

UNCLASSIFIED

Annual Budget Submission

FY 1986

LIBERIA

BEST AVAILABLE

MAY 1984



Agency for International Development
Washington, D.C. 20523

UNCLASSIFIED

FY 1986 ANNUAL BUDGET SUBMISSION
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TABLE I - LONG RANGE PLAN BY APPROPRIATION ACCOUNT (\$000)

| | | FY 1983 | FY 1984 | - FY 1985 | | FY 1986 | -----PLANNING PERIOD----- | | | |
|-------------|--------|---------|-----------|-----------|----------|---------|---------------------------|--------|--------|--------|
| | | ACTUAL | ESTIMATED | CP | ESTIMATE | APPL | 1987 | 1988 | 1989 | 1990 |
| RD & N: | TOTAL | 6300 | 7330 | 5776 | 5926 | 7210 | 5663 | 5790 | 6200 | 6000 |
| | GRANTS | 4000 | 7330 | 5776 | 5926 | 7210 | 5663 | 5790 | 6200 | 6000 |
| | LOANS | 2300 | - | - | - | - | - | - | - | - |
| DP: | TOTAL | 300 | - | - | 50 | 50 | 100 | 200 | 500 | 1000 |
| | GRANTS | 300 | - | - | 50 | 50 | 100 | 200 | 500 | 1000 |
| | LOANS | - | - | - | - | - | - | - | - | - |
| HE: | TOTAL | 3500 | 1342 | 3000 | 3021 | 3500 | 3337 | 2110 | 2000 | 2000 |
| | GRANTS | 3500 | 1342 | 3000 | 3021 | 3500 | 3337 | - | - | - |
| | LOANS | - | - | - | - | - | - | - | - | - |
| ED: | TOTAL | 2000 | 2295 | 3470 | 2770 | 3757 | 4400 | 4600 | 4000 | 4000 |
| | GRANTS | 2000 | 2295 | 3470 | 2770 | 3757 | 4400 | 4600 | 4000 | 4000 |
| | LOANS | - | - | - | - | - | - | - | - | - |
| SEL. DEV. | | | | | | | | | | |
| ACT.: | TOTAL | 3000 | 2000 | 2233 | 2733 | 1483 | 2500 | 3300 | 3300 | 3000 |
| | GRANTS | 3000 | 2000 | 2233 | 2733 | 1483 | 2500 | 3300 | 3300 | 3000 |
| | LOANS | - | - | - | - | - | - | - | - | - |
| FUNCT: | TOTAL | 15100 | 12967 | 14479 | 14500 | 16000 | 16000 | 16000 | 16000 | 16000 |
| | GRANTS | 12800 | 12967 | 14479 | 14500 | 16000 | 16000 | 16000 | 16000 | 16000 |
| | LOANS | 2300 | - | - | - | - | - | - | - | - |
| (DISASTER): | | | | | | | | | | |
| | TOTAL | - | - | - | - | - | - | - | - | - |
| | GRANTS | - | - | - | - | - | - | - | - | - |
| | LOANS | - | - | - | - | - | - | - | - | - |
| DA A/Cs: | TOTAL | 15100 | 12967 | 14479 | 14500 | 16000 | 16000 | 16000 | 16000 | 16000 |
| | GRANTS | 12800 | 12967 | 14479 | 14500 | 16000 | 16000 | 16000 | 16000 | 16000 |
| | LOANS | 2300 | - | - | - | - | - | - | - | - |
| of which | | | | | | | | | | |
| PVO's: | | (1675) | (2520) | (2999) | (3199) | (1950) | (1900) | (1900) | (1900) | (1900) |
| ESF: | TOTAL | 32000 | 34150 | 45000 | 45000 | 45000 | 45000 | 45000 | 45000 | 45000 |
| | GRANTS | 32000 | 34150 | 45000 | 45000 | 45000 | 45000 | 45000 | 45000 | 45000 |
| | LOANS | - | - | - | - | - | - | - | - | - |
| DA & ESF: | TOTAL | 47100 | 47117 | 59479 | 59500 | 61000 | 61000 | 61000 | 61000 | 61000 |
| | GRANTS | 44800 | 47117 | 59479 | 95500 | 61000 | 61000 | 61000 | 61000 | 61000 |
| | LOANS | 2300 | - | - | - | - | - | - | - | - |
| PL 480 | TOTAL | 15000 | 15000 | 16000 | 15000 | 13000 | 10000 | 10000 | - | - |
| TITLE I | LOANS | 15000 | 15000 | 16000 | 15000 | 13000 | 10000 | 10000 | - | - |

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 FY 1986 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA

| PROJECT NUMBER AND TITLE | ESTIMATED U.S. DOLLAR COST (\$000) | | | | | | | | | | ITEM NO | | | | | |
|---|------------------------------------|---------------|---------------|------------------------|--------------|---------|-------------------|------------------|------------------|-------------------|---------|---------------------------|------------------------|-------|-------------------------|-------|
| | OBLIG DATE | TOTAL AUTH | OBLIG PLAN | FY 83 THRU FY 83 | PIPE LINE | FY 1984 | OBLIG- ACTIONS | EXPEN- ITURES | OBLIG- ATIONS | EXPEN- DITURES | | FY 1985 FUNDED THRU | AAPL FUNDED THRU | FY 86 | PEACE CORPS VY 84 | VY 85 |
| 6690185 Rural Development Training II (OPG) | G 85 | --- | 4800 | --- | --- | --- | --- | 1500 | --- | 1500 | 0586 | 1200 | 0687 | --- | 2 | 9034 |
| 6690188 Agricultural Research and Extension | G 84 | --- | 21400 | --- | --- | 3180 | --- | 1626 | --- | 1400 | 0586 | 2660 | 0587 | --- | --- | 9033 |
| 6690200 Road Maintenance | G 05 | --- | 7000 | --- | --- | --- | --- | 1000 | --- | 250 | 0486 | 2100 | 0487 | --- | --- | 9040 |
| 669XPVO Private & Vol. Organizations (PVOs) | G 85 | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | 100 | 0487 | --- | --- | --- |
| 6690204 Crop Storage Handling & Mktg. (PC) | G 86 | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | 1000 | 0887 | --- | --- | --- |
| 6690510 Program Dev & Support | G 85 | --- | --- | --- | --- | --- | --- | 150 | --- | 150 | 0786 | 150 | 0787 | --- | --- | --- |
| APPROPRIATION | | | | | | | | | | | | | | | | |
| TOTAL | | 39822 | 72076 | 32350 | 13107 | 9697 | 7052 | 5926 | 9746 | 7210 | 7210 | | | | | |
| GRANT | | 21322 | 57172 | 17446 | 5174 | 7330 | 4685 | 5926 | 6523 | 7210 | 7210 | | | | | |
| LOAN | | 18500 | 14904 | 14904 | 7933 | 2367 | 2367 | --- | 3223 | --- | --- | | | | | |

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 FY 1986 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA

| PROJECT NUMBER AND TITLE | ESTIMATED U.S. DOLLAR COST (\$000) | | | | | | | | | | ITEM NO | |
|------------------------------|------------------------------------|-------------|------------|------------|-----------------|-----------------------|----------------------|-----------------------|----------------------|---------------------|---------|------------------------|
| | OBLIG DATE | -TOTAL AUTH | COGT- PLAN | THRU FY 83 | FY 83 PIPE-LINE | FY 1984 OBLIG-ACTIONS | FY 1984 EXPENDITURES | FY 1985 OBLIG-ACTIONS | FY 1985 EXPENDITURES | FY 1985 FUNDED THRU | | FY 86 AACL FUNDED THRU |
| <u>Economic Support Fund</u> | | | | | | | | | | | | |
| 6690167 | G 79 80 | 5000 | 5000 | 5000 | 2632 | --- | 1795 | --- | 537 | --- | --- | 11929 |
| Low Income Housing Phase II | | | | | | | | | | | | |
| 6690189 | G 84 84 | 35000 | 34150 | --- | --- | 34150 | 34150 | --- | --- | --- | --- | 11931 |
| Program Grant VI | | | | | | | | | | | | |
| 6690202 | G 85 85 | --- | 45000 | --- | --- | --- | --- | 45000 | 45000 | 0985 | --- | 9030 |
| Program Grant VII | | | | | | | | | | | | |
| 6690205 | G 86 86 | --- | 45000 | --- | --- | --- | --- | --- | --- | --- | 45000 | 986 |
| Recovery Grant I | | | | | | | | | | | | |
| <u>APPROPRIATION</u> | | | | | | | | | | | | |
| TOTAL | | 40000 | 129150 | 5000 | 2632 | 34150 | 35945 | 45000 | 45537 | --- | 45000 | |
| GRANT | | 40000 | 129150 | 45000 | 2632 | 34150 | 35945 | 45000 | 45537 | --- | 45000 | |
| LOAN | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | |
| <u>COUNTRY TOTAL</u> | | | | | | | | | | | | |
| TOTAL | | 121107 | 262302 | 62287 | 27524 | 47117 | 50215 | 59500 | 64129 | --- | 61000 | |
| GRANT | | 102607 | 241498 | 47383 | 19591 | 47117 | 47848 | 59500 | 60856 | --- | 61000 | |
| LOAN | | 18500 | 14904 | 14904 | 7933 | --- | 2367 | --- | 3223 | --- | --- | |

PROPOSED PROJECT DESCRIPTION FY 86

PROJECT TITLE: Management Improvement

PROJECT NUMBER: 669-0198

PROJECT FUNDING: Grant - FY 86: \$800,000
Life of Project: \$800,000

APPROPRIATION ACCOUNT: Education and Human Resources
Development

PROJECT PURPOSE: To establish an improved system of
management for the Government of
Liberia.

PROBLEMS: The attainment of Liberia's national goals is hindered by the relative paucity of qualified managers and by a social-cultural climate which does not reward effort or achievement. Liberia's management and administrative capacity are seriously constrained in (1) recruitment, promotion and incentive systems in the public and private sectors; (2) the state of applied information technology; (3) explicitness of goal definition; and (4) personal and organizational accountability. The present management deficiency results from traditions which link promotion to family, ethnic and political connections instead of performance; from relaxed attitudes towards time; from ethnic rivalries; from traditional relationships between older and younger persons, and from the attitude that Government employment is more a "right" than a responsibility. Further, Government is overstaffed, causing further inefficiency and poor use of resources.

The management chapter of the recent GOL/USAID Education and Human Resources Development Assessment indicates that the problem is systemic and that positive change must address the whole system. First, it will require reductions in public employment and improvement of the efficiency of those who remain. Second, it will require top level commitment and implementation measures to instill greater responsibility in public employees. Third, systems of incentives must be developed which reward efficiency and penalize inefficiency. Finally, training must take place.

Management deficiencies are cited by the FY 1985 CDSS as a major constraint to development. The CDSS also indicates that the Education Assessment will guide Mission efforts to address the problem.

The Africa Bureau Strategy for Human Resources Development speaks of providing development administration assistance, with an emphasis on agricultural development, in support of African institutions. This project, although it encompasses other development areas, will place significant emphasis on the agricultural sector; as such it is consistent with the emphasis on development administration assistance.

USAID, in considering possibilities of assistance, is proceeding with care to avoid repeating previous failures of management projects. Since the early 1960's, USAID has assisted the GOL in management improvement with few tangible results. Because of this, an approach to the problem rather than a specific project, will be described in this narrative.

PROPOSED PROJECT: Because of the complexity of the problem, the Education Sector Assessment recommends that it be approached by steps. The first step recommended is to attempt to establish high level policy support for improved management through an ongoing policy dialogue using Mission personnel and resources. This would begin in late FY 84 and continue into 1985. Another step should be a Social-Institutional Profile (SIP) of a key sector (Agriculture) to determine cultural and behavioral factors which influence the responsiveness of Liberian managers to western-oriented management policies and procedures. The SIP is well underway, and discussions regarding management policy will be initiated after its completion.

If after the two foregoing steps a climate exists for management improvement, that is, there emerges a "critical mass" of Liberians seriously interested in taking the initiative to improve management, a project would be designed for FY 1986 funding. It could take the form of establishing three management models in government as recommended in the Sector Assessment or other forms which might emerge from the SIP, and design processes, such as special studies of selected aspects of management, workshops, special incentive programs, etc. A major management training element would be included in the project.

Several GOL entities will be involved in the project, including the Ministries of Planning and Economic Affairs, Agriculture, Education and possibly others.

SPECIAL CONCERNS: None of the Congressional special concerns are directly addressed by this project.

TARGET GROUP: The primary target group of this project will be the GOL officials whose managerial skills are improved but, ultimately the benefits will flow to the Liberian population who should experience the results of more efficient and better management in government.

PARTICIPANT TRAINING: The project will include long and short term U.S. training components and short-term in-country training as follows:

| | |
|----------------|-----------------|
| 30 trainees | Long Term U.S. |
| \$1,000,000 | 450 PM |
| 40 trainees | Short Term U.S. |
| 400,000 | 160 PM |
| 100 trainees | Short Term In- |
| <u>425,000</u> | Country |
| | 300 PM |
| | TOTAL |
| \$1,825,000 | |

PROPOSED PROJECT DESCRIPTION FY 86

PROJECT TITLE: Recovery Grant I

PROJECT NUMBER: 669-0205

PROJECT FUNDING: Grant - FY 1986: \$45,000,000
Life of Project: \$45,000,000

APPROPRIATION ACCOUNT: Economic Support Fund

PROJECT PURPOSE: To assist the Government of Liberia (GOL) achieve economic recovery and stability by providing foreign exchange and budget resources to meet essential requirements.

PROBLEM: Liberia is in the midst of the most profound economic and political crisis in its history. The crisis is the result of a convergence of political and economic events. The severe economic contraction of the developed Western economies beginning in the 1970's precipitated by the oil price increases has had serious consequences for the Liberian economy. The crisis has been manifested in an estimated 21% decline in real GDP (1980 - 1983), large budget deficits (\$120.1 million on a cash basis in 1982/83), pronounced disequilibrium in the balance of payments and increasingly burdensome debt service which, in the absence of Paris Club and London Club rescheduling, would have reached reach \$153 million in 1984/85. Since the April 1980 coup, which brought the country's present government to power, low levels of business and investor confidence have resulted in capital flight and a decline in private domestic and foreign investment. These adverse developments contributed to the large budget deficits in each of the past three years, to the GOL's inability to finance development projects, to finance oil imports and to make timely debt payments.

To reverse the present course of the economy, the GOL has entered into Standby Agreements with the International Monetary Fund (IMF). The current \$58 million agreement continues to focus on containing public sector expenditures and establishes a limit of \$185.5 million in 1983/1984 on all recurrent expenditures, including non-budetary expenditures. If Liberia is to achieve stabilization and eventual recovery, it is exceedingly important that the country comply with the conditions stipulated in the IMF agreement.

Since FY 1980 AID has provided \$139 million in ESF program grants and \$65 million under PL 480 Title I program to support the IMF economic recovery and stabilization efforts. These were used to pay for oil imports essential to keep the Liberian economy functioning, to meet external debt service payments and other budgeted GOL obligations.

Government, IMF and AID stabilization efforts have had mixed results with GOL financial problems proving more persistent and complex and needing solutions more long-term in nature than originally expected. Some progress has been made, but this has been less than expected and difficult to achieve. The wage bill has been cut from \$157.7 million in 1981/82 to \$136.5 million in 1982/83 and is projected at \$122.1 million in 1983/84. Expenditure cuts realized have not occurred as rapidly or in the amounts originally projected. Revenues, a comparative bright spot, have fallen short of targets (in part due to the overall decline in imports with the resultant fall in customs/excise tax collections), leaving still sizeable budget deficits (\$42.4 projected for 1983/84).

To its credit Government has, albeit often with some tolerance from the IMF and U.S., maintained one of the better records in Africa for compliance with IMF terms. It has taken difficult, even courageous policy decisions - the rice price increase in 1981 and the wage cuts for GOL employees in 1982. A GOL hiring freeze is in its second year, and Government recently with USG "prodding" reduced official travel per diem rates.

Implementation of GOL policy and other directives falls seriously short, reflecting deficiencies in administrative systems (for example, there is a lag of over 6 months in the publication of monthly expenditure reports), and ineffective expenditure controls, which enable budget levels to be exceeded and extra-budgetary expenditures to be increased.

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

Liberia will continue to require significant infusions of ESF support. Recovery of world market prices and demand for Liberia's major exports will be slow and may not affect Liberia until 1985/86. The National Bank of Liberia's offshore dollar accounts remain depleted and are insufficient to finance

necessary external payments. The current Standby Agreement is possibly the final one under which Liberia can receive funding to supplement its own resources. Even if new Agreements are signed in 1985 and 1986, there most likely will be only small net inflows given the level of repurchases Liberia must make from the Fund.

PROPOSED PROJECT: The proposed \$45,000,000 program grant will make available resources needed by the Government of Liberia to help meet immediate financial obligations, including resources required for offshore payments for oil imports and debt obligations and for budgetary support. As in prior years the Ministries of Finance and of Planning and Economic Affairs will be actively involved in the implementation of this grant along with the National Bank of Liberia. Through the Economic Consultative Group, composed of these and other GOL agencies involved in fiscal management, USAID, the U.S. Embassy and the IMF, we will continue the ongoing policy dialogue on economic reform.

As has been true in previous grants, ESF assistance will continue to be tranced to coincide with times of greatest GOL need. Prior to disbursement the GOL will meet certain Conditions Percedent which will require progress in addressing its economic and fiscal problems, such as budget and fiscal performance, offshore payments balance, privatization of the public cooperations, development priorities and financing, and others which may move to the forefront of U.S. and other donor concerns. The program grant will further continue to be closely coordinated with the IMF, other donors (if any), who may begin providing similar program aid, and with U.S. policy.

TARGET GROUP: The immediate target of this assistance is the Government of Liberia whose ability to meet its immediate financial obligations will be improved. Indigenous and foreign private investors will also benefit from resumption of economic growth and restoration of an economic climate conducive to doing business and profit-taking.

SPECIAL CONCERNS: By promoting short to medium-term economic and fiscal stability and laying the foundation for long-term development, the proposed program grant addresses the Administration's foreign policy objective. It also addresses the Congressional special concern for private sector development by helping restore and maintain an economic environment conducive to the sector's recovery and by encouraging increased private investment.

PROPOSED PROJECT DESCRIPTION FY 85

PROJECT TITLE: Rural Development Training, Phase II

PROJECT NUMBER: 669-0185

PROJECT FUNDING: Grant - FY 85: \$2,000,000
Life of Project: \$5,000,000

APPROPRIATION ACCOUNT: Agriculture, Rural Development and Nutrition

PROJECT PURPOSE: To train public and private sector mid-level agriculturalists for transfer of direct production application of agricultural technology, methods and knowledge.

PROBLEM: The Rural Development Training Project was authorized on August 20, 1977, as a \$2.9 million OPG to the Protestant Episcopal Church of the United States (PECUSA) to establish the Rural Development Institute (RDI) at Cuttington University College in Bong County, Liberia. The project was amended in July 1981 and again in August 1982, increasing LOP funding by a total of \$1,005,000.

In November, 1982, an evaluation of the project was conducted which was generally very positive. Among the project's accomplishments to date were: (1) the establishment of a curriculum and training program for a two-year, associate agriculture degree with majors in plant science, animal science, rural technology (agricultural engineering) and soil science; and (2) sufficient dormitory space to accommodate the projected maximum enrollment of 200 students and three classes of graduates, totalling 219 students. Of the 126 graduates in the first two classes, 85 percent are known to have found relevant employment in the agricultural field. The evaluation found the quality of this training to be equal to that of other agricultural training institutions in Liberia.

Despite these considerable accomplishments, it was found that RDI suffered from major shortcomings which threatened its long-term viability including: (1) a faculty and administrative staff that are only partially Liberianized; (2) a lack of necessary physical infrastructure, including sufficient classroom space, faculty offices and faculty housing; (3) a curriculum too academically oriented to provide the practical, hands-on skills needed in field extension work; (4) a lack of clarity regarding RDI's relationship to the Ministry of Agriculture and its role in fulfilling the MOA's training needs; and (5) the GOL inability to meet the recurrent costs of RDI because of the ongoing fiscal crisis.

Because of the many issues outstanding, the planned Phase II project was deferred. Instead a 21 months, \$1.8 million extension was authorized through November 1984 to provide time to address these issues. Due to dissatisfaction with the OPG mechanism, the project implementation mode was changed to a cooperative agreement between CUC and USAID.

A final project evaluation was conducted in April 1984, with 7 months of the extension period remaining. The evaluators found that most of the November 1982 evaluation recommendations have been implemented and a few were scheduled but not yet completed (e.g. an independent audit). CUC and RDI performance under the cooperative agreement has been very good overall. However, several issues to be addressed during the remaining 7 months of the extension period and in a Phase II were identified. Although the Ministry of Agriculture involvement has been increased through the newly created advisory committee, the evaluation recommended that its participation increase still further. The evaluation also recommends that USAID finance additional participant training so that the remaining four expatriates positions at RDI (Director and three instructors) can be Liberianized by the end of Phase II. It is recommended further, that the cost sharing arrangement devised for the extension which is unfavorable to RDI be revised. Improved financial and administrative controls at RDI are recommended. Finally, the evaluation identified cost cutting and revenue generating measures for incorporation into a Phase II design to ensure RDI's financial integrity by the end of Phase II.

The Presidential Task Force to Liberia recommended that USAID's proposed Phase II support for the RDI proceed at the earliest date. The FY 1985 CDSS included the proposal as a key element of the country program. It is also supportive of the African Bureau's agriculture priority accorded to institutional and human resource development programs to increase farmer involvement in their country's development.

PROPOSED PROJECT: The principal task of the Phase II project is to complete the institutionalization of RDI so that it will be financially viable by the end of the project. Under Phase II Liberianization will be completed; construction of a new administration building (including a library) and 2 four-plex apartment houses will be completed; three vehicles and miscellaneous commodities will be purchased; recommendations of the April 1984 evaluation will be implemented and USAID will continue phasing out its support of RDI's recurrent costs.

SPECIAL CONCERNS: This project does not directly support activities in the areas of special concern to the Congress.

TARGET GROUP: The immediate target group are the students who receive training at RDI. The ultimate target group are the farmers and consumers of Liberia.

PARTICIPANT TRAINING

| <u>Type of Training</u> | <u>Number of Participants</u> | <u>Total Cost</u> |
|--|-------------------------------|-------------------|
| Long Term (U.S. BSc.) | 2 | \$190,000 |
| Short Term (U.S. and Third Country) | 12 | 80,000 |

PROPOSED PROJECT DESCRIPTION FY 86

PROJECT TITLE: PROJECT DEVELOPMENT AND SUPPORT

PROJECT NUMBER: 669-0510

PROJECT FUNDING: Grant - FY 1985: \$300,000 (SDA)
\$100,000 (HRD)
\$150,000 (ARDN)
\$ 50,000 (PN)

Life Of Project: Continuing

APPROPRIATION ACCOUNT: ARDN, HRD, PN, SDA

PROJECT PURPOSE: To assist the GOL in (1) identifying, developing, appraising, implementing and evaluating priority development projects and (2) improving the management of its economy in sectors which both the GOL and USAID consider high priorities and (3) providing a flexible response to requests which will improve the efficiency of private sector operations. In support of this objective, the project will finance technical assistance, some short-term training and a limited number of commodities.

PROBLEM: Liberia's second four-year Development Plan was prepared in the midst of economic crisis. Stated objectives of the Plan include diversification of the economy, improved distribution of income and increased Liberianization. These are to be achieved through promotion of private and public investment in agriculture, agro-industry and manufacturing; through placing a high priority on public sector investment in directly productive activities, especially agriculture; through an expansion in the domestic economy, making Liberia less reliant on export sectors, and through emphasis on human resource development. Both the GOL and USAID are in need of a mechanism through which (1) opportunities can be identified for new projects oriented towards carrying out development

objectives which are consistent with the GOL and USAID strategies; (2) activities can be financed in support of high priority ongoing GOL, USAID and other donor projects; (3) technical assistance and training can be quickly accessed to respond to GOL requests to improve management and provide technical input in specific sector areas, and (4) private sector initiatives can be pursued in the areas of policy reform, strengthening local producer organizations, investment project assessment and management training.

In the past, USAID/Liberia has relied upon available resources from AID/W Project Development and Support for studies and short-term assistance related to project design and for design teams. For studies which relate to specific sector problems but fall outside of the design process, funds have been made available through other means on an ad-hoc basis, often after considerable delay. The scarcity of PD&S funds as well as the continual uncertainty as to their availability has sometimes resulted in the Mission's inability to seize opportunities for studies which would potentially impact on GOL decisions, particularly when economic issues dictate the need for external studies or technical assistance. For example, during recent power outages USAID could have assisted Liberia Electricity Corporation's planning department by providing external assistance to assess the need for equipment maintenance and recommend actions to ensure equipment rehabilitation for next year's dry season. Uncertainty of funding delayed a proposed consultancy to review Liberia's Investment Incentive Code by six months, and almost resulted in GOL cancellation of this critical consultancy.

PROPOSED PROJECT: It is intended that this project will provide assistance in furtherance of GOL priority economic and social development programs and in support of the private sector where these programs are consistent with the Mission strategy. Areas to be supported may include long and short-term technical assistance in the energy area, follow-up studies in management after completion of the Social Institutional Profile and for private sector initiatives in the areas of policy reform, strengthening local producer organizations, investment project assessment and management training. To support PID and PP designs, the project may also be used to finance follow-ons and evaluations for the Increased Revenues for Development Project as well as for the design of the Management Improvement Project.

Project funds will be used primarily for technical services and training. However, limited commodities may also be financed in support of activities undertaken. Commodities might include the rental of vehicles for survey work or the rental or purchase of micro-computers.

During the design of the PID and PP, specific criteria will be developed for the use of these funds.

SPECIAL CONCERNS: This project will address Congressional special concerns in the areas of energy and private sector development. As needs and opportunities are identified, it is likely that other areas of special concern to the Congress will also be addressed.

TARGET GROUP: In most cases project studies, technical assistance and training will primarily affect host government officials and private sector enterprises who make policy and investment decisions in program areas consistent with USAID CDSS strategy.

PARTICIPANT TRAINING: Participant training needs will be identified as specific activities for project support are identified.

PROPOSED PROJECT DESCRIPTION FY 86

PROJECT TITLE: Private and Voluntary Organizations
(PVO)

PROJECT NUMBER: 669-xPVO

PROJECT FUNDING: Grant - FY 1985: \$100,000 (EHR)
\$100,000 (SDA)

Life of Project: Continuing

APPROPRIATION ACCOUNTS: ARDN, PN, EH, SDA

PROJECT PURPOSE: To assist and mobilize the expertise of the U.S. and Liberian private voluntary organizations (PVOs) in the development process through the design and implementation of innovative projects.

PROBLEM: Although the primary focus of USAID assistance has shifted from long-range development to Liberia's immediate economic crisis, there remains a need to initiate priority development projects which can contribute to the long-term restructuring of the economy, especially the promotion of new private investment. Assistance to private voluntary organizations (PVOs) also enables USAID to support people-to-people and self-help development initiatives which complement official government-to-government development assistance. Grants to private and voluntary organizations will permit USAID to strengthen local non-governmental institutions and to provide them with the technical and material means to carry forward local development.

AID's operational program grant (OPG) program is one of the most effective instruments in Liberia to encourage development work by committed local and U.S. organizations. The resources of three Private and Voluntary Organizations (PVO's) have been

effective in increasing the productive base of the economy through the transfer of appropriate technology to small farmers (Partnership for Productivity and the Protestant Episcopal Church of the United States); and providing applied vocational training programs and job placement for unemployed urban youth with limited educational background (Opportunities Industrialization Center International).

PROPOSED PROJECT: Individual program grants will be directed specifically to the objectives of USAID's country strategy with particular emphasis on increasing productivity through the private sector. Because PVO's can play an important role by testing low-cost models for improving social services and promoting increased production, USAID will explore new ways to integrate PVOs into the country development strategy through OPGs. Use of PVOs will give USAID the flexibility to respond quickly to support high-impact projects to reach large numbers of people. This assistance mode will also result in savings of AID and GOL funds because the organizations contribute their own resources. Given the current liquidity crisis in Liberia, relatively large cash inputs are not expected, therefore Liberian contributions are more likely to be in the form of manpower, facilities, etc. While specific programs have not been identified, the following projects illustrate the kinds of projects and organizations that may be involved:

- (1) A U.S. private voluntary organization familiar with the operation of productivity centers in the provision of technical advice to small enterprises, may work with Liberian organizations to establish such a service supporting existing or new small business credit and training programs.
- (2) The Monrovia Chamber of Commerce may be paired with the Chamber of a U.S city in a "twin" program. The Liberian organization will support promotion efforts of the government's National Investment Commission.
- (3) The Overseas Education Fund (OEF) of the League of Women Voters may assist concerned Liberian women in forming a similar group to conduct educational activities and to influence government organizations in promoting open and free elections in Liberia.

- (4) A U.S. private voluntary organization may assist fledgling food processing operations in Ganta and Monrovia.

TARGET GROUP: Depending on the specific project, the beneficiaries may be widespread or they may be limited to a particular group, such as small businesses in the Monrovia area. Primary target groups are those social and economic groups not reached by government development programs including members of farmer groups, self-help groups, urban and rural women's organizations, cooperatives, and groups starting small enterprises.

SPECIAL CONCERNS: Since the project purpose is to assist U.S. and local PVOs, it obviously addresses the Congressional special concern regarding increased support for PVOs. In addition, it will address other special concerns of the Congress in the areas of women in development, private sector development, and energy by awarding grants determined on the basis of the needs of selected groups working in these areas.

PARTICIPANT TRAINING: No participant training is planned under this project.

PROJECT TITLE: CROP HANDLING STORAGE AND MARKETING

PROJECT NUMBER: 669-0204

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

Life of Project: \$8,000,000

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 capability 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 price. Processing facilities for rice are limited to hand pounding except for the large mechanical rice mills at three Liberia Produce Marketing Corporation locations. The Liberian farmer has no control over the marketing of his rice, coffee and cocoa crops. The Liberian Produce Marketing Corporation (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 marketplace. The proposed project conforms to the USAID/Liberia strategy by relieving constraints to increasing traditional farmer productivity and incomes, a sector of the 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 Agreement. The Mission will undertake a rice marketing study during FY 84 to further identify potential marketing systems interventions.

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..

Draft 5/8/84
AID PROGRAM IN FY 1986
ANNUAL BUDGET SUBMISSION
TABLE V - PROPOSED PROGRAM RANKING

DECISION UNIT 669 Liberia

| RANK | PROJECT TITLE | NEW/ CONT | LOAN/ GRANT | APPROP | PROGRAM FUNDING (\$000) | |
|-------|--|--------------|----------------|--------|----------------------------|--------|
| | | | | | INCR | CUM |
| 1. | 0205 Recovery Grant I | N | G | ES | 45,000 | 45,000 |
| 2. | PL01 PL 480 Title I - Liberia | - | - | P1 | (15,000) | 45,000 |
| 3. | 0184 Econ. and Fin. Mgt. & Trng | C | G | EH | 400 | 45,400 |
| 4. | 0132 Increased Rev. for Develop. | C | G | SD | 633 | 46,033 |
| 5. | 0188 Agric Research & Extension II | C | G | FN | 2660 | 48,693 |
| 6. | 0185 Rural Dev. Training II (OPG) | C | G | FN | 1200 | 49,893 |
| 7. | 0510* Program Dev. & Support | C | G | FN | 150 | 50,043 |
| 8. | 0166 Improved Effic. of Learn. II | C | G | EH | 2357 | 52,400 |
| 9. | 0165 Primary Health Care | C | G | HE | 3500 | 55,900 |
| 10. | 0201 Small & Med. Ent. Dev. (OPG) | C | G | SD | 450 | 56,350 |
| 11. | 0510* Program Dev. & Support | C | G | SD | 300 | 56,650 |
| 12. | xPVO** Private & Vol. Organizations | C | G | SD | 100 | 56,750 |
| 13. | xPVO** Private & Vol. Organizations | C | G | FN | 100 | 56,850 |
| 14. | 0510* Program Dev & Support | C | G | EH | 100 | 56,950 |
| 15. | 0200 Road Maintenance | C | G | FN | 2100 | 59,050 |
| 16. | 0204 Crop Storage Handling and Mktg. | N | G | FN | 1000 | 60,050 |
| 17. | 0198 Management Improvement | N | G | EH | 800 | 60,850 |
| 18. | xPVO* Private & Vol. Organizations | C | G | EH | 100 | 60,950 |
| 19. | 0510** Program Dev. & Support | C | G | PN | 50 | 61,000 |
| | | | | | 61,000 | 61,000 |
| <hr/> | | | | | | |
| 20. | 0203 Energy Planning & Mgt. Trng. (Shelf) | N | G | EH | 500 | |

NOTE: * Per AID/W guidance the one PD&S project incorporates all appropriation categories

** Per AID/W guidance the one PVO project incorporates all appropriation categories

TABLE V NARRATIVE

As proposed in the Mission's approved FY 1985 CDSS update, the restoration of Liberian economic and fiscal stability remains as the Mission's priority at least through FY 1987. Consequently, the highest priority ranking is again accorded to the ESF and PL 480 Title I program and the two DA funded projects in economic and financial management and increased revenue generation. Collectively, these activities focus on Liberia's short to medium term needs and on laying the groundwork for longer term development efforts. Proposed ESF resources will continue to be directed to critical GOL needs such as debt servicing and or to free-up other GOL resources to implement essential policy reforms. As in the past, the disbursement of each ESF tranche will be tied to specific performance criteria or policy reforms. The PL 480 Title I Program continues to provide balance of payments support and the counterpart needed for the Mission's development portfolio. The two grant funded activities are enhancing the GOL's internal efficiency through improved management, budgeting, payroll, accounting and procurement systems and a more effective revenue generating capacity.

To achieve the Mission's secondary goal of maintaining and improving the country's productive capacity, continuing emphasis will be placed on agriculture and rural development, followed closely by education and health. The Mission will concentrate on continuing activities and related follow-on projects to ensure that key program directions are adequately sustained during this period of GOL austerity. Accordingly, the fifth and sixth ranked projects, Agricultural Research and Extension II and the Rural Development Training II activity, will focus on developing the institutional and human resources needed to increase agriculture production and rural development. The seventh ranked project, ARDN, Program Development and Support, which is being transferred from the Regional account to the Missions OYB, will provide the USAID with a flexible and quick response capability in (1) identifying and developing new project opportunities; (2) financing short term consultancies, technical assistance and training; and (3) pursuing appropriate private sector initiatives in the agriculture sector.

The Improved Efficiency of Learning Project II, is ranked eighth consistent with our long-term program emphasis on primary education. This project will provide the GOL with a cost-efficient method for providing primary education to Liberia's poor. The Primary Health Care Project is ranked ninth and represents the Mission's largest bilateral project in the health sector, a key Mission concern. The Small and Medium Enterprises and the Program Development and Support (SD) projects, ranked tenth and eleventh respectively, focus on increasing the productivity of small and medium-scale enterprises through technical assistance, training and some capital assistance and on providing the Mission with a quick flexible response capability (similar to that for the agriculture sector) for selectively assisting the private sector through a variety of interventions. The latter, like its predecessor in agriculture is not a "new" project and simply represents a shift of resources from the AFR/Regional project to the Mission's OYB. This ranking is consistent with our program emphasis on assisting private sector development through carefully designed and targeted activities.

The Private and Voluntary Organizations (PVO) projects under the SDA and EHR accounts are ranked twelfth and thirteenth respectively. Their inclusion in the proposed program is consistent with Congressional and AID emphases on private voluntary organizations and the Mission's favorable experience with PVO's to date. They will enable the Mission to more effectively address small scale development needs through non-governmental initiatives. The EHR Program Development and Support project is ranked fourteenth and will enable USAID to identify additional constraints in the education sector, provide short term advisory services and training and design education projects. It, like the other PD&S projects, is not a new activity and simply represents the transfer of AFR/Regional funds to the Mission OYB.

The Road Maintenance project, a new activity for FY 1985, is ranked fifteenth. This project will focus on maintaining rural roads, a crucial element of Liberia's rural infrastructure, and a major component of the Mission's rural development strategy.

The Crop Storage, Handling and Marketing project and the Management Improvement project, ranked sixteenth and seventeenth, are new activities for FY 86. The Crop Project will further the Mission's long-term agricultural sector goal of increasing rural productivity and incomes through the introduction of appropriate post-harvest handling, storage and

marketing technology for small farmers. The management improvement project originally planned for FY 85, will improve the GOL's overall management capability through mechanisms identified in the Mission's Social and Institutional Profile and other analytical initiatives. The eighteenth and nineteenth ranked projects are the continuing EHR Private and Voluntary Organizations project and the Program Development and Support project under the Population account. The PVO (EHR) project will enable USAID to target assistance on selected human resource constraints and test low-cost models for improving social services and for promoting increased productivity and efficiency. The PN Program Development and Support project (also transferred from the AFR/Regional account) will be used to support the population initiatives which emerge from the USAID/GOL population dialogue which was significantly stimulated by the recent RAPID population presentation. Finally, we are including the Energy Planning and Management Training project as an FY86 shelf item to assist the GOL in improving energy resources planning, management and utilization. If funding is not available from either regional or central AID sources, it will be requested on a bilateral basis.

TABLE VIII - FY 1984

ORGANIZATION USAID/Liberia
(Including RIG Costs if Applicable)

| <u>EXPENSE CATEGORY</u> | <u>F.C.</u> | <u>O.C.</u> | <u>DOLLAR FUNDED</u> | <u>TRUST FUNDED</u> | <u>TOTAL BUDGET</u> | <u>UNITS</u> |
|-----------------------------|-------------|-------------|----------------------|---------------------|---------------------|--------------|
| <u>U.S. DIRECT HIRE</u> | U100 | | 1785.4 | | 1785.4 | XXXXX |
| U.S. CITIZENS BASIC PAY | U101 | 110 | 980.6 | | 980.6 | 22.0 |
| PT/TEMP U.S. BASIC PAY | U102 | 112 | - | | - | - |
| DIFFERENTIAL PAY | U103 | 116 | 219.6 | | 219.6 | XXXXX |
| OTHER AID/W FUNDED O.C. 11 | U104 | 119 | - | | - | XXXXX |
| OTHER MISSION FUNDED O.C 11 | U105 | 119 | - | | - | XXXXX |
| EDUCATION ALLOWANCES | U106 | 126 | 79.3 | | 79.3 | 11.0 |
| RETIREMENT - U.S. | U107 | 120 | 68.7 | | 68.7 | XXXXX |
| LIVING ALLOWANCES | U108 | 128 | 90.0 | | 90.0 | XXXXX |
| OTHER AID/W FUNDED O.C. 12 | U109 | 129 | - | | - | XXXXX |
| OTHER MISSION FUNDED O.C.12 | U110 | 129 | 9.8 | | 9.8 | XXXXX |
| POST ASSIGNMENT - TRAVEL | U111 | 212 | 26.1 | | 26.1 | 9.0 |
| POST ASSIGNMENT - FREIGHT | U112 | 22 | 122.5 | | 122.5 | 9.0 |
| HOME LEAVE - TRAVEL | U113 | 212 | 34.3 | | 34.3 | 13.0 |
| HOME LEAVE - FREIGHT | U114 | 22 | 82.3 | | 82.3 | 13.0 |
| EDUCATION TRAVEL | U115 | 215 | 14.4 | | 14.4 | 5.0 |
| R AND R TRAVEL | U116 | 215 | 51.5 | | 51.5 | 22.0 |
| ALL OTHER CODE 215 TRAVEL | U117 | 215 | 6.3 | | 6.3 | 6.0 |
| <u>FOREIGN NATIONAL DH</u> | U200 | | 372.8 | | 372.8 | XXXXX |
| BASIC PAY | U201 | 114 | 315.4 | | 315.4 | 27.0 |
| OVERTIME, HOLIDAY PAY | U202 | 115 | 9.2 | | 9.2 | 9 |
| ALL OTHER CODE 11 - FN | U203 | 119 | 21.9 | | 21.9 | XXXXX |
| ALL OTHER CODE 12 - FN | U204 | 129 | 17.5 | | 17.5 | XXXXX |
| BENEFITS FORMER FN PERS. | U205 | 13 | 8.8 | | 8.8 | XXXXX |
| <u>CONTRACT PERSONNEL</u> | U300 | | 61.7 | | 61.7 | XXXXX |
| PASA TECHNICIANS | U301 | 258 | - | | - | - |
| U.S. PSC - SALARY/BENEFITS | U302 | 113 | 54.5 | | 54.5 | 1.1 |
| ALL OTHER U.S. PSC COSTS | U303 | 255 | 7.2 | | 7.2 | XXXXX |
| F.N. PSC - SALARY/BENEFITS | U304 | 113 | - | | - | - |
| ALL OTHER F.N. PSC COSTS | U305 | 255 | - | | - | XXXXX |
| JCC COSTS PAID BY AID/W | U306 | 113 | - | | - | - |
| <u>HOUSING</u> | U400 | | 671.3 | | 671.3 | XXXXX |
| RENT | U401 | 235 | 169.8 | | 169.8 | 20.0 |
| UTILITIES | U402 | 235 | 204.8 | | 204.8 | XXXXX |
| RENOVATION AND MAINT. | U403 | 259 | 137.7 | | 137.7 | XXXXX |
| QUARTERS ALLOWANCE | U404 | 127 | - | | - | - |
| PURCHASES RES. FURN/EQUIP. | U405 | 311 | 21.9 | | 21.9 | XXXXX |
| TRANS./FREIGHT - CODE 311 | U406 | 22 | - | | - | XXXXX |
| SECURITY GUARD SERVICES | U407 | 254 | 132.6 | | 132.6 | XXXXX |
| OFFICIAL RESIDENCE ALLOW. | U408 | 254 | 3.0 | | 3.0 | XXXXX |
| REPRESENTATION ALLOWANCE | U409 | 252 | 1.5 | | 1.5 | XXXXX |

TABLE VIII - FY 1984

ORGANIZATION USAID/Liberia
(Including RIG Costs if Applicable)

| <u>EXPENSE CATEGORY</u> | <u>F.C.</u> | <u>O.C.</u> | <u>DOLLAR FUNDED</u> | <u>TRUST FUNDED</u> | <u>TOTAL BUDGET</u> | <u>UNITS</u> |
|---|-------------|-------------|----------------------|---------------------|---------------------|--------------|
| <u>OFFICE OPERATIONS</u> | U500 | | 1693.1 | | 1693.1 | XXXXX |
| RENT | U501 | 234 | 4.7 | | 4.7 | XXXXX |
| UTILITIES | U502 | 234 | 102.0 | | 102.0 | XXXXX |
| BUILDING MAINT./RENOV. | U503 | 259 | 60.3 | | 60.3 | XXXXX |
| OFFICE FURN./EQUIP. | U504 | 310 | 13.1 | | 13.1 | XXXXX |
| VEHICLES | U505 | 312 | - | | - | XXXXX |
| OTHER EQUIPMENT | U506 | 319 | 190.4 | | 190.4 | XXXXX |
| TRANSPORTATION/FREIGHT | U507 | 22 | 31.6 | | 31.6 | XXXXX |
| COMMUNICATIONS | U508 | 230 | 37.5 | | 37.5 | XXXXX |
| SECURITY GUARD SERVICES | U509 | 254 | 36.8 | | 36.8 | XXXXX |
| PRINTING | U510 | 24 | 3.0 | | 3.0 | XXXXX |
| RIG/II OPERATIONAL TRAVEL | U511 | 210 | - | | - | - |
| SITE VISITS - IN COUNTRY | U512 | 210 | 28.1 | | 28.1 | 53.0 |
| SITE VISITS - OTHER | U513 | 210 | 13.3 | | 13.3 | 9.0 |
| INFORMATION MEETINGS | U514 | 210 | 7.2 | | 7.2 | 3.0 |
| TRAINING ATTENDANCE | U515 | 210 | 28.5 | | 28.5 | 9.0 |
| CONFERENCE ATTENDANCE | U516 | 210 | 12.3 | | 12.3 | 7.0 |
| OTHER OPERATIONAL TRAVEL | U517 | 210 | 3.6 | | 3.6 | 3.0 |
| SUPPLIES AND MATERIALS | U518 | 26 | 367.1 | | 367.1 | XXXXX |
| FAAS | U519 | 257 | 65.4 | | 65.4 | XXXXX |
| CONSULTING SVCS - CONT. | U520 | 259 | - | | - | XXXXX |
| MGT./PROF. SVCS. - CONT. | U521 | 259 | - | | - | XXXXX |
| SPEC. STUDIES/ANALYSES CONT. | U522 | 259 | - | | - | XXXXX |
| ALL OTHER CODE 25 | U523 | 259 | 688.2 | | 688.2 | XXXXX |
| TOTAL O.E. BUDGET | | | 4584.3 | | 4584.3 | XXXXX |
| RECONCILIATION | | | 1334.3 | | 1334.3 | XXXXX |
| OPERATING ALLOWANCE REQUEST | | | 3250.0 | | 3250.0 | XXXXX |
| OTHER INFORMATION: | | | | | | |
| Dollar requirement for local currency costs | | | | N/A | | |
| Exchange rate used (as of May 1, 1984) | | | | N/A | | |

TABLE VIII - FY 1985

ORGANIZATION USAID/Liberia
(Including RIG Costs if Applicable)

| <u>EXPENSE CATEGORY</u> | <u>F.C.</u> | <u>O.C.</u> | <u>DOLLAR FUNDED</u> | <u>TRUST FUNDED</u> | <u>TOTAL BUDGET</u> | <u>UNITS</u> |
|-----------------------------|-------------|-------------|----------------------|---------------------|---------------------|--------------|
| <u>U.S. DIRECT HIRE</u> | U100 | | 1831.5 | | 1831.5 | XXXXX |
| U.S. CITIZENS BASIC PAY | U101 | 110 | 1019.4 | | 1019.4 | 21.8 |
| PT/TEMP U.S. BASIC PAY | U102 | 112 | - | | - | - |
| DIFFERENTIAL PAY | U103 | 116 | 220.6 | | 220.6 | XXXXX |
| OTHER AID/W FUNDED O.C. 11 | U104 | 119 | - | | - | XXXXX |
| OTHER MISSION FUNDED O.C 11 | U105 | 119 | - | | - | XXXXX |
| EDUCATION ALLOWANCES | U106 | 126 | 97.5 | | 97.5 | 15.0 |
| RETIREMENT - U.S. | U107 | 120 | 71.4 | | 71.4 | XXXXX |
| LIVING ALLOWANCES | U108 | 128 | 83.0 | | 83.0 | XXXXX |
| OTHER AID/W FUNDED O.C. 12 | U109 | 129 | - | | - | XXXXX |
| OTHER MISSION FUNDED O.C.12 | U110 | 129 | 11.0 | | 11.0 | XXXXX |
| POST ASSIGNMENT - TRAVEL | U111 | 212 | 26.7 | | 26.7 | 8.0 |
| POST ASSIGNMENT - FREIGHT | U112 | 22 | 135.5 | | 135.5 | 8.0 |
| HOME LEAVE - TRAVEL | U113 | 212 | 34.8 | | 34.8 | 13.0 |
| HOME LEAVE - FREIGHT | U114 | 22 | 50.0 | | 50.0 | 13.0 |
| EDUCATION TRAVEL | U115 | 215 | 12.4 | | 12.4 | 12.0 |
| R AND R TRAVEL | U116 | 215 | 57.2 | | 57.2 | 24.0 |
| ALL OTHER CODE 215 TRAVEL | U117 | 215 | 12.0 | | 12.0 | 8.0 |
| <u>FOREIGN NATIONAL DH</u> | U200 | | 336.9 | | 336.9 | XXXXX |
| BASIC PAY | U201 | 114 | 299.7 | | 299.7 | 27.0 |
| OVERTIME, HOLIDAY PAY | U202 | 115 | 9.0 | | 9.0 | .8 |
| ALL OTHER CODE 11 - FN | U203 | 119 | 11.8 | | 11.8 | XXXXX |
| ALL OTHER CODE 12 - FN | U204 | 129 | 16.4 | | 16.4 | XXXXX |
| BENEFITS FORMER FN PERS. | U205 | 13 | - | | - | XXXXX |
| <u>CONTRACT PERSONNEL</u> | U300 | | 194.9 | | 194.9 | XXXXX |
| PASA TECHNICIANS | U301 | 258 | - | | - | - |
| U.S. PSC - SALARY/BENEFITS | U302 | 113 | 121.5 | | 121.5 | 2.1 |
| ALL OTHER U.S. PSC COSTS | U303 | 255 | 73.4 | | 73.4 | XXXXX |
| F.N. PSC - SALARY/BENEFITS | U304 | 113 | - | | - | - |
| ALL OTHER F.N. PSC COSTS | U305 | 255 | - | | - | XXXXX |
| JCC COSTS PAID BY AID/W | U306 | 113 | - | | - | - |
| <u>HOUSING</u> | U400 | | 752.1 | | 752.1 | XXXXX |
| RENT | U401 | 235 | 198.3 | | 198.3 | 23.7 |
| UTILITIES | U402 | 235 | 221.2 | | 221.2 | XXXXX |
| RENOVATION AND MAINT. | U403 | 259 | 23.6 | | 23.6 | XXXXX |
| QUARTERS ALLOWANCE | U404 | 127 | - | | - | - |
| PURCHASES RES. FURN/EQUIP. | U405 | 311 | 97.4 | | 97.4 | XXXXX |
| TRANS./FREIGHT - CODE 311 | U406 | 22 | 48.6 | | 48.6 | XXXXX |
| SECURITY GUARD SERVICES | U407 | 254 | 157.7 | | 157.7 | XXXXX |
| OFFICIAL RESIDENCE ALLOW. | U408 | 254 | 3.5 | | 3.5 | XXXXX |
| REPRESENTATION ALLOWANCE | U409 | 252 | 1.8 | | 1.8 | XXXXX |

TABLE VIII - FY 1985

ORGANIZATION USAID/Liberia
(Including RIG Costs if Applicable)

| <u>EXPENSE CATEGORY</u> | <u>F.C.</u> | <u>O.C.</u> | <u>DOLLAR FUNDED</u> | <u>TRUST FUNDED</u> | <u>TOTAL BUDGET</u> | <u>UNITS</u> |
|------------------------------------|-------------|-------------|----------------------|---------------------|---------------------|--------------|
| <u>OFFICE OPERATIONS</u> | U500 | | <u>2173.8</u> | | <u>2173.8</u> | <u>XXXX</u> |
| RENT | U501 | 234 | <u>4.7</u> | | <u>4.7</u> | <u>XXXX</u> |
| UTILITIES | U502 | 234 | <u>107.1</u> | | <u>107.1</u> | <u>XXXX</u> |
| BUILDING MAINT./RENOV. | U503 | 259 | <u>68.5</u> | | <u>68.5</u> | <u>XXXX</u> |
| OFFICE FURN./EQUIP. | U504 | 310 | <u>143.9</u> | | <u>143.9</u> | <u>XXXX</u> |
| VEHICLES | U505 | 312 | <u>61.0</u> | | <u>61.0</u> | <u>XXXX</u> |
| OTHER EQUIPMENT | U506 | 319 | <u>156.9</u> | | <u>156.9</u> | <u>XXXX</u> |
| TRANSPORTATION/FREIGHT | U507 | 22 | <u>170.2</u> | | <u>170.2</u> | <u>XXXX</u> |
| COMMUNICATIONS | U508 | 230 | <u>40.5</u> | | <u>40.5</u> | <u>XXXX</u> |
| SECURITY GUARD SERVICES | U509 | 254 | <u>48.2</u> | | <u>48.2</u> | <u>XXXX</u> |
| PRINTING | U510 | 24 | <u>3.3</u> | | <u>3.3</u> | <u>XXXX</u> |
| RIG/II OPERATIONAL TRAVEL | U511 | 210 | <u>-</u> | | <u>-</u> | <u>-</u> |
| SITE VISITS - IN COUNTRY | U512 | 210 | <u>21.4</u> | | <u>21.4</u> | <u>73.0</u> |
| SITE VISITS - OTHER | U513 | 210 | <u>18.7</u> | | <u>18.7</u> | <u>12.0</u> |
| INFORMATION MEETINGS | U514 | 210 | <u>9.0</u> | | <u>9.0</u> | <u>7.0</u> |
| TRAINING ATTENDANCE | U515 | 210 | <u>29.9</u> | | <u>29.9</u> | <u>17.0</u> |
| CONFERENCE ATTENDANCE | U516 | 210 | <u>12.3</u> | | <u>12.3</u> | <u>7.0</u> |
| OTHER OPERATIONAL TRAVEL | U517 | 210 | <u>7.3</u> | | <u>7.3</u> | <u>5.0</u> |
| SUPPLIES AND MATERIALS | U518 | 26 | <u>456.7</u> | | <u>456.7</u> | <u>XXXX</u> |
| FAAS | U519 | 257 | <u>71.9</u> | | <u>71.9</u> | <u>XXXX</u> |
| CONSULTING SVCS - CONT. | U520 | 259 | <u>-</u> | | <u>-</u> | <u>XXXX</u> |
| MGT./PROF. SVCS. - CONT. | U521 | 259 | <u>-</u> | | <u>-</u> | <u>XXXX</u> |
| SPEC. STUDIES/ANALYSES CONT. | U522 | 259 | <u>-</u> | | <u>-</u> | <u>XXXX</u> |
| ALL OTHER CODE 25 | U523 | 259 | <u>742.3</u> | | <u>742.3</u> | <u>XXXX</u> |
| TOTAL O.E. BUDGET | | | <u>5289.2</u> | | <u>5289.2</u> | <u>XXXX</u> |
| RECONCILIATION | | | <u>1383.3</u> | | <u>1383.3</u> | <u>XXXX</u> |
| OPERATING ALLOWANCE REQUEST | | | <u>3905.9</u> | | <u>3905.9</u> | <u>XXXX</u> |

OTHER INFORMATION:

Dollar requirement for local currency costs
Exchange rate used (as of May 1, 1984)

N/A
N/A

Estimated Wage Increases - FY 1984 to FY 1985
Estimated Price Increases - FY 1984 to FY 1985

5% to 10%

TABLE VIII - FY 1986

ORGANIZATION USAID/Liberia
(Including RIG Costs if Applicable)

| <u>EXPENSE CATEGORY</u> | <u>F.C.</u> | <u>O.C.</u> | <u>DOLLAR FUNDED</u> | <u>TRUST FUNDED</u> | <u>TOTAL BUDGET</u> | <u>UNITS</u> |
|-----------------------------|-------------|-------------|----------------------|---------------------|---------------------|--------------|
| <u>U.S. DIRECT HIRE</u> | U100 | | 1973.2 | | 1973.2 | XXXXX |
| U.S. CITIZENS BASIC PAY | U101 | 110 | 1078.6 | | 1078.6 | 21.0 |
| PT/TEMP U.S. BASIC PAY | U102 | 112 | - | | - | - |
| DIFFERENTIAL PAY | U103 | 116 | 269.7 | | 269.7 | XXXXX |
| OTHER AID/W FUNDED O.C. 11 | U104 | 119 | - | | - | XXXXX |
| OTHER MISSION FUNDED O.C 11 | U105 | 119 | - | | - | XXXXX |
| EDUCATION ALLOWANCES | U106 | 126 | 112.0 | | 112.0 | 16.0 |
| RETIREMENT - U.S. | U107 | 120 | 75.5 | | 75.5 | XXXXX |
| LIVING ALLOWANCES | U108 | 128 | 89.2 | | 89.2 | XXXXX |
| OTHER AID/W FUNDED O.C. 12 | U109 | 129 | - | | - | XXXXX |
| OTHER MISSION FUNDED O.C.12 | U110 | 129 | 10.9 | | 10.9 | XXXXX |
| POST ASSIGNMENT - TRAVEL | U111 | 212 | 27.6 | | 27.6 | 9.0 |
| POST ASSIGNMENT - FREIGHT | U112 | 22 | 159.3 | | 159.3 | 9.0 |
| HOME LEAVE - TRAVEL | U113 | 212 | 34.1 | | 34.1 | 15.0 |
| HOME LEAVE - FREIGHT | U114 | 22 | 16.4 | | 16.4 | 15.0 |
| EDUCATION TRAVEL | U115 | 215 | 8.6 | | 8.6 | 6.0 |
| R AND R TRAVEL | U116 | 215 | 78.7 | | 78.7 | 26.0 |
| ALL OTHER CODE 215 TRAVEL | U117 | 215 | 12.6 | | 12.6 | 8.0 |
| <u>FOREIGN NATIONAL DH</u> | U200 | | 347.2 | | 347.2 | XXXXX |
| BASIC PAY | U201 | 114 | 309.1 | | 309.1 | 27.0 |
| OVERTIME, HOLIDAY PAY | U202 | 115 | 9.3 | | 9.3 | .8 |
| ALL OTHER CODE 11 - FN | U203 | 119 | 11.9 | | 11.9 | XXXXX |
| ALL OTHER CODE 12 - FN | U204 | 129 | 16.9 | | 16.9 | XXXXX |
| BENEFITS FORMER FN PERS. | U205 | 13 | - | | - | XXXXX |
| <u>CONTRACT PERSONNEL</u> | U300 | | 181.7 | | 181.7 | XXXXX |
| PASA TECHNICIANS | U301 | 258 | - | | - | - |
| U.S. PSC - SALARY/BENEFITS | U302 | 113 | 115.9 | | 115.9 | 2.0 |
| ALL OTHER U.S. PSC COSTS | U303 | 255 | 65.8 | | 65.8 | XXXXX |
| F.N. PSC - SALARY/BENEFITS | U304 | 113 | - | | - | - |
| ALL OTHER F.N. PSC COSTS | U305 | 255 | - | | - | XXXXX |
| JCC COSTS PAID BY AID/W | U306 | 113 | - | | - | - |
| <u>HOUSING</u> | U400 | | 821.1 | | 821.1 | XXXXX |
| RENT | U401 | 235 | 213.2 | | 213.2 | 24.0 |
| UTILITIES | U402 | 235 | 238.9 | | 238.9 | XXXXX |
| RENOVATION AND MAINT. | U403 | 259 | 26.0 | | 26.0 | XXXXX |
| QUARTERS ALLOWANCE | U404 | 127 | - | | - | - |
| PURCHASES RES. FURN/EQUIP. | U405 | 311 | 114.5 | | 114.5 | XXXXX |
| TRANS./FREIGHT - CODE 311 | U406 | 22 | 57.2 | | 57.2 | XXXXX |
| SECURITY GUARD SERVICES | U407 | 254 | 165.6 | | 165.6 | XXXXX |
| OFFICIAL RESIDENCE ALLOW. | U408 | 254 | 3.7 | | 3.7 | XXXXX |
| REPRESENTATION ALLOWANCE | U409 | 252 | 2.0 | | 2.0 | XXXXX |

TABLE VIII - FY 1986

ORGANIZATION USAID/Liberia
(Including RIG Costs if Applicable)

| <u>EXPENSE CATEGORY</u> | <u>F.C.</u> | <u>O.C.</u> | <u>DOLLAR FUNDED</u> | <u>TRUST FUNDED</u> | <u>TOTAL BUDGET</u> | <u>UNITS</u> |
|------------------------------|-------------|-------------|----------------------|---------------------|---------------------|--------------|
| <u>OFFICE OPERATIONS</u> | U500 | | 2020.6 | | 2020.6 | XXXXX |
| RENT | U501 | 234 | 4.7 | | 4.7 | XXXXX |
| UTILITIES | U502 | 234 | 112.5 | | 112.5 | XXXXX |
| BUILDING MAINT./RENOV. | U503 | 259 | 75.4 | | 75.4 | XXXXX |
| OFFICE FURN./EQUIP. | U504 | 310 | 42.4 | | 42.4 | XXXXX |
| VEHICLES | U505 | 312 | 60.0 | | 60.0 | XXXXX |
| OTHER EQUIPMENT | U506 | 319 | 168.4 | | 168.4 | XXXXX |
| TRANSPORTATION/FREIGHT | U507 | 22 | 132.4 | | 132.4 | XXXXX |
| COMMUNICATIONS | U508 | 230 | 43.8 | | 43.8 | XXXXX |
| SECURITY GUARD SERVICES | U509 | 254 | 51.2 | | 51.2 | XXXXX |
| PRINTING | U510 | 24 | 3.7 | | 3.7 | XXXXX |
| RIG/II OPERATIONAL TRAVEL | U511 | 210 | - | | - | - |
| SITE VISITS - IN COUNTRY | U512 | 210 | 26.4 | | 26.4 | 76.0 |
| SITE VISITS - OTHER | U513 | 210 | 20.4 | | 20.4 | 13.0 |
| INFORMATION MEETINGS | U514 | 210 | 9.5 | | 9.5 | 7.0 |
| TRAINING ATTENDANCE | U515 | 210 | 31.4 | | 31.4 | 20.0 |
| CONFERENCE ATTENDANCE | U516 | 210 | 13.5 | | 13.5 | 6.0 |
| OTHER OPERATIONAL TRAVEL | U517 | 210 | 5.9 | | 5.9 | 2.0 |
| SUPPLIES AND MATERIALS | U518 | 26 | 357.9 | | 357.9 | XXXXX |
| FAAS | U519 | 257 | 79.1 | | 79.1 | XXXXX |
| CONSULTING SVCS - CONT. | U520 | 259 | - | | - | XXXXX |
| MGT./PROP. SVCS. - CONT. | U521 | 259 | - | | - | XXXXX |
| SPEC. STUDIES/ANALYSES CONT. | U522 | 259 | - | | - | XXXXX |
| ALL OTHER CODE 25 | U523 | 259 | 782.0 | | 782.0 | XXXXX |
| TOTAL O.E. BUDGET | | | 5343.8 | | 5343.8 | XXXXX |
| RECONCILIATION | | | 1502.9 | | 1502.9 | XXXXX |
| OPERATING ALLOWANCE REQUEST | | | 3840.9 | | 3840.9 | XXXXX |

OTHER INFORMATION:

Dollar requirement for local currency costs
Exchange rate used (as of May 1, 1984)

N/A
N/A

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

5% to 10%

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 this year. All are designed to either correct noted management inefficiencies or improve staff output and morale.

As Table VIII(c) indicates, we plan to acquire additional word processing and mini-computer capability to build upon the WANG 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. It will reduce the need for what is presently a considerable requirement for ad hoc secretarial services. It will also reduce by many hours the time spent by officers in proof reading and redrafting. Output and efficiency will improve measurably.

The USAID will continue with its efforts at an improved and structured "Liberianization" program aimed at both enhancing the quality of existing staff and identifying new staff to take on added responsibilities and/or replace American contract staff in the Executive Office area. Consideration will be given to hiring a part-time Staff Development Specialist to enable a more focused and sustained effort to be placed on this program. In addition to the recently recruited and trained Liberian C&R Supervisor, we will recruit and train a Liberian Housing and Utilities Supervisor who will replace the American on contract now in that position.

The procurement, warehousing and property management functions within the USAID will also receive continued attention during the year. Much work still needs to be done to rationalize systems, integrate the functions more appropriately and reduce costs through bulk State-side procurement. It is planned that the USAID will hire a retired Executive Officer or General Services Officer under a 3-month contract early in the fiscal year to address the whole range of issues in this area and leave the USAID with a vastly improved system fully understood and accepted by the Liberian staff.

Construction is nearing completion of a new Expendable Supply area which will provide for the organized and controlled storage and issuance of expendable supplies and high-value items. The area will be airconditioned and dehumidified, cutting back considerably on the losses now sustained by the USAID on items due to heat, humidity, salt spray in the air and dust. We will now be able to buy in appropriate quantities from the U.S. items which previously were destroyed during storage prior to issuance or which were bought locally at an inflated price.

In the late 1950's, under a project agreement, a number of houses were built for USAID technicians working in Monrovia. These houses were to remain under the control of USAID until such time as we no longer had a need for them. At this time, all but three of the houses have been returned to the Liberian Government. Two of these units have only been occupied in the last two years as temporary housing for arriving staff or as quarters for long-term TDYers. The houses have essentially passed their useful life span and are no longer up to standard of other USAID-leased housing. Maintenance and utility costs, however, continue to be incurred on these units. It has now been determined that these units are no longer economical to retain and the USAID will take the appropriate steps to return two of the three remaining units to the Liberian Government.

Finally, further work will be done on refining the cost allocation system initiated in FY 84 to ensure that all contractor support costs are borne by the Operating Expense budget. Considerable progress has been made during FY 84 with a wide range of support costs now allocated on a pro rata basis quarterly among the various projects.

FY 85 will see refinements to the existing system and a final 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. It is not anticipated that significant additional allocations will be identified beyond those already implemented.

NARRATIVE

SECTION B - JUSTIFICATION FOR FUNDING CHANGES

1. Contract Personnel - U300 - FY 84/85

The projected funding level from FY 84 to FY 85 increased by \$133.2. The reason for the increase represents replacing the current Public Health Officer (locally hired PSC departing in FY 85) with a contractor (with one dependent), hired outside Liberia.

Funds are also included for a short term contractor to assist in the GSO area for three months and the initial funding for a locally hired Private Sector Officer.

2. Office Operations - U500 - FY 84/85

The major reasons for the relatively large increase from FY 84 to FY 85 are as follows:

- | | |
|---|-------------|
| a. Resurfacing of USAID compound - | \$131.0 |
| Funds included under FC 518. This item was originally budgeted in FY 84 however, unanticipated emergencies required using these funds for security enhancement and generator related costs for the office building. | |
| b. Funding for office furniture/equipment, vehicles and related transportation costs - | \$287.0 |
| Due to limited O.E. Allowance purchases in FY 84 are being held to bare minimum. | |
| c. Balance of increase generally represents anticipated price increases ranging from 5% to 10% | <u>62.7</u> |
| Total increase | \$480.7 |

SECTION C - TRUST FUNDS

Due to the continuing severe financial crisis of the GOL, the Mission has no plans to negotiate a trust fund arrangement during the next few years.

TABLE VIII (A)
PSC FUNDING

| <u>Job Title/Position Description</u> | <u>FY 1984</u> | <u>FY 1985</u> | <u>FY 1986</u> |
|---------------------------------------|-----------------------|------------------------|------------------------|
| 1. Assistant Public Health Officer | \$50.6 (5/84-4/85) | \$132.5 (5/85-4/86) | \$132.5 (5/86-4/87) |
| 2. Rural Development Officer | \$11.1 (7/84-8/84) | -0- | -0- |
| 3. General Services Officer | -0- | 25.3 (4/85-6/85) | -0- |
| 4. Private Sector Officer | -0- | 37.1 (1/85-9/85) | 49.2 (10/85-9/86) |
| Totals | <u>\$61.7</u> | <u>\$194.9</u> | <u>\$181.7</u> |

TABLE VIII (B)
SERVICE BUDGETED AT \$25,000 OR MORE

| <u>DESCRIPTION OF SERVICE</u> | <u>FY 84</u> | <u>FY 85</u> | <u>FY 86</u> |
|---|--------------------------|--------------------------|--------------------------|
| U.S. Recreation Association Labor Pool (GSO, Motorpool, Janitorial Services, etc. | \$580.1 (11/83-10/84) | \$688.5 (11/84-10/85) | \$722.9 (11/85-10/86) |
| H&J (OEMCO) | | | |
| Installation of Diesel Fuel tanks (Generators) | 62.9 (3/84-6/84) | | |
| Others | <u>45.2</u> | <u>109.9</u> | <u>119.1</u> |
| Totals | <u>\$688.2</u> | <u>\$798.4</u> | <u>\$842.0</u> |

ANNEX I

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

NARRATIVE

1. All equipment is Owned. O=Operational; R=Redundant

A. WANG OIS-140-3

- 2 CPUs (1-0, 1-R)
- 2 Disk Drives (1-0, 1-R)
- 2 Line Printers (1-0, 1-R)
- 4 Daisy Printers (4-0, 0-R)
- 4 Twin Sheet Feeders (4-0, 0-R)
- 7 Work Stations (6-0, 1-R)
- Assorted Spare Parts
- 1 Gould 5KVA UPS (Incomplete-received 5/84)

B. WANG PC

- 3 CPUs (2-0, 1-R)
- 2 Daisy Printers (2-0, 0-R)
- 1 Letter Quality Printer (1-0, 0-R)
- 2 Monitors (2-0, 0-R)
- 2 International Key Boards (2-0, 0-R)
- 2 Solar 2.5 KVA UPSs - not recv'd yet

2. Uses and Planned Uses of Existing Equipment

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, invoice/voucher control system in support of the Prompt Payment Act, Operating Expense budget development, statistical analyses, non-expendable property inventory, engineering graphics, mailbox, and the General Ledger Account.

3. Current and Long Range Plans

At the present time the operational (non-redundant) OIS-140-3 equipment are operational in a temporary site at the USAID while site preparation (a new complete building) is finished. This situation developed due to the unexpected early arrival of the OIS equipment (six months ahead of schedule!). The redundant OIS equipment and spare parts are in temporary airconditioned storage in the General Services Office. The two WANG PCs are located in the Mission's Controller and Program Offices and are operational.

Site preparation will be finished in early June and the equipment permanently installed. The Gould UPS was seriously delayed in delivery, only arriving in the last few weeks. It also was shortlanded with all the cables missing. Further delays are anticipated while replacement cable is secured from the U.S. The current software on-hand for the OIS-140-3 includes the following:

- [Started F Rel. F7.8 703-2077F
- [Word Processing SP004036 Rel. 3.6 703.2088G
- [Supervisory Functions I SP020038 Rel. 3.8 703-2178B
- [" " II SP11003B Rel. 3.B 703-2179B
- [Word Processing Utilities I SP01402R Rel. 2.R 703-1759F
- [" " " II SPO562R Rel. 2.R 703-1760F

[Volume Utilities F SF 011078 Rel. F7.8 703-2075G
[Peripherals I SP01005S Rel. 5.S 703-2063F
[" II SP04205S Rel. 5.S 703-2064F
[Control Functions SP000039 Rel. 3.9 703-1757R
[Type-through SP052011 Rel. 1.1 703-1583A
[Run only basics & Utilities SP01503H Rel. 3.H 703-15630
[Demonstrations SP006043 Rel. 4.3 703-1357C
[Peripheral Utilities SP016021 Rel. 2.1 703-1184A
[File Utilities SP007041 Rel. 4.1 703-0982M
[Advanced Functions I SP00032 Rel. 3.2 703-1246K
[Advanced Functions II SP101032 Rel. 3.2 703-1247K

The current software on-hand for the WANG PC includes CP/M, Multiplan, Basic, Word Processor, and Communication. Lotus 1-2-3 and its instructor package have been ordered. Symphony will also be ordered.

The following is a listing of additional hardware which the Mission wishes to procure during FY 85 to augment and complete the core system which we now have on-hand. Use of the existing equipment has soared over the last few months 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>U/M</u> | <u>Description</u> | <u>Unit Price</u> | <u>Amount</u> |
|-------------|-------------|------------|--|-------------------|---------------|
| 1. | 2 | Ea. | 4230-QA OIS 64K workstation, CRT Keyboard, Base. Can be upgraded to a Wang Professional Computer | 4,750.00 | 9,500.00 |
| 2. | 4 | Ea. | 5740-4 OIS 64K Ergonomic Archiving Workstation with standard keyboard 8 inch media | 8,535.00 | 34,140.00 |
| 3. | 1 | Ea. | 6509 OIS Tape Drive, 9-Track, 1600-BPi, includes controller | 20,000.00 | 20,000.00 |
| 4. | 3 | Ea. | PC-003B Professional Computer with Dual Floppy, Base Unit (128K), Dual Diskette Drive (360KB), Keyboard, MS/DOS operating systems & Basic (interpretive), Monochrome Monitor | 2,686.00 | 8,058.00 |

| <u>Item</u> | <u>Qty.</u> | <u>U/M</u> | <u>Description</u> | <u>Unit Price</u> | <u>Amount</u> |
|-------------|-------------|------------|--|-------------------|---------------|
| 5. | 2 | Ea. | PC-005A Professional Computer with 10MB Winchester Disk, Monitor Key- board, 128K Memory Expansion | 4,530.00 | 9,060.00 |
| 6. | 5 | Ea. | PC-PM012 Daily Printer for PC 20CPS | 1,490.00 | 7,450.00 |
| | | | Air Freight/Handling/Insurance, Approximate | | 14,538.00 |
| | | | System Total, CIF Monrovia | | 102,746.00 |

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

| <u>Item and Explanation</u> | <u>Fiscal Years (\$000)</u> | | |
|---|-----------------------------|-------------|-------------|
| | <u>1984</u> | <u>1985</u> | <u>1986</u> |
| 1. <u>Capital Investment</u> | 137.3 | 102.8 | 12.0 |
| <u>A. Purchase of Hardware</u> | | | |
| Purchase of automation equipment by the Mission; such as WANG VS mini-computer, WANG OIS System, WANG WP equipment and micro-computers and their associated workstations/terminals, printers and telecommunications modems. | | | |
| <u>B. Purchase of Software</u> | 4.9 | 5.0 | 5.0 |
| Purchase of software by the Mission to operate an existing or new automation equipment (hardware) such as CP/M, Multiplan, DBASE II and Microstat, LOTUS 1-2-3, etc. | | | |
| <u>C. Site and Facility</u> | 49.6* | 4.7 | 3.0 |
| Cost of proposed site construction to prepare for setting up a WANG VS or WANG OIS automation system, such as raised floors, walls, air conditioning and uninterruptible power sources. | | | |

SUBTOTAL 191.8 112.5 20.0

*Includes \$21,000 for Gould and 2 Sola UPSs. Freight excluded.

TABLE VIII(c) (continued)

| <u>Item and Explanation</u> | Fiscal Years (\$000) | | |
|---|----------------------|-------------|-------------|
| | <u>1984</u> | <u>1985</u> | <u>1986</u> |
| 2. <u>Personnel</u> | | | |
| Mission will provide requirements below for personnel involved in the information technology functions, such as systems development and operation, and the percentage of management and secretarial personnel also involved. Personnel that use systems will not be included. | | | |
| A. <u>Compensation, Benefits and Travel</u> | 1.9 | 7.7 | 8.1 |
| B. <u>Workyears</u> | (0.35) | (1.1) | (1.1) |
| <hr/> | | | |
| 3. <u>Equipment Rental, Space and Other Operating Costs</u> | | | |
| A. <u>Lease of Equipment</u> | 000 | 000 | 000 |
| Obligations for lease and maintenance of non-government owned equipment (rented equipment) | | | |
| B. <u>Space</u> | 000 | 000 | 000 |
| Obligations for lease of space to house automation equipment, office space for personnel (direct-hire and contractor) involved in the information technology function (See 2A&B) including basic utilities and house keeping services. | | | |

TABLE VIII(c) (continued)

| <u>Item and Explanation</u> | <u>Fiscal Years (\$000)</u> | | |
|---|-----------------------------|-------------|-------------|
| | <u>1984</u> | <u>1985</u> | <u>1986</u> |
| C. <u>Supplies and Other</u> Obligations for supplies and software rental (not included in a rental contract for equipment) | 4.2* | 4.5* | 4.7* |
| D. <u>Non-Commercial Training</u> Obligations for planning and conducting government operated training to prepare users to make effective use of automation resources. | 6.0** | 13.5** | 14.5** |
| SUBTOTAL | <u>10.2</u> | <u>18.0</u> | <u>19.2</u> |

4. Commercial Services

This includes obligation for services where payments are made to private industry.

A. Computer Time

Obligations to fund contract with a private firm to provide computer time to the Mission. 000 000 000

B. Leased Telecommunications Services

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 and modems to reach the American Embassy's, Office of Communications for the purpose of the transmission of data to and from AID/W. 000 000 000

C. Operations and Maintenance

(1) Operations

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). 000 000 000

**Category definition unclear. ALL training is included here.

*Category definition unclear. We have included here cost for expendable supplies for our owned equipment.

TABLE VIII(c) (continued)

| <u>Item and Explanation</u> | <u>Fiscal Years (\$000)</u> | | |
|---|-----------------------------|----------------|----------------|
| | <u>1984</u> | <u>1985</u> | <u>1986</u> |
| C. (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. | 9.0 | 16.0 | 18.0 |
| 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 systems. | 000 | 000 | 000 |
| E. <u>System Design and Engineering</u> (Do not complete - OMB requirement not applicable to AID.) | XXXX | XXXX | XXXX |
| F. <u>Studies and Other</u> Obligations for management and feasibility studies, requirement definitions, and commercial training. | 000 | 000 | 000 |
| SUBTOTAL | <u>9.0</u> | <u>16.0</u> | <u>18.0</u> |
| <hr/> | | | |
| 5. TOTALS | | | |
| Total Obligations | <u>212.9</u> | <u>154.2</u> | <u>65.3</u> |
| Workyears (From item 2A) | (<u>0.35</u>) | (<u>1.1</u>) | (<u>1.1</u>) |
| <hr/> | | | |
| 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.) | 21.1 | 25.1 | 19.8 |
| 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.) | 212.9 | 129.1 | 45.5 |
| (Definition/purpose of this section most unclear!) | | | |

TABLE VIII (D)
TRAINING

| <u>FY 85</u> | <u>DOLLARS</u> <u>FUNDED</u> | <u>TRUST</u> <u>FUNDED</u> | <u>UNITS</u> |
|---------------|---------------------------------|-------------------------------|--------------|
| P.I. Training | 8074.- | -0- | 4 |

Training Plan - P.I. Training

| Course | # of Participants |
|---------------|-------------------|
| P.I. Training | 4 |

Other Training Courses

| Course | # of Participants |
|-------------|-------------------|
| DSP | 1 |
| Lang. Trng. | 1 |
| Tech. Trng. | 3 |
| Mgt. Skills | 1 |
| ADP Trng. | 4 |

| <u>FY 86</u> | <u>DOLLARS</u> <u>FUNDED</u> | <u>TRUST</u> <u>FUNDED</u> | <u>UNITS</u> |
|---------------|---------------------------------|-------------------------------|--------------|
| P.I. Training | 6993 | -0- | 3 |

Training Plan - P.I. Training

| Course | # of Participants |
|---------------|-------------------|
| P.I. Training | 3 |

Other Training Courses

| Course | # of Participants |
|-------------|-------------------|
| DSP | 2 |
| Lang. Trng. | 0 |
| Tech. Trng. | 2 |
| Mgt. Skills | 0 |
| ADP Trng. | 6 |

PL 480 TITLE NARRATIVE

As proposed in the Mission's approved FY 1983 CDSS update, restoration of fiscal and economic stability continues to be AID's highest priority in Liberia. Between FY 1980 and 1984, the U.S. Government provided \$65 million in PL 480 Title I assistance to help Liberia meet its rice import requirements and to provide critically needed counterpart support for AID and other donor agriculture and rural development projects.

Since FY 1981, PL 480 Title I counterpart has represented an increasing percentage of GOL funds allocated to and spent for the Development Budget. These funds will continue to be allocated to selected priority USAID and other donor projects to ensure that key long-term development activities are adequately funded within the ceilings established by the IMF.

The Mission utilizes PL 480 Title I, ESF and DA resources in an integrated fashion to support sound economic and fiscal policies. Self-help provisions of the FY 1983 and FY 1984 PL 480 Title I agreements require the Ministry of Agriculture to review all of the major agricultural sector assessments and reports completed during the two previous years by GOL and other donors to elicit formal responses to such reports and to establish which recommendations are acceptable to the GOL. In a related gesture, the Mission gradually tightened the self-help measures in each agreement to further promote and foster economic stabilization and recovery.

Current Title I Program: During FY 1984, the U.S. provided \$15 million (43,000 MT) of rice. In keeping with the Agreement signed in December 1983, approximately 16,258 metric tons of rice have been shipped to date. Counterpart funds generated under this agreement are being allocated to the following development projects in the 1984/85 GOL Development Budget:

| | |
|--|----------|
| 1. Central Agricultural Research Institute | \$ 2,800 |
| 2. Rural Development Institute (RDI) | 150 |
| 3. Agriculture Training (MOA) | 100 |
| 4. Improved Efficiency of Learning (IEL) | 582 |
| 5. Liberia Opportunities Industrialization Center (LOIC) | 545 |

| | | |
|-----|---|----------|
| 6. | Bong County Rural Development | 1,867 |
| 7. | Lofa County Integrated Rural Development | 2,365 |
| 8. | Nimba County Integrated Rural Development | 572 |
| 9. | Agriculture Development Bank | 500 |
| 10. | Primary Health Care | 800 |
| 11. | Rice Seed Multiplication Center (IFAD) | 387 |
| 12. | Liberia Rural Communication | 600 |
| 13. | Agriculture Surveys (Logistic Support) | 42 |
| 14. | Agriculture Cooperative Development | 698 |
| 15. | Animal Traction | 50 |
| 16. | Land Utilization Project | 100 |
| 17. | Feeder Roads | 1,369 |
| 18. | Rubber Development | 1,182 |
| 19. | PL - 480 Monitoring | 25 |
| 20. | Youth on-the-job Training (recurrent) | 166 |
| 21. | Nimba Rural Technology (PFP) | 100 |
| | | ----- |
| | TOTAL | \$15,000 |
| | | ----- |

Rice Policy/Production: Consumer rice subsidies were eliminated in September 1981 when the GOL increased the official minimum price of rice to \$24 per hundredweight. Consequently, rice production increased by about 2 - 3 percent during 1982 and 1983. These changes seem to reverse several years of stagnating rice production. However, given the limitations of traditional technology, significant marketing constraints, and the high cost of internal transportation, these developments may have little lasting impact on the production of marketable surpluses.

At the national level rice consumption is on the increasing, because of the high (3.3%) population growth rate, a growing demand for rice which is more convenient to prepare than other traditional food crops and increasing rural-to-urban migration.

The Assessment of PL 480 Programs: A major evaluation of the PL 480 Title I Program (Monrovia 02920) was completed in August 1983. The objectives of the evaluation were to review the GOL's "self-help" performance, the developmental impact of the PL 480 procedures and PL 480's possible disincentive effects on domestic production. The evaluation concluded that the PL 480 Program has, in general, been beneficial both to the GOL and to USAID's development objectives and should continue at a minimum level of \$15 million over the short-term, barring major production increases or other changes in rice stocks. The evaluation further concluded that the PL 480 Program is not constraining domestic rice production and that rice is clearly the commodity of choice for most Liberians. In regard to counterpart generations, the evaluation established that the GOL generally met its targets for counterpart expenditures despite some delays in collecting the sales proceeds.

The most significant changes in the Mission's current PL 480 Program include: 1) tightening of conditions supporting agricultural policy reform; 2) use of sales proceeds to finance indigenous private enterprise; and 3) establishment of a special PL 480 commercial bank account from which funds will be directly disbursed to priority development projects. These recent initiatives reinforce economic stabilization objectives and DA activities by helping to reduce budget deficits and sustaining long-term priority programs in agriculture and rural development while supporting the agency's emphasis on private enterprise.

Conclusion

The PL 480 Program has in generally been helpful in addressing key Liberian Development constraints and in helping to support AID's programmatic objectives which include the restoration of economic and fiscal stability, the reestablishment of investor confidence and the early return to civilian rule.

The Mission believes it is essential to maintain PL 480 assistance at the current level of \$15 million. As the PL 480 evaluation indicates, a minimum level of \$15 million should be maintained barring major production increases or other changes in rice availability. Although the Ministry of Agriculture has not completed the analysis of last year's harvest, indications are that domestic production may be equal to, and perhaps greater than, the previous year. More importantly, however, is

that LPMC sales are down sharply in the second and third quarters over corresponding quarters last year. This coupled with present LPMC rice stocks and an apparent softening of domestic demand for marketed rice through LPMC, leads the Mission to conclude that FY 1983 PL 480 stocks will not be liquidated until July - August of 1984. This accumulation and the 43,000 MT of rice expected under the FY 1984 agreement, could result in FY 1985 rice stocks as high as 30,000 to 35,000 MT. If these conditions materialize during the intervening period, they will probably be of relatively short duration. The Mission will keep AID/W advised of significant subsequent developments in this regard.

Country/Office: Liberia

FY 1986 ANNUAL BUDGET SUBMISSION

TABLE XI

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

| | Actual FY 1984 | | Estimated FY 1985 | | Projected FY 1986 | |
|--------------------|-------------------|--------|----------------------|--------|----------------------|---------|
| | \$ | MT | \$ | MT | \$ | MT |
| <u>COMMODITIES</u> | 15 | 43,000 | 15 | 36,585 | 13 | 31,707* |

Title I

Total

of which
Title III

Total

COMMENT:

* Based on commodity prices in State 120826