senior officers will take a direct interest in monitoring and supporting the project including consultation and supervisory visits to the field as the needs require. Among the support services which the home office will supply: 1) research into substantive matters of immediate concern to the field by utilizing resources in the United States addressed to specific questions raised by members of the field staff, 2) screening and funneling of materials and ideas on public administration from other IPA projects and other public administration projects around the world to the field team and LIPA staff, 3) establishment and maintenance of professional contacts between experts in the United States, the field team and LIPA staff, 4) provision of a continuing flow of documents and publications to the field including support by the IPA/NY Library to the Library and information services of LIPA, 5) recruitment of long-term staff for future years, 6) recruitment of short-term staff including maintaining contract with prospective short-term specialists and finding new possibilities to be able to meet short-term needs quickly, precisely, and effectively, 7) preparation of pre-departure orientation program for field staff, 8) debriefing of field staff upon return to the United States, 9) arrangements for travel and logistics support for field staff going to and returning from Liberia, 10) logistical support for team in Liberia, 11) keeping up-to-date on change.

ARTICLE 11 - LEVEL OF EFFORT

- A. The work to be performed during the two-year term of this Contract will be one hundred-seventy-six (176) man-months.
- B. The total work for the two-year period, calculated in man-months, shall be allocated as follows:

<u>Title of Position</u>	<u>Man-Months</u>
Chief of Party (1)	23
Public Administration Specialists (3)	66
Administration Assistant/Secretary	23
Short Term Specialists	16
Home Office Professional	24
Home Office Secretarial	24
o	Total
	<u>176</u>

C. Within the total man-months of direct labor designated above, and with prior written approval from the Government, the Contractor may adjust the estimated man-months of any authorized direct labor position as required to perform the work specified in the Contract.

ARTICLE 111 - DURATION OF CONTRACT AND RENEWAL

A. Duration:- The present contract is for a period of two (2) years commencing from the date of the Contractor's receipt of Notice to Proceed and a Letter of Credit from the Government as stipulated hereunder:

LETTER OF CREDIT, NOTICE TO PROCEED

The Contractor shall commence work within fifteen (15) days of the receipt from the Government of a notice to proceed accompanied by a copy of a Letter of Credit issued in favor of the Contractor by the Government.

B. Renewal:- It is mutually agreed that should the Government desire to retain the services of the Contractor after the expiration of this Contract, a written notice shall be made to the Contractor by the Government to that effect, three (3) months prior to the expiration of the said Contract; it being understood that the Contract shall be considered renewed under such terms as may be agreed upon by the parties.

ARTICLE IV - COST IN DOLLARS AND LEVEL OF FUNDING

A. It is mutually agreed and understood that the Contract herein awarded is based on a total cost of _____ U. S. dollars which amount is to be made available to the Government in accordance with the terms and conditions of Project Agreement No. 669-11-770-122 between the Government and USAID and such other amounts of money made available by USAID for this Project.

B. With regard to the level of funding, the Parties agreed as follows: 1) The initial funding under this Contract shall be _____ U. S. dollars from which the Government shall make payments to the Contractor from time to time as the Parties hereto shall deem appropriate. For this purpose the Government agrees to establish an Irrevocable Letter of Credit in

the Chase Manhattan Bank, N.A., 535 Fifth Avenue, New York, N.Y. 10017, U. S. A., in favour of the Contractor.

2. The amount of the Letter of Credit shall, by instruction of the Government, be increased as is necessary to insure that at all times the amount remaining in the Letter of Credit is sufficient to cover the aggregate of outstanding commitments or anticipated approved costs for services rendered or to be rendered in accordance with the terms of this Contract. Upon the conclusion of the contract and collection of all amounts due, the Contractor shall release in favour of the Government its claim or claims on the remaining balance in the Letter of Credit.
3. Subsequent funding under this Contract shall be under such terms and conditions as the Government and the Contractor may determine and agree upon.

ARTICLE V - BUDGET

The following budget establishes limitations on the overall cost of the project in dollars. The Contractor shall not modify the grand total established in the budget without the prior written consent and approval of the Government.

BUDGET IN DOLLARS

<u>No. of Individual Items</u>	<u>Budget</u>
1. Salaries	See Budget Attached as Appendix "A"
2. Fringe Benefits	
3. Overhead	Cost
4. Travel and Transportation	Proposal
5. Allowances	
6. Other Direct Costs	
7. LIPA Staff Development (Participant Training)	
8. Equipment, books and materials	
	Sub-total _____
	Fee
	Total _____

BOOKS AND RECORDS

(A) The Contractor shall maintain books, records, documents and other evidence and accounting procedures practices sufficient to reflect properly all transactions under or connection with the contract. The foregoing constitutes "records" for the purpose of this clause.

(B) Contractor shall maintain such records during the contract term and for a period of three years after final payment hereunder.

(C) Notwithstanding subclause (B) above, records which relate to appeals under the "Disputes" clause of this Contract or litigation or the settlement of claims arising out of the performance of this Contract shall be retained until such appeals, litigation, or claims have been finally settled.

(D) All records shall be subject to inspection and audit by the Government and AID (or their authorized agents or representatives) at all reasonable times. The Contractor shall afford the Government and AID, proper facilities for such inspection and audit.

(E) The Contractor further agrees to permit authorized representatives of the Government and/or AID, at all reasonable times to inspect the facilities, activities, and work pertinent to this Agreement.

(F) The Contractor further agrees to include these provisions in all subcontracts hereunder.

ARTICLE VI - AVAILABILITY OF CONTRACTOR'S PERSONNEL

Upon the execution of this Contract, the Contractor's employees or personnel shall arrive in Liberia and be assigned to implement this Contract as follows:

LIPA PARTY	Availability (expressed in days after notice to proceed as defined in Article III of this Contract.
Chief of Party	To arrive in Liberia not more than 30 days after this contract is signed.
Public Administration Specialist	To arrive in Liberia within thirty (30) days.
Public Administration Specialist	To arrive in Liberia within sixty (60) days.
Public Administration Specialist	To arrive in Liberia within ninety (90) days.

Administrative Assistant

To arrive in Liberia
within thirty (30) days.

Earlier arrivals are specifically acceptable.

Assignment of regular employees or personnel under this Contract shall be for a minimum of two (2) years, except for replacement of personnel who shall serve the unexpired term of the replaced employee.

The Contractor will refrain from discrimination in the recruitment of employment of personnel in the United States for the performance of the contract because of race, color, religion, sex or national origin.

ARTICLE VII - LOGISTIC SUPPORT FROM THE GOVERNMENT:

The Government shall take the necessary measures to provide Contractor with the following logistic support:

1. Office space, office equipment, secretarial services and supplies.
2. It is mutually understood by the parties in keeping with the Project Agreement between Liberia and USAID, that, title to project commodities, unless otherwise stipulated, shall be vested in the Government of Liberia, and that title thereto shall pass when the goods or commodities are delivered to the International carrier.
3. Logistic Support such as transportation for in country travel, housing and utilities, furniture and household equipment, shall be provided to the Contractor's personnel out of the project fund.

ARTICLE VIII - AUTHORIZATION TO WORK IN LIBERIA:

The GOVERNMENT shall extend its fullest support in issuing the required visas, work permits, or such other documents as may be required to permit the Contractor's employees or personnel to have the authorization to work in Liberia in providing the services set forth in this Contract. The CONTRACTOR shall have the right to import free of customs duty all materials and equipment necessary for the performance of the services required under this Contract during the period this Contract shall remain in full force and effect; but the exemption from customs duty shall not extend to household goods, personal effects or food-stuffs and goods intended for resale. In addition, such expatriate employees or personnel of the Contractor shall be subject only to such taxes and such rates as are generally applicable in Liberia.

ARTICLE IX - TERMINATION BY GOVERNMENT:

Other than by its normal expiration, the GOVERNMENT may, upon thirty (30) days notice in writing to the CONTRACTOR, at any time terminate this Contract when and if any of the following conditions occurs:

- a) In the event any unnecessary delay occurs in carrying out the work, duties and services to be performed, or any part thereof, through the fault of the CONTRACTOR;
- b) If the CONTRACTOR refuses or fails to carry out the work, duties and services in conformance with the provisions of this Contract;

- c) For failure on the part of the CONTRACTOR to comply with any instructions given by the GOVERNMENT in respect of any of the foregoing defaults requiring the CONTRACTOR to take a remedial action within a specified date of which the CONTRACTOR has been notified by the GOVERNMENT.
- d) If the CONTRACTOR assigns or sublets this Contract or any part thereof, contrary to the provisions of this Contract without permission in writing from the GOVERNMENT:
- e) If the CONTRACTOR refuses, neglects or fails to carry out the said work, duties and services or any part thereof, with diligence that will ensure its completion within the time specified in Article 111 (Duration of Contract) hereof, the GOVERNMENT may, in accordance with this Article, terminate the Contract.

Upon such termination the CONTRACTOR shall furnish to the GOVERNMENT such report or reports as may be reasonable in the circumstances and such other information the CONTRACTOR has been able to obtain including complete or incomplete drawings, specifications and designs as the CONTRACTOR shall have prepared prior to the termination. In such event, the GOVERNMENT shall complete the work, duties, and services to be performed under this Contract either by its own staff directly or by the employment of other CONTRACTORS or individuals, in which case, the New York Institute of Public Administration shall be liable to make good to the GOVERNMENT any additional expense or expenses thereby incurred; the GOVERNMENT shall not be bound to pay to the CONTRACTOR any money on account of this contract, until the work, duties and services to be performed hereunder have been completed and the final statement of account has been prepared.

Upon such completion and verification within a reasonable period of time of the accounts thereof, the GOVERNMENT shall certify the amount of expenses properly incurred by the GOVERNMENT. If such amount added to the amount paid to the CONTRACTOR before the project is completed exceeds the total contract fee amount which is due to be paid the CONTRACTOR upon completion of the project in accordance with this contract, the difference shall be paid to the GOVERNMENT by the CONTRACTOR, and if the said amount added to the sum of money already paid to the CONTRACTOR be less than the said total contract fee amount, the difference shall be paid to the CONTRACTOR by the GOVERNMENT.

ARTICLE X - DELAYS:

The CONTRACTOR shall report promptly to the GOVERNMENT the occurrence of any event or condition which might delay or prevent the completion of the project in accordance with the provisions of this Contract, and shall indicate what steps are being taken to meet the situation. If, however, the delay was caused by the CONTRACTOR or was due to the CONTRACTOR'S fault, the GOVERNMENT shall have the right to demand from the CONTRACTOR the prompt continuation of the work so delayed until it has completed same or has taken action to ensure that the entire project will be completed within the time specified in this Contract.

ARTICLE XI - CHANGES AND MODIFICATIONS:

A. The GOVERNMENT may at any time, by a written order, make changes within the scope and duration of the work required to be performed under this contract. If any such change causes an increase or decrease in the cost of or the time required for performance and completion of this contract, whether changed or not changed by any such order, an equitable adjustment shall be made in (1) the estimated cost or completion date, or both and (2) in such other provisions of the contract as may be affected, and the contract shall so be modified in writing and approved by the GOVERNMENT.

B. No modification of this Contract shall be made except in writing, signed by the GOVERNMENT and the CONTRACTOR.

ARTICLE XII - FORCE MAJEURE:

- a) The term, FORCE MAJEURE, as used in this Contract, shall mean any cause beyond the control of the GOVERNMENT and the CONTRACTOR, and which the Parties could not foresee and/or reasonably provide against and which prevents the Parties from wholly or partially performing any duties under this Contract. Force Majeure shall include, but is not limited to any of the following:
- 1) War, revolution, insurrection or hostilities.
 - 2) Riot, Civil commotion or civil uprising (other than the Contractor's employees);
 - 3) Earthquake, flood, tempest, hurricane, lightning or other natural disaster;
 - 4) Any fire of major proportions, or explosion;
 - 5) Epidemic;
 - 6) Strike, lockout or other industrial disturbance;
- b) Upon the occurrence of any event constituting Force Majeure, the Contractor shall give prompt written notice of the occurrence to the Government including a statement describing the effect of such occurrence upon the performance of this Contract.
- c) In the event of a Force Majeure, the Contractor, unless otherwise directed by the Government, shall continue to undertake and perform the duties set forth in this Contract as far as is possible or reasonably practicable. If prevented from so performing by such cause, the performance may be suspended during the continuance of such inability but for no longer period and such inability shall be removed if practicable with all reasonable dispatch.
- d) In the event of a Force Majeure resulting in suspension of work this Contract shall be extended by a period equal to that for which the Contractor and the Government were prevented from performing under this Contract.

ARTICLE XIII - ARBITRATION

- a) Any dispute arising under this Contract which is not disposed of by agreement shall be decided by the Government, which shall reduce its decision to writing and mail or otherwise furnish a copy thereof to the Contractor. The decision of the Government shall be final and conclusive, within 45 days from the date of receipt of such copy, the Contractor mails or otherwise furnishes to the Government a written appeal.
- b) The Government shall have sixty (60) days after receipt of the appeal, or such longer time as the Parties may agree to, to consider the appeal of the Contractor. If at the end of that time a satisfactory resolution is not reached, then the procedure set forth in clause (c) hereof shall be followed.
- c) If any dispute or controversy cannot be resolved as set forth above, the matter shall be referred to and solved by an Arbitration Panel. This Arbitration Panel shall consist of three (3) arbiters, one designated by each party within fifteen (15) days following the date on which one party notifies the other in writing of its decision to submit the controversy to arbitration; the third member acting as President of the Panel shall be designated by the other two members of the Panel within fifteen (15) days following the nomination of the second arbiter. If both parties fail to designate the third member, this arbiter shall be nominated by the Chief Justice of the Supreme Court of the Republic of Liberia. No person has financial or personal interest in the controversy shall form a part of the Arbitration Panel. The decision of the Arbitration Panel shall be adopted by simple majority and not be subject to appeal. A record of proceeding shall be kept signed by the members of the Panel at each meeting. The interested parties shall be immediately informed of the decision taken by means of a written notification signed by the President of the arbitration Panel. The expenses incurred by the arbitration shall be borne equally by the parties but each party shall bear his own costs

ARTICLE XLV - SUBCONTRACTS

This Agreement shall not be sub-contracted either in whole or in part without the prior written consent of the Government and USAID, and such consent, if given, shall not relieve the Contractor of any liability or obligation under the terms of this Contract.

ARTICLE XV - ASSIGNMENT

The Contractor shall not assign or transfer this Contract or any part thereof except with the prior written permission of the Government and USAID. It is agreed, however, that the Contractor may, with the prior written approval of the Government and USAID, assign any and all of his rights, liabilities and obligations hereunder in whole or in part to any person or corporation.

ARTICLE XVI - LEGAL EFFECT OF CERTAIN
USAID APPROVALS AND DECISIONS

The parties hereto understand that USAID has reserved certain approval rights including, but not limited to, the right to approve the terms of this contract, the contractor, and any or all reports, sub-contracts, or other documents related to this contract and the project of which it is a part. The parties hereto further understand and agree that USAID, in reserving any or all of the foregoing approval rights, has acted solely as a grantor to assure the proper use of United States Government funds, and that any decision by USAID to exercise or refrain from exercising these approval rights shall be made as a grantor in the course of financing this project and shall not be construed as making USAID a party to the Contract. The parties hereto understand and agree that USAID may, from time to time exercise the foregoing approval rights, or discuss matters related to these rights and the project of which this contract is a part, with the parties jointly or separately, without thereby incurring any responsibility or liability to the parties jointly or separately.

Any approval (or failure to disapprove) by USAID of any report, contract, or other documents shall not bar the Government or USAID from asserting any right, or relieve the contractor of any liability which the contractor might otherwise have to the Government or USAID, because of such contract, bid document, drawing or other document, or any performance or failure of performance thereunder, or any USAID contractor's or supplier's certificate.

ARTICLE XVII - CONTRACTORS EMPLOYEES
AND MOBILIZATION

- A. Upon the written request of the Government, the Contractor shall remove or replace any of its employees present in Liberia. Any proposed change in key personnel (of the Contractor), hereinafter referred to as "Chief of Party" and "Public Administration Specialists", must be approved by the Government and USAID.
- B. The Government and USAID shall, upon written request of the Contractor, approve of the qualifications of all employees proposed to serve or render service for the project prior to their assignment to work on the project.
- C. The Government shall pay from funds available under this Contract reasonable costs associated with the mobilization and demobilization of employees and dependents connected with the project.

ARTICLE XVII - NOTICES

A. Any order, approval, declaration and notice given by any of the Parties shall be valid only when in writing and delivered as follows:

a) To the Government

The Director
LIPA
Monrovia, Liberia

b) To the Contractor:

President
Institute of Public
Administration
55 West 44th Street
New York, New York
10036

B. Any of the Parties hereto may by written notice change its address as above stated, provided that the new address or addresses will be within the boundaries of the Republic of Liberia and of the United States of America, respectively.

ARTICLE XIX - CONTRACT DOCUMENTS:

The Contract shall consist of the following component parts:

1. This Instrument

2. Appendix "A" - Budget

3. Project Agreement No. 669-11-770-122

of January 31, 1972, between the Government of Liberia and USAID.

The documents enumerated in Article XIX - CONTRACT DOCUMENTS - which are hereto annexed, specifically form bona fide parts of this Contract and are hereby incorporated. The Contracting Parties agree to be bound by all the provisions of the Contract Documents.

ARTICLE XX - PRIVACY:

This Contract shall bind the Parties hereto, their successors - in-office and assigns firmly as though they are specifically named herein.

IN WITNESS WHEREOF, the Parties hereto have signed and caused this Contract to be duly executed at the place and on the date first above written.

EXECUTED IN THE PRESENCE OF:

FOR THE GOVERNMENT

Augustus F. Caine
DIRECTOR, LIBERIAN INSTITUTE OF
PUBLIC ADMINISTRATION

Stephen A. Tolbert
MINISTER OF FINANCE, R. L.

FOR THE CONTRACTOR:

President, Institute of Public
ADMINISTRATION OF NEW YORK