

UNCLASSIFIED

Annual Budget Submission

FY 1987

LIBERIA

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**FY 1987 ANNUAL BUDGET SUBMISSION
TABLE OF CONTENTS
LIBERIA**

	Page
1. Mission Action Plan	
Section A - Strategy Recap	1
Section B - Self Appraisal	4
Section C - Forward Plan	14
Section D - Policy Dialogue	23
2. Table I - Long Range Plan (FY 1985-1991)	28
3. Table III - Project Obligations by Appropriation Account (FY 1985-1987)	30
4. Table IV - Project Budget Data (FY 1985-1987)	32
5. New Project Narratives	
669-0204 Crop Storage and Marketing	39
669-0207 Program Grant IX	41
669-0208 Population/Family Planning	43
669-0209 Agriculture Sector Analysis & Planning II	45
6. Project Amendments	
669-0132 Increased Revenues for Development	47
669-0184 Economic & Financial Management & Training	48
7. Table V - Proposed Project Ranking	49
8. Table VI - Local Currency Use Plan	50
9. Table VII - Schedule of Planned Evaluations	52
10. Table VIII - Operating Expense Summary	54
11. Table VIII - Operating Expense Narrative	62
12. Table VIII (a) - Information on U.S. PSC Costs	68
13. Table VIII (b) - Services Budgeted at \$25,000 or more	69
14. Table VIII (c) - Narrative and Obligations for Information Technology System	70
15. Table VIII (d) - U.S. Direct Hire Staffing with Narrative	77
16. Table VIII (e) - IDI Staffing	84

USAID/Liberia
FY 1986/1987 ACTION PLAN
SECTION A: STRATEGY RECAP

USAID/Liberia's strategy will continue to include as its primary focus the immediate concerns of economic stabilization and recovery by utilizing ESF, PL 480 Title I resources and appropriate technical assistance. The USAID strategy will seek to help restore economic and financial stability, reestablish both foreign and indigenous private investor confidence, protect existing infrastructure, and improve donor coordination (including seeking increased donor flows). We will continue to support technology transfer and development of key institutions and services in order to strengthen the Government's capability in the priority sectors of agriculture, education and health. Only two new DA projects are planned for FY 86 - a follow-on to our successful Agricultural Analysis and Planning, and a training project, necessary to replace the AMDP mechanism. For FY 87, USAID plans Crop Storage and Marketing (deferred from FY 86) and a bilateral family planning project. This latter activity is largely based on the preliminary findings of a May 1985 population needs assessment.

A new CDSS will be due in January 1986, which may alter somewhat the above scenario. Also noteworthy, and of potential impact on the strategy, are a Mission "Assessment" (sometime in 1985) and the ESF Concepts Paper.

Policy dialogue, long an integral part of the USAID assistance program, will continue. Working closely with the World Bank, IMF and other donors, USAID will continue to focus dialogue on measures that will lead to policy changes in support of economic stabilization. USAID and the Embassy will encourage the implementation of policies to improve fiscal management and revenue generation, develop the private sector, and promote new private investment and maintain basic infrastructure. On the DA side, policy dialogue will encourage the GOL to improve and increase the productive capacity of the agriculture sector, reform elementary education systems, and expand cost-effective health care services and family planning activities. Further details are given in the policy dialogue plan (Section D).

Operational objectives for FY 1986/87 include: 1) assist the GOL in their economic and fiscal stabilization and recovery program, increase private sector investment and other donor flows; 2) maintain physical infrastructure and productive capacity; 3) increase food production and agricultural productivity; 4) improve human resources development; and 5) improve and expand access to primary health services.

Special Concerns: The following items do not readily lend themselves for inclusion in the other parts of the Action Plan, and will be briefly treated here. These items include PVO's, Peace Corps collaboration, Human Rights projects, and personnel.

--USAID has opted not to earmark bilateral funds for PVO's in a separate PVO umbrella project. The number of American PVO's operating in Liberia is quite limited, thereby obviating the need for a basket, or umbrella, project for PVO activities. Most U.S. PVO's in Liberia already receive support from AID as implementing agencies in other bilateral projects, e.g., Partnership for Productivity, Cuttington University College, and Opportunities Industrialization Center (terminating in June 1985). To stimulate additional PVO involvement USAID has invited ORT to consider working with the GOL in the Road Maintenance project and we have encouraged indigenous PVO's to apply for African Development Foundation funds.

--Peace Corps relations with USAID/Liberia have been described by Peace Corps officials as "excellent". Indeed, PCV's will be working in some eight bilateral projects during FY 86 and 87. Counting the 46 PCV's to be involved in the IEL II project, nearly a third of all PCV's in country will be involved in AID projects by FY 87. Demand for the SPAF program continues to be high - USAID has requested an additional allotment this year to accommodate PCV requests for projects.

--USAID plans to use prior year Human Rights funds to support Liberia's transition to civilian rule. With elections scheduled for October and November of this year, and installation of the new Government for January 1986, up to \$100,000 is available to fund training of election workers throughout Liberia. In the past, AID Human Rights funds have supported drafting of the new constitution and election laws. The training will contribute to proper application of election laws and regulations in the upcoming elections.

--Personnel: Personnel levels from AID/W have dictated a reduction from 21 USDH in FY 1985 to 19 USDH in each of FY 1986 and 1987. (Already in FY 1985 we have lost one agricultural project manager position for the \$12 million WARDA project and one direct-hire secretarial position). A further loss of two slots (from 21 to 19) will seriously impair attainment of our strategic objectives, reduce our ability to perform critical economic analyses, and impede the performance of the DA portfolio.

USAID has, over the past few months, developed a Liberianization plan which, when fully implemented, will allow FSN's to acquire greater project monitoring responsibilities than they now are capable of. Achievement of this, however, requires formal and informal training, and, perhaps, some staffing adjustments. Thus the Liberianization Plan cannot be viewed as

a short-term solution to our USDH reductions. OE-funded PSCs are not a solution either, given overall OE funding constraints. Project-funded PSC's are already programmed to the maximum extent possible.

In consideration of the above, and, while personnel determinations should properly reflect consideration by the new Mission Director, this ABS does present an alternate level of 20 USDH for FY 1987. This is a reduction of one position from our present ceiling, and an increase of one from the ABS planning levels.

In keeping with AID/W guidelines, the following sections of this Action Plan: 1) list last year's objectives and provide a self appraisal of our ability to achieve operational benchmarks in Section B, and 2) provide a Forward Plan with operational objectives through FY 1986, with benchmarks to measure progress and management steps required to attain objectives in Section C. The Policy Dialogue Plan is attached as Section D.

SELF APPRAISAL
Section B

OBJECTIVE #1: ECONOMIC AND FISCAL STABILIZATION AND RECOVERY

A. Encourage Economic and Fiscal Reform:

1. Reduce the GOL payroll from \$122.5 million in GOL Budget Year 1983/84 to \$115 million in GOL Budget year 84/85: Partially achieved. At half year, \$58.6 million has been expended on personnel services. The IMF estimates an end of year figure of \$119 million.
2. Control expenditures and raise revenues in order to insure zero domestic financing of the GOL deficit: Not achieved. For the first six months of GOL Budget Year 1984/85 revenues were \$13.5 million below revised estimates, expenditures continue to exceed revenues and domestic arrears stood at an estimated \$55 million on Jan. 1, 1985. A deteriorating economy, continued capital flight and unsystematic GOL revenue collection efforts have hurt revenue collections, while extrabudgetary expenditures have continued as election day approaches.
3. Facilitate the realization of a \$25 million "core" public development budget supported by PL480 counterpart funds: Not achieved. At mid-year expenditures on the investment budget stood at only \$6.5 million. Delays in deposing PL480 counterpart funds have contributed to the slow-down in the public investment program. Also the IBRD Structural Adjustment Credit which would have added \$16 million to the development budget has been delayed.
4. Continue USAID support via ESF Grant covenants for the "Banking Arrangements." Partially achieved. A banking agreement between the GOL and the Bankers Association was successfully renewed in September 1984 and was renegotiated in May 1985. While a covenant was agreed upon and included in the FY 84 Program Grant it had no impact upon the negotiations.
5. Utilize ESF funds to meet debt obligations: Partially achieved. All FY 84 ESF were utilized to meet critical debt obligations. To date, only \$17.5 of the \$43 FY 85 Program Grant has been disbursed to pay debt. Resumption of disbursements is contingent upon adoption of a plan by GOL to meet debt service requirements thru GOL Budget Year 1985/86.

B. Increase Investor Confidence and Private Sector Investment

1. Continue USAID financial support to the Small Enterprise Financial Organization (SEFO) and provision of PL480 counterparts funds to SEFO: Achieved. USAID disbursements to SEFO in FY 85 totalled \$1,150,000 of which \$375,000 was used to refinance SEFO's capital budget. \$50,000 in GOL counterpart funds (PL 480) was allocated in FY 1984/85.
2. Assist the GOL to finalize and publish a revised investment code. Partially achieved. The GOL had announced that the code has been revised but it still has not been released. It is not clear whether the revised code will incorporate the recommendations of USAID-financed consultants.
3. Encourage increased U.S. investment in Liberia: Not achieved. Private investment is, by and large, "on hold" pending the resolution of gnawing economic and monetary/liquidity problems and a clarification of the political situation.

C. Donor Coordination:

1. Continue consultation with IMF and the World Bank: Achieved. Regular meetings are held both in Washington and in the field during IMF and IBRD team visits. Major concern is establishment of and compliance with performance targets.
2. Assist in preparation of first Inter-Governmental Group for Liberia (IGGL). Partially achieved. First meeting is scheduled in September 1985, in Washington D.C. (six months later than originally scheduled).
3. Encourage meetings of the Monrovia Donors Group (MDG): Achieved. The MDG has been formally established and meetings held quarterly. The most recent MDG meeting was held in April, 1985.

D. Management Steps:

1. Staff USAID/Liberia's Office of Economic Affairs: Achieved. With arrival of an IDI economist in January 1985, USAID's Office of Economic Affairs is fully staffed.

2. Establish new Private Sector position: Not achieved due to budget and position ceilings. Private sector concerns are being looked after by the USAID's Special Project office.

OBJECTIVE #2: MAINTAIN PHYSICAL INFRASTRUCTURE

A. Maintain Liberia's Basic Road Network

1. Design a road maintenance project in collaboration with the IBRD: Partially achieved. The PP is in final draft and will be authorized in the third quarter of FY 1985. The IBRD road maintenance project began in August, 1984, although progress has been slowed due to IBRD ceasing disbursements because of debt arrears.

B. Encourage GOL and Other Donors to Allocate Increased Financial Resources to Maintain Existing Facilities

1. Partially achieved. In addition to the Road Maintenance project, the National Port Authority (NPA) and Ministry of Planning held a donors conference in February 1985 to discuss potential sources of financing for port rehabilitation and technical assistance. NPA is negotiating with prospective donors for port improvement. On the negative side, GOL funds budgeted for maintenance are extremely low and the GOL continues to initiate new construction projects.

OBJECTIVE #3: INCREASED FOOD PRODUCTION AND AGRICULTURAL PRODUCTIVITY

A. Adoption of Appropriate Agricultural Policies and Programs

1. Focus attention and encourage adoption of policies in the sector that will increase productivity and emphasize the private sector rather than direct government participation in production and marketing: Good Progress. A USAID-sponsored policy seminar brought together the Minister of Agriculture and 25 other key officials to discuss various policy issues emphasizing the comparative advantage of Liberia in tree crops (in lieu of rice), the costs of a rice self-sufficiency program and world trade implications of food security. A new agriculture sector strategy should be prepared in draft in the next 3 months. A food marketing study is

also underway that will provide data essential for improvements in rice marketing and pricing. GOL subsidies to agriculture parastatals have been substantially reduced.

2. Encourage GOL to adopt a comprehensive national strategy for agricultural research and an overall strategy that will provide a more rational guide to both public and private investment: Partially achieved. A national agricultural strategy has been drafted by the MOA and includes input from the GOL/USAID-sponsored National Agricultural Policy Seminar. A draft of a proposal to link national research and extension systems has also been prepared by the MOA with input from the concerned parties. (USAID will also assist the GOL prepare a national agriculture research strategy.)

B. Build Self-Sustaining Agricultural Institutions

1. Focus institution building efforts on key institutions responsible for agricultural research, training, policy analysis and planning: Achieved. The Central Agriculture Research Institute (CARI) is being assisted by our Agriculture Research and Extension II Project authorized in August 1984. Twelve Liberian scientists have been trained and the physical plant has been upgraded under the Phase I project. Research Planning has been initiated along with periodic technical reviews of the research program. The planning capability of the MOA has been substantially upgraded. Computer models of the agricultural sector have been developed and used by the MOA in policy analysis. The performance of the Ag. Statistics Unit has been substantially improved and reliable crop data is now being supplied on schedule.
2. Design a Phase II Rural Development Training Project: Achieved. The project will be authorized in June 1985, and will assist the Rural Development Institute to function with qualified Liberian staff and eventually without AID budget support.
3. Study and evaluate existing agricultural extension systems for wider application in Liberia: Achieved. A comparative study was completed of all existing Liberian Extension Systems. Additionally, a document that outlines procedures for integrated research and extension was developed by the MOA with participation of all the extension system components and the research institute.

C. Encourage Greater Participation by Farmers in the Development Process

1. Extend the ongoing Nimba County Rural Technology Project: A series of proposals for an extension were received from the implementing PVO (Partnership for Productivity), and a streamlined proposal will be approved in May 1985. The project's agriculture extension component was transferred to the Nimba County Rural Development Project (NCRDP), a German-financed project to avoid duplication of efforts. The NCRDP philosophy is also heavily oriented toward grassroots, bottom-up development.
2. Provide PL 480 Title I counterpart funds to the Agriculture Cooperative Development Bank: Not achieved. However, the Bank reported its first annual profit and has participated in smallholder credit programs.
3. Initiate Farming Systems Research (FSR) in several new areas of the country: On schedule. The Phase II (0188) research project provides for rather extensive on-farm trials. A socio-economic "rapid reconnaissance" FSR study was completed in three counties which provides a basis for establishing research priorities. An FSR workshop has been rescheduled after the arrival of Phase II technical assistance personnel.
4. Initiate design for a FY 86 authorization of the on-farm Crop Marketing and Storage Project (0204): The first two phases of a rice marketing study were completed which provides information for the design of the project. Since the study will not be completed until December 1985, the project has been rescheduled for FY 87 obligation.

D. Management Steps

Fill the Agriculture Development Officer position which was vacant since August, 1983 to allow the ARD staff additional time for sector analysis and developing a mission agricultural strategy: Achieved. The ADO position was filled November, 1984. The ARD staff has completed several sectoral studies including one on export crops, a comparative study of farm extension systems operating in Liberia and an analysis of the Liberian rice policy.

OBJECTIVE #4: HUMAN RESOURCES DEVELOPMENT

A. Demonstrate Cost Effective Means of Producing Improved Basic Education and Vocational Training

1. Design and implement a Transition Plan to cover the gap between the end of IEL I and the beginning of IEL II: Achieved. IEL I terminated on March 31, 1985. The Transition Plan financed with Program Development and Support funds was designed and is being implemented. Due to prolonged negotiations of the IEL II project with the MOE, the project is now scheduled for obligation in June 1985.
2. Explore other opportunities to improve vocational education in Liberia: Not achieved. USAID assistance to Liberia Opportunities Industrialization Center (LOIC) terminates on schedule in June 1985. No other assistance for vocational education is presently envisioned.

B. Contribute to Increased Rural Welfare and Productivity through the Use of Radio

1. Complete the construction of a Central Programming Unit (CPU) and two regional radio stations under the Rural Information Systems (0134) project: Not achieved. The construction of the CPU is planned for completion in August, 1985. Construction of the two regional stations (Voinjama and Zwedru) is underway with completion scheduled for October, 1985. The construction of Harper and Gbarnga stations are on hold due to land title disputes and lack of sufficient GOL development budget funds respectively.
2. Broadcasting in English and vernacular languages will be initiated in late FY 1985: Not achieved. Broadcasting will begin in late FY 1986.
3. Training in broadcasting techniques and radio station operation and maintenance will continue: Achieved. 20 radio production personnel for regional stations completed their training in March, 1985. The LKN chief of broadcasting received a 3-month course in broadcasting skills in Kenya.

4. Field research on listeners' needs assessment will be carried out. Partially achieved. Preliminary research on listening references and habits underway. Research on program needs being carried out by regional production teams.

C. Enhance GOL Management Capabilities

1. Consider the design of a management improvement project for FY 1987 authorization which will focus on instituting improved management systems in one or several key GOL ministries or agencies: Not achieved.
2. Design and authorize a bilateral participant training project by early FY 1986: Initiation of project design is planned in FY 1985. The assessment of previous 1980-1984 AID-financed participant training will not be conducted, but instead USAID will refer to the Participant Training Impact study carried out in 1980 for the period 1953-1979 as necessary. A manpower demand study is being considered for August 1985.

D. Management Steps

The Mission will review whether USAID participant training functions should continue to be carried out in the Program Office or whether in light of the proposed bilateral training project, they should be shifted to the Human Resources Division: Still under consideration.

OBJECTIVE #5: HEALTH/POPULATION

A. Strengthen the Institutional Infrastructure and Capability of the MH&SW

1. Undertake major infrastructural improvements in MH&SW: Partially achieved. The Primary Health Care Project (0165) TA team which arrived in August 1984, together with MH&SW officials, have initiated several major infrastructural improvements in the MH&SW. For example, the MH&SW has decided to reorganize the information, education, and communication functions of the Ministry into an integrated program unit in the Bureau of Preventive Services. (Other examples are cited in the paragraphs below.) In addition, the contract CPA firm has completed the initial financial review of the Project, and has begun developing financial and managerial systems and establishing operational guidelines for decentralized operations.

2. Implement recommendations of the drug procurement and distribution system study: Partially achieved. The study recommendations have been formally approved by the Minister of Health. A National Drug Service Board has been established and has begun to develop the new National Drug Service, which will implement the strengthened drug supply system. An outpatient fee-for-service plan has been developed and approved. A National External Drug List and Formulary is being compiled and will be submitted for GOL approval by June 1985.
 3. Construct county health department buildings in target counties: Partially achieved. Sites have been identified for the buildings, and an A&E firm has begun the design process.
 4. Establish revolving drug fund scheme to increase health service cost recovery: Partially achieved. A fee-for-service policy has been approved by the MH&SW which will permit replenishment of county-level revolving drug schemes. Guidelines for implementing the scheme must now be designed.
 5. Develop and implement motorcycle purchase scheme: Achieved. Motorcycle purchase and operational plan approved, implementation began with a limited number of motorcycles. The remaining motorcycles will be procured according to the demand for purchase under the scheme.
- B. Increase the Proportion of the Population of Grand Geden and Sinoe Counties with Access to Basic Primary Health Care Services
1. Begin Primary Health Care orientation for county leaders, as well as training programs for county health workers: Partially achieved. County health department orientation/workshop presented in Grand Geden; scheduled workshop for county officials was postponed. Similar workshops for Sinoe County scheduled. Review of curricula and training materials for mid-level health workers and village-level workers began.
 2. Establish a self-financing village pharmacy program: Not achieved. (Development and implementation scheduled in 1985 and 1986.)
 3. Initiate construction of health posts and health centers in priority areas, using PL-480 counterpart funds: Not achieved. (Owing to limited funds available from GOL development budget, construction will not begin until at least 1986.)

C. Expand Delivery of CCCD Interventions by Strengthening Existing Health Infrastructure in a Majority of Liberian Counties

1. Begin substantive implementation of the CCCD project. Achieved. Technical Officer fielded and carrying on major project assignments.
2. Complete detailed procurement plan. Achieved.
3. Procure and deliver initial project commodities. Achieved.
4. Develop and implement a life-of-project work plan. Achieved. Revised work plan for the period 4/85 - 3/86 completed.
5. Develop and implement a fee-for-service system to increase cost recovery for CCCD services. Partially achieved. A fee-for-service policy has been approved by the MH&SW. Guidelines for implementing the system, including accounting and budgeting procedures, must be developed.

D. Encourage GOL Policy Commitment to Family Planning Programs and Strengthen Public and Private Service Delivery Systems

1. Develop a Population Policy and Awareness Project using Pathfinder Fund and Rapid II Project resources. Achieved. Project initiated in early 1985.
2. Provide assistance (through the U.S. Bureau of Census) to the GOL to complete the national population census analysis and publication. Partially achieved. Census results have not yet been published. Further assistance from UNFPA has been requested to complete census tabulations.
3. Continue to use several centrally-funded projects to support GOL and private agency efforts to strengthen family planning delivery systems. Achieved. Technical assistance and training programs form an integral part of this assistance. The Mission carried out a Population/Family Planning Assessment in May 1985, to assess ways to consolidate the AID portfolio in this sector in order to conserve resources and improve the impact of Population/Family Planning efforts.

E. Management Steps

Replace outgoing PSC Public Health Officer in a timely fashion: Partially achieved. Due to a reduction in the US direct hire level, a PSC Public Health Officer was hired in 1984 and will complete her contract in June 1985. USAID has initiated recruitment and selection of a suitable replacement, who will be employed by June 1985.

FORWARD PLAN
Section C

OBJECTIVE #1: ECONOMIC AND FISCAL STABILIZATION AND RECOVERY

USAID's Forward Plan for FY 87 represents essentially a continuation of the approach outlined in the CDSS and the FY 86 Action Plan. Thus, economic stabilization and recovery continues to be the number one USAID objective, and is being addressed by a strategy which involves the coordinated use of ESF, PL 480 Title I and DA resources. An ESF "concept paper," to be prepared in September 1985, will help determine the size and composition of future year ESF programs, as well as suggesting medium-long-term objectives. The short run operational objectives and benchmarks to measure progress are as follows:

A. Encourage Economic and Fiscal Reform

Continue to encourage reforms in budgeting, revenue collection and expenditure control through the use of Conditions Precedent to the release of ESF tranches (\$48 million planned for FY 86 plus \$25.5 million obligated but unexpended ESF funds from the FY 85 program), policy dialogue and advisor assistance (12 advisors in two DA projects; seven in revenue generation and five in expenditure control). In collaboration with the IMF and World Bank, USAID will encourage the GOL to:

1. Reduce the GOL payroll from \$115 million in GOL Budget Year 84/85 to \$110 million in GOL Budget Year 85/86.
2. Prepare a plan for the remainder of the current Budget Year (1984/85) and for the next Budget Year to: (a) control expenditures and raise revenues in order to insure a minimal domestic deficit, and, (b) place the maximum possible projection of the GOL's offshore revenues into the newly established blocked offshore account. These receipts will be earmarked for priority debt service payments and reducing external arrears.
3. Facilitate the realization of the public investment program of \$31 million (budgeted) for Budget Year 85/86 by providing PL 480 counterpart funds for priority development projects.
4. Disburse available ESF funds to meet debt obligations, thus enhancing the credit worthiness of the Government and clearing the way for increased capital inflows.

5. Increase revenue collection by reducing leakages (reform bonded warehouse system, eliminating misuse of customs duty drawbacks, eliminating tax expenditures for unbudgeted "development" projects and improving follow up on delinquent tax payers - establish central collective unit with greater enforcement power).
6. Finalize and institute an automated payroll system to include all Ministries.
7. Implement a revised accounting system.
8. Extend and perhaps expand U.S. advisory assistance through amendments to the Increased Revenue for Development and Economic, Financial Management and Training Projects. The placement of U.S. financial personnel in operational rather than in advisory positions will be considered.

B. Increase Investor Confidence & Private Sector Investment

Seek to restore fiscal and economic stability and sound financial management as fundamental prerequisites for rekindling and stimulating private sector confidence, thus increasing indigenous and foreign private investment. Other pivotal steps which will enhance investor confidence will be pursued. These include:

1. Continue USAID financial support to the Small Enterprise Financial Organization (SEFO) in order to strengthen SEFO's capability to advise and assist indigenous entrepreneurs to set up or expand businesses. Continue provision of PL 480 Title I counterpart funds to SEFO.
2. Review the feasibility of providing additional capital resources to Liberia entrepreneurs through the Liberian Bank for Development and Investment.

C. Donor Coordination

Coordinate closely with the IMF and IBRD to achieve reform and stabilization targets with financial resources at their command (as much as \$152 million in FY 86). An even greater impact can be realized if the number of donors can be increased and their funding for Liberia expanded. The following are planned:

1. Continue to consult with the IMF and World Bank and utilize our ESF assistance to encourage GOL compliance with mutually agreed upon performance targets.
2. Continue an active role in preparation for the first meeting of the Inter-Governmental Group for Liberia (IGGL), scheduled for September, 1985, and provide follow up as required. Use this occasion to press for the establishment of a Consultative Group.
3. Continue to encourage periodic meetings of the Monrovia Donors Group.
4. Encourage the African Development Bank and other donors to provide budget support to the GOL.

D. Management Steps

Consider transferring USAID management of Increased Revenue for Development and Economic and Financial Management and Training projects to the Economic Office to improve coordination of ESF and project objectives.

OBJECTIVE #2: MAINTAIN PHYSICAL INFRASTRUCTURE

A. Maintain Liberia Basic Road Network

1. Authorize Road Maintenance project and initiate rehabilitation of Plebo-Zwedru road. Allocate PL 480 funds to support IBRD and USAID road maintenance projects.

B. Encourage GOL and Other Donor Funding to Maintain Basic Infrastructure

1. Urge the GOL and other donors to finalize program for Monrovia Port rehabilitation and expatriate management of the Port. Allocate PL 480 funds to support the project.
2. Urge the GOL and the AFDB to finalize a program to rehabilitate and expand the capacity of the turbines at Mt. Coffee dam. Allocate PL 480 funds to support the project if necessary.
3. Discourage public sector construction through the use of ESF covenants.

C. Management Steps

1. The Mission has filled its vacant Engineer position and Senior Project Development Officer (Capital Development) position. Due to the increased workload in the engineering office and demands of the upcoming Road Maintenance project, a local engineer will be hired.

OBJECTIVE #3: INCREASE FOOD PRODUCTION AND AGRICULTURAL PRODUCTIVITY

This objective addresses the Bureau priorities of 1) adoption of appropriate agricultural policies and programs, 2) building agricultural institutions, and 3) greater participation by farmers in the development process. The USAID agricultural strategy as detailed in the CDSS remains unchanged. Operational objectives and benchmarks are as follows:

A. Adoption of Appropriate Agricultural Policies and Programs

1. Encourage the GOL to take action on the recommendations that resulted from the GOL/USAID sponsored National Agricultural Policy Seminar, through the Agricultural Sector Analysis and Planning Project (0137), the use of PL 480 Title I Self-Help measures, and meetings with GOL officials. The major policy issues will be to encourage food security rather than food self-sufficiency, more realistic prices for both locally produced and imported rice, and reduced government intervention in the marketing of agricultural commodities.
2. Formulate through the Agricultural Research and Extension Project Phase II, a national strategy for adaptive agricultural research, intimately linked with field extension activities. Encourage adoption and implementation of the strategy.

B. Build Self-Sustaining Agricultural Institutions

Strengthen and expand Liberia's capacity to identify and address, on a sustained basis, the technical as well as the socio-economic constraints to modernization of the agricultural sector through implementation of the Agricultural Research and Extension Project Phase II.

1. Focus on fully staffing the Rural Development Institute (RDI) with competent Liberian professionals, improving its curriculum, completing the construction of its physical plant, and increasing the efficiency of its operations through the Rural Development Training Project II (0185). The project is planned for obligation in June 1985. The RDI should supply Liberian requirements for mid-level agricultural personnel. The last evaluation of RDI focussed on the Institute's financial viability, and the FY 1986 evaluation will assess, inter alia, progress in this regard.
2. Building on the positive findings of a November 1984 impact evaluation, design and authorize a Phase II project to continue technical and financial assistance for the Planning and Statistics Units of the Ministry of Agriculture. The MOA has demonstrated increasing ability to collect reliable data, conduct rigorous policy analysis and formulate policy alternatives.
3. Strengthen the capacity of the Central Agricultural Research Institute through accelerated training of Liberian researchers, the provision of technical assistance and the improvement of basic facilities at the Institute.
4. Allocate PL 480 funds to support these three institutions.

C. Encourage Greater Participation by Farmers in the Development Process

1. Establish a Farming Systems Research Program through the Agricultural Research and Extension Project (0188) so that farmers can closely and directly participate in setting research priorities, and developing technology that is both relevant to their needs and economically applicable.
2. Design the Crop Marketing and Storage Project (0204) which should increase significantly farmer participation in the development process by improved on-farm storage and efficiency of the marketing system.

3. Extend the Nimba County Rural Technology Project (0163) for a final 2 year period, which will continue to provide credit and management advice to enterprising farmers and encourage savings by farm families.

OBJECTIVE #4: HUMAN RESOURCES DEVELOPMENT

USAID/Liberia's human resources strategy, developed by a joint USAID/GOL Education Sector Assessment in 1983, places high priority on assisting Liberia to improve internal and external efficiencies of basic education systems.

Operational objectives and benchmarks are as follows:

A. Implement Cost-Effective Means of Providing Improved Basic Education

1. Authorize and begin implementation of the Improved Efficiency of Learning II Project (0166). Train an additional 600 teachers and an additional 175 school principals by September 30, 1987. Train annually all 60 education officers beginning in January 1986. An additional 75 primary schools will begin using the IEL method and materials.
2. Utilize IEES and other resources to support selected MOE implementation of recommendations of the Education Sector Assessment and the 1984 National Education Conference.

B. Contribute to Increased Rural Welfare and Productivity Through the Use of Radio

1. Under the Rural Information System Project (0134), complete the construction of the Central Programming Unit (CPU) and the Voinjama and Zwedru regional stations by October 1985. Initiate construction of the Gbarnga regional station if sufficient GOL support funds are made available. Broadcasting from the CPU, Voinjama and Zwedru should begin in May 1986. This activity will be evaluated in early FY 86 to review implementation progress.

C. Management Steps

1. Given OE budget constraints, a PSC education officer will be funded through the IEL II project.

2. The Mission will review whether the USAID Participant Training Office should be transferred from the Program Office to the Human Resources Division.

OBJECTIVE # 5: HEALTH/POPULATION

The Mission's Health/Population sector objectives are 1) to strengthen the institutional capability of the Ministry of Health and Social Welfare (MH&SW); 2) to increase the proportion of the population of Sinoe and Grand Gedeh Counties with access to basic primary health care services; 3) to expand delivery of CCCD interventions (immunizations, oral rehydration, malaria presumptive treatment and prophylaxis) in the majority of Liberian counties; 4) to encourage GOL policy commitment to family planning programs and strengthen private and public service delivery systems. These objectives are consistent with Africa Bureau sectoral objectives.

A. Strengthen the Institutional Infrastructure and Capability of the MH&SW

1. Continue to implement the Primary Health Care (PHC) Project which was authorized in August 1983. With the arrival of the long-term technical assistance team in late FY 1984, substantive project implementation has begun and is continuing despite serious financial and manpower problems facing the GOL. Major institutional improvements will continue, including implementation of strengthened managerial and financial systems in the MH&SW, and decentralization of planning, financial and management responsibilities to the PHC project counties. The results of the May 1985 internal assessment of the project should soon be available for review, possibly leading to a revised implementation plan.
2. Continue to implement the approved recommendations of the drug procurement and distribution system study which should revitalize the drug supply system which is presently moribund. Undertake major project procurement for pharmaceuticals and medical supplies and equipment for hospitals, health posts and health centers in the two counties.
3. Implement decentralized budgeting/financing/management systems in Grand Gedeh and Sinoe Counties in 1986. The fee-for-service scheme will be an integral part of the decentralization plan. A revolving drug fund scheme to increase health service cost recovery will be accelerated in the health facilities in these two counties.

4. Implement strengthened and coordinated health worker training programs.
- B. Increase the Proportion of the Population of Grand Gedeh and Sinoe Counties with Access to Basic Primary Health Care Service
1. Continue to accelerate primary health care orientation for county leaders, as well as training programs for county health workers.
 2. Develop and initiate implementation of training and supervision components for establishment of village development councils and village-level workers.
 3. Establish a self-financing village pharmacy program.
 4. Construct county health department buildings. Initiate construction of health posts and health centers in Grand Gedeh and Sinoe Counties.
- C. Expand Delivery of CCCD Interventions by Strengthening Existing Health Infrastructure in a Majority of Liberian Counties
1. Continue substantive implementation of the CCCD project, based on the approved work plan, recently revised as a result of the November 1984 evaluation.
 2. Implement the detailed procurement plan to insure that remaining project commodities will be available in a timely fashion.
 3. Implement the fee-for-service system to increase cost recovery for CCCD services in CCCD target areas.
 4. Increase access to CCCD interventions to at least four counties and one territory.
- D. Encourage GOL Policy Commitment to Family Planning Programs and Strengthen Public and Private Service Delivery Systems
1. Continue to implement the new Population Policy and Awareness activity with funding from Pathfinder and Rapid II. This will include assisting the GOL to formulate a population policy by 1988.
 2. Continue to use other appropriate centrally-funded projects to support GOL and private agency efforts to strengthen their family planning delivery systems.

3. Develop a bilateral Population/Family Planning Project for FY87 authorization, based on recommendations from the May 1985 Population/Family Planning Assessment.

E. Management Steps

Based on the recommendations of the Management Assessment team, the Mission reduced its DH health and population staff from two to one, and hired a Personal Services Contractor with experience in delivery of primary and preventive health care and in family planning. The incumbent will depart in June 1985, and recruitment for a replacement has taken place. Final selection of the PSC Public Health Advisor will be made by May 30, 1985. Given OE budget constraints funding for this position should be provided from the CCCD and the new bilateral population projects.

POLICY DIALOGUE PLAN
Section D

This plan sets forth the principal policy issues on which Mission policy dialogue will focus, progress to date on each issue and the means proposed to stimulate policy changes. This policy dialogue plan should be reassessed following Presidential Elections scheduled for November and the accession to power of a civilian government in January 1986.

I. Encourage Economic and Fiscal Reform

USAID will continue to focus its policy dialogue on the critical need for GOL economic and fiscal reform. These efforts, which will reinforce the Coolfont discussions of April 1985, will be closely coordinated with other donors providing budget support aid. Near-term efforts must, at a minimum, focus on the urgent need for the GOL to take extraordinary measures (a) to enable payment of priority foreign debts through June 1986 (e.g. utilize GOL off-shore receipts for external debt payments), and (b) to establish a very stringent 1985/86 budget and the procedures to ensure faithful adherence to the budget.

FY 1986 ESF conditionality can be used to strengthen the GOL's resolve to follow through on the required fiscal reforms. In addition, the USAID advisors financed via two DA projects concerned with revenue generation and expenditure control will continue to encourage policy reforms and recommend procedures and systems for implementation of these reforms. Major foci will include reducing revenue leakages, improving follow up on delinquent taxpayers, instituting improved accounting and budget control procedures, finalizing an automated payroll system, and prioritizing development budget allocations. As in past years, a number of ESF conditions will be designed to support the efforts of these advisors.

Over the longer-term the Liberian economy must diversify from its present dependency on iron ore and rubber exports. A study of opportunities, policies and procedures for economic diversification and resumed growth (tentatively called "Liberia 2000") will be carried out in collaboration with the newly elected government.

II. Maintenance of Facilities and Infrastructure

Through the allocation of PL 480 counterpart funds and limited DA project resources (the Road Maintenance Project), USAID will continue to urge the GOL to rehabilitate and maintain its most critical physical infrastructure (roads, Port of Monrovia, electrical supply).

III. Private Enterprise/Sector Development

USAID has been encouraging the GOL and will continue to encourage the GOL to rely more heavily on the private sector in the development of the nation. USAID also encourages the GOL to remove unnecessary and unproductive constraints hindering private sector development.

In particular, USAID recently funded a study to update the country's investment code. An investment code was presented to the GOL, but has not been adopted. The GOL is currently considering a draft of an alternative to the USAID-funded study.

Greater reliance on the private sector in development is being encouraged. A USAID-funded road maintenance project is currently in the design phase. All construction in this project will be carried out by private contractors. This road project also includes training of private sector personnel by the Ministry of Public Works.

IV. Adoption of Appropriate Agricultural Policies and Programs

USAID will actively encourage adoption of policies that will improve agricultural productivity and efficiency. Issues that will receive particular attention include the integration of agricultural research and extension, rationalization of rice importation, marketing and producer incentives, and the articulation of an overall agricultural development policy. Continued emphasis will be placed on the private sector rather than direct government investment in production.

The USAID policy dialogue plan will be implemented through bilateral projects, special studies, PL 480 self-help requirements, seminars and informal discussions with GOL decision makers. The Agricultural Research and Extension II Project contains Conditions Precedent and Covenants designed to foster closer integration of research and extension. The national agricultural policy seminar sponsored by USAID has produced a document that may prove to be the foundation for an improved agricultural policy. USAID will utilize this document in both formal and informal discussions with GOL decision makers to give further impetus to the dialogue process.

Self-help measures for the FY 1985 PL 480 Title I program will require the reestablishment of a Stabilization Fund to provide funds for the purchase of domestic rice, reform of procedures for issuing rice import licenses, the timely announcement of GOL rice harvest buying prices and improved planning and coordination of PL 480 and commercial rice imports.

V. Demonstrate Cost Effective Means of Producing Improved Elementary Education

Implementation of the IEL II project relies on the agreement of the MOE to accept the concept of cost-effective means of improving elementary education. The MOE has just recently agreed with USAID to allow IEL to go nationwide, after a large and difficult period of policy dialogue concerning the role of IEL in the national educational system. Considering the education needs of the country and the GOL's budget constraints, acceptance of the IEL II concept is good policy, putting the GOL's limited resources to appropriate use.

USAID has asked the MOE to set up an ad hoc working group to consider issues of policy and project implementation. The most important single policy issue is the institutionalization of IEL into the education system of Liberia. A second major policy issue involves determining the use and scope of textbooks in elementary education.

Utilizing IEES and other resources, USAID will assist the MOE in addressing one or two additional key policy areas (e.g. subsidies to schools, improved coordination of teacher training) identified by the Education Sector Assessment.

VI. Decentralization of Health Care Services

Decentralization was an important item in the PHC Project Grant Agreement and has been agreed to by MH&SW officials. A project CP requires the MH&SW to provide by the end of August 1985 a plan for decentralizing health care services administration in Grand Gedeh and Sinoe Counties. The project hopes to implement decentralized budgeting/financing/management systems in 1986.

Under the PHC project, seminars on management, health administration, record keeping, accounting and budgeting have been held and will continue to be held to strengthen the management skills of county-level health administrators.

VII. Fee for Health Care Services

Hand in hand with dialogue on decentralization is the issue of fee-for-service. The fee-for-service concept requires that the fees collected remain within the budget of the health care facility on the county level. This policy dialogue which has been carried out through seminars and workshops under the PHC and CCCD projects has resulted in the formulation of an approved fee-for-service policy statement in March 1985. The fee-for-service concept is designed to increase the proportion of health costs paid directly by the recipient and is in keeping with the GOL's need for fiscal reform.

This new policy requires all recipients of health care services to pay for curative care. Certain preventive services such as immunizations will continue to be offered at no additional cost to recipients after initial registration at a health facility.

VIII. GOL Population Policy

USAID, through two centrally-funded projects (Rapid II and Pathfinder), is assisting the GOL to formulate a population policy which recognizes that the country's rapid population growth rate will impede efforts to raise the standard of living and improve the quality of life. USAID assists the National Population Activities Committee (an Inter-Ministerial Working group) in undertaking demographic research and analysis.

Under the two centrally-funded projects, seminars will be held to disseminate the results of the 1984 Mexico City World Population Conference and to disseminate results of the research activities. Population awareness activities will be supported by these and other centrally-funded resources.

Additionally, short-term participant training in both the U.S. and other countries in Africa for policy makers in key government positions will be provided in order to encourage the formation of a National Population Commission and the preparation of a population policy by the end of 1986.

IX. Encourage Policies Toward Greater Energy Conservation and Efficient Use

The Integrated National Energy Program (INEP) for Liberia has just recently been completed. This represents the culmination of more than three years of energy data collection, analysis and institution-building efforts by the National Energy Committee (NEC), its Secretariat, and USAID-funded long- and short-term technical assistance. In June of this year USAID will finance a three-day workshop for those in the highest levels of Government that deal with the energy sector. The purpose of the workshop is to marshal support for INEP recommendations among the many ministries and agencies in the GOL that are responsible for the energy sector and develop an action plan for implementing programs in energy supply, efficient energy use, efficient allocation of resources, and effective management and planning.

FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION (\$000)
 Country: Liberia

<u>AGRICULTURE, RURAL DEVELOPMENT AND NUTRITION</u>		<u>L/G</u>	<u>FY 85 ESTIMATE</u>	<u>FY 86 ESTIMATE</u>	<u>FY 87 AAPL</u>
669-0134	Rural Information System	G	901	-	-
66-0153	Rural Development Training Institute (PVO)	G	150	-	-
669-0165	Nimba County Rural Technology (PVO)	G	749	-	-
669-0185	Rural Development Training Institute II (PVO)	G	1,200	1,200	1,400
669-0188	Agriculture Research and Extension II	G	1,627	2,000	1,375
669-0200	Road Maintenance	G	1,000	2,100	1,200
669-0204	Crop Storage and Marketing	G	-	-	1,000
669-0209	Ag Sector Analysis & Planning II	G	-	750	1,000
669-0510	Program Dev. and Support	G	217	220	150
Appropriation Totals			5,844	6,270	6,125
Grants			5,844	6,270	6,125
Loans			-	-	-
<u>POPULATION</u>					
669-0208	Population/Family Planning	G	-	-	500
669-0510	Program Dev. & Support	G	50	50	20
Appropriation Totals			50	50	520
Grants			50	50	520
Loans			-	-	-
<u>HEALTH</u>					
669-0165	Primary Health Care	G	3,021	2,900	3,335
669-0510	Program Dev. & Support	G	30	30	50
Appropriation Totals			3,051	2,930	3,385
Grants			3,051	2,930	3,385
Loans			-	-	-

FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION (\$000)
 Country: Liberia

<u>EDUCATION AND HUMAN RESOURCES DEVELOPMENT</u>	<u>L/G</u>	<u>FY 85 ESTIMATE</u>	<u>FY 86 ESTIMATE</u>	<u>FY 87 AAPL</u>
669-0166 Improved Efficiency of Learning II	G	2,000	2,350	2,300
669-0184 Econ. & Financial Mgt. and Training	G	594	1,000	1,000
669-0206 Manpower Dev. and Skills Training	G	-	450	450
669-0510 Program Dev. & Support	G	150	100	50
Appropriation Totals	G	2,744	3,900	3,800
Grants	G	2,744	3,900	3,800
Loans	G	-	-	-
<u>SELECTED DEVELOPMENT ACTIVITIES</u>				
669-0132 Increased Revenue for Development	G	1,183	1,000	1,000
669-0201 Small Medium Enterprise Development (PVO)	G	1,125	750	140
669-0510 Program Dev. & Support	G	125	100	50
Appropriation Totals	G	2,433	1,850	1,190
Grants	G	2,433	1,850	1,190
Loans	G	-	-	-
Total DA Accounts	G	14,122	15,000	15,000
Grants	G	14,122	15,000	15,000
Loans	G	-	-	-
<u>ECONOMIC SUPPORT FUND</u>				
669-0202 Program Grant VII	G	43,000	-	-
669-0205 Program Grant VIII	G	-	48,000	-
669-0207 Program Grant IX	G	-	-	50,000
Appropriation Total		43,000	48,000	50,000
Grant		43,000	48,000	50,000
Loans		-	-	-
DA AND ESF ACCOUNT TOTALS:		57,122	63,000	65,000
GRANTS:		57,122	63,000	65,000
LOANS:		-	-	-

FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA
 BUREAU FOR AFRICA

669 - LIBERIA

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)											
	OBLIG DATE L	INIT FIN	TOTAL AUTH	COST- PLAN	OBLIG THRU FY 84	FY 84 PIPE- LINE	FY 1985 OBLIG- ACTIONS	FY 1985 EXPENDI- TURES	FY 1986 OBLIG- ACTIONS	FY 1986 EXPENDI- TURES	FY 1987 AAPI	ITEM NO
AGRICULTURE, RURAL DEV. AND NUTRITION												
6690134 RURAL INFORMATION SYSTEM												
G	80	85	5,000	5,000	4,099	1,286	901	583	---	1,002	---	(b)
L	80	83	6,700	6,700	6,700	6,324	---	1,835	---	3,610	---	
6690135 AGRICULTURAL RESEARCH AND EXTENSION I												
G	80	82	4,997	4,997	4,997	1,589	574	1,015	---	---	---	
6690137 AGRICULTURE ANALYSIS AND PLANNING												
G	77	84	3,250	3,250	3,250	1,289	---	600	---	689	---	
6690153 RURAL DEVELOPMENT TRAINING (PVO)												
G	77	85	5,880	5,879	5,729	264	150	414	---	---	---	
6690163 NIMBA CO RURAL TECHNOLOGY (PVO)												
G	80	85	3,521	4,270	3,514	769	749	546	---	500	---	(PC)
6690185 RURAL DEVELOPMENT TRAINING II (PVO)												
G	85	88	---	5,400	---	---	1,200	600	1,200	1,700	1,400	(PC)
6690188 AGRICULTURAL RESEARCH AND EXTENSION II												
G	84	92	19,990	19,990	3,180	3,180	1,627	600	2,000	2,900	1,375	

(a) Non-subtract Planned Debbligation
 (b) Non-add Planned Reobligation

FY 1987 AIRMAIL BUDGET SUBMISSION
TABLE IV - PROJECT BUDGET DATA

669 - LIBERIA

PROJECT NUMBER AND TITLE	OBLIG DATE	TOTAL AUTH	COST-PLAN	OBLIG THRU FY 84	FY 84 PIPE-LINE	ESTIMATED U.S. DOLLAR COST (\$000)				FY 1987 NAAPL	FY 1987 NAAPL	PEACE CORPS	UTM NO
						FY 1985 OBLIGATIONS	FY 1985 EXPENDITURES	FY 1986 OBLIGATIONS	FY 1986 EXPENDITURES				
EDUCATION AND HUMAN RESOURCES													
6690130		IMPROVED EFFICIENCY OF LEARNING											
G 78 84	7,500	7,500	7,500	401	---	316	---	---	---	---	---	---	---
6690166		IMPROVED EFFICIENCY OF LEARNING II											
G 85 90	---	14,900	---	---	2,000	50	2,350	2,500	2,300	(PC)			
6690168		OPFOR INDUST ONT INTL-LIBERIA (PVO)											
G 79 82	3,654	3,654	3,654	671	---	671	---	---	---	---			
6690184		ECON. & FINANCIAL MANAGEMENT & TRAINING											
G 82 87	4,889	6,889	4,295	2,124	594	700	1,000	1,000	1,000				
6690206		MANPOWER AND DEVELOPMENT SKILLS TRAINING											
G 86 91	---	3,000	---	---	---	---	450	---	450				
6690510		PROGRAM DEV. AND SUPPORT-LIBERIA											
G 85 C	---	---	---	---	150	150	100	100	50				

APPROPRIATION

TOTAL	16,043	35,943	15,449	3,196	2,744	1,887	3,900	3,600	3,800
GRANT	16,043	35,943	15,449	3,196	2,744	1,887	3,900	3,600	3,800
LOAN	---	---	---	---	---	---	---	---	---

(a) Non-add Reobligation

FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA
 BUREAU FOR AFRICA

669 - LIBERIA

PROJECT NUMBER AND TITLE	OBLIG THRU FY 84	FY 84 PIPE-LINE	ESTIMATED U.S. DOLLAR COST (\$000)				FY 1987 AMPL	PEACE CORPS	YTPM (N)
			FY 1985 OBLIGATIONS	FY 1985 EXPENDITURES	FY 1986 OBLIGATIONS	FY 1986 EXPENDITURES			

SELECTED DEVELOPMENT ACTIVITIES

6690132	INCREASED REVENUES FOR DEVELOPMENT			SUBCAT: SDTA		%PVO	
G 78 87	8,283	9,983	3,014	1,183	2,000	1,000	1,000
6690146	LOW INCOME HOUSING PHASE I						
G 78 81	1,348	1,348	75	---	75	---	---
6690201	SMALL AND MEDIUM ENTERPRISE DEV. (PVO)						
G 84 87	2,515	2,515	500	1,125	1,450	750	140 (PC)
6690510	PROGRAM DEV. AND SUPPORT-LIBERIA						
G 85 C	---	---	---	125	16	100	125 50

APPROPRIATION

TOTAL	12,146	13,846	8,648	3,589	2,433	3,541	1,850	1,825	1,190
GRANT	12,146	13,846	8,648	3,589	2,433	3,541	1,850	1,825	1,190
LOAN	---	---	---	---	---	---	---	---	---
DA ACCOUNT	---	---	---	---	---	---	---	---	---
TOTAL	95,027	141,946	63,079	26,675	14,122	15,833	15,000	21,531	15,000
GRANT	88,327	135,246	56,379	20,351	14,122	13,998	15,000	17,921	15,000
LOAN	6,700	6,700	6,700	6,324	---	1,835	---	3,610	---

669 - LIBERIA
 FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA

BURFANI OVER AFRICA

PROJECT NUMBER AND TITLE	OBLIG DATE	TOTAL AUTH	COST-PLAN	OBLIG THRU FY 84	FY 84 PIPE-LINE	ESTIMATED U.S. DOLLAR COST (\$000)				PEACE CORPS	C/F/FI NO
						FY 1985 OBLIGATIONS	FY 1985 EXPENDITURES	FY 1986 OBLIGATIONS	FY 1986 EXPENDITURES		
ECONOMIC SUPPORT FUND											
6690167 LOW INCOME HOUSING PHASE II											
G 79 80	5,000	5,000	5,000	5,000	2,347	1,000	1,000	1,347			
6690202 PROGRAM GRANT VII											
G 85 85	43,000	43,000	43,000	43,000		43,000	43,000				
6690205 PROGRAM GRANT VIII											
G 86 86		48,000	48,000				48,000	48,000			
6690207 PROGRAM GRANT IX											
G 87 87		50,000	50,000						50,000		

APPROPRIATION	TOTAL	GRANT	LOAN	SUBCAT: ES22				SUBCAT: ES21			
				OBLIG	EXPENDITURES	OBLIGATIONS	EXPENDITURES	OBLIGATIONS	EXPENDITURES	OBLIGATIONS	EXPENDITURES
TOTAL	48,000	148,000	5,000	2,347	43,000	44,000	44,000	48,000	49,347	50,000	50,000
GRANT	48,000	148,000	5,000	2,347	43,000	44,000	44,000	48,000	49,347	50,000	50,000
LOAN											
COUNTRY TOTAL											
TOTAL	143,027	289,946	68,079	29,022	57,122	59,833	59,833	63,000	70,878	65,000	65,000
GRANT	136,327	283,246	61,379	22,698	57,122	57,998	57,998	63,000	67,268	65,000	65,000
LOAN	6,700	6,700	6,700	6,324		1,835	1,835		3,610		

ALDEJDUH
BUREAU FOR AFRICA

FY 1987
REGIONAL PROJECT BUDGET DATA

669 - LIBERIA

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)		FY 84 PIPE- LINE	FY 84 OBLIG THRU FY 84	FY 1985		FY 1986		FY 1987		ITEM NO
	OBLIG DATE	TOTAL AUTH			OBLIG- ATIONS	EXPENDI- TURES	OBLIG- ATIONS	EXPENDI- TURES	OBLIG- ATIONS	EXPENDI- TURES	
AGRICULTURE RURAL DEV. & NUTRITION											
6980407.07	IRT MICRO-HYDRO										
G 79 83	95	95	95	95	95	0	---	---	---	---	(PC)
SUBCAT: FNWD \$PVO											
6980410.28	ZERO-TILLAGE										
G 80 83	253	253	114	253	15	---	15	10	---	---	
SUBCAT: FNDS \$PVO											
6980429	WARDA II										
G 81 86	12,000	12,000	2,605	8,660	800	2,500	2,540	---	---	---	
SUBCAT: FNDS \$PVO											

EDUCATION & HUMAN RESOURCES

6980433	AFRICAN MANPOWER DEVELOPMENT II										
G 84 86	606	665	388	606	58	262	---	---	---	---	
SUBCAT: EHSP \$PVO											

SELECTED DEVELOPMENT ACTIVITIES

698-0424.03	ENERGY INITIATIVES										
G 83 83	250	250	140	250	140	---	---	---	---	---	
SUBCAT: SDEG \$PVO											

HEALTH

6980421.03	COMBAT CHILDHOOD COMM. DISEASE										
G 83 83	655	655	618	655	160	320	---	---	---	---	(PC)
SUBCAT: HECS \$PVO											

PROPOSED PROJECT DESCRIPTION FY 87

PROJECT TITLE: CROP STORAGE AND MARKETING

PROJECT NUMBER: 669-0204

PROJECT FUNDING: Grant - FY 1987 - \$1,000,000
Life of Project: \$3,000,000

APPROPRIATION ACCOUNT: Agriculture Rural Development
and Nutrition

PROJECT PURPOSE: To increase crop storage
capacity and improve post
harvest handling and marketing
opportunities for small farmers.

PROBLEM: Liberian farmers have been growing upland rice as their main staple crop for centuries and recently, through the activities of various agriculture projects, they have begun growing coffee, cocoa and irrigated rice as well. Rice production is slowly increasing and rice marketed through commercial channels has increased considerably, partly in response to an increase in producer prices.

Although there are four active agriculture projects operating in Bong, Lofa and Nimba Counties which provide production assistance to farmers, none address the problem of inadequate post harvest handling and on-farm storage capacity and marketing. Traditional methods of on-farm storage are adequate only for home consumption with substantial losses of grain occurring. Inadequate storage capacity exists for surplus grain for the market as well as for coffee and cocoa, and farmers must often sell during times of depressed prices, discouraging increased commercial production. Additionally, imperfections in the market distort administered farm gate support prices.

Processing facilities for rice are limited to hand pounding except for the large mechanical rice mills at three Liberia Produce Marketing Corporation (LPMC) locations. The Liberian farmer has no control over the marketing of his rice, coffee and cocoa crops. The LPMC (parastatal) has a monopoly on the purchase and marketing of rice, coffee and cocoa and often suspends buying or issues warehouse receipts instead of paying cash during harvest seasons. The farmer has no alternative but to sell to buying agents who pay only 50 percent or less of the official farm gate price.

PROPOSED PROJECT: The grant will fund technical assistance, commodities, construction costs and support costs. Over the life of project three main agricultural counties (Bong, Lofa and Nimba) will receive assistance. Initially the project will operate only in Bong County in conjunction with the Bong County Agricultural Development Project (BCADP), and will later expand to Nimba and Lofa Counties. One long-term post harvest food processing specialist will serve as the project supervisor. Peace Corps volunteers will be recruited during each of year one and two of the project. They will work with the County extension agents to identify participating farmers, supervise construction of low cost on-farm storage units, and conduct on-farm training in improved post harvest technology.

The Central Agriculture Research Institute (CARI) already has a number of low cost improved designs which have been tested in Liberia. Worldwide, there are a host of improved storage designs and the Peace Corps has considerable experience in this field. Short-term assistance from the S&T Bureau's Post Harvest Food Loss Project will be used for project design. This project promotes both increased net productivity due to reduction of losses, and gives the farmer an element of control in the market place.

The proposed project conforms to the USAID/Liberia strategy by relieving constraints to increasing traditional farmer productivity and incomes, a sector of Liberia's economy with considerable prospects for growth. The project will also promote private sector development by employing small construction firms to construct farm storage units and processing facilities. The project is consistent with the self-help measures incorporated into recent PL 480 Title I Agreements.

SPECIAL CONCERNS: This project will address the Congressional special concern for private sector development by employing private firms to construct storage units and processing facilities and by promoting demand for such construction among farmers in the target areas. The project will also encourage greater private sector (and less government) involvement in food and cash-crop marketing.

TARGET GROUP: Immediate beneficiaries will be the estimated 1600 farm families in Bong, Lofa and Nimba Counties that would have on farm storage by the end of the project. Farmers in these counties and consumers nationwide will benefit from improved marketing systems.

PARTICIPANT TRAINING: Approximately 10 - 15 Liberians will receive short-term practical training in storage marketing.

PROPOSED PROJECT DESCRIPTION FY 87

PROJECT TITLE: Program Grant IX

PROJECT NUMBER: 669-0207

PROJECT FUNDING: Grant - FY 1987: \$50,000,000
Life of Project: \$50,000,000

APPROPRIATION ACCOUNT: Economic Support Fund

PROJECT PURPOSE: To assist the Government of Liberia's economic recovery efforts by providing foreign exchange for balance of payments support.

PROBLEM: Liberia has been experiencing serious economic difficulties since the late 1970's. Gross Domestic Product (GDP) declined by an annual average of 4.4% between 1980 and 1983. The decline continued in 1984, although at a somewhat slower rate. The deterioration in recent years has resulted from unfavorable external factors, severe structural problems, and domestic managerial and policy weaknesses. Worldwide recession (and a strong dollar) resulted in continued price and demand weakness in international markets for Liberia's major exports, e.g. iron ore, rubber and timber. Improvement in world market prices and demand for these exports is lagging behind an otherwise recovering world economy.

Large budget deficits have exacerbated the problems over the past four years, limiting the government's ability to finance development projects and to meet external debt service payments. Debt servicing requirements are estimated at over \$175 million in 1985/86 or about 70% of estimated revenue receipts. \$71 million of these debt payments are owed to the IMF and \$16 million to the IBRD and cannot be rescheduled. The GOL's most recent Development Budget was reduced from a planned \$65 million to an actual \$25 million. Infrastructure, such as roads, education, and health facilities, has been deteriorating because of inadequate maintenance budgets. Political uncertainties have limited private sector capital formation.

To reverse the course of the economy, the GOL has entered into a series of Standby Agreements with the International Monetary Fund (IMF). All have essentially focused on alleviating budget deficits through increased revenue measures, expenditure controls, improved public sector management and limitations on domestic and international borrowings.

Performance under the Stabilization Program has been mixed. Though difficult policy decisions have been taken by the GOL and significant cuts made in wages and salaries, the benefits are not fully realized because of institutional weaknesses. Serious short-falls in revenues have resulted in still large budget deficits. The GOL/U.S. April 1985 "Coolfont" discussions and a more recent IMF technical mission both resulted in renewed calls for the GOL to adopt more austerity measures and more credible budgets.

The GOL will continue to face hard budgetary decisions in the coming years. In the short-run, attention will focus on (1) reduction or elimination of budget deficits, (2) remaining current on priority debt payment, (3) provision of funds for a modest development budget required to complement donor development projects, (4) creation of an atmosphere conducive to private investment, (5) protection of existing infrastructure from serious deterioration, and (6) stepping up assistance flows to Liberia, especially for budget support.

U.S. advisors, provided under the complementary USAID projects, will continue to work with key GOL officials to encourage the design and implementation of new policies and procedures to improve revenue collection efforts and reduce expenditures.

Over the long-term, a significant restructuring of the Liberian economy will be required if Liberia's economic base is to broaden so as to enable a return to the expansionary levels of the past.

PROPOSED PROJECT: The proposed \$50 million Program Grant will make available foreign exchange to help the Government of Liberia meet critical financial obligations. The proposed Grant, apart from helping to contribute to economic recovery, will also provide a means for AID to encourage the GOL to adopt policy reforms which address the country's economic problems. ESF assistance will continue to be tranced to coincide with times of greatest GOL need. Disbursements will be conditioned as progress in addressing economic and fiscal problems.

TARGET GROUP: The immediate target of this Grant will be the GOL. This assistance will help to fill the serious gap in its offshore dollar resources. Indigenous and foreign private investors will also benefit from resumption of economic growth and restoration of an economic climate conducive to business.

PROPOSED PROJECT DESCRIPTION FY 87

PROJECT TITLE: Population/Family Planning

PROJECT NUMBER: 669-0208

PROJECT FUNDING: Grant - FY 1987 \$ 500,000
Life of Project 4,000,000

APPROPRIATION ACCOUNT: Population

PURPOSE: To increase access to and use of family planning services by men and women of child-bearing age through improved public and private capability to provide information and services.

PROBLEM: USAID/Liberia has been involved in population and family planning projects in Liberia for some twenty years, through a variety of centrally-funded projects. Currently, there are approximately twelve discrete projects or programs being carried out with AID/W resources through ten participating organizations. In addition, other population and family planning activities are being carried out by the Family Planning Association of Liberia (FPAL), with funding from IPPF; and other activities are funded through UNFPA.

Because of the increase of AID-funded population and family planning activities in recent years, and because of recent increased GOL and citizen receptivity to population and family planning programs, the AID portfolio in this sector will be consolidated through a bilateral project. This will conserve resources and will simplify and improve management of these programs, thereby increasing their impact.

PROPOSED PROJECT: This project will focus on family planning service delivery in Monrovia through an urban community based distribution program, targeting women at high risk with a post-partum family planning activity and focussing on young adult fertility. Additionally, commercial sector activities will be promoted through social marketing of contraceptives. The development of activities within each of these areas will be carried out with technical assistance from S&T/POP centrally funded cooperating agencies.

Inputs will consist of technical assistance, commodities, and support to strengthen the ability of public and private institutions to provide family planning services on a self-sustaining basis.

Implementing agency(ies) will be chosen from among the Liberian National Population Commission (Secretariat), MPEA, MH&SW, and/or FPAL; however, recipients of project support would include a variety of public and private groups.

SPECIAL CONCERNS: Issues will be further defined and discussed as a result of the planned USAID/Liberia Population/Family Planning Assessment carried out in May, 1985, and based on the National Population Policy to be developed in 1986 following the creation of the National Population Commission.

TARGET GROUP: Women of child-bearing age, particularly in the Monrovia area, or about 115,000 people.

PARTICIPANT TRAINING: Both short-term and long-term training needs are anticipated and will be identified in the project design.

PROPOSED PROJECT DESCRIPTION FY 86

PROJECT TITLE: Agriculture Sector Analysis & Planning II

PROJECT NUMBER: 669-0209

PROJECT FUNDING

Grant	FY 1986	\$ 750,000
	FY 1987	\$1,000,000
Life of Project		\$3,000,000

APPROPRIATION ACCOUNT: Agriculture Rural Development and Nutrition

PROJECT PURPOSE To improve the capability of the Ministry of Agriculture to collect, process and interpret sector data, develop a sector plan and formulate appropriate agricultural policies.

PROBLEM: Due largely to the absence of a clear policy framework and the lack of reliable information private investment in Liberia's agricultural sector is limited. Public investment is opportunistic and generally incoherent and poorly targeted. This major constraint to Liberia's most important sector is being alleviated by the on-going AID-funded Agriculture Sector Analysis and Planning Project. An AID Impact Assessment of the project conducted in November 1984 noted that the project has been relatively successful in some areas of critical importance: (1) basic capability to collect and analyze primary data has been developed in the Division of Statistics and Planning of the Ministry of Agriculture, (2) some fifty Liberians have been trained to staff the Division and most of them are still employed with MOA and (3) a proposal for restructuring the Ministry of Agriculture has been prepared. However, the assessment concluded that much remains to be done to ensure that the still tenuous accomplishments of the project are not only preserved but are consolidated and extended. Staff training, particularly on the job, needs to be continued, the data sampling methodology needs to be refined and applied throughout the country, the core of well-trained but rather inexperienced analysts who are presently working on such policy issues as producer price incentives, food import, marketing systems, and investment priorities, needs continued professional guidance. Through training and a modest amount of technical assistance, this proposed Phase II project will further strengthen the capacity of the MOA to collect and publish regularly more accurate and representative agricultural statistics, to formulate policy and investment alternative based on rigorous analysis, and to monitor and evaluate the performance of the sector. This project is consistent with the thrust of the CDS

of strengthening key Liberian development-related institutions. It conforms to AID policy in at least two important ways; building key development institutions and supporting an important mechanism for pursuing policy dialogue and reform.

TARGET GROUPS: The immediate beneficiaries are the staff of the Ministry of Agriculture who will receive training and technical assistance. Indirect beneficiaries are farmers and rural families who will benefit from improved agricultural policies and investment.

SPECIAL CONCERNS: None

PARTICIPANT TRAINING: Fifteen (15) person years of long-term training and 30 person months of short-term training will be provided.

PROJECT AMENDMENT FY 1986

PROJECT TITLE: Increased Revenues for Development -
Amendment

PROJECT NUMBER: 669-0132

PROJECT FUNDING: Grant - FY 1986 \$1,000,000
FY 1987 \$1,000,000

APPROPRIATION ACCOUNT: Selected Development Activities

PROJECT PURPOSE: To upgrade the capability of the
Ministry of Finance to increase
resources from internal revenues.

DESCRIPTION OF THE AMENDMENT: Assistance will be provided to both the Bureau of Customs and Excise and Department of Revenue within the Ministry of Finance, which together are responsible for collecting more than 75% of annual GOL domestic revenues. AID inputs will include extension of long-term and short-term technical assistance and in-country and participant training provided through PASA arrangements with the Internal Revenue Service and the U.S. Customs Service.

USAID anticipates completion of the Project Paper amendment by 4th quarter FY 1985.

PROJECT AMENDMENT FY 1986

PROJECT TITLE: Economic and Financial Management and Training - Amendment

PROJECT NUMBER: 669-0184

PROJECT FUNDING: Grant - FY 1986: \$1,000,000
FY 1987: 1,000,000

APPROPRIATION ACCOUNT: Education and Human Resources

PROJECT PURPOSE: To develop the capacity of the Government of Liberia to effectively manage its financial resources.

DESCRIPTION OF THE AMENDMENT: Assistance will be provided to the Ministry of Finance, Ministry of Planning and Bureau of the Budget to develop the GOL institutional capacity in accounting, budgeting, cash and debt management, payroll and procurement. AID inputs will include long-term and short-term technical assistance, in-country training, and commodity procurement.

USAID will complete the Project Paper amendment by the 4th quarter of FY 1985.

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE V - PROPOSED PROGRAM RANKING

DECISION UNIT - 669 LIBERIA

RANK	PROJECT TITLE	NEW/ CONT	LOAN GRANT	APPROP.	PROG FUND	
					(\$000) INCR	CUM
1	0207 Program Grant IX	N	G	ES	50,000	50,000
2	PL01 PL 480 Title I - Liberia	-	-	PL	(15,000)	50,000
3	0184 Economic & Fin. Mgmt. & Trng.	C	G	EH	1,000	51,000
4	0132 Increased Rev. for Development	C	G	SD	1,000	52,000
5	0188 Agri. Research & Extension II	C	G	FN	1,375	53,375
6	0166 Improved Effi. of Learning II	C	G	EH	2,300	55,675
7	0209 Ag. Sector Anal. & Planning II	C	G	FN	1,000	56,675
8	0165 Primary Health Care	C	G	HE	3,335	60,010
9	0185 Rural Development & Training II	C	G	FN	1,400	61,410
10	0200 Road Maintenance	C	G	FN	1,200	62,610
11	0201 Small & Medium Enterprise Dev.	C	G	SD	140	62,750
12	0206 Manpower Dev. & Skills Training	C	G	EH	450	63,200
13	0204 Crop Storage & Marketing	N	G	FN	1,000	64,200
14	0208 Population/Family Planning	N	G	PN	500	64,700
15	0510 Program Development & Support	C	G	EH	50	64,750
16	0510 Program Development & Support	C	G	FN	150	64,900
17	0510 Program Development & Support	C	G	SD	50	64,950
18	0510 Program Development & Support	C	G	PN	20	64,970
19	0510 Program Development & Support	C	G	HE	30	65,000
					<u>65,000</u>	<u>65,000</u>

TABLE VI
NARRATIVE

In Liberia the only activity which generates local currency is the PL 480 Title I program. ESF resources are used exclusively for the payment of external obligations and no counterpart is generated. Because the GOL has experienced delays in collecting counterpart generations, there is a lag in the financing of development projects. Thus, in Table VI, \$6.8 million was expended in FY 84 while the planned level was \$15 million. The FY 85 level of \$15 million is a budget objective and actual expenditures will likely be carried forward into FY 86 resulting in actual FY 86 expenditures larger than the \$8 million shown in Table VI. In an ex post sense, counterpart expenditures tend to equal the value of the Title I Agreement as the Government covers counterpart shortfalls with its own resources.

The Mission's strategy is to utilize counterpart generations to support the GOL component of the investment budget. The first claim on counterpart funds is to support the GOL portion of AID projects. Next in line is the GOL portion of the development projects of other donors which reinforce or complement the sector strategy of AID. The third claim on counterpart are wholly funded GOL projects in priority sectors of AID concern.

It should be noted that in view of the dim long-term prospects for a significant increase in GOL revenues, PL 480 counterpart will likely be the only significant source of funds for the GOL investment budget in the foreseeable future. This lends urgency both to the requirement that they be utilized only for priority investment purposes where a development impact can be expected, but also to the need to maintain PL 480 Title I levels at the \$15 million level until such time as other sources of funds can be found to support the investment budget.

FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE VI: Expenditures of Local Currency

Source/Purpose	1984 Actual	1985 Budgeted	1986 Planned	1987 Proposed
III <u>-PL-480</u>				
A Public Development Activities	6739.1	14250.0	7500.0	13600.0
Support of AID Projects ^{a/}	(2145.5)	(4340.0)	(5000.0)	(5000.0)
1- Area Development Projects	1811.1	3610.0	1000.0	3000.0
2- Agricultural Production	1631.3	1251.0	450.0	1500.0
3- Ag. Research and Training	1323.7	2722.0	2500.0	3000.0
4- Roads & Highway Maintenance	1733.4	3699.0	1000.0	3000.0
5- Human Resource Development	239.6	2594.0	2500.0	3000.0
6- Other	-	374.0	50.0	100.0
B Private Sector Programs	113.5	570.0	250.0	1000.0
Support of AID Projects ^{a/}	(113.5)	(570.0)	(250.0)	(1000.0)
C Public Sector Recurrent Budget	0.6	180.0	250.0	400.0
Support of AID Projects ^{a/}	(-)	(25.0)	(-)	(-)
D AID Operating Expense	-	-	-	-
Totals	6853.2	15000.0	8000.0	15000.0
(Support of AID Projects Total ^{a/})	(2259.0)	(4935.0)	(5250.0)	(6000.0)

^{a/} Non add item. These represent counterpart funds used to support AID-funded DA projects.

TABLE VII - LIST OF PLANNED EVALUATIONS
 FY 1987 ANNUAL BUDGET SUBMISSION
 COUNTRY/OFFICE Liberia

Project List (Project No. & Title)	Last Eval Completed (Mo./Yr.)	FY 1986		FY 1987		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
		Start To (Qtr) AID/W (Qtr)	End To (Qtr) AID/W (Qtr)	Start To (Qtr) AID/W (Qtr)	End To (Qtr) AID/W (Qtr)				
Agriculture, Rural Development and Nutrition									
669-0134, Rural Information Systems		10/85	12/85			Implementation Progress	Project \$ 40	10	IQC
669-0188, Agricultural Research & Planning Extension II		08/86	11/86			Implementation Progress	Project \$ 35	20	IQC
669-0200, Road Maintenance		07/86	09/86			Implementation Progress	Project	10	To be determined
669-0185, Rural Development Training II	04/84			09/87	11/87	Implementation Progress	Project \$ 15	15	IQC or PSC
669-0163, Nimba County Rural Technology	11/83	02/86	03/86			Threshold Review: Determine the extent to which the implementing agency (a PVO) has been able to broaden its funding base. The outcome of this review will determine availability of funds for the project year beginning May 1986.	OE	5	None

TABLE VII - LIST OF PLANNED EVALUATIONS
 FY 1987 ANNUAL BUDGET SUBMISSION
 COUNTRY/OFFICE Liberia

Project List (Project No. & Title)	Last Eval Completed Start To (Mo./Yr.) (Qtr) AID/X (Qtr) AID/X (Qtr)	FY 1986 Start To (Qtr) AID/X (Qtr) AID/X (Qtr)	FY 1987 Start To (Qtr) AID/X (Qtr) AID/X (Qtr)	Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral Assistance
<u>Health</u>							
669-0165, Primary Health Care		04/86 06/86	09/87 11/87	Implementation Progress Threshold Review: PACD-12/88. While touching on implementation progress, the review will concentrate on steps for AID in primary health care delivery systems, particularly, geographic expansion of the project's delivery system into other Liberian counties.	Project Project \$40	10 15-40	None REDSO/WCA and/or IQC
<u>Education and Human Resources</u>							
669-0166, Improved Efficiency of Learning II			01/87 03/87	Implementation Progress	Project \$ 40	15	SAT/EHR (RBSA), IQC
<u>Selected Development Activities</u>							
669-0201, Small & Medium Enterprise Development		06/86 08/86		Implementation Progress	Project/PDS	10	REDSO/WCA or IQC
MEO: Michael A. Rugh/Harold Harwitz - 10X							

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII - FY 1985

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		1817.7		1817.7	
U.S. CITIZENS BASIC PAY	U101	110	1036.2		1036.2	21.5
PT/TEMP U.S. BASIC PAY	U102	112	0		0	0
DIFFERENTIAL PAY	U103	116	259.0		259.0	XXXXXX
OTHER AID/W FUNDED CODE 11	U104	119	20.7		20.7	XXXXXX
OTHER MISSION FUNDED CODE 11	U105	119	0		0	XXXXXX
EDUCATION ALLOWANCES	U106	126	38.4		38.4	7
RETIREMENT - U.S. DIRECT HIRE	U107	120	72.6		72.6	XXXXXX
LIVING ALLOWANCES	U108	128	73.3		73.3	XXXXXX
OTHER AID/W FUNDED CODE 12	U109	129	31.1		31.1	XXXXXX
OTHER MISSION FUNDED CODE 12	U110	129	5.4		5.4	XXXXXX
POST ASSIGNMENT - TRAVEL	U111	212	21.6		21.6	12
POST ASSIGNMENT - FREIGHT	U112	22	129.0		129.0	12
HOME LEAVE - TRAVEL	U113	212	40.6		40.6	10
HOME LEAVE - FREIGHT	U114	22	24.0		24.0	10
EDUCATION TRAVEL	U115	215	17.6		17.6	16
R AND R TRAVEL	U116	215	38.2		38.2	10
OTHER CODE 215 TRAVEL	U117	215	10.0		10.0	5
<u>FOREIGN NATIONAL DIRECT HIRE</u>	U200		341.0		341.0	
BASIC PAY	U201	114	299.7		299.7	26
OVERTIME, HOLIDAY PAY	U202	115	10.0		10.0	
ALL OTHER CODE 11 - FN	U203	119	11.0		11.0	XXXXXX
ALL OTHER CODE 12 - FN	U204	129	16.3		16.3	XXXXXX
BENEFITS FORMER FN PERSONNEL	U205	13	4.0		4.0	XXXXXX
<u>CONTRACT PERSONNEL</u>	U300		771.8		771.8	
PASA TECHNICIANS	U301	258	0		0	
U.S. PSC - SALARY/BENEFITS	U302	113	68.9		68.9	1
ALL OTHER U.S. PSC COSTS	U303	255	61.4		61.4	XXXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	0		0	
ALL OTHER F.N. PSC COSTS	U305	255	0		0	XXXXXX
MANPOWER CONTRACTS	U306	259	641.5		641.5	92
JCC COSTS PAID BY AID/W	U307	113	0		0	
<u>HOUSING</u>	U400		627.9		627.9	21
RESIDENTIAL RENT	U401	235	195.0		195.0	21
RESIDENTIAL UTILITIES	U402	235	217.0		217.0	XXXXXX
MAINTENANCE AND RENOVATION	U403	259	50.5		50.5	XXXXXX
QUARTERS ALLOWANCES	U404	127	0		0	
RESIDENTIAL FURNITURE/EQUIP.	U405	311	14.0		14.0	XXXXXX
TRANS./FREIGHT - CODE 311	U406	22	1.7		1.7	XXXXXX
SECURITY GUARD SERVICES	U407	254	145.2		145.2	XXXXXX
OFFICIAL RESIDENCE ALLOWANCES	U408	254	3.0		3.0	XXXXXX
REPRESENTATION ALLOWANCES	U409	252	1.5		1.5	XXXXXX

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII - FY 1985
 (continued)

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
OFFICE OPERATIONS	U500		736.4		736.4	75
OFFICE RENT	U501	234	4.7		4.7	XXXXXXXX
OFFICE UTILITIES	U502	234	106.1		106.1	XXXXXXXX
BUILDING MAINT./RENOVATION	U503	259	13.5		13.5	XXXXXXXX
OFFICE FURNITURE/EQUIPMENT	U504	310	1.5		1.5	XXXXXXXX
VEHICLES	U505	312	14.0		14.0	XXXXXXXX
OTHER EQUIPMENT	U506	319	8.5		8.5	XXXXXXXX
TRANSPORTATION/FREIGHT	U507	22	2.5		2.5	XXXXXXXX
FURN/EQUIP/VEHICLE REPAIR/MAINT.	U508	259	10.0		10.0	XXXXXXXX
COMMUNICATIONS	U509	230	40.5		40.5	XXXXXXXX
SECURITY GUARD SERVICES	U510	254	38.6		38.6	XXXXXXXX
PRINTING	U511	24	3.3		3.3	XXXXXXXX
RIG/II OPERATIONAL TRAVEL	U512	210				
SITE VISITS-MISSION PERSONNEL	U513	210	21.4		21.4	56
SITE VISITS-AID/W PERSONNEL	U514	210	17.5		17.5	5
INFORMATION MEETINGS	U515	210	8.5		8.5	4
TRAINING ATTENDANCE	U516	210	16.5		16.5	6
CONFERENCE ATTENDANCE	U517	210	4.5		4.5	2
OTHER OPERATIONAL TRAVEL	U518	210	1.6		1.6	2
SUPPLIES AND MATERIALS	U519	26	308.0		308.0	XXXXXXXX
FAAS	U520	257	75.0		75.0	XXXXXXXX
CONSULTING SVCS. - CONTRACTS	U521	259				XXXXXXXX
MGT./PROF. SVCS. - CONTRACTS	U522	259				XXXXXXXX
SPEC. STUDIES/ANALYSES CONT.	U523	259				XXXXXXXX
ALL OTHER CODE 25	U524	259	40.2		40.2	XXXXXXXX
TOTAL O.E. BUDGET			4294.8		4294.8	XXXXXXXX
RECONCILIATION			1494.8		1494.8	XXXXXXXX
OPERATING BUDGET REQUIREMENTS			2800.0		2800.0	XXXXXXXX
636C REQUIREMENTS	U600	32	--		--	XXXXXXXX
TOTAL ALLOWANCE REQUIREMENTS	U000		2800.0		2800.0	XXXXXXXX

DOLLARS REQUIRED FOR LOCAL CURRENCY EXPENSES
 EXCHANGE RATE USED (MARCH 31, 1985)

N/A
N/A

FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE VIII - FY 1986

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		1881.6		1881.6	
U.S. CITIZENS BASIC PAY	U101	110	1029.6		1029.6	21
PT/TEMP U.S. BASIC PAY	U102	112	0		0	
DIFFERENTIAL PAY	U103	116	257.4		257.4	XXXXXX
OTHER AID/W FUNDED CODE 11	U104	119	20.1		20.1	XXXXXX
OTHER MISSION FUNDED CODE 11	U105	119	0		0	XXXXXX
EDUCATION ALLOWANCES	U106	126	37.5		37.5	7
RETIREMENT - U.S. DIRECT HIRE	U107	120	72.1		72.1	XXXXXX
LIVING ALLOWANCES	U108	128	77.3		77.3	XXXXXX
OTHER AID/W FUNDED CODE 12	U109	129	30.2		30.2	XXXXXX
OTHER MISSION FUNDED CODE 12	U110	129	3.1		3.1	XXXXXX
POST ASSIGNMENT - TRAVEL	U111	212	25.3		25.3	6
POST ASSIGNMENT - FREIGHT	U112	22	135.0		135.0	6
HOME LEAVE - TRAVEL	U113	212	54.0		54.0	14
HOME LEAVE - FREIGHT	U114	22	54.0		54.0	14
EDUCATION TRAVEL	U115	215	14.4		14.4	12
R AND R TRAVEL	U116	215	60.6		60.6	14
OTHER CODE 215 TRAVEL	U117	215	11.0		11.0	10
<u>FOREIGN NATIONAL DIRECT HIRE</u>	U200		354.1		354.1	
BASIC PAY	U201	114	311.2		311.2	25
OVERTIME, HOLIDAY PAY	U202	115	9.3		9.3	
ALL OTHER CODE 11 - FN	U203	119	12.0		12.0	XXXXXX
ALL OTHER CODE 12 - FN	U204	129	17.6		17.6	XXXXXX
BENEFITS FORMER FN PERSONNEL	U205	13	4.0		4.0	XXXXXX
<u>CONTRACT PERSONNEL</u>	U300		752.5		752.5	
PASA TECHNICIANS	U301	258	0		0	0
U.S. PSC - SALARY/BENEFITS	U302	113	84.5		84.5	2
ALL OTHER U.S. PSC COSTS	U303	255	29.9		29.9	XXXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	0		0	0
ALL OTHER F.N. PSC COSTS	U305	255	0		0	XXXXXX
MANPOWER CONTRACTS	U306	259	638.1		638.1	90
JCC COSTS PAID BY AID/W	U307	113				
<u>HOUSING</u>	U400		660.6		660.6	
RESIDENTIAL RENT	U401	235	200.4		200.4	19
RESIDENTIAL UTILITIES	U402	235	225.8		225.8	XXXXXX
MAINTENANCE AND RENOVATION	U403	259	47.5		47.5	XXXXXX
QUARTERS ALLOWANCES	U404	127	0		0	0
RESIDENTIAL FURNITURE/EQUIP	U405	311	34.6		34.6	XXXXXX
TRANS./FREIGHT - CODE 311	U406	22	12.0		12.0	XXXXXX
SECURITY GUARD SERVICES	U407	254	135.1		135.1	XXXXXX
OFFICIAL RESIDENCE ALLOWANCES	U408	254	3.2		3.2	XXXXXX
REPRESENTATION ALLOWANCES	U409	252	2.0		2.0	XXXXXX

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII - FY 1986
 (continued)

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
<u>OFFICE OPERATIONS</u>	U500		836.5		836.5	
OFFICE RENT	U501	234	4.8		4.8	XXXXXXXX
OFFICE UTILITIES	U502	234	111.5		111.5	XXXXXXXX
BUILDING MAINT./RENOVATION	U503	259	55.0		55.0	XXXXXXXX
OFFICE FURNITURE/EQUIPMENT	U504	310	7.0		7.0	XXXXXXXX
VEHICLES	U505	312	29.0		29.0	XXXXXXXX
OTHER EQUIPMENT	U506	319	24.2		24.2	XXXXXXXX
TRANSPORTATION/FREIGHT	U507	22	7.2		7.2	XXXXXXXX
FURN/EQUIP/VEHICLE REPAIR/MAINT.	U508	259	12.0		12.0	XXXXXXXX
COMMUNICATIONS	U509	230	40.2		40.2	XXXXXXXX
SECURITY GUARD SERVICES	U510	254	40.5		40.5	XXXXXXXX
PRINTING	U511	24	3.3		3.3	XXXXXXXX
RIG/II OPERATIONAL TRAVEL	U512	210				
SITE VISITS-MISSION PERSONNEL	U513	210	22.1		22.1	60
SITE VISITS-AID/W PERSONNEL	U514	210	16.1		16.1	4
INFORMATION MEETINGS	U515	210	26.0		26.0	12
TRAINING ATTENDANCE	U516	210	23.3		23.3	11
CONFERENCE ATTENDANCE	U517	210	5.2		5.2	2
OTHER OPERATIONAL TRAVEL	U518	210	1.6		1.6	2
SUPPLIES AND MATERIALS	U519	26	290.0		290.0	XXXXXXXX
FAAS	U520	257	75.9		75.9	XXXXXXXX
CONSULTING SVCS. - CONTRACTS	U521	259				XXXXXXXX
MGT./PROF. SVCS. - CONTRACTS	U522	259				XXXXXXXX
SPEC. STUDIES/ANALYSES CONT.	U523	259				XXXXXXXX
ALL OTHER CODE 25	U524	259	41.6		41.6	XXXXXXXX
TOTAL O.E. BUDGET			4485.3		4485.3	XXXXXXXX
RECONCILIATION			1485.3		1485.3	XXXXXXXX
OPERATING BUDGET REQUIREMENTS			3000.0		3000.0	XXXXXXXX
636C REQUIREMENTS	U600	32	-		-	XXXXXXXX
TOTAL ALLOWANCE REQUIREMENTS	U000		3000.0		3000.0	XXXXXXXX

DOLLARS REQUIRED FOR LOCAL CURRENCY EXPENSES
 EXCHANGE RATE USED (MARCH 31, 1985)

N/A
N/A

Estimated Wage Increase - FY 1985 to FY 1986
 Estimated Price Increase - FY 1985 to FY 1986

5%
6%

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII - FY 1987

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		2083.6		2083.6	
U.S. CITIZENS BASIC PAY	U101	110	1032.4		1032.4	20
PT/TEMP U.S. BASIC PAY	U102	112	0		0	0
DIFFERENTIAL PAY	U103	116	258.1		258.1	XXXXXX
OTHER AID/W FUNDED CODE 11	U104	119	18.7		18.7	XXXXXX
OTHER MISSION FUNDED CODE 11	U105	119	0		0	XXXXXX
EDUCATION ALLOWANCES	U106	126	101.6		101.6	19
RETIREMENT - U.S. DIRECT HIRE	U107	120	72.3		72.3	XXXXXX
LIVING ALLOWANCES	U108	128	78.0		78.0	XXXXXX
OTHER AID/W FUNDED CODE 12	U109	129	28.1		28.1	XXXXXX
OTHER MISSION FUNDED CODE 12	U110	129	10.2		10.2	XXXXXX
POST ASSIGNMENT - TRAVEL	U111	212	58.2		58.2	10
POST ASSIGNMENT - FREIGHT	U112	22	236.0		236.0	10
HOME LEAVE - TRAVEL	U113	212	40.9		40.9	11
HOME LEAVE - FREIGHT	U114	22	78.0		78.0	11
EDUCATION TRAVEL	U115	215	20.1		20.1	16
R AND R TRAVEL	U116	215	40.0		40.0	7
OTHER CODE 215 TRAVEL	U117	215	11.0		11.0	10
<u>FOREIGN NATIONAL DIRECT HIRE</u>	U200		382.0		382.0	
BASIC PAY	U201	114	336.1		336.1	25
OVERTIME, HOLIDAY PAY	U202	115	10.1		10.1	0
ALL OTHER CODE 11 - FN	U203	119	13.0		13.0	XXXXXX
ALL OTHER CODE 12 - FN	U204	129	18.8		18.8	XXXXXX
BENEFITS FORMER FN PERSONNEL	U205	13	4.0		4.0	XXXXXX
<u>CONTRACT PERSONNEL</u>	U300		956.3		956.3	
PASA TECHNICIANS	U301	258	0		0	
U.S. PSC - SALARY/BENEFITS	U302	113	159.3		159.3	3
ALL OTHER U.S. PSC COSTS	U303	255	129.5		129.5	XXXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	0		0	0
ALL OTHER F.N. PSC COSTS	U305	255	0		0	XXXXXX
MANPOWER CONTRACTS	U306	259	667.5		667.5	91
JCC COSTS PAID BY AID/W	U307	113				
<u>HOUSING</u>	U400		718.7		718.7	
RESIDENTIAL RENT	U401	235	203.8		203.8	19
RESIDENTIAL UTILITIES	U402	235	231.6		231.6	XXXXXX
MAINTENANCE AND RENOVATION	U403	259	50.2		50.2	XXXXXX
QUARTERS ALLOWANCES	U404	127	0		0	0
RESIDENTIAL FURNITURE/EQUIP.	U405	311	57.8		57.8	XXXXXX
TRANS./FREIGHT - CODE 311	U406	22	33.5		33.5	XXXXXX
SECURITY GUARD SERVICES	U407	254	136.2		136.2	XXXXXX
OFFICIAL RESIDENCE ALLOWANCES	U408	254	3.4		3.4	XXXXXX
REPRESENTATION ALLOWANCES	U409	252	2.2		2.2	XXXXXX

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII - FY 1987
 (continued)

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
OFFICE OPERATIONS	U500		1164.7		1164.7	
OFFICE RENT	U501	234	4.9		4.9	XXXXXXXX
OFFICE UTILITIES	U502	234	112.5		112.5	XXXXXXXX
BUILDING MAINT./RENOVATION	U503	259	126.0		126.0	XXXXXXXX
OFFICE FURNITURE/EQUIPMENT	U504	310	14.0		14.0	XXXXXXXX
VEHICLES	U505	312	42.0		42.0	XXXXXXXX
OTHER EQUIPMENT	U506	319	143.0		143.0	XXXXXXXX
TRANSPORTATION/FREIGHT	U507	22	67.7		67.7	XXXXXXXX
FURN/EQUIP/VEHICLE REPAIR/MAINT.	U508	259	14.0		14.0	XXXXXXXX
COMMUNICATIONS	U509	230	41.2		41.2	XXXXXXXX
SECURITY GUARD SERVICES	U510	254	42.6		42.6	XXXXXXXX
PRINTING	U511	24	3.3		3.3	XXXXXXXX
RIG/II OPERATIONAL TRAVEL	U512	210				
SITE VISITS-MISSION PERSONNEL	U513	210	23.2		23.2	62
SITE VISITS-AID/W PERSONNEL	U514	210	16.9		16.9	4
INFORMATION MEETINGS	U515	210	27.2		27.2	12
TRAINING ATTENDANCE	U516	210	25.0		25.0	11
CONFERENCE ATTENDANCE	U517	210	5.5		5.5	2
OTHER OPERATIONAL TRAVEL	U518	210	1.7		1.7	2
SUPPLIES AND MATERIALS	U519	26	325.0		325.0	XXXXXXXX
FAAS	U520	257	79.7		79.7	XXXXXXXX
CONSULTING SVCS. - CONTRACTS	U521	259				XXXXXXXX
MGT./PROF. SVCS. - CONTRACTS	U522	259				XXXXXXXX
SPEC. STUDIES/ANALYSES CONT.	U523	259				XXXXXXXX
ALL OTHER CODE 25	U524	259	49.3		49.3	XXXXXXXX
TOTAL O.E. BUDGET			<u>5305.3</u>		<u>5305.3</u>	XXXXXXXX
RECONCILIATION			<u>1489.3</u>		<u>1489.3</u>	XXXXXXXX
OPERATING BUDGET REQUIREMENTS			<u>3816.0</u>		<u>3816.0</u>	XXXXXXXX
636C REQUIREMENTS	U600	32				XXXXXXXX
TOTAL ALLOWANCE REQUIREMENTS	U000					XXXXXXXX

DOLLARS REQUIRED FOR LOCAL CURRENCY EXPENSES
 EXCHANGE RATE USED (MARCH 31, 1985)

N/A
N/A

Estimated Wage Increase - FY 1986 to FY 1987
 Estimated Price Increase - FY 1986 to FY 1987

5%
6%

FY 1987 ANNUAL BUDGET SUBMISSION

TABLE VIII - FY 1987

ALTERNATIVE

ALTERNATIVE

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
U.S. DIRECT HIRE	U100		2371.2		2371.2	
U.S. CITIZENS BASIC PAY	U101	110	1061.3		1061.3	21
PT/TEMP U.S. BASIC PAY	U102	112	-		-	-
DIFFERENTIAL PAY	U103	116	265.3		265.3	XXXXXXXX
OTHER AID/W FUNDED CODE 11	U104	119	18.7		18.7	XXXXXXXX
OTHER MISSION FUNDED CODE 11	U105	119	-		-	XXXXXXXX
EDUCATION ALLOWANCES	U106	126	107.0		107.0	20
RETIREMENT - U.S. DIRECT HIRE	U107	120	74.3		74.3	XXXXXXXX
LIVING ALLOWANCES	U108	128	80.3		80.3	XXXXXXXX
OTHER AID/W FUNDED CODE 12	U109	129	28.1		28.1	XXXXXXXX
OTHER MISSION FUNDED CODE 12	U110	129	11.0		11.0	XXXXXXXX
POST ASSIGNMENT - TRAVEL	U111	212	63.4		63.4	11
POST ASSIGNMENT - FREIGHT	U112	22	259.6		259.6	11
HOME LEAVE - TRAVEL	U113	212	40.9		40.9	11
HOME LEAVE - FREIGHT	U114	22	77.9		77.9	11
EDUCATION TRAVEL	U115	215	20.1		20.1	16
R AND R TRAVEL	U116	215	39.9		39.9	7
OTHER CODE 215 TRAVEL	U117	215	11.0		11.0	10
FOREIGN NATIONAL DIRECT HIRE	U200		382.0		382.0	
BASIC PAY	U201	114	336.1		336.1	25
OVERTIME, HOLIDAY PAY	U202	115	10.1		10.1	-
ALL OTHER CODE 11 - FN	U203	119	13.0		13.0	XXXXXXXX
ALL OTHER CODE 12 - FN	U204	129	18.8		18.8	XXXXXXXX
BENEFITS FORMER FN PERSONNEL	U205	13	4.0		4.0	XXXXXXXX
CONTRACT PERSONNEL	U300		820.7		820.7	
PASA TECHNICIANS	U301	258	-		-	-
U.S. PSC - SALARY/BENEFITS	U302	113	88.7		88.7	2
ALL OTHER U.S. PSC COSTS	U303	255	64.5		64.5	XXXXXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	-		-	-
ALL OTHER F.N. PSC COSTS	U305	255	-		-	XXXXXXXX
MANPOWER CONTRACTS	U306	259	667.5		667.5	91
JCC COSTS PAID BY AID/W	U307	113	-		-	-
HOUSING	U400		718.7		718.7	
RESIDENTIAL RENT	U401	235	203.8		203.8	19
RESIDENTIAL UTILITIES	U402	235	231.6		231.6	XXXXXXXX
MAINTENANCE AND RENOVATION	U403	259	50.2		50.2	XXXXXXXX
QUARTERS ALLOWANCES	U404	127	-		-	-
RESIDENTIAL FURNITURE/EQUIP	U405	311	57.8		57.8	XXXXXXXX
TRANS./FREIGHT - CODE 311	U406	22	33.5		33.5	XXXXXXXX
SECURITY GUARD SERVICES	U407	254	136.2		136.2	XXXXXXXX
OFFICIAL RESIDENCE ALLOWANCES	U408	254	3.4		3.4	XXXXXXXX
REPRESENTATION ALLOWANCES	U409	252	2.2		2.2	XXXXXXXX

-01-

FY 1987 ANNUAL BUDGET SUBMISSION
ALTERNATIVE TABLE VIII - FY 1987
(continued)

<u>EXPENSE CATEGORY</u>	<u>FUNC. CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLARS</u>	<u>TRUST FUNDS</u>	<u>TOTAL</u>	<u>UNITS</u>
OFFICE OPERATIONS	U500		1164.7		1164.7	
OFFICE RENT	U501	234	4.9		4.9	<u>XXXXXXXX</u>
OFFICE UTILITIES	U502	234	112.5		112.5	<u>XXXXXXXX</u>
BUILDING MAINT./RENOVATION	U503	259	126.0		126.0	<u>XXXXXXXX</u>
OFFICE FURNITURE/EQUIPMENT	U504	310	14.0		14.0	<u>XXXXXXXX</u>
VEHICLES	U505	312	42.0		42.0	<u>XXXXXXXX</u>
OTHER EQUIPMENT	U506	319	143.0		143.0	<u>XXXXXXXX</u>
TRANSPORTATION/FREIGHT	U507	22	67.7		67.7	<u>XXXXXXXX</u>
FURN/EQUIP/VEHICLE REPAIR/MAINT.	U508	259	14.0		14.0	<u>XXXXXXXX</u>
COMMUNICATIONS	U509	230	41.2		41.2	<u>XXXXXXXX</u>
SECURITY GUARD SERVICES	U510	254	42.6		42.6	<u>XXXXXXXX</u>
PRINTING	U511	24	3.3		3.3	<u>XXXXXXXX</u>
RIG/II OPERATIONAL TRAVEL	U512	210	-		-	
SITE VISITS-MISSION PERSONNEL	U513	210	23.2		23.2	62
SITE VISITS-AID/W PERSONNEL	U514	210	16.9		16.9	4
INFORMATION MEETINGS	U515	210	27.2		27.2	12
TRAINING ATTENDANCE	U516	210	25.0		25.0	11
CONFERENCE ATTENDANCE	U517	210	5.5		5.5	2
OTHER OPERATIONAL TRAVEL	U518	210	1.7		1.7	2
SUPPLIES AND MATERIALS	U519	26	325.0		325.0	<u>XXXXXXXX</u>
FAAS	U520	257	79.7		79.7	<u>XXXXXXXX</u>
CONSULTING SVCS. - CONTRACTS	U521	259	-		-	<u>XXXXXXXX</u>
MGT./PROF. SVCS. - CONTRACTS	U522	259	-		-	<u>XXXXXXXX</u>
SPEC. STUDIES/ANALYSES CONT.	U523	259	-		-	<u>XXXXXXXX</u>
ALL OTHER CODE 25	U524	259	49.3		49.3	<u>XXXXXXXX</u>
TOTAL O.E. BUDGET			5,244.9		5,244.9	<u>XXXXXXXX</u>
RECONCILIATION			1,527.5		1,527.5	<u>XXXXXXXX</u>
OPERATING BUDGET REQUIREMENTS			3,717.4		3,717.4	<u>XXXXXXXX</u>
636C REQUIREMENTS	U600	32	-		-	<u>XXXXXXXX</u>
TOTAL ALLOWANCE REQUIREMENTS	U000		3,717.4		3,717.4	<u>XXXXXXXX</u>

DOLLARS REQUIRED FOR LOCAL CURRENCY EXPENSES
EXCHANGE RATE USED (MARCH 31, 1985)

N/A

N/A

Estimated Wage Increase - FY 1986 to FY 1987
Estimated Price Increase - FY 1986 to FY 1987

5%

6%

TABLE VIII NARRATIVE

SECTION A - MANAGEMENT IMPROVEMENTS

The Management Improvement Program for the USAID will largely consist in the coming year of continuation and refinement of programs initiated during the past two years. All are designed to either correct noted management inefficiencies or improve staff output and morale.

As Table VIII(c) indicates, we plan to acquire (as soon as funds become available) additional word processing and micro-computer capability to build upon the OIS AND PC systems already procured and on-site in the USAID. This additional hardware and software will contribute significantly to both the quality and quantity of Mission work output. The current OIS and PC configuration, although limited in number of work stations and printers, has reduced the considerable requirements for temporary secretarial services. Also, time spent by officers in proof reading and redrafting has been reduced. Output and efficiency will improve measurably with more work stations and the PCs interconnected to the OIS and with increased training on the potential uses of the total system.

The USAID will continue with its efforts at an improved and structured "Liberianization" program aimed at enhancing the quality of existing staff, identifying new staff to take on added responsibilities and replacing American contract staff in the Executive Office area. A formal plan was designed and issued this year. Last year a Liberian was made the C&R Supervisor and this year a Liberian has been trained and will replace the contract American Housing and Utilities Supervisor employee in July 1985.

The Procurement, Warehousing and Property Management functions within USAID will also receive continued attention during the year. The new GSO has instituted many changes to improve both quality and output. However, much work still needs to be done to rationalize systems, integrate the functions more appropriately and reduce costs through bulk State-side procurement. This year's extremely tight OE budget has severely limited the amount of bulk purchases from the U.S. for maintenance parts and supplies. The Procurement Section has successfully introduced a computerized Purchase Order log/status report for OE and project commodities allowing for increased control and more timely follow-up.

Construction was completed of the new Expendable Supply area which provides for the organized and controlled storage and issuance of expendable supplies and high-value items. The area is airconditioned and dehumidified; cutting back considerably on the losses that were sustained by the USAID on items due to heat, humidity, salt spray in the air and dust. Thus, when funds are available, the Mission will be able to buy bulk quantities at reduced prices from the U.S. instead of locally at inflated prices.

The USAID has converted the maintenance office into the Warehouse receiving room, and the USAID maintenance supplies are stored in two garage bays converted to lockable store rooms.

Since the 1983 change in airconditioners from General Electric to Amana, the Mission has reduced the purchase of replacement units from 40 to 12 in FY 1985. This also resulted in reducing repair costs from \$30,000 to \$17,000.

The Mission is constantly reviewing its leased housing in order to reduce housing to an absolute minimum and to obtain quality housing suitable for a wide variety of employees. As a result leases on three small two bedroom houses that were expensive to operate and maintain were terminated.

Finally, changes for the use of the Mission owned Guest House have been revised so that the cost of operations is distributed equitably among the various users. This saves scarce OE resources that were inadvertently subsidizing other users.

The Executive and Controller offices continue work on refining the cost allocation system initiated in FY 84 to ensure that all identifiable contractor support costs are now excluded from Operating Expenses. A wide range of support costs are now charged either directly or on a pro-rata basis to the projects.

FY 1986 will see refinements to the existing system and a thorough review to ensure that all reasonable efforts have been taken to transfer all support costs to projects which the Operating Expense budget may be indirectly financing. The only significant additional change may be direct charges for vehicle and driver costs for the 35-mile trip to the Robertsfield airport. Since there is rarely any public transportation at the airport, the Mission therefore provides transportation for all arriving and departing travelers.

SECTION B - JUSTIFICATION FOR FUNDING CHANGES

1. U.S. Direct Hire-U100: FY 1986 to FY 1987

The \$201,961 (10.7%) increase is due to an increase in post assignments from six to ten (FYI Monrovia is a one-tour post) requiring \$33,000 more in Post Assignment Travel, \$100,900 in Post Assignment Freight and \$64,100 more for Education Allowances. The last because of the increased number of school age dependents who are expected to accompany the staff arriving in the summer of 1987.

2. Contract Personnel - U300: FY 1986 to 1987

This increase of \$203,833 (27.1%) results primarily from the need to replace the Project Manager - Agriculture (POSNO 6015) to comply with the approved USDH level for FY 1987 at the end of his tour by a US. PSC. The other major increase is for the additional first year costs of a replacement for the contract Assistant Public Health Officer at end-of his two-year contract.

3. Housing - U400: FY 1985 to FY 1987

An increase of \$90,830 (14.5%) is due to the urgent need to replace residential furniture and equipment. Because of limited budget in FY 1985 and in FY 1986, Mission requires funds in FY 1987 to replace old, worn-out, costly-to-repair items.

4. Office Operations - U500: FY 1985 to FY 1987

The FY 1987 budget is \$328,235 (39.2%) greater than FY 1986 and an increase of \$428,300 (52.2%) over FY 1985. The major increase are for the following items:

<u>EXPENSE CATEGORY</u>	<u>FY 85 to FY 87</u>
Other Equipment	\$134,500
Building Maint. & Renov.	112,500
Transportation/Freight	65,200
Vehicles	28,000
Travel(Infor./Training)	27,200
	<u>\$367,400</u>

Included in Other Equipment is \$65,000 (excluding freight) for the long-sought (approved in early 1983) and sorely needed telephone system. The current system is atrocious. It almost never works. Employees have to make personal visits overtaxing the Motor Pool and reducing efficiency. Also requested are funds to complete and augment the core OIS system. Mission budget includes \$22,000 for an OIS 9-Track Tape Drive and \$10,000 for Solar 2.5KW UPS that are essential because of frequent power outages. (From mid-January through ABS preparation, there have been power outages each working day).

Approximately \$98,500 of the increase in Building Maintenance for FY 1987 is required for the urgently needed and long-overdue resurfacing and paving of the USAID compound. The Mission, because of the severe shortage of funds, plans to do this \$131,000 project in two stages. The most seriously affected portion (approximately 25%) will be done in FY 1986 and the remainder in FY 1987. Temporary repairs have been made, but with 240 inches of annual rain in Monrovia they have not lasted for any length of time. In these circumstances temporary patchwork repairs are neither an effective nor efficient use of funds.

Vehicles are extremely important since almost all travel is by road. The road system is limited, road maintenance is poor and the climate is wet and tropical. In Liberia vehicles wear-out and deteriorate quite rapidly and must be replaced on a regular basis. The alternative is high repair costs and non-availability of the vehicle. To meet our minimum requirements the budget includes one vehicle this year, two next year and three in FY 1987.

Because of limited funds, the Mission has had to restrict or decline attendance at various Agency conferences that were held this year. The Mission is planning for a normal level in FY 1987. As part of the "Liberianization" program additional travel to obtain needed training by the local employees will be required.

The Mission wishes to point-out that since Liberia uses the U.S. Dollar, we have not benefitted from the approximately 40% devaluation of local currencies against the Dollar over the past three years and unlike most Missions cannot "save" or reduce costs through foreign exchange fluctuations. Also since Mission provides all services in-house, they cannot be shifted to FAAS. The only services obtained under FAAS are pouch, cable, medical and those services requiring Diplomatic attestation.

SECTION C - TRUST FUNDS

Due to the continuing severe financial crisis of the GOL, the Mission does not anticipate that a trust fund arrangement can be negotiated during the next few years.

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII(a) - Information on U.S. PSC Costs

<u>Job Title/Position Description</u>	<u>FY 1985</u>	<u>FY 1986</u>	<u>FY 1987</u>
1. Assistant Public Health Officer	\$127.1 (6/85-5/86)	\$95.6 (6/86-5/87)	\$133.5 (6/87-5/88)
2. Secretary-Economic Affairs Officer	\$3.2 (7/85-9/85)	\$18.7 (10/85-9/86)	\$20.2 (10/86-9/87)
3. Project Manager Agriculture	-	-	\$135.2 (12/86-11/87)

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII (b) - ALL OTHER CODE 25 DETAIL

	<u>FY 1985</u>	<u>FY 1986</u>	<u>FY 1987</u>
<u>Description of Service</u>			
U.S. Recreation Association Labor Pool (GSO), Motorpool, Janitorial Services, Secretarial, etc.)	\$641.5 10/84-10/85	\$638.1 10/85-10/86	\$667.5 10/86-10/87
Others, less than \$25,000	<u>40.2</u>	<u>41.6</u>	<u>49.3</u>
Totals	<u>\$681.7</u>	<u>\$679.7</u>	<u>\$716.8</u>

ANNEX I

TABLE VIII(c) - OBLIGATIONS FOR ACQUISITION, OPERATION
AND USE OF INFORMATION TECHNOLOGY SYSTEMS

SECTION A - USES OF EXISTING EQUIPMENT - Current and Planned

Among the current and planned uses of the Mission's existing equipment are: contract payroll, word processing, selected internal accounting reports, travel budget monitoring, utility billings and reconciliation, lease profile monthly reports, housing maintenance reports, procurement status reports, invoice/voucher control system in support of the Prompt Payment Act, Operating Expense budget development, statistical analyses, non-expendable property inventory, engineering graphics, General Ledger Account, Participant Tracking.

The operational (non-redundant) OIS-140-3 equipment is installed in a new Wang building at the USAID. The redundant OIS equipment and spare parts are also in airconditioned storage in the Wang Wing. The two Wang PCs are located in the Mission's Controller and Program Offices.

The current software on-hand for the Wang PC includes CP/M, Multiplan, Basic, Word Processor, Communication, Payrolling software, and Lotus 1-2-3- and its instructor package. Microstat is on order, as well as SL-Micro, and D BASE II.

SECTION B - CURRENT AND LONG RANGE PLANS

The following is a listing of additional hardware which the Mission plans to procure during FY 1986 and FY 1987 to augment and complete the core system which we now have. Use of the existing equipment has increased during the past year with the demand for both OIS and PC time far outstripping the capacity of the existing limited system. Only through the acquisition of the equipment listed below will the USAID fully realize the impact on operational effectiveness derived from Mission automation.

<u>Item</u>	<u>QTY</u>	<u>Description</u>	<u>Price Ea.</u>	<u>Total</u>
1)	3	4250-VS Archiving Workstation includes: PC-002, PC-PM041, 256K system unit, 360K drive, keyboard, MS/DOS, Basic PC-PM001 Monochrome Card, PC-PM014 Mono- chrome Display, PC-PM001 Local Communi- cations Option	\$ 3,422	\$10,266
2)	2	PC-XC3-2 256K Wang PC with expanded chassis single 360K disk drive, 10 MB hard disk with controller, keyboard, MS/DOS and Basic	3,364	6,728
3)	1	PC-XC1-2 256K Wang PC with expanded chassis: single 360K disk drive, Key- board, MS/DOS, Basic	1,957	1,957
4)	1	PC-PM001 Monochrome Monitor Card	163	163
5)	1	PC-PM002 Monochrome Graphics Card	195	195
6)	1	PC-PM005 Wang Color Monitor	568	568
7)	1	PC-PM006 Wang Color Card	280	280
8)	4	PC-PM016 160 CPS Matrix Printer Epson FX-100	796	3,184
9)	5	PC-PM050 PC CPM/80 Emulator Card/Software	390	1,950
10)	3	PC-PM070 Local Interconnect Option	280	840
11)	1	6509 OIS Tape Drive, 9-Track, 1600-BPI, includes controller	22,000	22,000
12)	7	Solar 2.5 KW UPS	1,500	10,500
		Equipment - Total estimated cost		<u>\$58,631</u>
		Air Freight/Packing/Insurance estimate		7,300

FY 1987 ANNUAL BUDGET SUBMISSION

TABLE VIII(c) (continued)

<u>Item and Explanation</u>	<u>Fiscal Years (\$000)</u>		
	<u>1985</u>	<u>1986</u>	<u>1987</u>
2. <u>Personnel</u> - Technicians only Mission will provide requirements below for the number of personnel involved in supporting the information technology functions according to the following categories: Number of Personnel engaged in			
Systems Management:	1	1	1
Systems Operation:	1	1	1
Programming and Systems Development:			
Electrician Support: (Personnel that use systems will not be included)			
A. <u>Total Compensation, Benefits and Travel</u>	\$24.0	26.2	28.5
B. <u>Total Workyears</u>	(2.0)	(2.0)	(2.0)
<hr/>			
3. <u>Equipment Rental, Space and Other Operating Costs</u>			
A. <u>Lease of Equipment</u>	None Planned		
Obligations for lease and maintenance of non-government owned equipment (rented equipment) and software furnished as a part of the rental contract.			
B. <u>Space</u>	None Planned		
Obligations for lease of space or government furnished space to house automation equipment as well as office space for personnel (direct-hire and contractor) involved in the information technology function (see 2A & 2B) including basic utilities and house keeping services.			

-74-
 FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE VIII(c) (continued)

<u>Item and Explanation</u>	<u>Fiscal Years (\$000)</u>		
	<u>1985</u>	<u>1986</u>	<u>1987</u>
C. <u>Supplies and Other Parts</u> Obligations for supplies and software rental (not included in a rental contract for equipment)	6.2	7.5	9.0
D. <u>Non-Commercial Training</u> Obligations for planning and conducting government operated training to prepare users to make effective use of automation resources.	-0-	7.2	8.6
SUBTOTAL	\$6.2	14.7	17.6

4. <u>Commercial Services</u> This includes obligation for services where payments are made to private industry.	None Planned	
A. <u>Computer Time</u> Obligations to fund contract with a private firm to provide computer time to the Mission.	"	"
B. <u>Leased Telecommunications Services</u> Obligations for leased telephone lines and other telecommunication services to obtain data from other computers or to transmit data. For Missions, where applicable include, but identify separately, the lease of local telephone lines, modems, and other equipment to reach the American Embassy's Office of Communications for the purpose of the transmission of data to and from AID/W.	"	"

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII(c) (continued)

<u>Item and Explanation</u>	<u>Fiscal Years (\$000)</u>		
	<u>1985</u>	<u>1986</u>	<u>1987</u>
C. <u>Operations and Maintenance</u>			
(1) <u>Operations</u> Include funds to be obligated for contractor services to operate a WANG VS computer or an OIS System (system administrator and staff, not workstation operators).	None Planned		
(2) <u>Maintenance</u> Include obligations for contracts to maintain government-owned equipment (hardware) and software that is currently in place and that is to be acquired in 1A and 1B above.	\$10.0	12.0	14.0
D. <u>Systems Analysis and Programming</u> Obligations for contractor services to design and program new ADP or OIS application systems and to maintain existing application systems.	None Planned		
E. <u>System Design and Engineering</u> (Do not complete - OMB requirement not applicable to AID.)	XXX	XXX	XXX
F. <u>Studies and Other</u> Obligations for management and feasibility studies, requirement definitions, and commercial training.	None Planned		
SUBTOTAL	<u>\$10.0</u>	<u>12.0</u>	<u>14.0</u>
5. TOTALS			
Total Obligations	\$46.7	75.9	133.1
Workyears (From item 2A)	(2.0)	(2.0)	(2.0)

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII(c) (continued)

<u>Item and Explanation</u>	<u>Fiscal Years (\$000)</u>		
	<u>1985</u>	<u>1986</u>	<u>1987</u>
6. <u>Special Breakout</u>			
A. Amounts included in Mission allowances for existing systems. (Includes 2A, 3, and 4) (Services for equipment in place only.)	\$40.2	\$43.2	\$48.1
B. Amounts included in Mission allowances for new or expanded systems. (Includes 1, 2A, 3 and 4.) (Equipment and services for new efforts beginning during the fiscal year.)	6.5	32.7	85.0

FY 1987 ANNUAL BUDGET SUBMISSION
 TABLE VIII[d] - Information on U.S. Direct Hire Staffing

<u>Posno</u>	<u>Position Title</u>	<u>Program Management Responsibility</u>	<u>FY 1985</u>	<u>FY 1986</u>	<u>FY 1987</u>
1009	Mission Director	None	3	1	1
1010	Dep. Mission Dir.	None	1	1	1
1016	Sec. (Exec. Asst.)	None	1	1	1
2009	Executive Officer	None	.4	1	1
2010	Dep. Exec. Officer	None	2	1	1
2015	Gen. Ser. Officer	None	1	1	1
3009	Controller	None	1	1	1
3012	Accnt Finl. Anlst	AID-PC Small Proj. Asst. (698-0506)	1	1	1
4007	Program Officer	Manpower Dev. Skills Trng. (669-0206)	1	1	1
4011	Asst. Program Officer	African Manpower Dev. (698-0433.2) PD&S (669-0510)	1	1	1
4022	Secretary (D)	None	.9	-	-
5005	Proj. Dvl. Officer	Small Ent. Development (669-0201) Low Income Housing (669-0167)	1	1	1
5013	Asst. Proj. Dvl. Off.	None	1	1	1

TE: Direct Hire workyear totals shown in TABLE VIII[d] must agree with workyear levels authorized by the Africa Bureau for USDH excluding IDIs training status covered under Table VIII[e].

Does not include all Centrally funded projects. Only those bilateral projects requiring substantial management time are included.

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII[d] - Information on U.S. Direct Hire Staffing

Posno.	Position Title	Program Management Responsibility	FY 1985	FY 1986	FY 1987
5030	Civil Eng. Officer	Road Maintenance (669-0200;	1	1	1
5035	Prog. Mgr. (D)	Econ & Fin. Mgmt. Trg. (669-0184); Increased Rev. for Dev. (669-0132) Energy Initiatives for AFR(698-0424.03)	1	.3	-
5040	Prog. Mgr.	Same as above	-	.7	1
6005	Ag. Dvl. Officer	AGR. Research & Exten. II(669-0188) WARDA (upon departure of POSNO 6008)	.8	1	1
6008	Prj. Mgr. Agronomy (D)	WARDA (698-0429)	.8	-	-
6011	Ag. Econ	AGR. Sector Analy. & Plan. I&II (669-137/209) Crop Storage (669-0204)	1	1	1
6015	Prog. Mgr. Ag.	Rural Dev. Trg. II(669-0185); Nimba County Rural Tech. (669-0163)	.8	1	.2
8005	Human Rsrs. Dvl.Off.	Rural Info. Sys. (669-0134); IEL I & II (669-130/166)	1	1	1
8010	Asst. Health Dvl Off.	Primary Health Care (669-0165); Population/Family Plan(669-0208) CCCD (698-0421.03)	1	1	1
9005	Prog. Economist	ESF Grant; PL 480	<u>1</u>	<u>1</u>	<u>1</u>
			20.5	20	19.2

TE: Direct Hire workyear totals shown in TABLE VIII[d] must agree with
rkyear levels authorized by the Africa Bureau for USDH excluding IDIs
training status covered under Table VIII[e].

FY 1987 ANNUAL BUDGET SUBMISSION

ALTERNATIVE TABLE VIII[d] - Information on U.S. Direct Hire Staffing ALTERNATIVE

<u>osno</u>	<u>Position Title</u>	<u>Program Management Responsibility</u>	<u>FY 1985</u>	<u>FY 1986</u>	<u>FY 1987</u>
1009	Mission Director	None	.8	1	1
1010	Dep. Mission Dir.	None	1	1	1
1016	Sec. (Exec. Asst.)	None	1	1	1
2009	Executive Officer	None	4	1	1
2010	Dep. Exec. Officer	None	1	1	1
2015	Gen. Ser. Officer	None	1	1	1
3009	Controiler	None	1	1	1
3012	Accnt Finl. Anlst.	AID-PC Small Proj. Asst. (698-0506)	1	1	1
4007	Program Officer	Manpower Dev. Skills Trng. (669-0206)	1	1	1
4011	Asst. Program Officer	African Manpower Dev. (698-0433.2) PD&S (669-0510)	1	1	1
4022	Secretary (D)	None	.9	-	-
5005	Proj. Dvl. Officer	Small Ent. Development (669-0201) Low Income Housing (669-0167)	1	1	1
5013	Asst. Proj. Dvl. Off.	None	1	1	1

NOTE: Direct Hire workyear totals shown in TABLE VIII[d] must agree with workyear levels authorized by the Africa Bureau for USDH excluding IDIs training status covered under Table VIII[e].

Does not include all Centrally funded projects. Only those bilateral projects requiring substantial management time are included.

FY 1987 ANNUAL BUDGET SUBMISSION

ALTERNATIVE TABLE VIII[d] - Information on U.S. Direct Hire Staffing ALTERNATIVE

<u>Posno.</u>	<u>Position Title</u>	<u>Program Management Responsibility</u>	<u>FY 1985</u>	<u>FY 1986</u>	<u>FY 1987</u>
5030	Civil Eng. Officer	Road Maintenance (669-0200)	1	1	1
5035	Prog. Mgr. (D)	Econ & Fin. Mgmt. Trg. (669-0184); Increased Rev. for Dev. (669-0132) Energy Initiatives for AFR (698-0424.03)	1	.3	-
5040	Prog. Mgr.	Same as above	-	.7	1
6005	Ag. Dvl. Officer	AGR. Research & Exten. II (669-0188) WARDA (upon departure of POSNO 6008)	.8	1	1
6008	Prj. Mgr. Agronomy (D)	WARDA (698-0429)	.8	-	-
6011	Ag. Econ	AGR. Sector Analy. & Plan. I&II (669-137/209) Crop Storage (669-0204)	1	1	1
6015	Prog. Mgr. Ag.	Rural Dev. Trg. II (669-0185); Nimba County Rural Tech. (669-0163)	.8	1	1
8005	Human Rsrs. Dvl. Off.	Rural Info. Sys. (669-0134); IEL I & II (669-130/166)	1	1	1
8010	Asst. Health Dvl Off.	Primary Health Care (669-0165); Population/Family Plan (669-0208) CCCD (698-0421.03)	1	1	1
9005	Prog. Economist	ESF Grant; PL 480	<u>1</u> 20.5	<u>1</u> 20	<u>1</u> 20

TE: Direct Hire workyear totals shown in TABLE VIII[d] must agree with workyear levels authorized by the Africa Bureau for USDH excluding IDIs training status covered under Table VIII[e].

USAID/Liberia: Narrative on Table VIII(d) - USDH Staffing

For USDH personnel, ABS planning levels have directed a drop in our workyear levels, from 21 in FY 85 to 19 in each of FY 86 and 87. This narrative requests an increase of one workyear, or a reduction of only one USDH, not two.^{1/}

Viewed from a historical perspective, this USAID has already taken sharp cuts in USDH personnel levels. There were 31 USDH posted here as recently as FY 79, when a major cut took the Mission to the 24-25 level in FY 80 and FY 81. A subsequent reduction exercise brought the FY 82 level to 21 USDH, a level which has been roughly maintained. This trend of declining USDH levels must be looked at in the context of dramatically increasing assistance levels to Liberia: the FY 79 program was \$14.9 million, consisting entirely of project-related grants. Starting in FY 80, the Liberia program began to grow in both size and complexity such that the FY 85 program will be a \$74 million combination of development assistance, ESF, and PL 480. This ABS requests an \$80 million program (\$15 million each in DA and PL 480 and \$50 million ESF) for FY 87.

Put another way, and looking only at bilateral program levels, each of our 1979 USDH represented \$440,000 of assistance. The comparable figure for FY 85 is over six times as much, or about \$3,000,000.

Looking at the principal thrusts of USAID/Liberia's portfolio - stabilization, economic and fiscal reforms and development assistance, we judge the stabilization side to be adequately staffed. FY 85 saw the creation of a separate Economic Section in the USAID, headed by an experienced AID economist, and supported by a TCN and an IDI economist. The Economic Section, with considerable input from the Director's Office, is responsible for all analysis, planning, and monitoring of USAID's sizeable ESF and PL 480 programs. Given the importance of stabilization efforts, we plan on replacing the current IDI economist with another IDI economist for FY 87. Not creating a "slot" for the current IDI leads to a USDH reduction of one in FY 87. Separate, but closely related to the stabilization program is the management of two large DA projects, both of which provide technical assistance to the GOL in budgeting, expenditure control and revenue generation. One Project Officer is dedicated to these two projects. This position must be maintained due to its critical link to the stabilization effort.

^{1/} Given our present level of 21, and with tours of duty lapping over into FY 86 and even FY 87, it has proven impossible to formulate Table VIII(d) at 19 workyears in FY 86 and FY 87. A realistic "best" is 20 workyears in FY 86, followed by 19.2 workyears in FY 87 (19 on board at fiscal year end). Our "alternate" - and preferred - Table VIII(d) shows 20 workyears in FY 86 and FY 87, with 20 on board at the end of FY 87.

Shifting more support from our Executive Office to contractors has also been considered. Almost half of our Monrovia-based contractors are PASA personnel and cannot be "cut loose" from the services of the Executive Office. It probably is true that some services being performed by the Executive Office could be performed by contractors themselves, if provided sufficient funds. Any possible shifts, however, would not result in requirements for fewer USDH personnel, and would likely be at the expense of contractor morale.

The development assistance portfolio averages about \$15 million, a level which is straightlined for the planning period. We will not delve here into the details of who does what on each project; we will simply say that our technical staff in our Human Resources Development and Agriculture/Rural Development Offices are extremely hard-pressed just to maintain implementation of their respective projects. The HRD Office has already been reduced to one USDH education officer and one USDH health officer. As Liberia's largest bilateral donor we are heavily engaged in policy dialogue, and much more needs to be done to carry out the analyses required to serve as a basis for dialogue. A major strength of AID is in its field-based staff. If, however, that staff is forced to spend the great majority of its time directly on implementation, our "strength" becomes an expensive weakness.

If our plea for a level of 20 is not favorably responded to the agriculture project manager position in the Mission's Agriculture/Rural Development Office would have to be eliminated. The incumbent would not be replaced upon the conclusion of his current tour in November 1986. This same USAID office is also losing the USDH project officer position for the \$12 million WARDA project in June 1985, leaving by FY 87 only two USDH to oversee the full range of our agriculture/rural development activities. We are including funds for an operating expense-funded PSC to at least partially offset the loss of the two USDH.

As noted above, the other position to be eliminated - just to get to a level of 20 USDH - is the slot planned for the IDI economist now on board.

Thus, Table VIII(d) shows both the deletion of the agricultural project officer position and no position for the "graduating" IDI. Alternate Table VIII(d) restores the agricultural project officer position.

The Liberianization Plan, mentioned in Section A of this ABS' Action Plan, does not offer immediate, or even short-term, opportunities for absorbing the effects of USDH reductions. The basic obstacles include the need for more training of our Liberian staff and, in some areas, recruitment of qualified personnel.

Reorganization is another traditional method to do more with less. The present organizational structure of USAID/Liberia is still fairly new, having resulted from the recommendations of the 1983 Management Assessment of the Mission. It is an organization with which people are comfortable, and people have jobs with real responsibility, a factor which helps to keep morale high.

FY 1987 ANNUAL BUDGET SUBMISSION
TABLE VIII[e] - Information on IDI Staffing

<u>BS</u> <u>Code</u>	<u>Title</u>	<u>FY</u> <u>1985</u>	<u>FY</u> <u>1986</u>	<u>FY</u> <u>1987</u>
9905	IDI (Economics)	.7	1	1

NOTE: IDI workyear totals shown in TABLE VIII[e] must agree with workyear levels authorized by the Africa Bureau for IDIs.

FY 1987 ANNUAL BUDGET SUBMISSION

TABLE VIII (f)

FOREIGN SERVICE NATIONAL STAFFING PATTERN

	<u>FSN</u>	<u>POSITION TITLE</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>
1.	"	Mail Clerk	1	1	1
2.	"	Personnel Specialist	1	1	1
3.	"	Personnel Assistant	1	1	1
4.	"	Travel Assistant	1	1	1
5.	"	Personnel Clerk	1	1	1
6.	"	Supply Clerk	1	1	1
7.	"	Maintenance Foreman	1	1	1
8.	"	Storekeeper	1	1	1
9.	"	Maintenance Supervisor	1	1	1
10.	"	Work Control Clerk	1	1	1
11.	"	Electrician	1	1	1
12.	"	Janitor Supervisor	1	.2	0
13.	"	Automotive Mechanic	1	1	1
14.	"	Cashier	1	1	1
15.	"	Financial Assistant	1	1	1
16.	"	Accounting Technician	1	1	1
17.	"	Voucher Examiner	1	1	1
18.	"	Accounting Technician	1	1	1
19.	"	Secretary	1	1	1
20.	"	Accounting Technician	1	1	1
21.	" (E)	Voucher Examiner	0	0	0
22.	"	Participant Training Assistant	1	1	1
23.	"	Secretary	1	1	1
24.	"	Program Assistant	1	1	1
25.	"	Program Assistant	1	1	1
26.	FSN	Secretary	1	1	1
27.	"	Program Assistant	1	1	1
			<u>26.0</u>	<u>25.2</u>	<u>25.0</u>

FY 1987 ANNUAL BUDGET SUBMISSION

TABLE XI

P.L. 480 Title I/III REQUIREMENTS
(Dollars in Millions, Tonnage in Thousands)

	<u>Actual</u>		<u>Estimated</u>		<u>Projected</u>	
	<u>FY 1985</u>		<u>FY 1986</u>		<u>FY 1987</u>	
	\$	MT	\$	MT	\$	MT
<u>COMMODITIES</u>						
<u>Title I</u>						
Rice	a) 6.0-10.0	18-30.0	b) 15.0	45.0	b) 15.0	45.0
<u>Total</u>						
of which						
Title III	-	-	-	-	-	-
<u>Total</u>	6.0-10.0	18-30.0	15.0	45.0	15.0	45.0

COMMENT:

- a) At ABS submission date the size of the FY 85 Agreement had not been decided. Mission estimates range from 18,000 to 30,000 MT, or from \$6 to \$10 million (assuming a price of \$335 per MT for parboiled rice).
- B) While the control figures are \$11.0 million in FY 86 and \$10.0 million in FY 87, USAID proposes to maintain the FY 84 level of \$15 million to assure adequate counterpart funds for the development budget. See Table VI narrative.

USAID/LIBERIA NON-BILATERAL FUNDED ACTIVITIES

Project Title/Number	Initial Year	Terminal Year	AID/W Responsible Office	Estimated Life of Project Cost (\$000's) for Liberia	Mission Priority Rating			Management Staff time (person - weeks)
					High	Medium	Low	
1. Improved Rural Technology (Mini-hydro) (698-0407.7)	1979	1985	APR/RA	95		X		4
2. Zero Tillage Agriculture (698-0410.26)	1980	1986	APR/RA	253		X		4
3. Combatting Childhood Communicable Diseases (CCCD) (698-0421.03) (country specific component)	1983	1987	APR/RA	655	X			24
4. Energy Initiatives for Africa (698-0424.03)	1983	1987	APR/RA	250			X	
5. West Africa Rice Development Association (WARDA) II (698-0429) (698-9801.06)	1983	1985	APR/RA	12,000*			X	48
6. Africa Manpower Development (698-0433.02)	1982	1986	APR/RA	606			X	12

*AID funds support specific WARDA activities in Liberia, Mali, Sierra Leone and Ivory Coast. Terminal date may be extended.

USAID/LIBERIA NON-BILATERAL FUNDED ACTIVITIES

Project Title/Number	Initial Year	Terminal Year	AID/W Responsible Office	Estimated Life of Project Cost (\$000's) for Liberia	Mission Priority Rating			Management Staff time (person - weeks)
					High	Medium	Low	
7. Small Project Assistance (698-0506.69)	1983	1987	ST	120		X		8
8. Human Rights	1984	1985	PPC	100			X	6
9. Project 932-0955 (FPIA)								
-Family Health Training Program Project: FPIA-Liberia 01	1980	1985	ST/POP	277			X	4
-Rural Family Health Project: FPIA-Liberia 03	1981	1987	ST/POP	26			X	3

USAID/LIBERIA NON-BILATERAL FUNDED ACTIVITIES

Project Title/Number	Initial Year	Terminal Year	AID/W Responsible Office	Estimated Life of Project Cost (\$000's) for Liberia	Mission Priority Rating			Management Staff time (person - weeks)
					High	Medium	Low	
-Planning Motivation and Service project FPIA-Liberia 04	1980	1986	ST/POP	93		X		4
10. Consultant Services (JHU/FCS) Simplification of RAPID Model N/A	1984	1985	ST/POP	14	X			1
11. Population Awareness Activities (RAPID II) DPE-30017-C-00-3008-00	1984	1985	ST/POP	53	X			3
12. Adolescent Fertility Study/Maternity Care Monitoring Study N/A	1984	1985	ST/POP	N/A		X		1
13. Reproduction Health Training Program (JHPIEGO) 932-0604	1984	1986	ST/POP	27			X	1

USAID/LIBERIA NON-BILATERAL FUNDED ACTIVITIES

Project Title/Number	Initial Year	Terminal Year	AID/W Responsible Office	Estimated Life of Project Cost (\$000's) for Liberia	Mission Priority Rating			Management Staff time (person - weeks)
					High	Medium	Low	
14. Family Health and Demographic Surveys Contraceptive Prevalence/PHC Baseline 932-0624	1984	1986	ST/POP	Cooperative Agreement Under Negotiation	X			3
15. Population Awareness/Population policy (Pathfinder) 932-0907	1985	1986	ST/POP	84	X			3
16. Family Life Promotion/ Natural Family Planning (IFFLP) DPE-0632-A-00-3049-00	1983	1985	ST/POP	88		X		1

Country: Liberia

PIPELINE/MORTGAGE ESTIMATES

FY 1984 - 1991
(\$000s)

Project	No. & Title	Current Auth	Proposed Amended	FY 84 Pipeline	FY 85 Pipeline	FY 86 Pipeline	FY 87 Pipeline	Mortgage-Remaining FY 88 LOP Obligas beyond	PACD
FOOD NUTRITION (FN)									
669-0134	Rural Info. Sys.(G)	5,000	-	1,286	1,604	622	-	-	9/30/87
669-0134	Rural Info. Sys.(L)	6,700	-	6,324	4,489	879	-	-	9/30/87
669-0135	Agri. Res. & Ext. I	4,997	-	1,589	-	-	-	-	9/30/85
669-0137	Agri. Sec. Analysis	3,250	-	1,289	689	-	-	-	9/30/86
669-0153	Rural Dev. Inst. I	5,880	-	264	-	-	-	-	6/30/85
669-0163	Nim Cty. Rural Tech	3,521	4,270	769	972	472	-	-	5/26/87
669-0185	Rural Dev. Inst. II	-	5,400	-	600	100	400	1,600	6/90
669-0188	Agri. Res. Ext. II	19,990	-	3,180	4,207	2,990	4,267	11,808	8/31/94
669-0200	Road Maintenance	-	4,300	-	968	1,568	1,697	-	9/88
669-0204	Crop Storage & Mt.	-	8,000	-	-	-	-	7,000	9/92
669-0209	Ag Sector Anal. & Plan II	-	3,000	-	177	700	1,000	1,250	9/90
669-0510	Prog. Dev. & Support	Cont.	-	-	-	170	150	600	Cont.
POPULATION (PN)									
669-0165	Primary Health Care	300	-	300	175	50	-	-	12/31/86
669-0206	Pop/Family Plan	-	4,000	-	-	-	500	3,500	-
669-0510	Prog Dev. & Support	Cont.	-	-	50	50	-	200	Cont.
HEALTH (HE)									
669-0126	Hlth Mgt & Planning	2,500	-	265	-	-	-	-	9/30/85
669-0165	Primary Health Care	14,700	-	4,624	4,835	3,945	3,480	600	12/31/88
669-0510	Prog Dev. & Support	Cont.	-	-	30	30	45	120	Cont.

Country: Liberia

PIPELINE/MORTGAGE ESTIMATES

FY 1984 - 1991

(\$000s)

Project No. & Title	Current	Proposed	FY 84	FY 85	FY 86	FY 87	Mortgage-
	Auth	Amended	Pipeline	Pipeline	Pipeline	Pipeline	Remaining FY 88 beyond LOP Obligas
	LOP	LOP					PACD
EDUCATION & HUMAN RESOURCES (EHR)							
669-0130 IEL I	7,500	-	401	85	-	-	3/31/85
669-0166 IEL II	14,900	-	-	1,950	2,300	2,100	9/9/81
669-0168 Oppor Indust Cnt.	3,654	-	671	-	-	-	6/30/85
669-0184 Econ Fin Mgt & Trg	4,889	6,889	2,124	2,018	2,018	2,000	8/18/85
669-0206 Man Dev Skills Trg	-	3,000	-	-	-	450	-
669-0510 Prog Dev. & Support	Cont.	-	-	48	-	50	Cont.
SELECTED DEV. ACT (SDA)							
669-0132 Incr. Rev. For Dev.	8,283	9,983	3,014	2,197	2,197	197	9/30/85
669-0146 Low Income Housing	1,348	-	75	-	-	-	9/1/84
669-0201 Small & Medium Enterprise Dev.	2,515	-	500	175	225	55	7/30/89
669-0510 Prog Dev. & Support	Cont.	-	-	109	84	34	200
DA TOTAL			26,675	25,388	18,430	16,425	37,228
ECONOMIC SUPPORT (ES)							
669-0167 Low Income Housing	5,000	-	2,347	1,347	-	-	9/1/86
669-0202 Program Grant VII	43,000	-	-	-	-	-	(based on likely PACD ex-tion)
669-0205 Program Grant VIII	48,000	-	-	-	-	-	-
669-0207 Program Grant IX	50,000	-	-	-	-	-	-

Overall Budget Analysis - Mortgage by FY as Percent of OYBs

	OYB Level	a/	Mortgage as Percent of OYB b/
<u>FY 85</u>			
(DA)	(14,122)		349%
(ESF)	(43,000)		0%
<u>FY 86</u>			
(DA)	(15,000)		268%
(ESF)	(48,000)		0%
<u>FY 87</u>			
(DA)	(15,000)		248%
(ESF)	(50,000)		0%

a/ By DA and ESF.

b/ Mortgage as percent of OYB: total LOP costs remaining at end of each FY (i.e. FY 85, FY 86, FY 87) divided by the planning levels for each of those fiscal years.