

**AGENCY FOR
INTERNATIONAL
DEVELOPMENT**



ANNUAL BUDGET SUBMISSION

FY 1978

LIBERIA

BEST AVAILABLE

**DEPARTMENT
OF
STATE**

JUNE 1976



ATTACHMENTS E-M

PROJECT IDENTIFICATION DOCUMENTS

FY 1978 FIDs

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT IDENTIFICATION DOCUMENT FACESHEET
TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE
A = ADD
C = CHANGE
D = DELETE

PID.
2. DOCUMENT CODE

3. COUNTRY/ENTITY
LIBERIA

4. DOCUMENT REVISION NUMBER

5. PROJECT NUMBER (7 DIGITS)
669-0130

6. BUREAU/OFFICE
A. SYMBOL AFR
B. CODE 06

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS)
In-Service Training for Rural Primary Teachers

8. PROPOSED NEXT DOCUMENT
A. 2 = PRP
 3 = PP
B. DATE 10/76

10. ESTIMATED COSTS (\$000 OR EQUIVALENT, \$1 = \$1.00)	
FUNDING SOURCE	BASE FY
A. AID APPROPRIATION	1,200
B. OTHER	1. 300*
1.5. 2.	
C. HOST COUNTRY	
D. OTHER DONOR(S)	
TOTAL	1,500

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
a. INITIAL FY 77
b. FINAL FY 81

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000)							
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY 77		LIST OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) ER	B 690	690		300		1,200	
(2)							
(3)							
(4)							
TOTAL				300		1,200	

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)
690

13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH)
BR TNG

14. SECONDARY PURPOSE CODE

15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)
Improve the capacity of primary teachers in the rural areas to develop the abilities of their students.

16. PROJECT PURPOSE (MAXIMUM 410 CHARACTERS)
Establish an in-service training program to equip the primary school teachers with the skills and materials needed to teach in rural Liberia.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds) \$35,000 for pre-project short-term training for six participants (regional funds); \$1,700 for 15 days TDY AID direct hire education specialist; \$22,000 for 3 person months of design consultant services and expenses; \$1,700 for 15 days TDY AID/w design officer.

18. ORIGINATING OFFICE CLEARANCE
Signature: [Signature]
Title: Mission Director

19. DATE DOCUMENT RECEIVED, AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MM DD YY

LIBERIA
PROJECT DEVELOPMENT SCHEDULE FOR FY77-FY80 PROJECTS

PH _____ Sector _____

	FY77												FY78							
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	1	2	3	4
<u>RURAL HEALTH DELIVERY TRAINING - GRANT</u>																				
PID Submitted AID/W - NA																				
PID Approval AID/W - NA																				
Consultant TDY, ARR-DEPART																				
PRP Submitted AID/W																				
PRP Approval AID/W																				
PP Submitted AID/W																				
PP Approval AID/W																				
Obligation																				
PH _____ Sector _____																				
<u>RURAL HEALTH STRUCTURES - IQAN</u>																				
PID Submitted AID/W - NA																				
PID Approval AID/W - NA																				
Consultant TDY, ARR-DEPART																				
PRP Submitted AID/W																				
PRP Approval AID/W																				
PP Submitted AID/W																				
PP Approval AID/W																				
Obligation																				
YOLAG _____ Sector _____																				
<u>YMCA PROJECT</u>																				
PID Submitted AID/W																				
PID Approval AID/W																				
Consultant TDY, ARR-DEPART																				
PRP Submitted AID/W																				
PRP Approval AID/W																				
PRP/PP Submitted AID/W																				
PRP/PP Approval AID/W																				
Obligation																				

PRP/PP Submitted AID/W
PRP/PP Approval AID/W
Obligation

PROGRESS STATEMENT**E. Project 698-11-190-382 - Rice Research and Production (WARDA)****1. Project Purpose**

- To develop new high yielding rice varieties for specified rice types of regional priority.
- To disseminate high yielding varieties and related cultural practices to West African farmers.

2. Project Outputs

- Integrated rice research experiments in: (a) breeding; (b) pathology; (c) entomology; (d) weed control; (e) fertilization; (f) cultural practices which address the major constraints to increase yields and production of priority rice types, i.e., floating and deep water rice, mangrove swamp rice and irrigated rice for Sahel river basin development.
- Trained African scientists.
- Trained rice production and research staff.
- Establishment of training center.
- Establishment of research facilities.

3. Progress

Project implementation is generally on schedule. Substantive progress in rice research is necessarily limited and cannot be expected to prosper until after all senior research personnel are on board and building facilities are completed. An assessment of progress toward project purpose achievement is scheduled for FY 1977 as planned for in the Project Paper.

4. Outputs**1. Research**

The construction of offices and laboratories suffered numerous delays. The construction is now proceeding normally and due for completion in August (approximately six months behind schedule).

A senior entomologist has been recruited.

Two research assistants recruited and sent to IRRI for a 12 months training program.

Commodities ordered and shipped with the exception of two project vehicles and irrigation pumps.

2. Training Center

The first course, on water management, was held at the Center April 27 to June 4, 1976 for 18 participants from WARDA member states. It was organized and financed by the Netherlands and Switzerland. The Center was formally opened on June 9, 1976. The training program is now a reality. Twenty-eight participants from WARDA member states are arriving for the six months Rice Production Course.

The construction of the training center was completed only two months behind schedule, however, the quality of workmanship was not uniformly consistent with architectural and engineering standards. Payment to the A&E firm is being withheld until certain construction defects are corrected.

3. Trained African Scientist

Eight participants, four from Senegal and four from Mali, have completed a full year of training. Five were trained at the International Rice Research Institute in the Philippines while the other three were sent initially to the Bangladesh Rice Research Institute, then to the International Institute for Tropical Agriculture at Ibadan, Nigeria.

2. Financial

The capital channelled into the shelter sector prior to 1970 was mostly private, with public capital used on a very limited ad hoc basis. With the creation of the NHA and the arrival of the UNDP housing team, a specific program of inputs and outputs was developed. In addition, the UNDP housing team leader prepared a proposal suggesting the GOL budget \$3 to \$3.5 million a year for its shelter program. Although there is a need for an annual capital investment in shelter by the GOL, the government has limited its funds to:

- a. Capital to organize the NHA and an annual input for administrative expenses;
- b. investment capital to finance the 9* housing units built by the NHA; and
- c. the purchase of \$1 million of stock to capitalize the NHSB.

To develop a successful shelter program in a country which has a backlog of over 12,000 housing units in the capital, a substantial capital investment will be required. The GOL is looking to A.I.D., the World Bank and other external borrowing to meet this need. The GOL is also attempting to mobilize savings through the NHSB and to channel this capital into the housing market. The objectives of the GOL's shelter program may very well rest on the success of the NHSB in mobilizing domestic savings.

VIII. OTHER DONORS

Since 1969 the UN has been providing technical assistance to the GOL in the field of housing, building and planning. Beginning in 1970 the UNDP established a housing team in Liberia to help the GOL develop the NHA and the NHSB. The UNDP contribution included 214 man-months, 12 fellowships and equipment valued at approximately \$821,000.

The GOL is actively soliciting financing from other donor countries, but this is offered primarily in the form of supplier credits.

IX. CURRENT HOUSING GUARANTY PROGRAM

In June 1973, A.I.D. approved a \$5 million Housing Investment Guaranty program to be implemented by the NHSB and the NHA. As noted in an earlier section, there were internal policy problems which delayed the implementation of the program. In the interim, the publication of AID's Shelter Section Policy and passage of legislation identifying program objectives as improving the condition of the urban poor, and the effects of inflation on the cost of construction have necessitated a re-evaluation of the proposed program. USAID has continued its dialogue with the GOL, and expects to develop a revised program during FY 77. The

program will have as its major components, sites and services and/or core houses, to be developed by NHA and financed through HIG, and technical assistance to GOL, in the formulation of its urban and rural sector policy and to NHA and NHEB in the execution of an overall housing strategy with special emphasis on meeting the needs of the urban poor.

For a program directed toward developing a national housing policy and helping lower median income families, the Mission is prepared to provide further assistance to the GOL. For such a shelter program, the Mission may elect, as an option, to include development loan and development grant resources along with HIG funds. With sites and services a part of the GOL/A.I.D. program, grant funds will be needed for technical assistance.

In implementing the proposed \$5 million HIG program, the Mission also will monitor carefully the development progress of both the NHA and NHEB. The NHA and NHEB should gain the knowledge and expertise to allow the GOL to develop a truly national shelter program.

The current GOL shelter program is, by and large, limited to the capital. Of course, in selecting Monrovia as the first area of concentration, the GOL is attempting to attack its shelter problem where the need is the greatest. However, the Mission also recognizes that the GOL will need to review its total shelter needs and take steps to establish a national housing policy and a plan for its implementation. It is in this direction that the Mission plans to direct its future assistance following completion of the present program.

Based on 1973 UNDP estimates we have concluded that the GOL must have an input of at least \$3 to \$3.5 million annually if the GOL wishes to begin to overcome its shelter problem. The proposed 1976 - 80 Development Plan calls for an annual investment of \$2.3 million.

IV. HOUSING SECTOR POLICY

Although the GOL has not yet developed plans for a national housing policy of the type currently being considered in a number of other developing countries, the draft Development Plan identifies needs and a four year investment program for Monrovia involving 660 acres and some 3,200 housing units. For those earning less than \$300.00 a month, sites and services, core house schemes and/or slum upgrading is suggested.

The draft Plan further identifies the need for a master plan for Monrovia and development of centrally located vacant land.

Much more work needs to be done by GOL to identify the constraints, resources, and generally to flesh out these objectives into a national operational strategy.

V. EMPLOYMENT

Traditional house construction provides a method of converting unskilled and underemployed workers over a period of a few years into semi-skilled and skilled workers who can meet the requirements in the urban market for labor in all categories of construction. It is a technique particularly valuable in countries which have problems of chronic unemployment and underemployment. The UNDP, in projecting the effects of a \$2 million annual investment in low cost housing for conventional construction in Liberia, estimated that such a program would provide employment for approximately 1,300 workers, both skilled and unskilled. If the GOL can maintain a substantial shelter program, it will not only provide employment in construction, but also in the construction materials and allied industries, e.g., home furnishings.

VI. SHELTER INSTITUTIONS

The GOL's shelter program centers around two institutions:

1. The National Housing Authority (NHA)

In March 1970 the NHA was established and given responsibility for planning, researching and regulating housing activities on behalf of the GOL. The NHA is looked upon as the implementing arm for any

projects to be financed by HIG funds. The NHA had a limited, young professional staff which had been almost completely controlled by the UNDP housing team. With the departure of the team during the last quarter of CY 1974, a void was created which needs to be filled as soon as possible. One of AID's objectives during the DAP period is to help the NHA become an organization capable of developing and implementing a national housing program for the GOL.

2. The National Housing and Savings Bank (NHSB)

The NHSB is an independent, mixed public-private corporation, which was created by the National Housing and Savings Bank of Liberia Act of 1972, as approved on April 3, 1972. Voting stock, totalling \$1 million, must be held by the GOL. Its object and purpose, "shall be to provide the financing required to satisfy the housing and building needs of the citizens of Liberia, including the making of long-term loans for home ownership". In 1973 the directors were appointed and the chief executive officers selected, and the institution opened its doors in February 1976.

The Mission considers the development of the NHSB into a sound financial institution important to the overall success of the GOL's shelter program. Unless the GOL can mobilize local savings to help finance part of its shelter program, the public sector will have to carry a disproportionate share of the funding needs. Because of the NHSB's importance to the success of the GOL's shelter program, the Mission, during this DAP period, is prepared to provide assistance to the NHSB.

VII. CONSTRAINTS

1. Manpower

The shortage of qualified managers and technicians is not unique to Liberia, but this shortage is a major constraint to the growth of both the NHA and NHSB. In 1973 the NHA had a staff of 75 people, of which only a few could be considered junior technicians with academic training as architects, engineers or accountants. The results achieved to date by the NHA, i.e., the supervision of the construction of 94 housing units, the identification of land for future sites, and the attempt to develop a policy or objective for the NHA, were due in part to the inputs of the UNDP housing team. Unfortunately, the UN team, for various reasons, was unsuccessful in developing a training program to provide the NHA with a stronger core of professional personnel. The Mission believes assistance to NHA will be necessary, particularly to enable it to respond to low-income shelter needs.

With the NHSB having started operations, the Mission now will be in a better position to assess its manpower needs. Because the NHSB is important to the GOL's shelter program, the Mission is prepared to provide limited assistance to help make the NHSB a viable financial institution.

SHELTER SECTOR ASSESSMENTI. BACKGROUND

In response to increased awareness of the problems population growth (3% annual growth and 9% in Monrovia), urbanization, and the corresponding squatter settlements in 1970, the GOL, with the assistance of the United Nations, initiated steps to begin to meet this pressing problem. As part of this effort, the GOL established a National Housing Authority (NHA) in 1970, to which the UN provided a four-man technical assistance team. In 1972 legislation was passed creating a National Housing and Savings Bank (NHSB), which opened its doors in 1976. Finally, in December 1975, the GOL published its Draft National Socio-Economic Development Plan 76-80, which included a Sectoral Plan for Housing and Labor Development, calling for a \$10 million investment in both conventional housing and sites and services.

In 1971 the GOL requested A.I.D. to review the possibility of developing a Housing Investment Guaranty (HIG) program. Following a series of negotiations between A.I.D., the UNDP and the GOL, a \$5 million HIG program was approved in June 1973. This project was designed to:

1. Help develop the NHSB and NHA into viable housing institutions; and
2. to provide shelter for low and moderate income families.

Unfortunately, the implementation of this project was delayed because of an inter-Ministry dispute regarding the selection of the housing sites, which also involved the UNDP and USAID. When the dispute reached an impasse in late 1974, A.I.D. deauthorized its guaranty then rescinded this action. Subsequently the UNDP did not renew its housing assistance team.

Since this time, although discussions have continued between USAID and GOL, the situation remained static. National Housing Authority, which was the basic foundation required to help the country meet its housing problem, has not been able to function independently because internal problems resulted in a heavy turnover of personnel and the withdrawal of the UNDP team. NHSB, on the other hand, has begun operating and is carrying out an active home completion loan program using its own capital and savings accounts.

During the visit of Secretary Kissinger, GOL identified housing as one of four major areas of concern and has asked USAID for assistance in reviewing Monrovia's total housing needs to assess the types of programs needed to begin to satisfy the needs of urban residents of all income groups.

II. DAP OBJECTIVES

The Mission will work with the GOL to help develop the NHA and NHEB into strong, viable institutions which can serve as the resource base for future GOL shelter programs. Such activities are consistent with the goals of AID's new shelter policy.^{1/} In addition, the Mission will continue discussions with GOL with a view towards using the HEG resources for families of below median income in accordance with the Congressional Mandate.

III. SHELTER AREAS NEEDS

Studies in 1968-69 indicated that improved shelter was required for 10,000 families in Monrovia as well as an annual increase of 700 units per year to meet the needs of the 9% annual increase in the population. The basic shortage is now estimated at 12,000 units. This means that the capital, with a population of about 180,000 will increase to 400,000 within ten years.

Housing construction during the past few years, except for the small NHA/UNDP project^{2/} (94 units), has largely taken place in the private sector on an unregulated basis. Construction firms are producing housing for only the high income families. Housing for low and moderate income families is constructed, generally, by self-help means. Clearly, neither the public nor private sector are currently meeting the shelter needs of Monrovia.

A 1973 report prepared by the UNDP team said that the country needed a minimum input of \$7.5 million a year in the shelter sector, of which \$4 million could be provided by the private sector and the balance by the GOL. If the NHEB is successful in attracting savings and channeling this capital into the housing market, it may be possible to reach a private sector input of \$4 million annually. Without the savings input of the bank, it is doubtful if the \$4 million figure could be reached.

^{1/} AID Policy Determination #55 dated October 22, 1974

^{2/} The GOL/UNDP plan of operation (1970-74) provided for 300 low-cost housing units. To date, 72 have been completed in Sinkor and 22 in Gardnersville.

Country/Program LIBERIA

MISSION EVALUATION PLAN FOR FY 1977 AND FY 1978

(1)	(2)	(3)	(4)	(5)	(6)
Project Title & Number/Subject	Date of Last Evaluation	Number of Last PAR (if applicable)	Date of Submission FY 1977 and/or FY 1978 Evaluation	Period Covered Next Evaluation	Remarks
<u>GRANTS</u>					
669-11-770-0122 INSTITUTE OF PUBLIC ADMINISTRATION	5/05/75	75-1	4/77	3/75-4/77	
669-11-540-054 J. F. I. NATIONAL MEDICAL CENTER	3/11/75	75-2	7/76	3/75-6/76	FY77 final year obligation. Project being evaluated June 1976 and expect submit PAR July 1976.
669-11-130-0123 AGRICULTURE PROGRAM DEVELOPMENT	7/11/75	75-2*	8/76	7/75-6/76	FY77 final year obligation. Evaluation in progress. PAR to be submitted 8/76
669-11-730-0124 CIVIL SERVICE DEVELOPMENT	12/15/75	76-2	11/76	12/75-11/76	Evaluation to assess project. Progress and GUL actions identified PAR 76-2 a necessary for achievement project purpose.
669-11-530-0125 LOFA COUNTY RURAL HEALTH	-	-	12/76	1/75-12/76	Field implementation began July 1976.
625-11-1-30-382 WARDA	10/30/75	76-1	10/76	10/75-10/76	
669-11-520-0126 HEALTH MANAGEMENT PLANNING	-	-	10/77	7/76-10/77	Field implementation scheduled to start I. Q.

*Error in numbering

MISSION EVALUATION PLAN FOR FY 1977 AND FY 1978

(1) Project Title & Number/Subject	(2) <u>Date of Last Evaluation</u>	(3) Number of Last PAR (if applicable)	(4) Date of Submission FY 1977 and/or FY 1978 <u>Evaluation</u>	(5) Period Covered Next <u>Evaluation</u>	(6) <u>Remarks</u>
<u>LOANS</u>					
669-B-001 ROADS MAINTENANCE EQUIPMENT	-	-	4/77	9/72-12/76	This first evaluation will also be the end of project evaluation.
669-B-009 RURAL ACCESS ROADS PHASE II	-	-	1/77	8/72-9/76	This first evaluation will also be the end of project evaluation.
669-B-008 HIGHWAY MAINTENANCE EQUIPMENT	-	-	3/77	3/73-12/76	This first evaluation will also be the end of project evaluation.
669-H-001 TELECOMMUNICATIONS EXPANSION	-	-	9/76	6/73-9/76	
669-T-002 UPPER LOFA COUNTY RURAL DEVELOPMENT	-	-	12/77	11/75-11/77	Field implementation began 6/76.
669-W-003 ROAD MAINTENANCE EQUIPMENT	-	-	3/77	12/75-11/76	

ATTACHMENTS

SUPPORT TO PRIVATE VOLUNTARY ORGANIZATIONS
(\$ 000)

	<u>FY 1977</u>	<u>FY 1978</u>	<u>Functional Account</u>
<u>ONGOING</u>			
<u>A. Ongoing OPGs</u>	-	-	-
B. Non-OPGs	-	-	-
<u>NEW</u>			
<u>A. OPGs</u>			
YMCA AGRICULTURE COMMUNITY DEVELOPMENT	57	433*	FN
PARTNERSHIP FOR PRODUCTIVITY FOUNDATION/LIBERIA	<u>50</u>	<u>50</u>	FN
TOTAL OPG	<u>107</u>	<u>483</u>	
B. Non-OPGs	-	-	-
<u>LOAN</u>	-	-	-

* Conditional on results of survey phase funded in FY77

PART VII

PROGRESS STATEMENT

F. Project 0126 - Health Management Planning

The Project Agreement for this project was signed January, 1976.
Contract team expected to arrive in Liberia July/August, 1976.
Contract details and funding information not yet received by USAID.

Country/Program: Liberia

FISCAL DATA

FY 78

ONGOING GRANT PROJECTS FOR ANNUAL BUDGET SUBMISSION

PROJECT NAME: Health Management Planning INITIAL OBLIGATION: FY 76 DATE PROP/REV.: 11/75
 PROJECT NUMBER: 669-11-520-0126 FINAL OBLIGATION: FY 80 DATE LAST PAR: -
 APPROPRIATION: PH TOTAL COST: 1,950 DATE NEXT PAR: 10/77

U.S. DOLLAR COST (IN THOUSANDS)

	FY Obligations	FY Expenditures	Unliquidated		FY 1977 and FY 1978 Obligations by Cost Component/MOI							
			as of:	6/30/76	9/30/76	9/30/77	9/30/78	9/30/77	9/30/78	9/30/77	9/30/78	
Actual FY 1976	565	-0-	6/30/76	565	77	78	77	78	77	78	77	78
Estimated Interim Qtr.	100	246	9/30/76	419	-	-	-	-	439	465	-	439
Estimated FY 1977	500	596	9/30/77	323	-	-	-	-	-	-	-	-
Proposed FY 1978	504	607	9/30/78	220	-	-	-	-	-	-	-	-
					Total	61	39	439	465	-	-	500

Contract/PASA Funding Periods

Name of Contractor	FY 1976 Obligations		Int. Qtr. Obligations		FY 1977 Obligations		FY 1978 Obligations		On Board Personnel								
	From	to	From	to	From	to	From	to	6/30	9/30	9/30	9/30	No.	No.	No.	No.	
Amount	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	1976	1976	1976	1976	1976	1976	1976	1976	1976
Period	6/76	12-77	-0-	12/77	12/78	12/78	12/78	12/79	1976	1976	1976	1976	1976	1976	1976	1976	1976
	427	439		439		465											

PROGRESS STATEMENT

E. Project 0124 - Civil Service Development

A narrative progress statement is not required because the project was evaluated during FY 1976 (PAR 76-2, 11/76).

Country/Program: Liberia

FISCAL DATA
FY 73

ONGOING GRANT PROJECTS ANNUAL BUDGET SUBMISSION

PROJECT NAME : Civil Service Development INITIAL OBLIGATION: FY 74 DATE PROP/REV.: 12/75
 PROJECT NUMBER: 669-11-730-0124 FINAL OBLIGATION: FY 78 DATE LAST PAR: 12/75
 APPROPRIATION: EH TOTAL COST: 1,858 DATE NEXT PAR: 11/76

U.S. DOLLAR COST (IN THOUSANDS)

	FY Obligations	FY Expenditures	Inliquidated as of:	FY 1977 and FY 1978 Obligations by Cost Component/ MOI			
				Cost	Direct Aid	Contract	PASA Total
Actual FY 1976	200	500	6/30/76 221	77	77	77	77
Estimated Interim Qtr.	-0-	174	9/30/76 47	-	-	-	-
Estimated FY 1977	412	420	9/30/77 39	114	19	114	114
Proposed FY 1978	362	401	9/30/78 -0-	8	10	8	19
				-	-	-	10
				412	362	412	362

Contract/PASA Funding Periods

Name of Contractor	FY 1976 Obligations		Int. Qtr. Obligations		FY 1977 Obligations		FY 1978 Obligations		On Board Personnel		
	from	to	from	to	from	to	from	to	6/30 1975	9/30 1976	
Period	mo/yr-mo/yr	mo/yr-mo/yr	mo/yr-mo/yr	mo/yr-mo/yr	mo/yr-mo/yr	mo/yr-mo/yr	mo/yr-mo/yr	mo/yr-mo/yr	No.	No.	
Amount	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	3	3	
Calif. State Personnel Board	7/75-6/76	7/76-9/76	10/76-9/77	10/77-9/78	10/76-9/77	10/77-9/78	10/77-9/78	10/77-9/78	13	17	
	200	-0-	412	362	412	362	362	362	10	10	
									Direct Hire PASA Contract Participants	1	0

3. Progress to Date

a. Planning

The Ministry of Agriculture Planning Division has evolved from virtual non-existence four years ago to a well functioning unit today. Through its planning and coordination, the MDA's portion of the total GOL budget has increased from 1.9 percent to 4.4 percent (7.2 million dollars). To date the Division has published two national rice production surveys and an agricultural statistical handbook in addition to budgets, procedures and policies for the Ministry. The Division now has two major units (Planning/Evaluation and Statistics) with four major sections (Parastatal Coordination, Project Evaluation, Farm Planning and Economic Analysis). With the exception of activities in statistical analysis and production economics, all sections are functioning and most participants are in place or will be returning shortly.

b. Soils

Though it is not anticipated that the Soils Unit will meet original expectations (only three of the originally planned eight man-years of technical assistance have been provided), various outputs have been met. The first group of trainees have completed phase one of their training and the first "Soil Survey Team" is now qualified to conduct soil surveys with only minor supervision. The on-the-job training component has completed a detailed survey of 10,000 acres covering five special project areas in four counties. A detailed soils survey of the Central Agricultural Experiment Station is in the process of being published.

c. Planning - MPEA

One major output of the MPEA component was the development of the Agricultural Development Plan. The Plan's first modification in FY 76 included revision of the Agriculture and Forestry chapters. There are additional revisions to the Plan scheduled for FY 77. Assistance to the MPEA is a joint effort of the UNDP, IBRD and USAID. Its key objective, writing of the Iberian Four Year Development Plan, has been completed and the emphasis has now shifted to in-service training programs. All major project activities have been started and are scheduled for completion by December, 1977. USAID participation is rather peripheral -- providing funding through IBRD for an advisor who is expected to remain until the end of the project.

Country/Program: Liberia FISCAL DATA
FY 78

ONGOING GRANT PROJECTS ANNUAL BUDGET SUBMISSION

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

U.S. DOLLAR COST (IN THOUSANDS)

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

Contract/PASA Funding Periods

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

On Board Personnel

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

PROGRESS STATEMENT

D. Project Q123 - Agricultural Program Development

1. Project Purpose

To enhance the capability of the GOL (Ministry of Agriculture (MOA) and Ministry of Planning and Economic Affairs (MPEA)) to plan and monitor its rural development program.

This will be accomplished through (a) improving the capability in sector analysis, development planning, data collection and project evaluation; and (b) developing within the MOA Soils Division the competency to provide soil survey and land use information for use in project planning and implementation.

Project Status

The project is on schedule with the exception of the training (degree and in-country OJT) activities under the soils and land use survey component. The lack of sufficient numbers of Liberians to take advantage of the training has been the major constraint to the full implementation of this sub-activity. It should be stated that the GOL is aware of this and has been unable and not unwilling to supply the manpower inputs to fully meet the project requirements.

The project is scheduled for completion at the close of FY 77. The USDA PASA team will be reduced from four to three technicians during the transition quarter.

2. Expected End-of-Project Conditions

- a. The GOL will have the capability to formulate, plan and support programs for rural development based upon economic, social and policy feasibilities.
- b. The GOL will possess staff and capability for sector planning, project identification, and evaluation.
- c. Marketing policies and systems will have been formulated and initiated to serve the economic objectives of the agricultural development plan.
- d. Adequate capability will exist for continuing a program of soils identification and management.

(6) Staff Development

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

2. Project Purpose: -- Tax Administration Component

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

3. Status:

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

a. Outputs

1. Master Files of Business Tax Payers

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

2. Returns Processing and Accounting Function

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

3. Delinquent Accounts and Returns Function

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

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

4. Management Information System

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

5. Physical Filing and Retrieval of Income Tax Returns

Implementation is 25 percent complete.

6. Audit Techniques, Field Auditor, MOF Audit Division

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

7. Management Capability

Implementation is 20 percent complete.

PROGRESS STATEMENT

C. Project 0122 - Institute of Public Administration

1. Project Purpose:

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

a. Status:

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

b. End of Project Conditions

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

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

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

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

c. Outputs

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

(2) Instruction Materials Development

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

(3) Library and Information Center

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

(4) Consultancy

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

(5) Research

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

Classification - system 100 percent - implementation -
Ten percent complete.

Employee, personnel administrative practices, employee
evaluation - 40 percent complete.

(j) Housekeeping

One hundred percent complete.

(k) Medical Records

Filing, statistics - 70 percent complete.

Administrative (50 percent) and transcription
(20 percent) and record assay, indexing (50 percent)
complete.

(l) Engineering Services

Existing program (60 percent) and expansion program
(10 percent) complete.

m. Maintenance Program

Vehicle maintenance (90 percent); crafts and remodeling
(80 percent), general maintenance (60 percent),
utilities maintenance (40 percent) and preventive
maintenance (20 percent).

During this same period the program of the Center broadened from a localized urban program primarily concerned with the clinical functions of a general medical and surgical institution of two hospitals and a training school, to a broad, comprehensive program offering curative and preventive services to the entire nation in four hospitals and teaching facilities for a whole gamut of professional and para-professional personnel. Individuals from the Ministry of Health and Welfare, Ministry of Defense, and private concessions all attend its many training programs.

This has required the building of the beginning of a satisfactory and reliable infrastructure in the management and support areas which were previously non-existent. At the time the Center was established there were virtually no Liberians trained in hospital management, and very few individuals trained in any of the basic areas of management such as personnel, finance and procurement, to draw on as department heads.

In the administrative area the main thrust of the project has been towards the establishment of a viable and functioning logistics and support activity within the Center. In addition, considerable efforts were directed toward establishing a viable in-service training program for professional and non-professional personnel, with primary emphasis on development of top and middle-level management personnel. In addition, concentrated on-the-job training was given in such areas as: supply management, boiler operation and maintenance, medical equipment repair, budget operation and management, income and expense forecasting, basic statistics and medical records, automotive maintenance, electrical maintenance, refrigeration maintenance and repair, institutional plumbing and steam fitting, ward management, laboratory management, and supply contracting.

Supplementing this in-service education was a concentrated program of participant training (99 students) which was embarked on in 1973, 1974 and 1975. This program was designed to get the participants sufficient basic knowledge to allow project technicians to build viable operational skills on top of this basic knowledge.

3. Outputs

The following programs are in various forms of completeness:

(a) Nursing

Development of staffing pattern, in-service training program and top and middle-level management personnel - 90 percent complete.

Development of a promotional and employee evaluation program - 30 percent complete.

(b) Financial Management

Developing accounts payable program (100 percent complete), accounts receivable program (developed but not implemented).

Cost accounting system, budget management system - Forty percent complete.

(c) T.N.I.M.A.

Training programs - 100 percent complete.

(d) Pharmacy

Drug control, dispensing, procurement and distribution - 80 percent complete.

Drug manufacturing, prepackaging, clinical pharmacy and therapeutics - 10 percent complete.

(e) Clinical Practice

Administrative structure, internship, internal medicine, surgery, radiology, ophthalmology, pediatrics - 95 percent complete.

Obstetrics, gynecology and pathology - 50 percent complete.

Residency training - 10 percent complete.

(f) Dietetics

Food service - 80 percent complete.

Therapeutics - 30 percent complete.

(g) Hospital Administration

Eighty percent complete

(h) Procurement

Fifty percent complete.

(i) Personnel

Recruitment, placement, position control - 85 percent complete.

Country/Program LIBERIA

FISCAL DATA
FY 78

ONGOING GRANT PROJECTS ANNUAL BUDGET SUBMISSION

PROJECT NAME: Lofa County Rural Health INITIAL OBLIGATION: FY 75 DATE PROP/REV: 12/75
 PROJECT NUMBER: 669-11-530-0125 FINAL OBLIGATION: FY 78 DATE LAST PAR: -
 APPROPRIATION: PH TOTAL COST: 2,731 DATE NEXT PAR: 12/76

U.S. DOLLAR COST (IN THOUSANDS)

	FY Obligations	FY Expenditures	FY 1977 and FY 1978 Unliquidated Obligations by Cost Component 'MDI		TOTAL			
			6/30/76	9/30/76	6/30/77	9/30/77	6/30/78	9/30/78
Actual FY 1976	567	642	688	688	507	509	536	538
Estimated Interim Qtr.	107	400	395	395	-	-	-	-
Estimated FY 1977	693	700	388	388	-	-	32	2
Proposed FY 1978	612	700	300	300	-	-	113	45
			9/30/77	9/30/77	-	-	14	20
			6/30/76	6/30/76	103	186	507	509
			9/30/78	9/30/78	103	186	507	509

Contract/PASA Funding Periods

Name of Contractor	FY 1976 Obligations		FY 1977 Obligations		FY 1978 Obligations		On Board Personnel	
	FROM	TO	FROM	TO	FROM	TO	6/30 1976	9/30 1976
Amount	7/75-6/76	7/76-9/76	10/76-3/77	4/77-6/78	6/30 1976	9/30 1976	No. 1	No. 1
Indian Health Service	433*	74	490	490			No. 3	No. 3
							No. 1	No. 6
							No. 3	No. 3
							No. 1	No. 1
							No. 3	No. 3
							No. 1	No. 6
							No. 1	No. 1
							No. 3	No. 3
							No. 1	No. 6
							No. 3	No. 3
							No. 1	No. 1

*Includes 106 for direct support which was obligated by USAID outside of PASA.

PROGRESS STATEMENT

B. Project 054 - National Medical Center

1. Project Purpose:

To strengthen and improve the effectiveness of the National Medical Center as the key GOL institution which will serve as the hub of the GOL plan for a nationwide health delivery system.

2. Status:

The present National Medical Center comprises five separate and distinct institutions under one centralized management. Four of these institutions are medical care facilities and are:

- (a) John F. Kennedy Memorial Hospital: 219-bed general medical and surgical teaching hospital, and out-patient clinic.
- (b) Maternity Hospital: 200-bed and 100-basinet obstetrics and gynecology hospital.
- (c) Jean Reugene Roberts Memorial Sanitorium: 200-bed T.B. care facility.
- (d) Catherine Mills Rehabilitation Hospital: 60³-bed acute psychiatric facility.

In addition to these four facilities comprising 679⁶⁷⁹ beds which represents 65% of the total government-owned facilities, the Center also contains a para-medical training facility called the Tubman National Institute of Medical Arts.

The Center's work-load accounts for about 75 percent of the total direct care services provided by the Government of Liberia.

On August 10, 1972, the official statistical reports of the Center showed that the Center had 300 outpatient visits and a bed occupancy rate of 42.5 percent. A total of 10 births and three deaths had occurred. These same reports for the date of February 26, 1976 showed a total of 3,100 outpatient visits and a bed occupancy rate of 92 percent. Twenty births also occurred on this same date. Thus, in four years, the outpatient load had increased by approximately 800 percent, and inpatient occupancy doubled. Hospital births also doubled in this period. While patient care standards can in no way be compared to those of the United States or the western world in general, they are nevertheless far better than they were at the inception of the project, and equal to those in most West African countries. This is attested by a steady decline in length of stay, from 22.2 days in 1972 to 11.2 in 1975, and a decline in the in-house death rate from 50 percent to about 18.5 percent in 1975.

(2) Personnel System

The ability to reach staffing targets will depend upon whether or not the President of Liberia and his Ministers accept the proposals of the Civil Service Development team (a USAID-supported project) and their willingness to enforce compliance with the regulations when promulgated.

(3) Medical Records System

On schedule.

(4) Records of Births, Deaths, Vaccinations

On schedule.

(5) Comprehensive Family Planning Services and Contraceptive Practices

Family health programs have been initiated in about 15 of the most accessible facilities and this work remains on target. Follow-up visits at these facilities reveal that much additional effort will be needed to make these programs truly functional. In-service training is being provided in areas where technical weakness have been identified.

(6) Functional Training Program

The number of trainee physicians' Assistants to staff the health posts have exceeded projections. Curriculum development is presently behind schedule. It is expected this phase of the project will soon be back on schedule as improved training modules for paramedics are developed.

(7) Supervisory Policy and Procedures Manual

The preparation of this manual is behind schedule. The Minister of Health is being apprised of the situation and requested to commit the necessary staff to prepare the manual. The manual was scheduled for completion by August, 1976. The new deadline is February 1, 1977.

(8) Systematized Immunization Program

Progress on this portion of the project is uneven. Some districts are on schedule, others are behind. A major effort is being made to get this part of the program on schedule within the next two to four months.

(9) Water Wells and Latrines

The project paper assumed UNICEF would be available to drill two potable water wells and prepare two sanitary latrines for each rural health post and center. Soon after project implementation, it became obvious that UNICEF had neither the budget nor capability to assume the task. As an interim measure, CARE is hand digging wells at the new health center and post construction sites. A more permanent solution will be possible when the water well drilling rig is purchased with project funds and the Liberian well drilling staff is trained by UNDP. It is estimated that it will take one and a half years to procure and deliver the rig.

(10) Supply Network-Transportation-Communications

A supply and ordering system has been developed based on the system installed by the JFK PASA team at the National Medical Depot. The installation of the supply procedures and training of supply personnel are on schedule. The movement of supplies to Lofa County Health facilities was a major problem which is beginning to improve. Project commodities began to arrive in Monrovia port in October, 1976 and for six months virtually no commodities moved from the port. It was only after intervention by the President and shutting down of the ICRHP supply by USAID that the Liberian GSA began moving the supplies from the port. The onward movement of supplies to Lofa county was further hampered by the lack of reliable transport. This situation will improve when the project truck arrives that will transport supplies from Monrovia to Voinjama. Warehousing will continue to be a problem for a while since the old Voinjama hospital which is scheduled to be the medical supply sub-depot for Lofa County cannot be used until the new hospital is completed.

The radio communication equipment has arrived and will be installed in the next few months.

PART VI

PROGRESS STATEMENT

VI. ONGOING GRANT PROJECTS

A. Project 0125 - Lofa County Rural Health

1. Project Purpose:

Establish an effective, integrated health/family planning delivery system in Lofa County which will provide accessible, improved health services to the people of the county and may be appropriate for replication in other Liberian counties.

2. End-of-Project Status:

30 health posts in operation;

5 health centers in operation;

2 county hospitals effectively responding to needs of centers and posts;

NMC responding to needs of county hospitals.

a. Status:

After eleven months of project implementation, comprehensive family health programs have been started in ten of the thirty health posts and two of the health centers.

The two county hospitals are responding to the needs of the centers and posts; however, increased supervision and visits are needed and will be accomplished when transportation and radio communication are available.

The procedure for the National Medical Center to respond to the needs of the county hospitals has not been developed. However, the National Medical Center does accept referrals from the county hospitals.

b. Outputs

(1) Base Line Data

Complete county base line statistics for birth, death and incidence of disease are not now available and will not be available at the end of project. However, the project has built up descriptive data on each facility in place at the start of the project. By the end of the project complete information on what each facility is handling will be available.

PROPOSED NEW PROJECTS - FY 1978 ADMINISTRATIVE FUNDING REVIEW*

(Alternative A)

(Alternative B)

(Alternative C)

Mission Alternative
if Grant Resources
Curtailed

Months from
Date of
Obligation

Dollars

Forward Funding
According to
A-383
Dollars

Full Funding Level
Months
from start
of Obligations
Dollars

Project

FOOD & NUTRITION

Agricultural Research
Agricultural Production Economics & Stat.

2,482	36	1,194	856	12
<u>1,500</u>	36	735	547	12
<u>1,982</u>		<u>1,929</u>	<u>1,403</u>	

SUBTOTAL

EDUCATION & HUMAN RESOURCES

In Country Training for Ag Workers
Increasing Revenue for Development
National Apprenticeship Program
Human Resources Improvement for Rural Areas

2,974	36	1,453	1,122	12
1,875	36	994	690	12
1,772	36	1,124	778	12
1,580	36	346	623	12
<u>8,224</u>		<u>4,424</u>	<u>3,213</u>	
<u>12,206</u>		<u>6,354</u>	<u>4,616</u>	

SUBTOTAL

TOTAL FUNDING LEVEL

* Costs and Benefits associated with forward funding alternatives:

The proposed new FY 78 projects are all at the PD stage. The planning at this point has projected minimum first year funding which is reflected in alternative C. A rational supporting forward funding developed at this stage of the project; development process would only be guesswork and probably not be valid after the project design is firmed at the PRP stage. Although it is obviously easier to forward fund, the Mission does not feel it can make the case on substantive grounds until more project information is developed.

PART V

IV. LONG-RANGE PROGRAM PLAN

The grant program should increase fairly dramatically over the next two years moving from an FY 76 level of approximately \$3.0 million to a high of \$9.0 million in FY 78. Following this build-up it should level off at about \$7 to \$8 million a year and perhaps show a declining trend in the mid-1980's. Throughout the program, the emphasis will continue to be on the development of human resources in the three sectors where AID assistance is concentrated. With the start of the Lofa County Rural Health project in FY 76, U.S. assistance began shifting to the rural areas. The Health Management Planning project starting in the interim quarter and the Rural Health Delivery Training project scheduled for FY 77 will further strengthen this trend. The long-range plan assumes that these projects will continue at approximately the same level during the planning period. It also assumes that additional outreach programs might develop and finally allow for the possibility of some follow-on assistance for specific activities of the NMC which could result from the recommendations of the team currently evaluating the JFK project.

The long-range plan estimates that the grant program to the health sector would be in the range of \$1.5 to 2 million annually. At this time no new loans are planned beyond the Health Structures loan scheduled for FY 77.

Although there will be some activity beginning in the agricultural sector in FY 77 the big push will come in FY 78. Most of the projects identified are scheduled for five years and thus the long-range plan assumes a steady base of funding for these activities throughout the period. Estimates also show some additional build-up in FY 79 and 80, reflecting the GOL priorities and anticipating easing the manpower constraints which now exist. The loan program in the Food and Nutrition sector will also be active. If the Lofa and Bong County IRD loans prove to be successful, the GOL will undoubtedly want to replicate these IRD projects in other counties. The long-range plan speculates that an additional IRD loan will be made in FY 79 and another in FY 81. There will be a need for additional rural roads but the availability of construction capability will continue to be a limiting factor. With this in mind, the long-range plan estimates that it would be possible to make small loans in this area one in FY 80 and another in FY 82. Finally, it was assumed that an agricultural credit loan would be viable by the 1980's.

The existing projects in Public Administration are scheduled for completion in FY 78 and FY 79. The one newly identified project in this area is scheduled to run for five years at about half a million dollars per year. Education projects are just now beginning to receive recognition. The long-range plan provides for a large expansion of activity in this area, anticipating a very steep climb to about \$4 million in FY 78 and then a leveling off to about \$2.5 million per year throughout the period. Since the World Bank, the African Development Bank and the EEC are also active in this sector, no U.S. loans are presently projected.

LONG RANGE PROGRAM PLAN
(whole \$ millions)

	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>
Food/Nutrition					
Grants	2.3	3.0	3.0	2.0	2.0
Loans	-	5.0	3.0	8.0	3.0
Population/Health					
Grants	2.1	2.0	1.5	2.0	1.5
Loans	-	-	-	-	-
(Population)					
(Grants)	(.3)	(.2)	(.2)	(.2)	(.2)
(Loans)	-	-	-	-	-
(Health)					
(Grants)	(1.8)	(1.8)	(1.3)	(1.8)	(1.3)
(Loans)	-	-	-	-	-
Education					
Grants	4.6	3.0	2.6	3.0	2.8
Loans	-	-	-	-	-
Section 106					
Grants	-	-	-	-	-
Loans	-	3.0	-	-	-
Total					
Grants	9.0	8.0	7.1	7.0	6.3
Loans	-	8.0	3.0	8.0	3.0
PL 480 (non-add)					
Title I	-	-	-	-	-
Title II	-	-	-	-	-
HIGs (non-add)	5.0	-	-	-	-

PART IV

SUMMARY TABLE II

AGENCY FOR INTERNATIONAL DEVELOPMENT				1. TRANSACTION CODE			2. ABS/CP				
FY1978 ABS/CP SUMMARY				A			DOCUMENT CODE 6				
3. COUNTRY/ENTITY		4. DOCUMENT REVISION NO.		5. OPERATIONAL YEAR FY		6. BUREAU/OFFICE		7. GEOGRAPHIC CODE			
LIBERIA		A		7/7		AFR		06			
8. TYPE DATA						9. TYPE ASSISTANCE					
1						1					
1 = ABS 2 = ABS REVISION 3 = CP 4 = CP NOTIFICATION						1 = PROJECT 2 = PROGRAM					
10. PROJECT SEQUENCE NO.	11. PROJECT TITLE (40 CHARACTERS MAXIMUM)	12. QTR. FOR OBLI.	13. EST. FY AUTH. OBLI. FINAL	14. APPROPRIATION	15. PRIMARY PURPOSE CODE	16. LOAN/PROGRAM INDICATOR	17. BUDGETS (IN \$000)				
							AY	TQ	OY	BY	LSP
0122	Institute of Public Administration	1/1	78	EH	B660	G	550	149	610	639	3,023
0124	Civil Service Develop.	1/1	78	EH	B660	GN	200	-	412	362	1,858
0130	In-Service Training for Rural Primary Teachers	3/3	81	EH	B690	GN	-	-	465	433	1,900
0131	In-Country Training for Agricultural Workers (1)	1	82	EH	B610	GN	-	-	-	1,122	3,800
0132	Increasing Revenue for Development (3)	1	82	EH	B659	GN	-	-	-	690	3,118
0136	National Apprenticeship Program (5)	1	80	EH	B619	GN	-	-	-	778	1,795
0134	Human Resources Improvement for Rural Areas (6)	1	82	EH	B619	GN	-	-	-	623	2,410
0054	National Medical Center	1	77	PH	B520	G	560	120	301	-	10,000
0125	Lofa County Rural Health	1/3	78	PH	B530	G	567	107	693	612	2,731
0126	Health Management Planning	2/2	80	PH	B589	G	565	100	500	504	1,950
0129	Rural Health Delivery Training	4/4	81	PH	B520	GN	-	-	1,500	1,013	3,800
0140	Rural Health Structures	4	77	PH	B520	L	-	-	2,500	-	2,500
0123	Agriculture Program Development	1	77	FN	B180	G	430	115	747	-	2,870
0127	Agricultural Cooperative Development	2/2	78	FN	B190	GN	-	-	490	415	905

18. DATE DOCUMENT RECEIVED IN AID/W

MM	DD	YY

SUMMARY TABLE II

AGENCY FOR INTERNATIONAL DEVELOPMENT				1. TRANSACTION CODE A = ADD C = CHANGE D = DELETE [A]			2. ABS/CP DOCUMENT CODE 6						
FY1978 ABS/CP SUMMARY				3. DOCUMENT REVISION NO. [A]		5. OPERATIONAL YEAR FY [7 7]		6. BUREAU/OFFICE A. SYMBOL AFR B. CODE [06]		7. GEOGRAPHIC CODE [669]			
5. COUNTRY/ENTITY LIBERIA				8. TYPE DATA [1] 1 = ABS 2 = ABS REVISION 3 = CP 4 = CP NOTIFICATION								9. TYPE ASSISTANCE [1] 1 = PROJECT 2 = PROGRAM	
10. PROJECT SEQUENCE NO.	11. PROJECT TITLE (NO CHARACTERS MAXIMUM)			12. QTR. FOR OBLIGATION	13. EST. FY AUTHORITY	14. APPROPRIATION	15. PRIMARY PURPOSE CODE	16. LOAN INDICATOR	17. BUDGETS (IN \$000)				
									AY	TQ	OY	BY	LCP
0133	Farmer Information and Training Center			3/1	81	FN	B189	GN	-	-	255	505	2,314
0139	Bong County Integrated Rural Development			3	77	FN	B250	L	-	-	7,000	-	7,000
0138	Rural Roads Phase III			2	77	FN	B130	L	-	-	8,000	-	8,000
0135	Agricultural Research (4)			1	82	FN	B121	GN	-	-	-	856	3,424
0137	Agricultural Production Economics and Statistics (2)			1	80	FN	B181	GN	-	-	-	547	1,500
									18. DATE DOCUMENT RECEIVED IN AID/W				
									MM	DD	YY		

PART III

SUMMARY TABLE 1Funding Levels for FY 1976, IQ, FY 1977, FY 1978
(\$000)

	<u>FY 1976</u>	<u>Interim Quarter</u>	<u>FY 1977</u>	<u>FY 1978</u>
Food/Nutrition				
Grants	430	115	1,492	2,323
Loans	-	-	15,000	-
Population/Health				
Grants	1,692	327	2,994	2,129
Loans	-	-	2,500	-
(Population)				
(Grants)	(60)	(20)	(70)	(300)
(Loans)	-	-	-	-
(Health)				
(Grants)	(1,632)	(307)	(2,924)	(1,829)
(Loans)	-	-	(2,500)	-
Education				
Grants	750	149	1,487	4,647
Loans	-	-	-	-
Section 106				
Grants	-	-	-	-
Loans	-	-	-	-
Sub-total				
Grants	2,872	591	5,973	9,099
Loans	-	-	17,500	-
Supporting Assistance				
Grants	-	-	-	-
Loans	-	-	-	-
Total	2,872	591	23,473	9,099
HIGs	-	-	-	5,000
PL 480				
Title I	-	-	-	-
Title II	-	-	-	-

PART II

B. Women in Development

USAID is continuing its efforts to find viable projects in this area. To date it has identified a small but promising project to be conducted by the YMCA/YWCA at Yekepa in cooperation with the Partnership for Productivity Foundation of Liberia. This would be a one time grant to enable the Y-Craft Association to expand their program to train women in cloth printing, sewing and related skills. We expect to submit an OPG later this summer.

A research proposal to study the "Functionality in Female Education" was submitted earlier this year and AID has suggested that the researcher contact the Institute of African Studies. She has made the contact and USAID will continue to lend its support to get this project underway but it does not appear that direct AID funding will be needed.

C. Intermediate Technology

Again the Mission is engaged in an active search for possible projects in this area. This is one proposal being considered by USAID which would involve the small scale manufacturing/assembly of roto tillers. This idea may be advanced to the PID stage in the next few months and submitted as a OPG for 1977. Given the complete absence of draft animals in this country such projects have a high potential. USAID has budgeted modest amounts in FY 77 and 78 to fund these types of projects through the OPG mechanism.

VII. REGIONAL PROJECTS

- USAID is currently working with the Mano River Union (Liberia-Sierra Leone) to revise the PID for the regional rice storage research project and expects to re-submit this document to AID/W in early July.
- A recently executed Grant Agreement with WARDA finances a team from the Food Research Institute of Stanford University to conduct a program of collaborative research on selected economic aspects of rice in Liberia and the other twelve member countries of WARDA. The principal focus will be on trade prospects between member countries and economic analysis of production. The progress statement and budgetary information for the continuing WARDA grant are included as an attachment to the ABS.

Figure 3 also shows in a very general way how the character of the program will change over the next two years from planning to implementation. If FY 76 could be characterized as the year of project identification, FY 77 and 78 should be thought of as years of design and implementation with FY 77 being heavy in design and the latter part of FY 78 a time when project implementation begins to pick up.

Once the agriculture manpower survey is completed, the USAID will attempt to do a similar analysis of the required distribution and level of GOL effort as it relates to the implementation of the U.S. supported programs. This, we hope, will begin to more specifically identify the major constraints and lead to improved planning and progressive development of more and more realistic objectives.

All project development schedules are based on the needs dictated by the AID project design cycle but as Figure 3 shows, this schedule would result in a peaking of design work during the fall of this year. Once it is known how many PIDs are accepted we will review the schedules in total, and, to the extent the cycle and project priorities permit, space out the design work to create a more even flow of documentation from the field into Washington.

V. MAJOR LOAN ACTIVITY

A. Lofa County Integrated Rural Development Loan (669-T-022)

In June 1975 USAID/Liberia received loan authorization of \$5.0 million to fund the U.S. portion of a joint AID/IBRD loan for the Lofa County Integrated Rural Development project. \$3.0 million will be utilized to cover the foreign exchange expenditures for cooperative development, farm inputs, and schistosomiasis surveillance; with the remaining \$2.0 million being used to cover selected local costs for the same activities. The companion IBRD loan of \$6.0 million will fund expenditures in the areas of project administration, training and extension, and land development.

B. Bong County Integrated Rural Development Loan (669-H-025)

During the same period action was initiated for another joint AID/IBRD rural development loan. In March, 1976 the PRP for this project received technical review in AID/W and was recommended for submission for EPRC review, after the preparation of a PRP addendum. Information to be included in the addendum was obtained as a part of a joint AID/IBRD Project Appraisal mission which visited the project area in May 1976. The Mission plans to submit the PRP addendum for EPRC review before July 30, 1976. Preliminary estimates indicate that the total project costs will be in the range of \$21.0 million, with an AID loan of approximately \$7.0 million.

C. Rural Roads Phase III Loan (669-H-024)

The USAID has offered the GOL a loan of \$3 million to construct the section of road between Bella Yella and Bopolu following the completion of necessary redesign work and has agreed to commit an additional \$5 million for the design and construction of rural feeder roads. The Ministry of Public Works is currently reviewing this proposal.

D. Rural Health Structures Loan (669-H-026)

This proposed \$2.5 million FY 77 loan will assist the GOL expand health services to all counties. The loan will be planned in conjunction with the Rural Health Delivery Training and Health Management Planning projects and will be based on the experience gained from the Lofa County Rural Health project.

VI. POTENTIAL NEW ACTIVITIES

A. Housing

A Housing Investment Guaranty to the National Housing and Savings Bank of Liberia was authorized June 8, 1973 for \$5,000,000 to construct 1,200 middle and low-cost housing units for approximately 7,500 families in the Monrovia area. This authorization, which was limited to a period of one calendar year, was deauthorized on Oct. 1, 1974. Subsequently the GOL has expressed interest in U.S. assistance for a housing program without making a specific request.

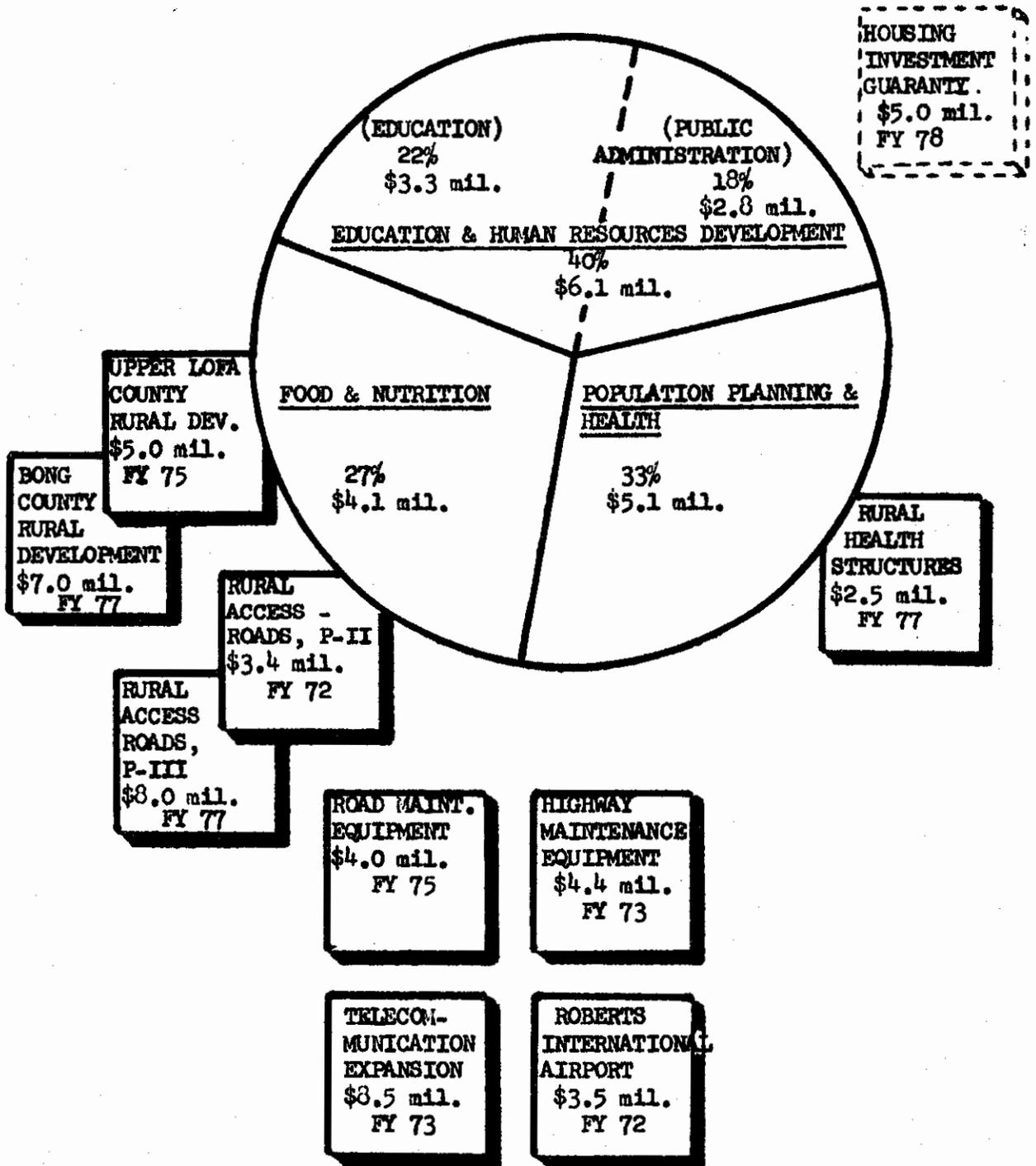
The GOL is aware of the new AID shelter policy and realizes that because of rising construction costs the earlier program would no longer be eligible for the HIG program. During the Secretary's recent visit to Liberia, the GOL requested assistance in the housing sector at a level of \$15 million and later in a follow-on meeting with USAID the Ministers of Finance and Planning requested that AID consider other types of assistance to this sector. USAID agreed to assess Monrovia's total housing needs to determine what government policies would satisfy the shelter needs of middle and low income groups.

A survey team is scheduled to arrive in Monrovia in late July. It will develop additional information and provide more details than are currently in the attached PID which shows a \$5 million HIG for FY 78. USAID will then be in a position to make better recommendations as to its timing, level and type of assistance which AID should consider.

SECTOR DISTRIBUTION OF US ASSISTANCE

Active and Planned Loans
and
FY 77 & 78 Technical Assistance Grant Program

FY 77 & 78 GRANTS (\$15.3 mil.)



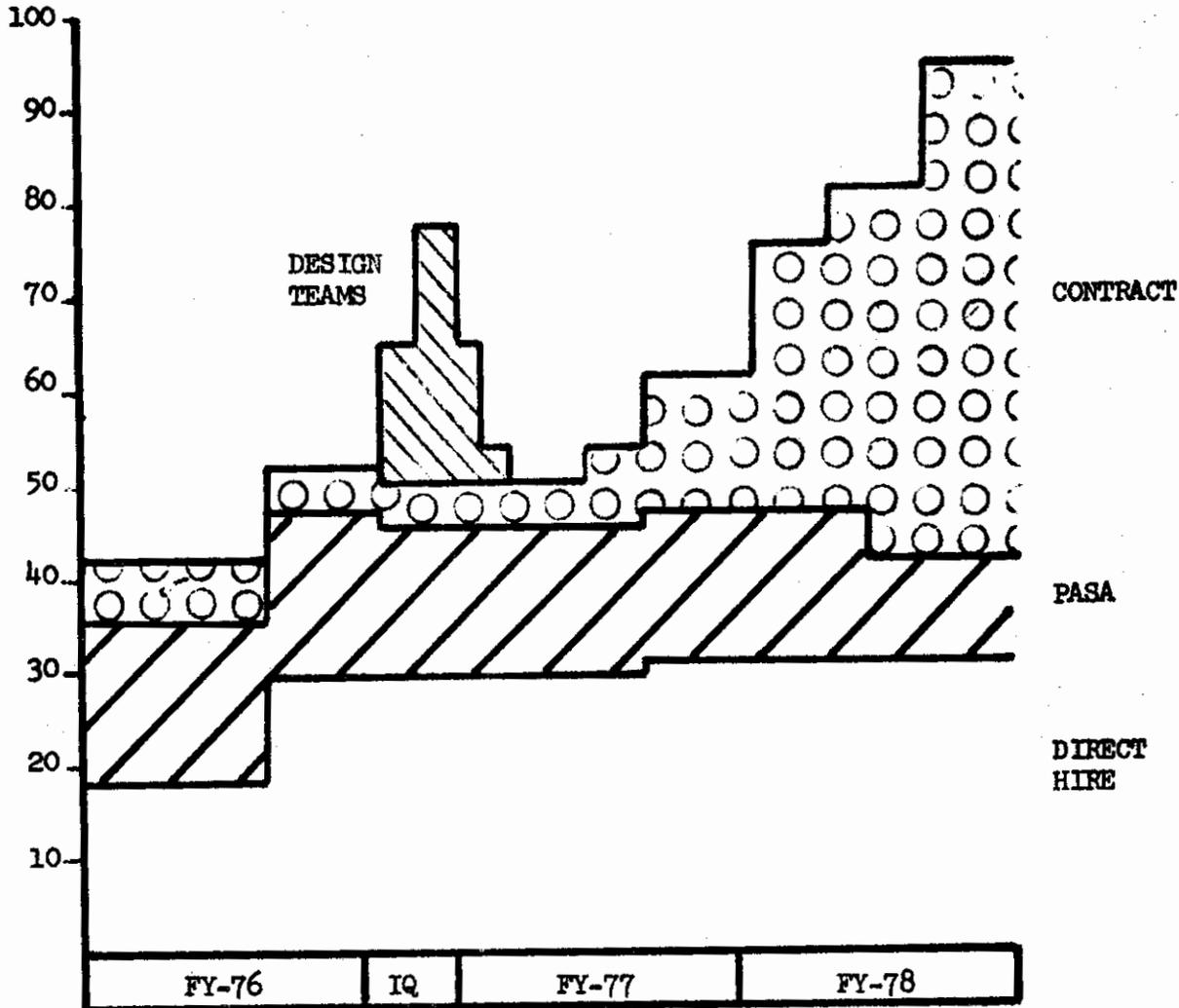
D. Staffing Profile

The current ratio of USAID direct hire to contract and PASA personnel is three to two. The programs identified in this submission would dramatically alter this situation to the point where over two-thirds of the Mission could be working directly with the GOL. To reflect this, the FY 78 MOB did show a modest build-up of U.S. direct hire and a somewhat larger increase of local hire employees. The increases were mainly in the logistic support and GSO areas. As the program expands further adjustments may become necessary but as shown in Figure 3, the bulk of the long-term personnel build-up is expected to be in the project areas while the direct hire staff will remain fairly constant. In the short-term extra manpower will be needed to help in the design work.

FIGURE 3

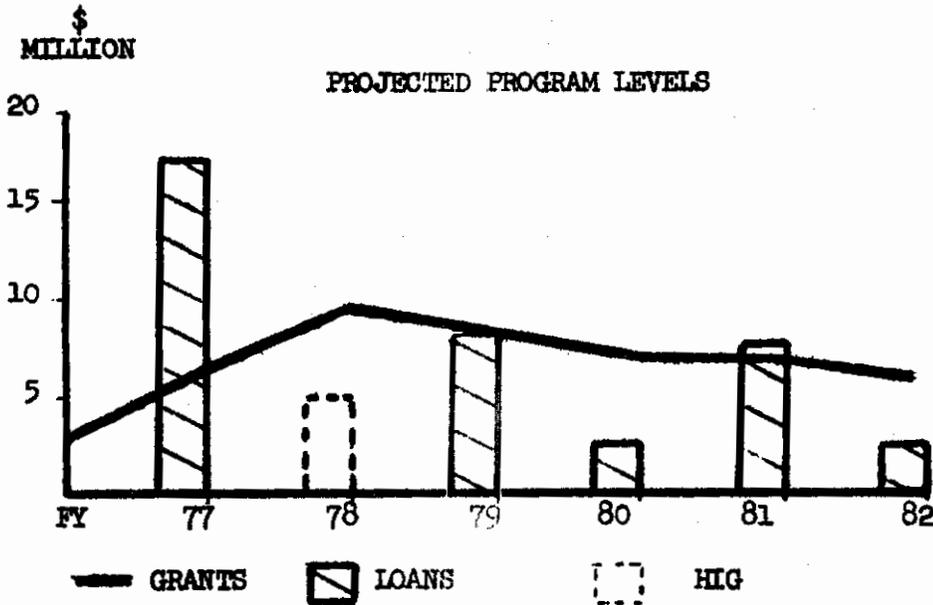
STAFFING PROFILE

NUMBER OF PERSONNEL



over a period of two years, there are built-in evaluation stages that will enable us to judge the GOL's and our own ability to move ahead effectively with the various components of the proposed program.

Figure 1



C. Program Focus

The issues raised above relate to the rate of expansion and not to the content of the program which we feel is well balanced and correctly focused. As shown in Figure 2, the highest percentage of technical assistance funds are going towards the development of human resources, that area most often identified as Liberia's greatest constraint to development. Even within the agriculture and health sectors much of the effort will go towards training and upgrading the skills of the Liberians. The second most commonly identified constraint is the lack of GOL funds to support development and the program is addressing this need through a proposed project for Increasing Revenue for Development.

4. Public Administration

- In May the Liberian Institute of Public Administration conducted its second symposium to familiarize County Superintendents and members of selected ministries with techniques for the design, implementation and evaluation of rural development projects.
- The President signed into law the National Social Security and Welfare Corporation Act which includes civil servants in a social security retirement program but rejected a proposed Civil Service Retirement Law.
- Classification and pay plan for the clerical category approved by Director General of Civil Service Agency and forwarded to the President.
- The Ministry of Finance established a new delinquent accounts and returns section and instituted new procedures to follow-up on businesses which fail to file income tax returns on time.

D. Other Major Donor Actions

- The UNDP reduced its program drastically in the face of a serious liquidity crisis. Future increases are expected to be gradual.
- IBRD remains active in the areas of education, development planning, integrated rural development (joint programs with AID) and transportation.
- EEC is planning some \$30 million in development loans and grants in agriculture (\$15 m), health (\$3.5 m), education, (\$4 m), feeder roads (\$6 m), and rural studies (\$1.5 m).
- Federal Republic of Germany - already a large contributor principally in the areas of forestry, vocational education, natural resource development and transportation is expected to continue to be an active donor.

III. ECONOMIC AND FISCAL SITUATION

A. Economic Outlook

- Iron ore prices will be lower in 1976 but Liberia will probably export more tonnage. This along with increasing rubber prices should improve export earnings but these will be partially offset by the high cost of imports.

- Foreign interest in iron ore deposits and forest resources remains high but because of uncertain world market conditions and other factors, there may be some reluctance to commit funds for large investment projects.
- The foreign trade surplus for 1976 is expected to be reduced from that realized in 1975.

B. Fiscal Outlook

- Rising development expenditures in 1976 coupled with the possibility of a short-fall in anticipated revenues could cause the government to fall back on the IMF standby agreement.
- There has been a modest but recent move towards the use of short-term bank loans and suppliers' credits.
- By the end of 1976 it is expected that a revised world demand for Liberia's major exports should improve the government's fiscal situation.

IV. SUMMARY OF FY 78 ABS

A. Certification of the Validity of the DAP

The DAP continues to be valid, with the exception of the Shelter Sector Assessment which has been revised to reflect the substance of more recent dialogue between the GOL and USAID. The health sector assessment has very recently been completed and thus represents an up-to-date picture of conditions and of our plans for addressing them. We plan to update the agriculture sector assessment this fall. A draft PIO/T to provide the necessary expertise is being reviewed in AID/W. Until this study has been completed there will not be enough new information to warrant changing the current assessment; but as new facts and insights emerge, modifications may be necessary. It is not expected, however, that the strategy would change radically. When the manpower analysis element of the assessment is complete the Mission will re-examine its relevant assumptions as they apply to this as well as to other sectors. In the meantime, we are recommending no changes in existing program strategy.

With respect to the education and human resources sector assessment, AID/W and the USAID have agreed that the report prepared by the Harvard Institute for International Development (HIID) in January 1976 will provide the information and analysis on the basis of which the identified projects could be evaluated.

Roads	-	146
Agriculture and Forestry	-	80
Public Utilities	-	48
Education and Training	-	35
Health	-	22
Telecommunications	-	20
Housing and Social Welfare	-	17
Manufacturing	-	17
Ports and Airports	-	12
Miscellaneous	-	<u>18</u>
TOTAL		415

3. Expectations of External Assistance

The GOL estimates that foreign donors would provide \$257 million, 62 percent of the budget.

C. Major Events by Sector

1. Agriculture

- GOL bought all shares of Liberian Produce Marketing Corp. previously owned by the East Asiatic Company - LPNC now a monopoly, wholly government owned.
- Paddy rice prices permitted to increase from 10 to 12 cents per pound thus raising expectations that local rice production will increase.
- Ivorian/Liberian agreement on March 1975 will lead to feasibility studies and implementation plans for cash crops production on 82,500 acres through nucleus/ small holder plantations.
- GOL established Liberian Palm Produce Corporation and Liberian Coffee and Cocoa Corporation as subsidiaries of LPNC.

- The existing tree crops development programs expected to decline due to organizational and funding difficulties of GOL owned Agriculture Mechanization Corporation.
- A Liberian Rice Corporation has been formed which will develop from 2200 to 5,000 acres of irrigated rice paddies.
- GOL signed \$1.4 million contract for feasibility engineering design and pilot project leading to a 15,000 acre irrigated rice commercial venture on Cestos River.

2. Education

- The GOL Ten Year Education Plan has been adopted.
- The U.S. sponsored team from the Harvard Institute for International Development made a preliminary survey of "New Directions for Education and Training in Liberia".
- USAID began discussing possibility of assisting the GOL in the development of the Education and Human Resources Sector with Ministries of Education; Local Government; Labour, Youth and Sports and Information.

3. Health

- Population Growth Survey of Ministry of Planning and Economic Affairs published.
- National Nutrition Survey completed through collaborative efforts of USAID, Peace Corps and GOL.
- The joint GOL/USAID evaluation team for JFK National Medical Center began work in Monrovia in June, 1975.
- WHO began planning a limited experimental malaria control project.
- Liberia certified free of smallpox by WHO.
- First of a series of planned joint appraisals of the Lofa County Rural Health project was made in April during a three day conference attended by Deputy Minister of Health and all principal GOL and U.S. project personnel involved in implementation.

I. INTRODUCTION

The narrative to this ABS has deliberately been kept short. Its purpose is to provide the reader with a summary of recent events to update the DAP and describe the proposed U.S. response to recent GOL initiatives. Finally it attempts to give an overview of the program before getting into the budgetary detail contained in the tables and charts which make up the FY 78 ABS.

II. HIGHLIGHTS OF RECENT EVENTS

A. U.S. Actions

1. Visit of Administrator Parker to Liberia

In his departure speech Mr. Parker said that in order to strengthen U.S./GOL collaboration in development, AID would:

- Consider future support of additional integrated rural development schemes based on the progress of the Lofa and Bong County IRD projects.
- Based on feasibility studies, support thrust of nucleus plantations approach to improve the lot of small farmers.
- Encourage the GOL to develop mechanisms by which Liberian research structures could translate practical research into support of Liberian farmers.
- Accelerate the development of a health management planning team.
- Explore designs for a relatively simple form of health clinic.
- Support Liberia's efforts to obtain other donor support for road programs.
- Dispatch a high level education team to review the history of education sector development and establish the basis for a joint U.S./GOL program.

2. Visit of Secretary Kissinger to Liberia

During the Secretary's visit the following AID-related topics were raised by the GOL:

- The need for continued U.S. assistance to the JFK National Medical Center.
- The need for additional funding to cover the shortfall on the telecommunications loan.
- Liberia's preference for a long-term concessionary loan for housing in lieu of a Housing Investment Guaranty

B. GOL Actions

1. Development Priorities

In December 1975 the GOL published its Four Year Development Plan which includes the following areas among those to receive top priority during the four year duration of the Plan.

- Roads - construction/improvement of 160 miles of paved roads, 300 miles of laterite road, an undetermined but considerable mileage of feeder roads, plus the paving of the streets of Monrovia.
- Agriculture - integrated rural development in Lofa and Bong counties; initiation of tree crop plantation programs in six of the nine counties in excess of 80,000 acres; continued improvement in the methods of rice and tree crop cultivation among small farmers in selected areas.
- Education - special focus on practical rural-biased instruction; increased enrollment in teacher training institutes; creation of a vocational training center in Monrovia for pre- and in-service training of skilled craftsmen.
- Health - continued improvement of health delivery systems in rural areas, including a construction program for hospitals and health centers.

2. Allocation of Resources

This \$415 million plan begins July 1, 1976 and provides the following funding in millions by sectors:

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AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT IDENTIFICATION DOCUMENT FACESHEET
TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE
 A = ADD
C = CHANGE
D = DELETE

PID
2. DOCUMENT CODE
1

3. COUNTRY/ENTITY
LIBERIA

4. DOCUMENT REVISION NUMBER

5. PROJECT NUMBER (7 DIGITS)
000-0136

6. BUREAU/OFFICE
A. SYMBOL AFR
B. CODE 06

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS)
NATIONAL APPRENTICESHIP PROGRAM

8. PROPOSED NEXT DOCUMENT
A. 2 = PRP
3 = PP
B. DATE 10/7/6

10. ESTIMATED COSTS (\$000 OR EQUIVALENT, \$1 =)

FUNDING SOURCE		AMOUNT
A. AID APPROPRIATED		\$1,796
B. OTHER U.S.	1.	
	2.	
C. HOST COUNTRY		599*
D. OTHER DONOR(S)		
TOTAL		\$2,395

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
a. INITIAL FY 78
b. FINAL FY 80

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY 78		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) BH	B 619	690		778		\$1,796	
(2)							
(3)							
(4)							
TOTAL							

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

BU BR

13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH)

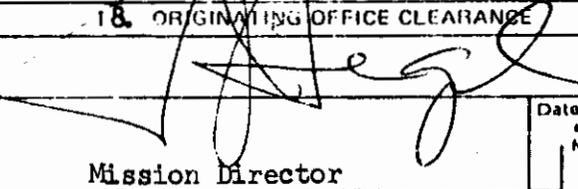
14. SECONDARY PURPOSE CODE

15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)
Improve the effectiveness of learning activities, and the relevance to national development requirements of EHRD programs; improve and provide increased access of greater numbers of poor to channels of education, training, and information to enable them to lead more productive lives.

16. PROJECT PURPOSE (MAXIMUM 480 CHARACTERS)
Establish an apprenticeship program to provide on-the-job training for out-of-school, unemployed youth.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds) \$55,000 for pre-project short-term training for nine participants (regional funds - see Monrovia 2665); \$2,056 for 30 days Design Officer (AID); \$24,582 for 3 person months consultant services; \$2,056 for 30 days services Education Specialist (AID)

18. ORIGINATING OFFICE CLEARANCE

Signature: 

Title: Mission Director

Date Signed: MM DD YY

19. DATE DOCUMENT RECEIVED BY: AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY

2. Liberian staff prepared as in-service trainers. It is uncertain from where the Liberian staff, to be prepared as in-service trainers will be drawn. There are several possibilities. One is to make use of some of the graduates of the KRTTI and the ZRTTI; another is to identify a number of fully qualified elementary school teachers. These in turn would require a period of training, although the KRTTI and ZRTTI graduates would presumably require less. This training will be conducted at the in-service training headquarters facility under the direction of an expatriate advisory team.

3. Established in-service training scheme. The resources available in the pre-service programs at the Rural Teacher Training Institutes will be important, and must be related to the innovative system to be designed. Emphasis will be placed on a cost-effective scheme that can be maintained by the MOE after the five year project terminates. A central headquarters facility will have to be established as the base of operations for the program, perhaps at one of the two Institutes.

4. Training materials and guides. Given the isolation of rural teachers, and the fact that some may not have an extension school (in-service training center) within easy travelling distance, study materials and guides of the programmed instruction type may have to be employed. It may prove feasible to use radio or cassettes to supplement printed materials. In addition, materials for use in the extension schools will be produced.

A complete set of materials for the in-service training scheme will be produced during the course of the project. A modular system may be utilized, consisting of units keyed to particular sets of deficiencies. Thus, a teacher whose academic (high school) training is judged to be acceptable would be trained making use of the pedagogical modules; a teacher needing to be upgraded in both academic and pedagogical areas would receive instruction making use of both the academic and pedagogical modules.

5. Production of local teaching materials. The project will develop a set of adjuvant instructional aids that could be produced and used in the rural primary schools. Emphasis will be on low-cost approaches which make use of locally available materials. Again, it is understood that similar activities are being pursued at KRTTI and ZRTTI, and there will have to be coordination with these efforts.

II. Financial Requirements and Plans

A. United States Assistance

Through an AID contract, ten person years of technical assistance to the MOE would provide the combined skills of rural sociology, instructional

methodology and materials development. A combination of short-term and long-term consultants in non-formal education and educational technology (including programmed instruction) would be required. The contractor would provide backstopping in procurement of supplies and commodities and arrangements for any short-term participant training required. Cost figures are preliminary and will require refinement:

	<u>Life of Project Cost</u>	<u>GOL</u>
Personnel Costs	\$ 800,000	x
Commodities	200,000	
Participant training (short-term)	50,000	
Vehicles + maintenance	50,000	
Contingency	100,000	
Facilities		x
Stipends for in-service trainees		x
Operating Costs	<hr/>	x
	\$1,200,000	

B. Other Sources of Assistance

The MOE will provide office space and other forms of in-kind contributions. The MOE will provide personnel currently on the payroll as well as new staff hired as judged necessary.

The Peace Corps has volunteers posted in rural schools throughout the country. Their involvement will be solicited as one channel of communication within the training scheme.

Under the Second IDA Education Loan, which should be finalized in June 1976 technical assistance will be provided to the program conducted at Zorzor RTTI. In addition, the loan includes funds for the upgrading of the MOE's Curriculum Production Center which will be called upon to assist in the design and reproduction of teacher training and curriculum materials under this project.

of the poor to education training and information. By concentrating on improving the quality of instruction given in the rural areas this project should have a positive effect on both elements of the sector goal. It is anticipated that absenteeism and drop-out rates (which are now very high) will improve as these teachers are better prepared to cope with these situations and hold more of the student's attention.

Under this project it is hoped that (a) the number of public extension schools can be expanded by 10 by 1978 and 20 by 1980 in order to quadruple the output originally planned by the Ministry; (b) the teachers outside the operating radius of these schools will be able to participate in the upgrading program with the introduction of self-instruction techniques such as radio, correspondence and programmed learning; (c) output of trained teachers will increase by telescoping the number of years required for teachers to complete the 18th grade academic requirements.

D. Outputs

The proposed project will be directed to the following outputs:

1. Increase numbers of trained rural primary teachers. It is not possible to determine at this point the numbers of teachers who would be available and willing to participate in the upgrading program, therefore the first phase embodies a "task analysis," that is, examining the situation in which elementary teachers in the rural areas carry out their work to determine what demands are placed on these teachers, what resources they have at their command locally, what they are teaching and what they should be teaching and how they should be teaching. More needs to be known about these teachers. MDE statistics, for example, do not provide such data as average age, average length of service, and as mentioned earlier, the extent of absenteeism problems. These and other information are important in designing any kind of upgrading program.

The in-service program will, on the basis of the survey, be tailored to provide situation and task-specific skills. The emphasis will be upon acceleration and practical approaches, using simplified materials and aids. In other words, stress will be placed on getting teachers through an upgrading program as quickly, efficiently and effectively as possible.

Second, although it is known roughly where the teachers are located, at this point it is not known exactly what kinds of problems are to be faced in establishing the in-service training centers and getting teachers to them. These are logistics problems that weigh heavily in any rural development scheme and will need to be focused on by the design team.

While at present approximately 2600 of the 4000 elementary school teachers in Liberia are "unqualified" or "underqualified", all teachers need in-service training. The first four or five years of the in-service training program would be organized so as to reach those with the most need - the teachers of the rural poor. U.S. assistance would be for a period of five years during which time the emphasis would be on upgrading the rural teachers and building a mechanism for the GOL to provide in-service training to all teachers until the quality of Liberian education is measurably and markedly improved and pre-service teacher training candidates can be brought to the point of meeting the minimum standards.

C. Project Description

1. The Setting:

The Ministry's long-range plan includes the revival of "public extension schools," which are evening classes conducted in existing high school buildings for academic upgrading of teachers as well as for adult education. The MOE plans to have five centers operating in 1976, expanding to ten centers from 1978 onward. While the centers will be distributed over all nine counties, they will operate in urban concentrations, catering to teachers within a three to five mile radius from each center. The capacity of the center system is limited to providing a twelfth grade education for 120 teachers per year after 1980, when the program is fully operational. The mass of rural teachers are excluded by virtue of distance from the proposed centers as well as by limitations on space.

Other donor involvement emphasizes pre-service training programs. A UNDP team has been located at the Kakata Institute for a period of four years designing and installing a new teacher curriculum along with elementary teaching materials and texts. The program has been complementary to the Community Schools project under World Bank (IDA) loan funding. A teacher who graduates from the Kakata program will be placed in one of the planned 100 Community Schools in Liberia.

2. The Project:

Goal - improve the capacity of primary teachers in the rural areas to develop the abilities of their students.

Purpose - establish an in-service training program to equip the primary school teachers with the skills and materials needed to teach in rural Liberia.

The Education and Human Resources Sector goal calls for improved effectiveness of learning activities and increased access of greater numbers

AGENCY FOR INTERNATIONAL DEVELOPMENT

LIBERIA

Project Identification Document

In-Service Training for Rural Primary Teachers

**USAID/Liberia
May 11, 1976**

The African Development Bank (ADB) is presently negotiating with the ADB a \$4 million loan. It is to finance 16 vocationally oriented junior high schools in the three southeastern counties (Bono, Grand Gedeh and Maryland). The loan comprises approximately \$3.5 million for the construction of seven new schools and the improvement of nine existing ones, classroom and shop equipment, and for operating supplies during the first two years. The balance of the funds will be used for the upgrading of teachers presently assigned to the area and for the training of approximately 37 additional teachers with emphasis on junior high school vocational subjects.

III. Development of the Project

May 1976	PID submission
July	Pre-project short-term training ^{1/}
August-September	Design team in field ^{2/}
October	PRP (plus) submission ^{3/}
February 1977	PP
April	Project Agreement signed

^{1/} The Mission has proposed using regional funds (see MONROVIA 2665, 4/15/76) to send six participants for a three or four week seminar in the U.S. followed by a brief observation trip to a Central American or African country.

^{2/} The in-service training program is one of four projects being identified as means of pursuing the sector strategy. If all the PIDs are approved it is planned to bring one design team to help in the design of at least three projects. The team would include one lead person for each project and would hopefully include some members of the original Harvard group. AID/W TRV assistance will also be required at least until the Mission staff is augmented by a permanent education specialist.

^{3/} The "plus" means that with the assistance of the consultants the Mission hopes to prepare addendum that goes beyond what is required for a standard PRP. By having a design which is closer to the PP stage it is hoped the approval process can be speeded up.

4. Issues of a Policy of Progressing Nature

A. Spread-effect. The in-service training program, if it succeeds in building a training methodology keyed to the real situation in which teachers find themselves and the needs of rural school children, should have important spread effects in two directions. First, it is a key assumption that improving the quality of instruction will improve the holding power of elementary schools, leading to greater throughput and fewer dropouts. This has important unit-cost implications. Further, if more elementary school children complete a full cycle, this should have positive effects on the low literacy rates of Liberia.

B. Motivation. An important issue which requires very careful consideration is the matter of motivating low-qualified teachers to participate in the new program. Teachers will be encouraged to take part, for example, if payment of stipends is made to cover time, travel costs, and lodging and means for the training period. In addition, the GOI will be asked to give assurances that they will include completers of this program in any scheme of salary increments based on training. That is, teachers upgraded under the shorter, accelerated scheme of this project must not be denied increments that go to teachers upgraded through more conventional means.

Motivation can otherwise be built into the in-service training program, and must be, if it is to succeed. We have in mind those less tangible changes that occur when poorly prepared teachers find that they are being equipped better to do their job, gain satisfaction from their achievement, and in turn, have a more positive influence on their own students.

The program ought therefore to have a "turnover element" built in, such that evidence is gathered to determine if absenteeism decreases, and fewer teachers leave the profession after upgrading than is now the norm for rural Liberia. This will necessitate the gathering of "base-line" data, an important aspect of the first phase of the study.

C. Migration of Upgraded Teachers. Attention will have to be given to what, if anything, can be done to lessen the drain effect that upgrading may have on the rural areas. Urban migration could be stimulated as teachers become better prepared and move from the more primitive rural schools to locations (in the cities) where their new credentials make them more employable. There is no fool-proof scheme to stop people from going where opportunities are better and life more comfortable. Nevertheless,

the upgrading program will have a built-in "bias", concentrating on rural life, rural problems, and rural development. This underscores the need for this in-service program to be closely related to the Community Schools program which is in turn an important element in GOI, rural development initiatives (and AID rural development projects). Also, the MOE and the GOI will perhaps want to give serious consideration to the awarding of a rural "service bonus" to upgraded teachers to encourage them to stay on in their rural school posts, and to look into possibilities for motivating local communities to "reward" teachers who achieve upgrading with better lodging and perhaps even the payment of a small emolument.

B. GOI Resource Availability to Support the Program. Finally, this issue which is common to all proposed programs must be examined by the design team. The number of development programs currently underway, their cost and those sponsored by foreign donors are putting a strain on Liberia's human and financial resources. The team will need to assess the priority the GOI places on this sector vis-a-vis other sectors and the commitments it is willing to make to support this project during the period of U.S. assistance and beyond. The manpower survey planned as part of the agriculture sector assessment which should be available in June should provide valuable data to help the team determine the country's ability to staff programs such as the one now being identified.

PROJECT IDENTIFICATION DOCUMENT

Project Title: In-Service Training for Rural Primary Teachers

I. Summary of the Problem and Proposed Response

A. Background

Until recently the relatively high cost of sending children to school has been one of Liberia's most salient problems influencing the entire development and structure of the education system. This has kept many school age children, especially in the rural areas, out of the classroom. At the same time this situation has been further aggravated by the poor quality of Liberian education and its very limited output of qualified teachers. Now that President Tolbert has promised free education at the primary and secondary levels a substantial increase in the numbers of children enrolling can be expected. The GOI is thus facing major problems of how to cope with the increased numbers of students and improve the quality of instruction they receive. To assist the GOI in this area the U.S. financed a team of specialists from the Harvard Institute for International Development to conduct a preliminary survey to assess Liberia's education and training needs. The report was produced in January of this year. The team identified the lack of trained and qualified teachers as one of the main impediments to Liberia's human resource development. This was particularly true in the rural areas. The Ministry's criteria for teacher qualifications are both academic and professional (pedagogical): An elementary teacher who has completed less than 12 years of general education is considered "unqualified," and one who has obtained a high school certificate or some other higher qualification but has not received pedagogical training is considered "underqualified;" only a teacher who has completed both secondary school and the teacher training program is "qualified." These are generally felt to be valid criteria. By these standards in 1974 only 835 (24 percent) of the 3,479 teachers instructing elementary grades were qualified. The total number of 2,644 teachers that fall outside that category indicate that the quality of education being provided in the elementary system is questionable. With the relative attractiveness of the urban areas, particularly Monrovia, the chances of a rural school retaining a fully qualified teacher is extremely rare. The effect on students of poorly trained teachers is substantial, accounting in no small part for the high drop out rates which mark the rural primary schools.

The prognosis for replacing the untrained teachers in the foreseeable future is not good. According to the MOE Long Range Plan projections (1976-1985), by 1985 there will be a total of 281,310 students enrolled in the elementary grades. In order to maintain the current 40:1 average pupil-teacher ratio (it is as high as 100:1 in many rural areas) a total of 8,296 new teachers will be required over the ten year period.

Yet, the maximum output of the professional courses conducted at the two Rural Teacher Training Institutes at Kakata and Zorzor will be only 2,350 over that same period. This output includes a one year pre-service program mounted as an emergency measure for increasing qualified teachers. In order to partly cope with a rapidly expanding elementary school enrollment with a limited budget (one Kakata graduate costs over \$3,600 to train) through improvement of the quality of elementary education, the GOI will need to turn to an active and far reaching in-service teacher training program with particular attention paid to the rural areas where the problems are infinitely greater.

B. U.S. Assistance Proposed

The Ministry of Planning has requested U.S. assistance to help it develop and launch an in-service primary teacher training program. The Harvard report showed that the background work for a good in-service training program has already been done by the Ministry personnel and that it exists in a form that can be used, once a commitment is made to upgrading the present teaching force. The report suggested directions in which the Ministry should move and pointed to five major target activities:

- "1) dissemination of developments in curriculum and instructional materials as they emanate from the Curriculum Materials Center and KRFTI.^{1/} At present rural teachers may not be informed of new developments for several years after they appear - some may never be informed.
- "2) development of local teaching materials. Here, the intent is to reduce the dependence of rural teachers on the Ministry of Education as the sole source of educational materials and techniques.
- "3) instruction in the teaching of reading of English as a second language.
- "4) teaching of basic manual arts. This follows from the new elementary curriculum developed at KRFTI.
- "5) development of capacity for guidance and counselling among teachers.Teachers will have to assist parents and students in identifying interests and abilities that should be taken into account when deciding whether to go on to secondary school, and which track to follow."

^{1/}Kakata Rural Teacher Training Institute

PROJECT IDENTIFICATION DOCUMENT

PROJECT TITLE: NATIONAL APPRENTICESHIP PROGRAM

I. SUMMARY OF THE PROBLEM AND PROPOSED RESPONSE

A. BACKGROUND:

As a result of Administrator Parker's visit, USAID opened a dialogue with the GOL concerning renewed US support to the education sector. As a first step, a Harvard Institute of International Development (HIID) team undertook a field assessment of mandate-related education subsectors in Liberia.

Two recommendations stand out among those made by the HIID Team and, equally important, they correspond to the GOL's own conclusions:

- a) the quality of education can be no higher than that of the teachers. Teaching standards in the primary schools, particularly in Liberia's rural areas, are deplorably low and must be upgraded.
- b) Liberia's primary school system is quantitatively and qualitatively inadequate and will remain so for the foreseeable future, i.e. there are and will be insufficient number of schools, teachers, books, etc., to provide universal, formal schooling. The formal education system must, therefore, be complemented by non-formal alternatives for those who cannot be accommodated by the present system and for "drop-outs" who left it after a few years.

This type of instruction must be relevant to the potential students' present and future environment to prepare them for productive lives in the Liberian society.

USAID's education sector strategy, at this point, envisions four projects with major multiplier potential to help the GOL in overcoming these major constraints:

1. An innovative approach to in-service teacher and pre-service teacher training with emphasis on rural areas.
2. The addition of a new human resource development dimension to efforts in the field of integrated rural development employing non-formal learning methodologies tailored to the "rural poor" target group.
3. Assistance to the GOL to establish a training institute for sub-professional agriculturaleal workers.
4. Assistance to the GOL's fledgling effort to establish an urban-oriented, on-the-job apprentice training program utilizing the private sector to prepare unschooled and underschooled youth for productive lives.

This PID addresses the last activity.

The Harvard Team report specifically recommends the development of a national apprenticeship system to provide on-the-job training linked to the Government's Liberianization program. The Minister of Planning has placed the apprenticeship program high on the list of priorities for possible US assistance.

B. U. S. ASSISTANCE PROPOSED

Both the Government and the private sector, primarily the "concessions", sponsor technical training programs. These are described in more detail later in this document. Whether academically or vocationally oriented, they are marked by one common denominator: entrance criteria generally call at least for a 9th grade education.

Last year, the Ministry of Labour, Youth and Sports (MLYS) started an apprenticeship training program in association with a number of mostly small industrial establishments and businesses in Monrovia. There are no educational prerequisites for applicants. Currently, according to MLYS, over 2,000 unemployed youth have applied for admittance to the program. 600-700 trainees have actually been placed in apprentice openings. Yet, the program has been largely a hand-over-fist operation. The MLYS section sponsoring the program lacks a full time staff, training curricula for different crafts do not exist, there is no systematic follow-up system, exploitation of trainees as cheap labor on menial, non-job related tasks is not subject to specific sanctions, the MLYS has no budget to subsidize the program and sponsoring firms are frequently unable to provide stipends (though donations by larger firms alleviate the situations partly).

The GOL realizes the importance of increasing the skill levels of its people and has requested US assistance in its efforts to institutionalize and to systematically develop this apprenticeship program.

C. PROJECT DESCRIPTION

1. TIDE SETTING:

The "Indicative Manpower Plan for Liberia for the Period 1972-1982" furnishes the framework for this project. Among the various recommendations addressing the country's longer term needs, the Plan calls for the creation of immediate industrial training programs, including the apprentice type, to help unemployed urban youths to prepare themselves for productive lives. The Indicative Manpower Plan suggested that these efforts be guided by a national board or council. In November 1975, the Government issued an Executive Order establishing the National Council for Vocational and Technical Education and Training. Its functions include the coordination of policies and guidelines for vocational and technical training and their implementation through training programs. However, to date this Council has not become operational.

In turning to the US for assistance, the MLYS envisages a set of actions that will build on its fledgling apprenticeship program. It aims to give out-of-school youth between the ages of 14 and 21 a chance to improve their employability by on-the-job training opportunities in which they can, over a one to three year period, master certain technical and vocational skills. The GOL will seek to obtain additional funds from non-governmental sources and thus place the cost of the program largely on private sector. Practically, all of the cooperating establishments are owned and operated by non-Liberians. Thus, the program should advance

the Government's Liberianization programs by preparing greater numbers of citizens to take over skilled work places now held by foreigners.

The proposed project is intended to assist the MLYS to overcome the present weaknesses and deficiencies of its program, to enlarge and institutionalize it and place it on a self-sustaining, long-term basis. Expansion beyond Monrovia is not envisioned during the US supported phase of this long-range GOL program.

2. THE PROJECT

GOAL - Improve the effectiveness of learning activities, and the relevance to national development requirements of EHRD programs, improve and provide increased access of greater numbers of the poor to channels of education, training, and information to enable them to lead more productive lives.

PURPOSE - Establish an apprenticeship program to provide on-the-job training for out-of-school, unemployed youth.

The project relates to the overall goal by addressing a critical development gap, i.e. the lack of young people with basic technical skills. Present approaches pursued by the GOL emphasize almost exclusively formal vocational school training leading to the equivalent of a high school diploma. These programs mostly stress theoretical approaches without relationship to actual job characteristics and requirements. The proposed project, by emphasizing on-the-job training, assures that job skills developed will be relevant and by targeting on poor youth with little or no schooling, the project opens up new avenues of self-improvement and employability, now largely denied to this group.

As a first step a study designs team should assist the MLYS in defining the parameters of the program. This would include, but not be limited, to a profile of the target group, demand projections for participation in the program by underemployed youth, a survey of potential cooperating firms, establishing a target number of firms participating by the end of the project, examination of existing and required legislation and regulations, estimates of MLYS manpower and logistic needs, setting targets for the numbers of participants to be trained each year and of budgetary and non-governmental funding requirements.

If the program proves to be feasible, the proposed project would provide technical, commodity and training assistance over a period of three years to lay the institutionalized bases for a systematic, long-term GOL effort. USAID would provide contract technical assistance in areas such as analysis of legal and regulatory requirements including drafting of texts, budgetary analysis and recommendations, preparation of questionnaires for cooperating business establishments, training of cooperating private sector personnel, preparation of aptitude testing materials for applicants, drawing up of curricula and standards for various crafts for 1-3 years of apprenticeships, organization of follow-up and evaluation standards and mechanisms, development of filing and retrieval system possibly using a GOL computer facility, etc.

Participant training would include graduate work for 2 officials in fields such as methodology of vocational training, non-formal pedagogy,

curriculum development, testing, etc. Short-term training would mainly entail observation travel to visit similar programs in other countries, especially in Africa. Not only would this type of exposure broaden and "update the participants" concept of non-formal training, equally important, the experiences of existing programs would be utilized to draw on their strengths and avoid their initial mistakes in the Liberian program.

Commodity support would provide basic office equipment for the establishment of an Apprenticeship Program Section in the MLYS, including office equipment, file cabinets, typewriters, calculators, duplicating machines, forms, testing materials, etc.

Vehicles will be required by the staff for contact, monitoring and follow-up work.

<u>U. S. INPUT SUMMARY</u>	<u>78</u>	<u>79</u>	<u>80</u>
Two Technical Ass't Vocational Curriculum Experts (MM)	24	24	-
Apprentice Training Expert	12	12	12
Vocational Testing Expert	12	12	12
Short-term Consultants (tech. specialists, legal/regulatory Expert)	6	6	3
Participants (#/yr)			
Academic	2	2	-
Non-academic	1	2	1
Evaluation			
Commodities, Supplies (\$)	25,000	10,000	3,000
Vehicles (\$)	20,000	5,000	-0-

4. GOL INPUT SUMMARY

For the project being identified in this document, the GOL would provide office space, secretarial services, professional and clerical **staffs**, operating and maintenance costs of vehicles (including chauffeurs) and appliances, etc. It is anticipated that these contributions together with those of the private sector will constitute more than 25% of the total project costs.

D. EXPECTED END OF PROJECT OUTPUTS

1. Achievement of the annual targets set for the number of participants to successfully establish an on-going OJT program.
2. Achievement of the target set for the number of firms participating in the programs.
3. Trained Liberian staff.
4. Training standards and work conditions established.
5. Inspection and Enforcement.
6. Regular source of GOL and private sector funding assured.
7. A system of periodic tracer studies of completers.

II. FINANCIAL REQUIREMENTS

A. <u>U. S. ASSISTANCE</u>	<u>FY 78</u>	<u>FY79-80</u>	<u>LOP</u>
1. Technicians			
Long-term	640	820	1,460
Short-term	<u>62</u>	<u>98</u>	<u>160</u>
subtotal	702	918	1,620
2. Participants			
Academic	30	47	77
Non-academic			
subtotal			
3. Evaluation	-	30	30
4. Commodities	45	18	63
5. Other Costs	<u>1</u>	<u>4</u>	<u>5</u>
GRAND TOTAL	773	1,017	1,795

B. OTHER SOURCES OF ASSISTANCE

1. Private

In the private sector, 2 large training programs are of special interest:

- The Bong Mine Program enrolls trainees in courses in metal work and machine shop practice, electrical machines and installations, and auto mechanics and diesel engines. Candidates must have at least nine years of formal schooling.

related subjects, trainees spend six months on the line, with specific exposure to Company's technical job categories. The last two years are divided between one day per week of training in a specialty and four days of on-the-job training. During 1975 a total of 82 trainees were enrolled.

- The Liberian American Mining Company (IAMCO) hires employees at the unskilled and semi-skilled technical levels. Following several years of work experience and a recommendation by a line supervisor, they are admitted to training programs. Classes take up two days per week; the other three are

- Smaller programs of apprenticeship training (both technical training and OJT) are sponsored by the Liberian Mining Company, the National Iron Ore Company, B. F. Goodrich and Firestone Rubber.

2. Existing Institutions:

In 1974/75 the existing vocational/technical institutions produced altogether approximately 150 graduates: Tubman High School - 23; Booker Washington Institute - 80; VTC (IAMCO) - 33; Bong Mines - 13. GOL projections call for an output of 200 graduates annually through 1979 and of 300 graduates/year for the years 1980-83 from these institutions.

In November, 1975, a National Council for Vocational and Technical Education and Training was established by Executive Order based on a recommendation of the ILO's "Indicative Manpower Plan for Liberia 197 - 198", Under the chairmanship of the Minister of Planning and Vice-Chairmanship of the Ministers of Education and of Labour, Youth and Sports, the Council membership includes six other ministers as well as nine representatives from the private sector. Background information is to be gathered by the Ministry of Planning to facilitate the establishment of a working secretariat. The IBRD, under its Second Education Loan to Liberia, will fund a ILO advisor. He will assist the Council especially in connection with a IBRD assisted project for a vocational training center project.

In addition to the MLYS's Apprentice Training Program, the General Services Agency through its Transport Equipment Maintenance Organization (TEMO) sponsors an on the job training program. TEMO maintains the GOL vehicle fleet as well as cars owned by UNDP/UNICEF, which furnish 2 advisors. Attached to the garage facility, TEMO operates a small training program for automechanics limited to approximately 10 participants per year.

3. New Facilities:

The GOL, with IBRD support, plans to establish a center for Vocational Training in Monrovia (CVT) to offer basic training and skill upgrading courses in the electrical, mechanical and building trades. The CVT will take in approximately 200 apprentices with at least a 9th grade education. Classes would be held in day time for unemployed youth and at night for persons currently employed. Curricula would be coordinated with day-time on-the-job training. The second IBRD Education Loan (to be signed in July 1976) will provide architectural services to prepare plans for the construction of the VTC and an advisor (from ILO) to assist the Ministry of Education and the new National Council for Vocational and Technical Education and Training in Curriculum planning and coordination with the private sector.

Since the level of training and admission standards of the

VTC project are considerably higher than those under the USAID apprentice training proposal, there would be no conflict between the projects. Moreover, with respect to GOL manpower resources, the VTC falls under the jurisdiction of the Ministry of Education. The proposed US project would constitute a valuable complement to the IBRD/GOL VTC project which is not primarily focussed at the poorest majority.

Other vocational (formal) education projects on the drawing board include a number of technical high schools to be financed under an ADB loan and the establishment of a vocational institute at Harper.

III. DEVELOPMENT OF THE PROJECT

PID Approval	July 1976
Pre-project short-term training	July - August
Design Team in-country and PRP completed	September
PRP Approved	January 1977
GOL passes necessary legislation	May
PP submitted (including draft PIO/T)	June
Pro Ag & POI/T signed	August
Contract signed	October
Contract team members arrive	December

The assistance of a Study/Design Team will be required for the development of the PRP/PP. The Team should consist of three members who

would be in country for a period of up to 30 days. After determining the feasibility of the project, they would design and assist the GOL in obtaining regulatory requirements.

IV. ISSUES AND ASSUMPTIONS

1. The present MLYS on-the-job training program can serve as a point of departure or base for project.
2. Continued willingness of the industrial and business community to accept trainees for jobs calling for development of lower level and intermediate skills.
3. GOL policies for Liberianization will provide impetus for bringing larger numbers of Liberians into jobs now held by non-Liberians.
4. MLYS is willing/able to provide cadre of trained and trainable officials required to administer and operate the project.
5. MLYS will retain officials associated with or trained for the program by providing salary incentives that are reasonably competitive with the private sector.
6. MLYS is willing/able to make progressively increasing budget provisions for the program to permit its expansion and full "institutionalization."
7. The GOL will fully endorse and support the program including necessary legislative and regulatory enactments with sanctions to ensure compliance.
8. Private sector funding can be obtained for the expansion and continuance of the program. While the exact nature of systematic funding is yet to be determined, one alternative would be payroll tax.

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT IDENTIFICATION DOCUMENT FACESHEET TO BE COMPLETED BY ORIGINATING OFFICE	1. TRANSACTION CODE <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-right: 5px;">A</div> A = ADD C = CHANGE D = DELETE	PID 2. DOCUMENT CODE 1
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3. COUNTRY/ENTITY LIBERIA	4. DOCUMENT REVISION NUMBER <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div>
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5. PROJECT NUMBER (7 DIGITS) [669-0134]	6. BUREAU/OFFICE A. SYMBOL: AFR B. CODE: 06	7. PROJECT TITLE (MAXIMUM 40 CHARACTERS) HUMAN RESOURCES IMPROVEMENT FOR RURAL AREAS
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8. PROPOSED NEXT DOCUMENT A. <input type="checkbox"/> 2 = PRP B. DATE: 10/76 <input type="checkbox"/> 3 = PP	10. ESTIMATED COSTS (\$000 OR EQUIVALENT, \$1 =)
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9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION a. INITIAL FY [78] b. FINAL FY [82]	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <th colspan="2">FUNDING SOURCE</th> <th style="text-align: right;">\$</th> </tr> <tr> <td colspan="2">A. AID APPROPRIATED</td> <td style="text-align: right;">\$2,410</td> </tr> <tr> <td rowspan="2">B. OTHER U.S.</td> <td>1.</td> <td></td> </tr> <tr> <td>2.</td> <td></td> </tr> <tr> <td colspan="2">C. HOST COUNTRY</td> <td style="text-align: right;">803*</td> </tr> <tr> <td colspan="2">D. OTHER DONOR(S)</td> <td></td> </tr> <tr> <td colspan="2" style="text-align: right;">TOTAL</td> <td style="text-align: right;">\$3,213</td> </tr> </table>	FUNDING SOURCE		\$	A. AID APPROPRIATED		\$2,410	B. OTHER U.S.	1.		2.		C. HOST COUNTRY		803*	D. OTHER DONOR(S)			TOTAL		\$3,213
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C. HOST COUNTRY		803*																			
D. OTHER DONOR(S)																					
TOTAL		\$3,213																			

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000)							
A. APPRO-RIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY <u>78</u>		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) EH	B 619	611		623		2,410	
(2)							
(3)							
(4)							
		TOTAL					

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

BR	DEL	TNG	
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13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH)	14. SECONDARY PURPOSE CODE
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15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)

To provide the rural people of Liberia with learning skills necessary for them to derive social and economic benefits from the GOL sponsored development program.

16. PROJECT PURPOSE (MAXIMUM 480 CHARACTERS)

To establish a non-formal system of education which will complement the formal system and better equip the rural people to use the information made available through the GOL integrated rural development programs.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds) \$35,000 for pre-project short-term training for six participants (regional funds - see Monrovia 2665); \$2,956 for 30 days TDY education specialist (AID); \$2,956 for 30 days Design Officer (AID); \$22,000 for three person months of consultant services.

18. ORIGINATING OFFICE CLEARANCE Signature: Title: Mission Director	19. DATE DOCUMENT RECEIVED OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION MM DD YY
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FID FY 78) HUMAN RESOURCES IMPROVEMENT FOR RURAL AREAS

I. SUMMARY OF PROBLEM TO BE ADDRESSED AND PROPOSED PROGRAM

A. BACKGROUND

The GOL has identified integrated rural development as its highest priority. The Four Year Development Plan, 1967-1979, envisages a comprehensive approach to developing activities in health, transportation, agriculture and education and human resource development aimed at the 70% of the population who live in the rural areas. This emphasis is becoming more evident in the government's development programs. The Ministries of Agriculture and Health are currently involved in the planning and implementation of three major integrated rural development programs. The Ministry of Education has initiated curriculum reform through development of a "rural biased" curriculum for the primary grades, improvement of vocational training facilities, and upgrading of 200 selected primary schools to serve as Community School Centers.

USAID has signaled its responsiveness to GOL initiatives for integrated rural development through support to ongoing and proposed projects: Upper Lofa County IRD, Bong County IRD, Lofa County Rural Health Training, and Cooperatives Development.

With a view of considering further assistance in the broad area of human resource development, the US financed a team of specialists from the Harvard Institute for International Development to conduct a preliminary survey to assess Liberia's elementary and vocational education and training needs. Their report was completed and presented to the

GOL last January.

The team reviewed the efforts of the GOL and agencies of the United Nations to upgrade rural primary schools and identified a number of problems which prevented the achievements of their stated goals. They concluded that much of the disappointing performance could be attributed to the fact that the programs attempted to operate solely within the formal school structure and at a level of sophistication beyond the actual requirements of the rural population.

The focus has been on expansion, investment, and modification of the high-cost, western-oriented linear education system which only dealt with a fraction of the problem. The 45% of the population who have never been to school were not touched by these programs. A major problem identified by Harvard team and supported by evaluation of past AID efforts was a lack of an effective means of providing this target group with basic education which is relevant to their needs. The GOL is becoming increasingly concerned about the inability of its educational system to reach rural people. The Ministry of Planning recognizes some of the past pitfalls of trying to use urban approaches to solve rural problems and is seeking new ways to meet the learning and information needs of their rural people. This point was emphasized in the Minister of Planning's request to AID for assistance to develop programs for human resource improvement in the rural areas which was made March last, after they had reviewed the Harvard report.

B. U. S. ASSISTANCE PROPOSED

The Harvard team recommended the use of non-formal education techni-

ques as the most effective and economic way to carry out GOL's education policies and objectives. While the team recognized that programs of non-formal education can vary in content, they did list the three attributes that must be present in all. Such programs must be immediately useful, centered on needs identified by the learners, and staffed insofar as practical by instructional staff who are members of the learning group (at least in programs designed for adults).

It was the conclusion of the Harvard group that in the rural areas non-formal rather than formal programs would be the least costly, most effective and least disruptive way of realizing GOL's goals.

The strategy recommended by the team is one, to quote directly from the report, "which builds on policies generated by the Ministry of Education, the Institute of Public Administration, the Ministry of Local Government, and other ministries as they touch on the broad area of rural manpower development. This is the strategy of expanding basic, non-formal educational activities in the service of rural development."

In the rural context the following areas of concern present themselves as being in need of immediate attention:

- (a) malnutrition;
- (b) poor health conditions;
- (c) farming techniques
- (d) child care from birth through infancy
- (e) local development planning and implementation
- (f) illiteracy"

Their proposal called for a series of varying activities engaging a broad spectrum of people in different ways and at different times in all six of the above broad topic areas. Taken together these activities would coalesce into a "system" of non-formal education; individually

they are aimed at having an impact on diverse aspects of community life.

In order to develop these concepts into a PRP, the Design Team will need to carefully examine what human resource development needs are already being addressed by the other substantive ministries and identify areas which are being ignored or peripherally treated. It is envisioned that the following analysis would be necessary:

1. Describe the needs of the rural poor, with specific attention to important sub-groups, particularly women and out-of-school youth. This description would emphasize EHRD aspects: the kinds of information rural poor people need if rural development is to proceed, the skills that must be developed, and the practical, relevant knowledge required, with special, specific attention to literacy.
2. Identify current or planned projects (both AID and others), and existing Liberian programs and activities (both private and GOI) that address the EHRD situation and needs of the rural poor, and the manner in which they do so, with particular attention to delivery systems.
3. Identify important gaps and targets of opportunity - areas of action - in which human resources improvement steps should be undertaken.

Much of the required information can be generated by the AID Agricultural Sector Assessment which should be underway shortly. The

majority of the points are already included in the scopes of work for the manpower expert and the anthropologist. These should be reviewed again if it is decided to go ahead with this project to insure that all these issues will be addressed.

Because of the availability of this data, it is felt that the project being identified here could be designed by a team of two, a non-formal education specialist with an expertise in literacy programs and an AID education technician with field experience assigned to the Mission on TDY.

C. PROJECT DESCRIPTION

1. THE SETTING:

In Liberia today, less than 10 percent of the adult rural population is literate; the success of many rural development initiatives may well turn on how the various education and training programs come to grips with the illiterate families of the countryside.

To date efforts to provide basic education to the rural people have only met with limited success. Since 1971, the UNDP has contributed over \$1.9 million including provision of twenty-eight person-years of consultant services to assist the GOL revise its curriculum. In 1972 the World Bank made a \$7.2 million loan to the Liberian education sector to develop community school centers. Despite the level of support the projects have not achieved their stated goals, and many important elements have fallen short of

targets. The new elementary curriculum under design at the Kakata Rural Teacher Training Institute has only been completed for one grade instead of the three originally planned. The new two post-12th grade teacher training curriculum has been outlined but syllabi remain incomplete. The Community Schools Center Program has been curtailed from 200 to a target of 96 rural elementary schools qualified for the construction of classrooms for practical arts programs. All of these projects which are working through the formal education system are considered necessary and it is assumed that progress will be made overtime. The non-formal education project being identified here would not replace these programs but would be a parallel effort designed specifically to reach that rural sector which has been by-passed by past efforts remains outside of present programs.

2. THE PROJECT

GOAL - To provide the rural people of Liberia with learning skills necessary for them to derive social and economic benefits from the GOL sponsored development programs.

PURPOSE - To establish a non-formal system of education which will complement the formal system and better equip the rural people to use the information made available through the GOL integrated rural development programs.

The proposed 5 year project will look for new approaches. It will examine the methods in use in Liberia and elsewhere to deal with illiteracy, identify those that seem to offer the most promise, and support their refinement and application in rural development programs. This support will include the preparation and production of printed materials, teaching people to use them and assuring their use.

Among the GOL agencies that have responsibility for literacy programs are the Community Schools Project and the Adult and Home Economics Division of the MOE, health-related courses of the Ministry of Health and Social Welfare not a literacy project, basic crafts training (Ministry of Labour), and rural home economics (Ministry of Agriculture). Several church bodies and the larger concessions also offer literacy courses. The Institute of Liberian Languages prepares literacy courses.

The premise underlying this activity is not the creation of a national campaign to attack literacy, but to assure that rural development projects do not fail because the literacy problem has been ineffectively addressed. Emphasis will be placed on low-cost, functional non-formal programs, and the provision of materials to maintain literacy once gained.

The project will develop several means for delivery of rural development information to widely dispersed segments of the population, particularly in counties of Liberia not being included in the major integrated rural development initiatives (e.g., Lofa and Bong Counties). These delivery systems will be developed for use with rural development schemes, either in being or to be created.

Among the options that will be considered are rural development radio programs beamed to villages within the range of the existing transmitting facilities. Where individually owned radios are in short supply and groups of people can gather in a school, palaver hut, or other existing structure receivers could be provided. A number of countries have made

use of similar approaches. Literate local leaders serve as organizers of listening sessions, and lead post-broadcast discussions with the help of simple, printed discussion guides.

Mobile instructional programs are another possibility, and valuable guidance is again available from experiments with this approach (e.g., Nigeria). The "total involvement team" concept suggested by HIID would be another possibility. Under this approach a group of specialists (in agriculture, health, etc.) would train counterpart local teams to serve as the channel through which rural development is "taught" to villagers.

The project would involve the identification of a Contractor to field a team of specialists, which may include the following combinations of expertise; literacy, non-formal education, educational technology and communications media, rural development, and rural sociology or anthropology. Liberian counterparts would need to be identified for the literacy and information delivery aspects. The program might be sited in the MOE, the Ministry of Action for Development and Progress, or the Ministry of Local Government, Rural Development and Urban Reconstruction. The best arrangement would have to be determined following discussions with the GOL. A condition precedent for the grant to carry-out this project would be the establishment by GOL of what organization structure is agreed upon.

Provision would be made for consultants to assist various points. Short-term and possibly longer-term training would be included for Liberian counterparts as deemed appropriate. Travel to other countries to view literacy projects and programs of rural development utilizing

promising delivery systems would also be highly desirable.

D. EXPECTED END OF PROJECT OUTPUTS

1. Literacy/information units functioning in five counties.
2. Basic development subject matter collected, produced and translated into indigenous languages for the five counties.
3. Town and village level workers trained in literacy techniques and dissemination of nutrition, health, agriculture, and community development information.
4. 10% increase in literacy among the adult rural population in five years.

II. FINANCIAL REQUIREMENTS AND PROJECT DEVELOPMENT

A. UNITED STATES ASSISTANCE

It is estimated that a total of \$2.5 million will be the USAID input to the project over a five year period in addition Peace Corps volunteers will be used where possible at the village level.

ESTIMATED LIFE OF PROJECT COSTS
(\$000)

	<u>FY 78</u>	<u>FY 79-82</u>	<u>Total All Yrs.</u>
1. Technicians			
Long-term	417	1,386	1,803
Short-term	29	118	147
Sub-total	<u>446</u>	<u>1,504</u>	<u>1,950</u>
2. Participants	21	21	42
3. Evaluation	-	30	30
4. Commodities	136	174	310
5. Other Costs	<u>20</u>	<u>58</u>	<u>78</u>
GRAND TOTAL	623	1,787	2,410

B. GOL AND OTHER DONOR CONTRIBUTIONS

The GOL will provide office space and other forms of "in kind" contributions. The project will require facilities and personnel from Ministries of Agriculture, Education, Health and Local Government especially at the county and local levels. It is expected that the GOL contributions will meet the 25% requirement.

The content for the literacy and information materials will be contributed through existing projects supported by the World Bank, UNDP and UNESCO.

III. DEVELOPMENT OF PROJECT

July 1976	Approval of PID
July - August	Pre-project short-term training
August	Scope of work for Design Team (TDY assistance required)
August	Completion of Agriculture Sector Analysis
Aug.-Sept.	Design Team in field
October	PRP submission
April 1977	GOL completion of Grant conditions precedent (organizational)
July	PP submitted
December	Obligation

IV. ISSUES AND ASSUMPTIONS

This will be the most difficult of all the projects recommended by the Harvard team to implement. If the PID is approved there are several basic issues to resolve prior to beginning work on the PRP. It will be essential for the GOL to be deeply involved in drawing up the scope of work for the design team. Given the overlapping interministerial structure and lack of coordinating mechanisms and the fact that the U. S. contact with the parties involved has not been on a sustained basis but has had to depend on fairly brief meetings between officials of the MOE and our consultants and TDY Advisors, it is doubtful that the full implications of this proposal are appreciated by the parties who would be involved. Prior to the design team being put in the field more substantive dialogue at the technical and policy levels will need to occur to assure full understanding and commitment to the project. The Mission will need additional TDY or consultant assistance to conduct the technical side of the dialogue. Once the level of GOL commitment is assessed many important issues will need to be addressed by the Design Team to determine the viability of the project. They will include:

1. How realistic is it to expect an interministerial structure to be organized along the lines suggested to implement this proposal?
2. Will the substantive ministries be able or willing to provide staff to this new organization which because of the shortage of skilled people will mean sacrificing or foregoing some of their own programs?

3. Can the GOL afford to build, staff and pay for this type of organizational structure. How much will it cost?
4. Which ministry within the GOL will have lead responsibility for carrying out the project.
5. How will coordination between ministries be handled to avoid conflict, duplication and rivalry?
6. Is there sufficient relevant materials now existing or being developed by ongoing programs to meet the input requirements of this project or will they have to be specially developed? If they are to be developed by the project how much will this add to the cost and what effect will it have on the planned schedule?
7. This proposal emphasizes information transfer as the primary focus. The concept is fairly new, is not widely understood and many of the methodologies are still being developed. Would not a more simple and traditional literacy program be more suitable for Liberia's needs.

The MOE sees its role as largely that of providing the means to teach functional literacy to its people, and have expressed some concern about the implementation and coordination difficulties a non-formal education program could face. The Design Team will need to seriously explore the option of launching a national literacy program, assess its merits and chances of success and then compare it with the program identified in this document.

8. What is the GOL priority for this project? The number of development programs currently underway, their own and those sponsored by foreign donors are putting a strain on Liberia's human and financial resources. The team will need to assess the priority the GOL places on this sector vis-a-vis other sectors and the commitments it is willing to make to support this project during the period of U. S. assistance and beyond.

9. How compatible is the project with the 10-year Education Plan which has been adopted by the GOL as its charter for the Sector?

JUNE, 1976

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT IDENTIFICATION DOCUMENT FACESHEET TO BE COMPLETED BY ORIGINATING OFFICE	1. TRANSACTION CODE <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-right: 10px;">A</div> A = ADD C = CHANGE D = DELETE	PID 2. DOCUMENT CODE 1
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3. COUNTRY/ENTITY LIBERIA	4. DOCUMENT REVISION NUMBER <div style="border: 1px solid black; width: 40px; height: 20px; margin-left: auto;"></div>
5. PROJECT NUMBER (7 DIGITS) [669-0131]	6. BUREAU/OFFICE A. SYMBOL: AFR B. CODE: 06
7. PROJECT TITLE (MAXIMUM 40 CHARACTERS) IN-COUNTRY TRAINING FOR AGRICULTURAL WORKERS	

8. PROPOSED NEXT DOCUMENT A. <input type="checkbox"/> 2 = PRP B. DATE: 10/7/66 <input type="checkbox"/> 3 = PP	10. ESTIMATED COSTS (\$000 OR EQUIVALENT, \$1 =)
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FUNDING SOURCE		PAGE#
A. AID APPROPRIATED		3,800
B. OTHER U.S.	1.	
	2.	
C. HOST COUNTRY		1,267*
D. OTHER DONOR(S)		
TOTAL		5,067

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION

a. INITIAL FY [7 | 8] b. FINAL FY [8 | 2]

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY 77		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) EH	B 610	063		1,122		3,800	
(2)							
(3)							
(4)							
TOTAL							

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

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13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH) BR BS TNG	14. SECONDARY PURPOSE CODE
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15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)

Increased number of qualified agricultural personnel required to develop and improve the agricultural sector.

16. PROJECT PURPOSE (MAXIMUM 480 CHARACTERS)

Establish an in-country agricultural training capacity to develop and equip sub-professional agricultural workers required for the support of research, development, and technology delivery activities.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds)

Six man weeks of services each for:	1 Agricultural Education Consultant	\$12,938
at total estimated cost of \$33,200	1 Agricultural Technology Consultant	\$12,938
	1 Design Officer (AID)	\$ 3,662
	1 Engineer (AID)	\$ 3,662

18. ORIGINATING OFFICE CLEARANCE Signature: Title: Mission Director	19. DATE DOCUMENT RECEIVED 1: AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION MM DD YY
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Liberia

PROJECT IDENTIFICATION DOCUMENT

PROJECT TITLE: IN-COUNTRY TRAINING FOR AGRICULTURAL WORKERS

I. SUMMARY OF THE PROBLEM AND PROPOSED RESPONSE

A. BACKGROUND

The Liberian economy is comprised of two main sectors: (a) the modern export-oriented sector and (b) the traditional subsistence agricultural sector. Even segments of the modern export-oriented sector are closely tied to agriculture either in the sense of agricultural production or demand on the agricultural sector for labor and trained professional and subprofessional technicians. This demand will increase even more as Liberia moves forward in promoting plantation-type crops (oil palm, cocoa, coconut, coffee) production through small plantation development programs.

The traditional agricultural sector, to a great extent, consists of subsistence farmers who grow rice, cassava, and miscellaneous food crops, vegetables and fruits utilizing the traditional "slash and burn" system and multi-cropping. Only in recent years has there been a trend to grow cash crops such as coffee, cocoa, sugar cane, and oil palm. This change has taken place largely as a result of the

initiation of specific GOL programs but as yet has reached only a small portion of the estimated 150,000 traditional farm families. The GOL is making attempts to move the subsistence farmer to a modern/cash economy. While the GOL could use more capital resources, the dearth of professional and subprofessional agricultural personnel at the middle or project implementation level has been a major constraint and will become even more critical as the GOL expands its development activities in the agricultural sector.

The professional staff of the Ministry of Agriculture (MOA) is lacking in planning, administrative and technical supervisory personnel. While there is a need for more trained professional specialists for research, extension, tree crops, and the like, the real crunch is the lack of personnel at the subprofessional level. They are needed to service research, extension, co-operatives, tree crop, rural development, and the various development projects. Most of the relatively few incumbents are not trained to a level wherein they can properly function in their jobs. The net result is that the small subsistence farmers and even those within the special project area are not getting the assistance required to do a better job of farming.

Even such knowledge as is available does not reach out to the consumer (the farmer). Those resources that are available benefit the more modern farmer because he has the means to come to Monrovia and demand (and usually get) service. This compounds the situation by siphoning off the sparse talent from the most needy, the small subsistence farmer. The heart of the problem is the lack of trained subprofessionals. A more detailed analysis of the total agricultural manpower situation will be developed by the pending AID/GOL agricultural sector assessment.

B. U.S. ASSISTANCE PROPOSED

The Ministry of Agriculture has requested U.S. assistance for the development and launching of a program for training rural high school graduates in the fundamentals of agriculture relevant to Liberia's agricultural development potential and needs. Under the present educational system, rural youths graduate from high school totally unexposed to modern agricultural concepts. Few high school graduates return to agriculture after graduation. Armed with diplomas, they look askance at the unrewarding traditional agricultural sector.

The University of Liberia's College of Agriculture enrollment capacity is extremely low (30 per year) with an

average graduating class of 20 (5 general agriculture, 15 forestry). The University is not prepared nor able to provide training for subprofessionals.

The MOA has proposed that it establish a Technical Agricultural Workers Institute (TAWI) in the interior of the country.

Rural high school graduates or other qualified rural youth would be given two additional years of specialized practical classroom and field training in agriculture leading to a diploma in Agricultural Technology. Such persons would be trained to a level of competency in the agricultural arts required for research assistants, extension agents, field/project supervisors, etc.

Only through such an institute can Liberia meet its current and growing requirement for subprofessional agricultural workers. Present and future demands for such trained personnel will be fully defined upon completion of the agricultural manpower survey. The MOA now projects 60 as the number of diploma graduates per year who can be integrated into the agriculture system on a sustained basis. This number is considered well within the limits of available rural high school candidates and within the staff, management and financial resources of Liberia.

The Harvard Institute for International Development report "New Directions for Education and Training in Liberia:

a Preliminary Survey" dated January 30, 1976 identifies the need for vocational schools, a shift to intermediate skill level training, and training that will have a direct impact on the rural sector. The proposed activity fully meets these criteria.

C. PROJECT DESCRIPTION

1. THE SETTING:

The need for middle level trained agricultural personnel permeates the basic core of every agricultural development proposal under consideration by the Government of Liberia (GOL) and while not directly mentioned in the National Four Year Plan is an assumed requirement for the implementation of the Plan.

The Plan estimated that administrative, technical and skilled manpower requirements for new positions will amount to over 1700 personnel at various levels during the next 4 - 8 years for tree crops, integrated rural development, and commodity corporations. Illustratively, these needs are shown in the following tabulations, and do not include additions to the MOA's regular personnel, the concessions or other agencies that will be supportive to Liberia's agricultural development program.

Number of full time employees by
manpower class in 4 leading
tree crop areas

<u>Manpower Class</u>	<u>Oil Palm</u>	<u>Coffee</u>	<u>Cocoa</u>	<u>Coconut</u>	<u>Total</u>
Admin/Technical	39	12	16	33	100
Admin/Clerical	43	36	40	36	155
Professional/Techn	9	4	4	3	20
Subprofessional	9	8	8	6	31
Semi Skilled	66	48	52	66	<u>232</u>
					<u>538</u>

Projected demand for additional trained administrative and agricultural field personnel in six leading employment areas

Upper Lofa IRD	160
Upper Bong IRD	150
Nimba IRD	100
AGRIMECO	300
L.P.M.C.	100
Liberia Rubber	<u>350</u>
	1,160

2. THE PROJECT:

GOAL - increased number of qualified agricultural personnel required to develop and improve the agricultural sector.

PURPOSE - establish an in-country agricultural training

capacity to develop and equip subprofessional agricultural workers required for the support of research, development, and technology delivery activities.

The Education and Human Resources sector goal calls for improved effectiveness of learning activities and access of greater numbers of the poor to education and information. The Agriculture and Nutrition sector goal calls for a frontal attack on agriculture and rural poverty. Both are considered indispensable for Liberia's development now and for the decades to come.

The principal points of an action program in pursuit of the foregoing strategies should be:

- (a) improvement of the institutional structure to plan and carry out development projects more effectively;
- (b) provision of a package of measures - technology, extension, input supply, credit and marketing - to the traditional as well as the emerging semi-modern farmers in order to raise their level of productivity; and
- (c) improve the access of greater numbers of the poor to educational training and information.

Through emphasis on the quantity and quality of subprofessional agricultural workers, the rural population (largely

composed of small farmers) will directly benefit from increased exposure to improved technology and the education relevant to their needs and way of livelihood.

Under this project (a) the present dearth of trained subprofessional agricultural workers will be alleviated; (b) the implementation of MOA development projects will be accelerated; (c) the development of supporting research and the development of technology packages for the small farmer will be facilitated; (d) the small farmer will receive direct benefits from improved technology, communications, education and participation through a more effective delivery system.

It is planned to initiate the project at the earliest date possible in FY'78 (or before) and carry through to the project's completion by the close of FY'82. The U.S. input would take the form of advisors; short-term consultants; participant training grants (degree and non-degree training in the U.S. and third country); commodity support; grant funds for initial engineering costs relative to the construction of physical facilities (dormitories, classrooms, staff housing, water and power facilities); and transport, housing, and support costs for U.S. advisors and short-term consultants, as follows-

U.S. Input Summary

	FY					
	78	79	80	81	82	
1. Contract Technical Services (mm)						
a. Agr Training Center Development and Administr- ation Specialist	12	12	12	12	10	
b. General Agronomy Instructor	6	12	12	-	-	
c. Tree and Specialized Crops Instructor	6	12	12	6	-	
d. Agricultural Economics/ Institution Instructor	6	12	12	-	-	
e. Extension/Communications/ Information Instructor	6	12	12	6	-	
f. Agricultural Engineering Instructor	-	12	12	12	-	
	(42)	(72)	(72)	(36)	(10)	(232)
2. Contract Consultants (mm)	6	4	4	4	6	(24)
3. Participant Training (#/yr)						
a. Degree (MS)	6	3	3	3	-	(15)
b. Practical/non-degree (3-4 months)	4	4	2	2	-	(12)
	(10)	(7)	(5)	(5)	-	(27)
4. Project Evaluation	-	-	X	-	X	(1)
(3 mm 1st quarter FY80 and 3 mm 1st quarter FY82)						
5. Commodities (\$000)						
a. Vehicles (U.S. Tech) and supplies and replacements	60	-	40	-	-	(100)
b. Training equipment and supplies	100	50	70	30	-	(250)
	(100)	(50)	(110)	(30)	-	(350)

6. Other Costs (\$000)	25	30	30	15	10	(110)
7. Center Pre-construction support cost * (\$000)	200	-	-	-	-	(200)

* It is assumed MOA will require external assistance in the construction of physical facilities and procurement of teaching and support equipment. The MOA is considering including construction of this facility under the existing (LOFA IRD) and potential (Bong) loan arrangements. Firm commitment to construct this facility would be a pre-condition to the implementing of this project.

GOL Input Summary

GOL input in support of this activity will include land and facilities at the Central Agricultural Experimental Station (CAES) at Suakoko in Bong County, staff, operating budget, and make a major contribution to the construction of the facilities. It is expected that this contribution will meet or exceed the 25 percent host country contribution level and will in addition encourage the assistance of other external donors in support of this program. The MOA will provide the central coordination functions necessary for multi-donor support.

D. EXPECTED END-OF-PROJECT OUTPUTS

The end-of-project outputs resulting from this collaborative effort are expected to result in the development of a:

1. Technical Agricultural Workers' Institute (TAWI)

The construction of the physical plant (classroom-offices-laboratory building, dormitory-cafeteria-recreation building, faculty housing units, and power and water facilities will be a pre-condition for implementation of this project) is considered to be a related output. The plant will meet the requirements for a staff of 15 and a student body of 120 (60 starting each year for 2 year cycle) constructed on the grounds of the Central Agricultural Experimental Station (CAES), Suakoko, Bong County. The proposed location was selected because of its central country location, access to primary road and communications, availability of land resources under control of MOA, opportunity to utilize existing professional staff, and appropriateness of facilities for carrying out a mix of classroom/field application study.

2. Two Year Curriculum

A two-year curriculum leading to a diploma in Agricultural Technology will be developed to meet Liberia's current and changing needs for developing the agricultural sector. The curriculum will be structured to include both classroom and work participation (field application) segments. It is proposed that the basic curriculum emphasize

(a) soil management and fertility; (b) principles of cereal (rice) and food crops (cassava, pulses) production; (c) tree crop production (coconut, oil palm, coffee, cocoa); (d) fruit and vegetable production; (e) production economics and management; and (f) communications and information.

Supplementary work might include (a) cooperative development and management; (b) intermediate technology; (c) inland fisheries; and (d) animal and fowl production.

The curriculum will be designed to produce in two years, through a mix of classroom and field practice, agricultural generalists sufficiently versed in the basic skills to enable them to function as MOA research assistants, extension agents, and assistant project managers. Diploma graduates would be sufficiently trained in the basics to qualify for specialized training, i.e. soil survey and classification or enter BS training in agriculture. The private sector would absorb part of each class as farm managers, or as farmers themselves.

3. Trained Liberian Administrative and Teaching Staff

Liberianization of the staff will be accomplished as rapidly as possible through the initial hiring of trained personnel or use of participant-training (degree and short-term) grants in U.S. or African institutions. On-the-job training under U.S. contract teacher/advisors will

be used extensively as a first preference in developing the Liberian staff. Training grants for up to 20 persons would be required during the initial five-year project period.

4. Sustained yearly graduation of Diploma Agricultural Generalists

Candidates for this co-educational institution will come from the graduates of high schools throughout the country. Liberia is divided into nine political units (counties). Each county would be represented by not less than five and no more than ten candidates in each entering class of sixty students.

Within the project time frame it is expected that the first class of sixty will graduate in year three with a sustained level of sixty graduates per year thereafter. Project years one and two will be required for facility construction, curriculum development, and staff recruitment and initial on-the-job training.

II. FINANCIAL REQUIREMENTS AND PLANS

A. <u>U.S. ASSISTANCE (\$000)</u>	<u>FY78</u>	<u>79/80/81/82</u>	<u>Total</u>
Technicians			
long term	600	1900	2500
Consultants	62	200	262
Participants	75	273	348
Evaluation	-	30	30

Commodities	160	190	350
Pre-construction support costs	200	-	200
Other Costs	<u>25</u>	<u>85</u>	<u>110</u>
	1122	2678	3800

B. OTHER SOURCES OF ASSISTANCE

A major consideration for the successful implementation of the jointly funded (IBRD/AID/GOL) Upper Lofa County Integrated Rural Development Project and the proposed Upper Bong County Integrated Rural Development Project is the development of mid-level agricultural/rural development personnel. These projects should be considered as potential sources of assistance and support to this project. The Lofa County IRD loan provides for the construction of one dormitory. The MOA plans on putting this at Suakoko and has expressed an interest in having the balance of the plant financed under the proposed Bong IRD loan.

III. DEVELOPMENT OF THE PROJECT - TIME TABLE

PID approval	July '76
Design team (possible Title XII) in country and PRP completed	Sept '76
PRP submitted to AID/W and approved	Oct '76
PP submitted (including draft PIO/T)	Jan '77
PP approved	Feb '77
Contractor selection initiated basis draft PIO/T	April '77

Contractor selected (conditional)	June '77
Pre-contractor visit	July '77
PRO/AG and PIO/T signed	Oct. '77
Contract signed and first members contract team arrive	Nov. '77

The assistance of a design team will be required for the development of the PRP/PP. Under the present terms of reference it is suggested that the design team consist of members of the potential contractor (as per Policy Determination - "Use of Collaborative Assistance Method for AID Direct Contracts for Technical assistance" dated January 16, 1976), AID/W (AFR/DS, Engineering) and USAID/L. Consideration should be given to the selection of non-AID members based on prior affiliations with AID in the successful development of non-degree agricultural training institutions, knowledge of tropical agriculture, capability to field directly affiliated staff members during implementation, and the desire for developing a continued (past life of project) association with Liberia and TAWI.

IV. ISSUES AND ASSUMPTIONS

Several issues of paramount importance need resolving. In addition, it is assumed that during the PID review, other issues will be brought forward for further consideration

during the development of the PRP and PP.

At this stage the following issues and assumptions are noted:

1. The validity of establishing a non-formal training institution outside of the traditional educational network of the Ministry of Education. The special needs of the MOA, the present Ministry of Education, commitment to traditional education, the dearth of graduates from the University of Liberia, College of Agriculture, and the sustained available job market for two-year diploma agricultural generalists appear to support the development of TAWI outside the traditional system.
2. The availability of GOL resources in support of the development of TAWI give rise to questions. Can resources from Upper Lofa County Integrated Rural Development and the Proposed Bong County Project be used to support TAWI's development? Each project has a requirement for such two-year generalists and each identify resources for training. How can these programs be carried out to complement each other?

3. What is the GOL capacity to absorb and retain on its rolls such graduates of TAWI? Will a two-year diploma be recognized as an accomplishment?

Present indications are that these questions would be answered in the affirmative. This will be more fully answered upon completion of an agricultural manpower survey.

4. The GOL and/or other donor(s) and/or AID will provide funds for the construction of the TAWI facilities.

June 1976

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT IDENTIFICATION DOCUMENT FACESHEET TO BE COMPLETED BY ORIGINATING OFFICE	1. TRANSACTION CODE <input checked="" type="checkbox"/> A = ADD <input type="checkbox"/> C = CHANGE <input type="checkbox"/> D = DELETE	PID 2. DOCUMENT CODE 1
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3. COUNTRY/ENTITY LIBERIA	4. DOCUMENT REVISION NUMBER <input type="text"/>
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5. PROJECT NUMBER (7 DIGITS) <input type="text" value="669-0132"/>	6. BUREAU/OFFICE A. SYMBOL: AFR B. CODE: 06	7. PROJECT TITLE (MAXIMUM 40 CHARACTERS) <input type="text" value="INCREASING REVENUE FOR DEVELOPMENT"/>
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8. PROPOSED NEXT DOCUMENT A. <input type="checkbox"/> 2 = PRP <input type="checkbox"/> 3 = PP B. DATE: MM YY 1 0 7 16	10. ESTIMATED COSTS (\$000 OR EQUIVALENT, \$1 =)
---	--

FUNDING SOURCE		WAB5E8F
A. AID APPROPRIATED		3,118
B. OTHER U.S.	1.	1,038*
	2.	
C. HOST COUNTRY		1,038*
D. OTHER DONOR(S)		
TOTAL		4,156

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION	
a. INITIAL FY <input type="text" value="78"/>	b. FINAL FY <input type="text" value="82"/>

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000)							
A. APPRO-RIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY <u>78</u>		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) EH	B 659	721		690		3,118	
(2)							
(3)							
(4)							
		TOTAL					

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

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13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH)				14. SECONDARY PURPOSE CODE
BR	BL	BF	BU	

15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)

Increased resource flows to the rural poor.

16. PROJECT PURPOSE (MAXIMUM 480 CHARACTERS)

To create and train government units to increase revenues for development

17. PLANNING RESOURCE REQUIREMENTS (staff/funds) Two man-months of services each for: At a total estimated cost of : \$	Design Officer (AID) - \$ 2,956 Bank/Financial Manager Expert - \$15,094 Income Tax Expert (IRS) - \$15,094 Real Estate Tax Expert - \$15,094
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18. ORIGINATING OFFICE CLEARANCE Signature: Title: Mission Director	19. DATE DOCUMENT RECEIVED OR FOR AID/W DOCUMENTS. DATE OF DISTRIBUTION MM DD YY
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PROJECT IDENTIFICATION DOCUMENT

PROJECT TITLE: INCREASING REVENUE FOR DEVELOPMENT

I. SUMMARY OF THE PROBLEM AND PROPOSED RESPONSE

A. BACKGROUND

The Liberian Government, with an annual budget of approximately \$126 million, suffers from a financial resource gap. Not only is there a shortage of skilled manpower, the absorptive capacity of Liberia exceeds its ability to fund useful projects. There is a great dependence on external resources, both human and financial, to keep the pace of development at its present level.

The development budget for the Four Year Plan starting 1976 calls for investment of \$415 million. Of this amount, \$158 million is expected to be provided from government revenues and the remainder from foreign assistance. Foreign assistance is not entirely concessional, with the result that down stream costs to Liberia are potentially great. Having emerged recently (1968-72) from a financial crisis in which the nation was unable to meet recurrent debt servicing obligations, Liberia is quite sensitive to over extending its dependence on suppliers' and concessional credit.

Present resource flows to the government are hampered by an inability to properly enforce existing statutes and achieve the breadth and depth of resource tapping common in most countries experiencing self-financed growth. The GOL tax revenues have amounted to between 11 and 13%

of the GDP for the past three years in contrast to the 22% level which a country maximizing all resources for development would achieve

The revenue shortfall results from several factors. First, although the concessions provide the 19% of tax revenues, Liberia is also dependent on state enterprises for approximately 4% of their recurrent income. These state enterprises have been poorly managed in the past and are costly to run. Several are actually experiencing a loss. This is an area where help is needed and desired but one which the USAID believes is not well suited for the types of assistance the U.S. can provide under its bilateral program. Second, the Liberian real property tax environment is outdated. The present system is based on taxation of improvements to land which is a disincentive to optimum development. The ground work has been laid for a revision of this aspect of revenue production to a site/building and eventually a building based tax system but implementation is not possible without high level expertise. Training of Liberians in valuation and collective skills as well as a system of controls built on experience is essential. Present revenues from real estate taxes have risen (excluding lease tax) in the past three years from \$540,000 to \$1.2 million. Projections indicate that revenues could be increased gradually to between 10 and 15% of national revenues over the next four or five years with intensive enforcement of a revised real estate tax system. This estimate is conservative. Singapore provides 27% of its government budget from real estate taxes based on land improvements. Liberia presently meets 1-2% of the budget from this source but the projections estimate that

4% could be returned over the next few years. Savings to the government would occur as a result of more concentrated development in suburban areas which necessitates installation of new costly services.

Seventy percent of Liberia's GNP results from the rubber, timber and iron ore extracting enclave economy. Funds earned from these activities flow from Liberia to banks and institutions in western Europe and the U.S. where they are invested in normal money and capital market instruments. Thus, the growth producing benefits of an indigenous supply of capital, both long- and short-term, are missing. The existence of an organized and well managed Liberian money and capital market would induce the enclave industries to keep their funds in Liberia rather than repatriate them, further reducing budgetary pressures. Liberia is a country which allows free convertibility of currency and is politically stable. These are two essential factors for the creation of an indigenous money or capital market. At present the skills necessary to launch such an operation are not present; however, the potential managers exist. This is a third area where Liberia may be able to increase its capacity to finance its own development.

Fourth, USAID currently is funding a two year project which consists of one income tax advisor working with the Income Tax Division of the Ministry of Finance. This technical assistance project which appears to have been successful is scheduled for phase-out in March, 1977.

During the time this project has been active the U.S. income tax advisor has found the Ministry responsive and reactive to advice. Income

tax revenue collections have risen and there is every reason to believe that the excellent response of the Ministry to this effort would be generalized to other U.S. assistance. The fact that the government has informally requested assistance to ameliorate the resource gaps through self-help measures in the three areas noted above is a further justification for assistance to the MOF.

The new Four Year Plan is pointed mainly at the rural poor. The probability of achieving the goals set out in the plan is directly tied to the availability of financial resources and the ability to minimize less than optimum investments such as needless expansion of infrastructure. The assistance proposed below is intended to expand the resource base by reducing non-optimal expenditures, increasing revenues through revised taxation procedures and providing new sources of funds to the GOL at a fair cost. To the extent that the Four Year Plan is directed at the rural poor, they will benefit by the increased probability of implementation of projects intended to better their lot.

B. PROPOSED U.S. ASSISTANCE

The proposed response to the resource gap will be to provide high level expertise and/or training to the Ministry of Finance to assist in the following areas:

1. Two Real Estate Tax Advisors (Generalists). A cadre of assessors with a reasonable theoretical background exists. Legislation has been drafted which would allow both urban and rural real estate revenues to be significantly increased.

2. One Income Tax Advisor (Generalist). The present AID-funded Tax Administration project has, in cooperation with MOF officials, identified key problem areas in the MOF Income Tax Division. The problem areas, which include management, organization, staffing, audit and equipment needs are starting to be dealt with and increased revenue collections are evidence that progress is being made. However, much more needs to be done especially in the management, collection, audit and manpower development areas. This portion of the assistance package to the MOF, in addition to the services of the Advisor, would consist of short-term courses in specialized fields such as accounting, audit, etc. The courses would be prepared and provided through TDY assistance by professionals in their particular field of expertise, the courses would generally be limited to 3-4 weeks of training in the MOF and the Income Tax Advisor (Generalist) would provide the carry-through for continuing on-the-job training after completion. This type of training has been used in the present project and both the Tax Administration Advisor and MOF officials are enthused with the results. Additionally, short-term training in the U.S. and a small amount of specialized tax administration equipment would be purchased for the MOF.

3. One Money and Capital Markets Advisor. At present there is no provision within the Ministry of Finance to deal with the money and capital markets. The potential of this area remains unexplored. GOL interest in tapping these resources has been demonstrated by their nomination of three high level officials to attend a special AID seminar. Follow-up in the form of assistance in creating a section to organize and launch a money and capital market operation will be rendered.

C. PROJECT DESCRIPTION

The Ministry of Finance is the key Ministry in revenue raising. With the assistance of the Bureau of the Budget, fiscal integrity has been reinstalled over the past five years. Budgeting and planning have been institutionalized and a solid base for revenue raising activities is in place.

The Real Estate Tax Division will expand its personnel to cover rural valuation and re-valuation of Monrovia. Up-to-date files and revised guidelines are being established to allow expeditious implementation of a new tax system. Political muscle has been added to this sensitive area by the personal performance of President Tolbert who has paid a real estate tax bill 20 times its former size with attendant publicity.

The Income Tax Division will continue to pursue its goal of increased compliance by the taxpayers. This will be accomplished through better management techniques which include more and better trained personnel,

establishing correct taxpayer files, better audit techniques and necessary equipment for the offices of the Division.

The setting for the money and capital market aspects of the Ministry's activities is as yet unformed. However, it is anticipated that a unit will be sited in the office of the Deputy Minister with close liaison with the Bank of Liberia. A small unit of highly qualified lawyers and bankers would manage these activities

1. THE PROJECT

GOAL - increased resource flows to the rural poor

PURPOSE - create and train government units to increase revenues for development.

Relation between Purpose and Goal - any activity directed at the rural poor must be paid for. One of Liberia's major constraints is inability to fund its out-reach programs and maintain the level of activity in past development activities. While earlier there has been a lack of planning, it is now clear that a lack of finance is a major constraint. Section 105 of the FAA recognizes that an important input to developing countries is assistance to improved public administration. This project will create a capability to raise revenue collections which can then be directed to the rural poor. Extensive planning, studies and data are useless without the money to pay for results of these efforts. At present, AID is assisting in planning activities in the Health and Agriculture Sectors. The extent to which the outputs of these activities will be able to "make a

difference" depends largely on the GOL's ability to fund the recommendations made. This project purpose addresses this gap.

2. <u>U.S. INPUT SUMMARY</u>	<u>78</u>	<u>79</u>	<u>80</u>	<u>81</u>	<u>82</u>
A. Contract/PASA Technical Services (MM)					
Tax					
1. Real Estate/Advisors (2)	24	24	24	24	24
2. Income Tax Advisor (1)	12	12	12	12	12
3. Capital/Money Market Advisor (1)	12	12	12	12	12
4. Short-term Consultants	11	11	11	11	11
B. Participants Training (no. of participants)					
Non-academic	6	10	3	2	-0-
C. Commodities (\$000)	30	-0-	15	-0-	-0-
D. Other Costs (\$000)	10	5	5	5	-0-
Evaluation		15			15

3. GOL INPUT SUMMARY

GOL support for the project will include operating budget, facilities, locally procured supplies and staff. Computer facilities will be made available to support the project and the use of the GOL training facilities will be considered as part of their required 25% contribution of total project costs.

D. EXPECTED END OF PROJECT OUTPUTS

1. Real estate tax revenues increased by 100% over three year period.
2. Site-based real estate tax installed nation-wide.
3. Income tax receipts continue increasing by 15% yearly.
4. A money market producing \$2 million in short-term funds for use in rural credit and other government activities in year two.
5. A capacity to tap developed countries' capital markets and provide government obligations of integrity to Liberian concessionaries as well as other potential investors.

LIBERIA--INCREASING REVENUE FOR DEVELOPMENT

II. <u>FINANCIAL REQUIREMENTS</u>	<u>78</u>	<u>79</u>	<u>80</u>	<u>81</u>	<u>82</u>	FY <u>79-82</u>	TOTAL <u>ALL YEARS</u>
A. U.S. Assistance (\$000)							
1. Technicians							
a. Long-term							
PASA	343	277	283	308	348	1,216	1,559
Cont.	159	141	145	154	169	609	768
b. Short-term							
Cont.	<u>106</u>	<u>113</u>	<u>116</u>	<u>119</u>	<u>125</u>	<u>473</u>	<u>579</u>
	608	531	544	581	642	2,298	2,905
2. Participants	42	70	-	-	-	70	112
3. Commodities	30	-0-	15	-	-	15	45
4. Other Costs	<u>10</u>	<u>20</u>	<u>5</u>	<u>5</u>	<u>15</u>	<u>45</u>	<u>55</u>
TOTAL	690	621	564	586	655	2,428	3,118

B. Other Donor Involvement

The UNDP will wind up its assistance to the Real Estate Tax Division in December, 1976. This assistance formed and trained the Division; second phase of implementation to increased revenues will be undertaken with U.S. assistance.

The International Executive Service Corps (IESC) will provide an expert to assist in organization of the Corporate Controller. This advice will include extensive analysis of the reorganization needed. High level officials of the Ministry of Planning, Ministry of Finance and the Liberian Bank for Development and Investment are attending a seminar in the U.S. on money and capital markets. The frame of reference provided by this training will be of value in the design of the money and capital market element of this project.

UNDP intends to continue assistance to the Concession Secretariat which negotiates relations between the GOL and certain corporations doing business in Liberia. Close cooperation between this unit and the proposed capital market unit will allow a smooth start-up for the money and capital activities to be undertaken by this project.

The UK Government has several advisors in the Ministry spread throughout the various divisions. They will continue to train their counterparts during the project period. An IMF advisor has been working with the Ministry since the financial crisis of the late 60's. He is expected to leave at the end of 1976, having helped install good management practices at the top level of Ministry decision-making.

III. DEVELOPMENT OF THE PROJECT

- | | |
|---------------|--|
| June 1976 | - PID submission |
| June | - Pre-project training for three government officials in capital markets |
| August | - Design team assistance (person months)
Real Estate Tax Expert
Bank/Financial Manager Expert
Income Tax Expert (IRS)
Design Officer (AID) |
| October | - PRP submission |
| November | - Approval of PRP |
| February 1977 | - Financial project design - up to three person months expertise depending on requirements resulting from PRP review |
| April | - Legal advice on capital/money market legislation |
| May | - Submission of PP |

June	- Approval of PP
August	- Agreement signed
January 1978	- Implementation starts

An evaluation of the Tax Administration project prior to the PRP will be undertaken to provide guidance for that portion of the project. A projection of potential revenue increase will be the deciding factor.

IV. ISSUES AND ASSUMPTIONS (for resolution before PP stage)

1. Are counterparts available who are sufficiently qualified to absorb the sophisticated advice which will be rendered? It is understood that some counterparts are available in the Real Estate Division and there are a number of well qualified people in the income tax area. A major commitment of high level talent will be needed for the Capital/Money Market Division. Names, qualifications and salary levels must be provided prior to PP finalization.

2. Will legislation exist to allow the assistance to be effective? Legislation to change the real estate laws is drafted and expected to be passed during the next legislative session. Laws governing money and capital market operations and providing for guaranties thereto require drafting and promulgation during the first year of the project. There is an 18 month period for this and pre-project assistance by a legal expert is a strong possibility. Sec. 611 (a) of the FAA would be invoked.

3. Will additional revenues generated reach the rural poor?

It is assumed that the implementation of the government's rurally based development plan will mean more resources will begin to flow to the rural areas to finance projects which are aimed at reaching the poor. It is also anticipated that non-economic investment in urban infrastructure can be reduced by the revised real estate tax procedures thus freeing funds for rural usage.

4. Will Liberian obligations be marketable in developed countries and with the concessions? Past experience (Nigeria, Tunisia, Singapore, Thailand) shows that money instruments of LDC's are marketable so long as political stability and budgetary integrity exist. Advantage to concessions are that pressure by the GOL for increased taxes would be reduced through reduced pressure on revenue collection and the existence of attractive earning instruments for these funds.

June, 1976

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT IDENTIFICATION DOCUMENT FACESHEET
 TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE
 A A = ADD
 C C = CHANGE
 D D = DELETE

PID
 2. DOCUMENT CODE 1

3. COUNTRY/ENTITY
 LIBERIA

4. DOCUMENT REVISION NUMBER

5. PROJECT NUMBER (7 DIGITS)
 669-0133

6. BUREAU/OFFICE
 A. SYMBOL AFR B. CODE 06

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS)
 FARMER INFORMATION AND TRAINING CENTERS

8. PROPOSED NEXT DOCUMENT
 A. 2 2 = PRP
 3 3 = PP B. DATE 10/7/6

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
 a. INITIAL FY 7/7 b. FINAL FY 8/1

10. ESTIMATED COSTS (\$000 OR EQUIVALENT, \$1 =)

FUNDING SOURCE		PAGE OF
A. AID APPROPRIATED		2,300
B. OTHER U.S.	1.	
	2.	
C. HOST COUNTRY		767
D. OTHER DONOR(S)		
TOTAL		3,067

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY 77		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) FN	B 189	109		251		2,300	
(2)							
(3)							
(4)							
		TOTAL					

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH)
 BS

14. SECONDARY PURPOSE CODE

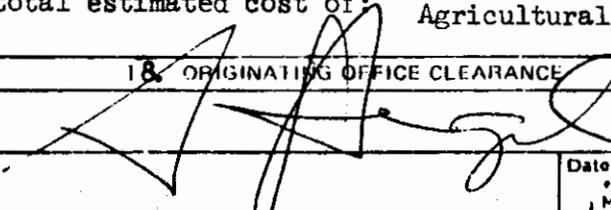
15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)
 Increased agricultural productivity and economic benefit to the small farmer.

16. PROJECT PURPOSE (MAXIMUM 480 CHARACTERS)
 Develop a system to enable the GOL to communicate agricultural information and impart knowledge of new farming techniques to the small farmers.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds)
 One man month service for:
 At a total estimated cost of:

Design Officer (AID)	- \$2,055
Agricultural Extension/Admin. Specialist	- \$8,194
Agricultural Information Specialist	- \$8,194

18. ORIGINATING OFFICE CLEARANCE

Signature: 

Title: Mission Director

Date Signed: MM DD YY

19. DATE DOCUMENT RECEIVED 1:
 AID/W, OR FOR AID/W DOCUMENTS.
 DATE OF DISTRIBUTION

MM DD YY

Liberia

PROJECT IDENTIFICATION DOCUMENT

PROJECT TITLE: FARMER INFORMATION AND TRAINING CENTERS

I. SUMMARY OF THE PROBLEM AND PROPOSED RESPONSE

A. BACKGROUND

The Liberian economy is comprised of two main sectors: (a) the modern export-oriented sector and (b) the traditional subsistence agricultural sector. Even segments of the modern export-oriented sector are closely tied to agriculture either in the sense of agricultural production or reliance on the agricultural sector for labor and trained professional and sub-professional technicians. This demand will increase even as Liberia moves forward in promoting plantation-type crop (oil palm, cocoa, coconut, and coffee) production through small plantation development programs.

The traditional agricultural sector, to a great extent, consists of subsistence farmers who grow rice, cassava, and other miscellaneous food crops, vegetables and fruits utilizing the "slash and burn" system and multi-cropping. Only in recent years has there been a trend to grow cash crops such as coffee, cocoa, sugar cane, and oil palm. This change has taken place largely as a result of the initiation of specific GOL programs.

While the per capita GDP is approximately \$286, this figure has a high upward bias as the concessional and modern sector accounts for approximately 90 percent of the total GDP. The traditional sector accounts for approximately 60 percent of the population, thus their per capita contribution to the GDP amounts to only \$68.

President William R. Tolbert, Jr. in his introductory remarks to the Government's Four-Year Plan stated, "In a developing economy such as Liberia's, the problems of poverty, ignorance and disease are so striking and the viciousness of the "poverty trap" so staggering that the mere pursuit of the objective of survival seems to be a way of life for the majority of a people of low productivity, low per capita income, low savings and investment and meager enterprise". In calling for a dynamic national strategy to create an equitable society, the President has singled out agriculture and rural development as prime targets for major government efforts to assist the rural poor to achieve a more meaningful standard of living.

Past and present GOL efforts to develop the rural sector has evolved into a pattern of creating special projects directed toward involving the small farmer in specialized production programs. While moderately successful in terms of increased production of specialized export crops and rice, the programs have not benefited the mass of small farmers. It is estimated that only 30,000 subsistence level farm families out of some 150,000 will be reached by the various programs.

The special projects approach has led to the proliferation of new organizations as each activity developed. This trend is expected to continue unless and until there is a major policy change and organizational realignment.

Under the present system the Ministry of Agriculture (MOA) has direct and indirect responsibility for numerous agricultural and rural development programs. In addition to its own organization resources, the Ministry of Agriculture has a number of parastatal agencies through which direct assistance to the traditional farmer is provided. These agencies include the Liberian Produce Marketing Corporation (LPNC), the Agricultural Mechanization Company (AGRIMECO), The Liberian Palm Production Company (LPFC), and the Liberian Coffee and Cocoa Corporation.

The increased emphasis on rural development has ~~so~~ will lead to the formation of Project Management Units (PMU's) for the Upper Lofa County Integrated Rural Development Project (IBRS/AID funded), Upper Bong County Integrated Rural Development Project (IBRD/AID proposed funding), and the Nimba County Integrated Rural Development Project (FRG proposed funding).

This rapid increase both in terms of programs and organizations requires an effective and extensive system of information and communications (within organizations - between organizations - organization to the farmer) if these programs are to function in an coordinated and integrated manner. The Minister of Agriculture views the lack of such a system as a major constraint in the development of the sector and the individual programs.

B. U.S. ASSISTANCE PROPOSED

The Ministry of Agriculture has requested U.S. assistance in developing and launching an effective farmer information and training program including the following distinct but interrelated sub-activities:

1. Development of an effective radio-telephone communications system within the Ministry of Agriculture and between the agencies involved with agricultural development.
2. Development of an effective agricultural information preparation/dissemination unit within the Ministry of Agriculture.
3. Development of "Farmer Training Centers" throughout Liberia's nine counties.

The merits for the development of an effective communications system, an effective agricultural information system and the need for exposing the traditional farmer to improved technology through demonstration and training are accepted in principle if not in the exact form of the Ministry of Agriculture proposal.

After considering the issues and examining the assumptions which are listed in Section IV of this document, the Mission has identified a project it feels can be supported with U.S. assistance and will achieve most of the important objectives sought by the Ministry. The following project proposal is a modified and somewhat scaled down approach to solving the problems singled out by the Ministry of Agriculture as the most critical areas needing the most urgent attention.

C. PROJECT DESCRIPTION

1. THE SETTING:

The Ministry of Agriculture's proposed approach to improve communications so as to reach the small farmer both inside and outside of the special project areas is (a) the development of an effective radio-telephone communications network, (b) upgrade the Agricultural Information Unit, and (c) establish farmer training centers in the different regions of Liberia.

The lack of an effective communication system within the Ministry of Agriculture and between the agencies and the farmers undermines the Ministry's programs and contributes to the farmer's lack of acceptance of these programs and the adoption of technological inputs. There is a critical need for adequate logistic support, now lacking for almost every field program in which the Ministry is currently involved. Inadequate logistic support to field staff can largely be laid to a lack of communications. One Ministry of Agriculture estimate goes as far as claiming that this alone contributes to more than 50 percent in the effectiveness of field personnel. While the percentage calculation might be challenged the point remains valid.

A small and only partially effective Agricultural Information Unit further contributes to the problem. The major portion of the agricultural information program consists of twice daily radio programs discussing improved technology. It is reported that the broadcasts can be heard in all

parts of the country. It is reported also that there is at least one radio in each village. The broadcasts are largely the efforts of one man, the director of the Agricultural Information Unit. The GOL is anxious to build an effective unit which will be responsible for (a) informing the majority of farmers about the government programs, (b) creating a favorable attitude toward rural living on the part of the rural youth in an effort to stem the tide of migration to the urban centers, (c) preparation and dissemination of new and improved technological advances in agriculture, and (d) the dissemination of marketing and commodity price information. Because of present budget and manpower constraints new approaches will be required to achieve these objectives. The Ministry clearly recognizes that there is no way it can handle either the funding nor the support of an additional 2750 extension personnel to properly extend technical assistance to the 110,000 farm families currently not serviced.

The Ministry of Agriculture's concept of farmer training centers is that of locating centers at cooperatives or selected villages which best serve the greatest number of villages or farmers and to provide short-term specialized training to selected farmers who would return to their respective villages and serve as ex-officio extension agents among their peers.

2. THE PROJECT

GOAL - increased agricultural productivity and economic benefit to the small farmer.

PURPOSE - develop a system to enable the GOL to communicate agricultural information and impart knowledge of new farming techniques to the small farmers.

The USAID's reaction to the Ministry of Agriculture's request for assistance is positive but it is suggested that the proposed project be implemented in two phases over a five-year period (FY 77 - 81). The implementation of phase II contingent upon the findings and progress of phase I. Phase I (FY 77 - 78) would (a) assist the Ministry of Agriculture assess its requirements for an integrated communications, information, and farmer training system, (b) design a radio-telephone system, identify components and cost; (c) assist in the development of an agricultural information unit; and (d) design the second phase of the project which would provide technical assistance to help the Ministry of Agriculture make their communications system and agriculture information unit operational. Support for the development of farmer training centers would also be considered.

U.S. inputs in both phases will take the form of advisors; short-term consultants; participant training grants (degree and non-degree training in the U.S. and third countries; and commodity support.

U.S. Input Summary

	<u>Phase I</u>		<u>Phase II</u>		
	77	78	FY 79	80	81
1. Contract Technical Services (mm)					
a. Extension Planning/administration Specialist	4	12	12	12	8
b. Agricultural Information Specialist	4	12	12	12	8
c. Farmer Training Specialist	-	-	12	12	12
	(8)	(24)	(36)	(36)	(28)
					(132)

	<u>77</u>	<u>78</u>	<u>79</u>	<u>80</u>	<u>81</u>	
2. Contract Consultants (mm)						
a. Information/Training Centers	2	4	4	4	2	(16)
b. Communications network design*	<u>-</u>	<u>6</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(6)</u>
	(2)	(10)	(4)	(4)	(2)	(22)
3. Participant Training (#/yr)						
a. Degree (MS)	2	2	1	1	-	(6)
b. Practical/non-degree	<u>-</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>-</u>	<u>(12)</u>
	(2)	(6)	(5)	(5)	-	(18)
4. Project Evaluation						
(3mm 3rd quarter FY 78,	-	x	-	-	x	(2)
3mm 2nd quarter FY 81)						
5. Commodities (\$000)						
a. Vehicles (U.S. Tech.)	20	-	10	-	-	(30)
b. Agril. Info. equipment & supplies	20	50	30	10	-	(110)
c. Training center supplies	<u>-</u>	<u>-</u>	<u>50</u>	<u>50</u>	<u>-</u>	<u>(100)</u>
	(40)	(50)	(90)	(60)	-	(240)
6. Other costs (\$000)	5	5	10	10	5	(35)

*This to be implemented only on assurance GOL prepared to utilize design and capable of purchasing equipment.

GOL Input Summary

GOL support for the information unit will include operating budget, facilities, locally procured supplies, and staff. The GOL will meet all development costs for the clearing, construction, and operations of all farmer training centers in addition to staff and support and operating expenses.

Local costs for staff, purchase, installation, maintenance, and operational costs for the communications network will also be met by the GOL i.e. MOA, AGRIMECO, LPMC. It is expected that the total GOL contribution will well exceed the 25 percent minimum mandatory contribution requirement.

D. EXPECTED END-OF-PROJECT OUTPUTS

Phase I

1. A single, uniform plan for the extension and dissemination of agricultural information and technology.
2. A reorganized and functional agricultural information unit.
3. A design for an integrated radio-telephone network.

Phase II

1. All farmers (directly or indirectly) having access to:
 - a. Current information on GOL development plans,
 - b. Improved farming technology, and
 - c. Current market and commodity price information.
2. Research results translated into a useful form.
3. Key farmers (ex-officio extension agents) trained and serving within their villages.
4. Effective communication network in operation.

II. FINANCIAL REQUIREMENTS

A. U.S. ASSISTANCE (\$000)

	<u>Phase I</u>		<u>Phase II</u>	
	<u>77</u>	<u>78</u>	<u>FY 79/80/81</u>	<u>Total</u>
Technicians				
Long-Term	168	242	1,072	1,482
Consultants	22	113	138	273
Participants	16	73	151	240
Evaluation	-	15	15	30
Commodities	50	50	150	250
Other costs	5	5	25	35
	<u>251</u>	<u>498</u>	<u>1,551</u>	<u>2,300</u>

B. OTHER SOURCES OF ASSISTANCE

The IBRD has agreed to support the Ministry of Agriculture's request to update a study on MOA reorganization of which the integration of an information and extension service will be an important segment. Support is also expected to be forthcoming from the various parastatal agencies directly involved in agricultural marketing and rural development.

III. DEVELOPMENT OF THE PROJECT

PID approval	July '76
Design team in country and PRP completed	Sept. '76
PRP submitted to AID/W	Oct. '76
PRP approved	Nov. '76
Preliminary Contractor selection initiated	Dec. '76

PP submitted (including draft P/O/T's)	Feb. '77
PP approved	March '77
PRO/AG - P/O/T signed	April '77
Contract signed	May '77
Contract team members arrive	July '77

The assistance of a design team will be required for the development of the PRP/PP. As visualized the design team composition should be structured so as to ensure team competency in public administration and organizational structuring, agricultural information/extension/training program development and communications network development. The latter expertise is presently available from REDSO in the form of a specialist stationed with USAID/Monrovia. In addition to the above, AID/W should consider providing design/documentation support.

IV. ISSUES AND ASSUMPTIONS

1. It is assumed that the GOL is sufficiently concerned over the proliferation of organizations involved in rural development to take suitable action to integrate the myriad of organizations into a structured, functional unit working toward a common cause.
2. If a communication network is established, will there be a capability to maintain and operate it in an acceptable manner?

3. It is assumed that sufficient numbers of the rural population have access to radios so that agricultural information via radio is an effective means of communications.
4. The concept of establishing farmer training centers raises a number of issues.
 - a. Is there sufficient technology to extend through such training centers?
 - b. Can the GOL infrastructure support a large number of centers?
 - c. Demonstrations at centers require a high performance by well trained trainers fully versed in the aspects of training and most important FARMING.
Does the GOL have sufficient qualified personnel to serve in these roles?
 - d. Can a sufficient number of key farmers be trained to make the centers economical to operate?
 - e. Centers will require a heavy support input. Is the GOL budgetary and personnel capacity equal to this?

June 1976

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT IDENTIFICATION DOCUMENT FACESHEET
 TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE
 A A = ADD
 C = CHANGE
 D = DELETE

PID
 2. DOCUMENT CODE
 1

3. COUNTRY/ENTITY
 LIBERIA

4. DOCUMENT REVISION NUMBER

5. PROJECT NUMBER (7 DIGITS)
 659-0135

6. BUREAU/OFFICE
 A. SYMBOL B. CODE

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS)
 AGRICULTURAL RESEARCH

8. PROPOSED NEXT DOCUMENT
 A. 2 = PRP
 3 = PP
 B. DATE 10 76

10. ESTIMATED COSTS (\$000 OR EQUIVALENT, \$1 =)

FUNDING SOURCE	PA55E8F
A. AID APPROPRIATED	
B. OTHER U.S.	\$3,424
C. HOST COUNTRY	\$1,141*
D. OTHER DONOR(S)	
TOTAL	\$4,565

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
 a. INITIAL FY 78 b. FINAL FY 82

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY 78		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) FN	B 121	080		856		3,424	
(2)							
(3)							
(4)							
		TOTAL					

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

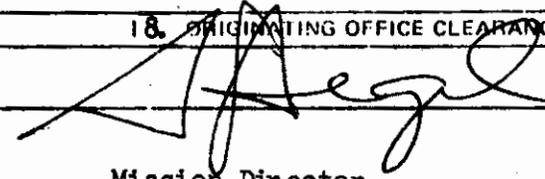
13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH)
 BF R/AG

14. SECONDARY PURPOSE CODE

15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)
 Increase Liberia's agricultural production and enhance the economic and nutritional benefit for the small farmer.

16. PROJECT PURPOSE (MAXIMUM 480 CHARACTERS)
 Develop a research capability for identifying and extending different farming systems to small farmers.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds)
 One and a half man-months each of services for: Design Officer (AID) \$ 2,505
 Tropical Soils Consultant \$11,644
 At a total estimated cost of: \$25,793 Crops Research Consultant - \$11,644

18. ORIGINATING OFFICE CLEARANCE
 Signature: 
 Title: Mission Director
 Date Signed: MM DD YY

19. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
 MM DD YY

PROJECT IDENTIFICATION DOCUMENT

PROJECT TITLE: AGRICULTURAL RESEARCH

I. SUMMARY OF THE PROBLEM AND PROPOSED RESPONSE

A. BACKGROUND

The Liberian economy is comprised of two main sectors:

(a) modern export-oriented sector and (b) the traditional subsistence agricultural sector. Even segments of the modern export-oriented sector are closely tied to agriculture either in the sense of agricultural production or reliance on the agricultural sector for labor and trained professional and subprofessional technicians. This demand will increase even more as Liberia moves forward in promoting plantation-type crops (oil palm, cocoa, coffee, coconut) production through small and large plantation development programs.

The profile of the traditional agricultural sector, to a great extent, consists of subsistence farmers who grow rice, cassava, and other miscellaneous food crops, vegetables and fruits utilizing the traditional "slash and burn" system and multicropping. Only in recent years has there been a trend to grow cash crops such as coffee, cocoa, sugar cane and oil palm. This change has taken place largely as a result of the initiation of specific GOL programs but as yet has reached only a small portion of the estimated 150,000 farm families following the traditional agricultural system.

The Ministry of Agriculture (MOA), while faced with the monumental task of developing the agricultural sector under harsh natural conditions, is further restricted in its efforts by a poor communications system and few trained researchers and extension personnel. The lack of trained personnel is addressed under project "Incountry Training of Agricultural Workers". Outreach (communications, information and farmer training) is addressed under project "Farmer Information and Training". This project will address the need for better agricultural research.

To fully appreciate the rigors under which agriculture is practiced, one must have an understanding of the interacting natural forces common throughout the country. These forces include:

- (1) An undulating topography (with the exception of a narrow strip of level land along the coastal area which is cut up by lagoons, tidal creeks and marshes), bisected by six large rivers and several smaller ones, all of which run nearly perpendicular to the coast and empty into the Atlantic Ocean;
- (2) A climate that is tropical and humid with temperatures that remain uniformly high (average 80 degrees) throughout the year and rainfall that averages 150 to 200 plus inches a year along the coast and decreases to about 70 inches in areas further inland.
- (3) Soils that are naturally very deficient in plant nutrients are strongly acid in the thin surface layer (pH 4.00-pH 5.50) and extremely acid (pH 3.85-pH 4.00) at a depth of six

inches or below. Furthermore, the soils are low in organic matter, have a low water retention capacity, lack a friable structure, often contain a large proportion of concretions and stones in the surface layer, and are highly erodible when the surface organic mulch is removed.

Characteristically, the people of Liberia have evolved a system of agriculture which is compatible with the severity of topography, climate and soil. Under the "slash and burn" system, approximately 700,000 acres of land are cleared for farming each year. Most of this is planted to upland rice and cassava for local consumption. Under the "slash and burn" system (also referred to as bush-fallow), the regrowth of bush and trees accumulates nutrients in the plants and the upper soil layer and when the bush and trees are felled and burned every ten to fourteen years, the ash deposited provides sufficient nutrients to the soil to produce one or two crops. The system does not lend itself to long-term production and neither is it conducive to increased productivity. It is also wasteful of forest, land and labor resources.

The harsh climate and poor soils preclude an easy transition to new crops, but alternatives must be found. Options will be limited by acid soils (compounded by a lack of a cheap source of agricultural limestone), high humidity and rainfall, and high plant disease incidence. It is the view of experts from IITA, FAO and elsewhere that the land can

be made economically productive if the right kinds of crops are planted and the soil is properly managed; the lack of an active and aggressive research program is currently one of the major constraints to agricultural development in Liberia.

B. U.S. ASSISTANCE PROPOSED

The Ministry of Agriculture (MOA) has requested U.S. collaboration and assistance to develop technical manpower, facilities and adaptive research for extension to the small farmer. Two soil types (lateritic and hydromorphic) are the most commonly found throughout the nation and are largely the ones from which the small farmer must derive a livelihood.

Therefore, management and fertility research will develop around these soil types. The basic research thrust will deal with the broader and more complex problems of integrating soils management and fertility, crop production and management, and the economics of production into useable and transferrable farming system(s) applicable to the small traditional farmer. This research will be needed before Liberia can move the "slash and burn" farmer into the intermediate stages of semi-specialization and eventual participation in the modern agricultural sector. Progress will be gradual given limited resources, an illiterate population, restricted communications, and the presence of sociological and economic constraints. As illustrative of this progression, the following tabulation is presented from "From Peasant to Farmer: A Revolutionary Strategy for Development" by Raanan Weity, Columbia Press 1971, Twentieth Century Fund:

"Distinguishing Characteristics of the
Three Phases of Farm Evolution"

<u>Characteristic</u>	<u>Phase of Farm Evolution</u>		
	<u>Subsistence</u>	<u>Mixed</u>	<u>Specialised</u>
Composition of	One dominant staple crop and	Diversified	One dominant cash crop and
Output	Auxiliary crops		Auxiliary crops
Purpose of production	Domestic supply	Domestic and market supply	Market only
Work schedule	Seasonal	Balanced	Seasonal
Capital investment	Low	Medium	High
Income security	Low	High	Low
Ratio of income to value of output	High	Approximately half	Low
Farmer's professional know-how	Low and specialized	Medium and diverse	High and specialized
Dependence on a supporting system	None	Partial	Full

C. PROJECT DESCRIPTION

1. THE SETTING:

Organized agricultural research in Liberia began in 1930 with the establishment of the Botanical Research Laboratories at the Firestone Plantation at Harbel. This research was devoted primarily to the study of rubber culture, and it was not until 1951 that a more general agricultural research station was established. The establishment

of the Central Agricultural Experiment Station (CAES) at Suakoko, Bong County, was done under the auspices of the joint Liberian-United States Commission for Economic Development. U.S. support to CAES was initially scheduled to carry through to 1970 but was discontinued in 1962 because of basic changes in the U.S. foreign assistance emphasis and difficulties with the implementation of the project. Since 1962, CAES has been staffed largely by Liberians together with foreign technicians supplied variously by FAO, the Israeli Government, WARDA, IITA and other donors.

Another institution presently involved in the conduct of agricultural research is the University of Liberia, College of Agriculture, which was established in 1961 by joint agreement between the Liberian Government and the United Nations Special Fund.

A general appraisal of the overall research program indicates lack of research and operating budget, a dearth of trained Liberian research specialists and sub-professionals, the lack of defined research priorities, uncoordinated and fragmented research, and lack of extension of what results were achieved. Presently, fertilizer is imported without benefit of research as to type and use, package(s) of technology for extension are lacking, and development of specialized crops is progressing without a research base.

Coordination of research between the various organizations is minimal in spite of the existence of an Agricultural Research Council. However, there is general agreement between all parties (MOA, College

of Agriculture, IITA, FAO, USAID, etc.) that soils management and fertility and crop research are necessary if the move from subsistence to eventual, specialized farming is to take place.

2. THE PROJECT:

GOAL - increase Liberia's agricultural production and enhance the economic and nutritional benefit for the small farmer.

PURPOSE - develop a research capability for identifying and extending different farming system(s) to the small farmer.

This project is planned to span a five-year period (78-82) with full recognition that attainment of valid, extendable research results may not show as an output within the life of U.S. assistance. The deficit knowledge gap should, at a minimum, be drastically narrowed. In five years an incountry research capability within the narrow constraints of the project should exist, and Liberia should be in a position to make fuller use of basic research emanating from the International Institute of Tropical Agriculture (IITA). Sufficient results should have been achieved to at least provide partial benefit to the small farmer. A long-term relationship will have been established between Liberian research institutions and U.S. institutions. The value of total integrated (soils-crops-economics) agronomic research

programs will have been demonstrated and the benefits of research coordination and continuity will have been seen. The project design must include an evaluation system which can adequately measure both the tangible and intangible indicators.

The U.S. input will take the form of advisors: short-term consultants; participant training grants (degrees and non-degree training in the U.S. and third country); limited commodity support; and transport, housing, and support costs for U.S. advisors and short-term consultants as follows:

U.S. Input Summary

	<u>78</u>	<u>79</u>	<u>FY 80</u>	<u>81</u>	<u>82</u>
1. Contract Technical Services (mm)					
a. Research Plan/Adm Specialist (team leader)	12	12	12	12	12
b. Research Agronomist (crops)	12	12	12	12	-
c. Tropical Soils Mgmt & Fer- tility Research Specialist	12	12	12	12	-
d. Soil Survey & Mapping Specialist	12	12	6	-	-
e. Farming Systems Specialist	-	6	6	6	6
**f. Intermediate Agr. Tool & Equipment Specialist	-	3	3	-	-
***g. Agricultural Economist	<u>x</u>	<u>x</u>	<u>x</u>	<u>x</u>	<u>x</u>
	(48)	(57)	(51)	(42)	(18)
				(216)	

Stationed in Liberia with 50 per cent time allocated to Sierra Leone - Crops and Soils Research and Training Station Project.

** Technician stationed Sierra Leone with 25 per cent time allocated to this project.

*** Agricultural Economist provided as needed from Liberian projects - "Agricultural Production Economics and Statistics" and "Incountry Training for Agricultural Workers".

2. Contract consultants (mm)	4	4	4	4	4	(20)
3. Participant Training (#/yr)						
a. Degree (MS)	3	3	3	3	-	(12)
b. Practical/non-degree (4-6 months duration)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>-</u>	<u>(16)</u>
	(7)	(7)	(7)	(7)	-	(28)
4. Project Evaluation (2mm 4th qtr FY 79 and 2 mm 4th qtr FY 81)	-	-	x	-	x	(2)
5. Commodities (\$000)						
a. Vehicles	50	-	50	-	-	(100)
b. Research support equipment, supplies, seed, etc.	50	20	20	10	-	(100)
6. Other costs	15	20	20	15	5	(75)

While recognizing that Liberia's present agricultural research efforts and capabilities are inadequate for its needs, this project will address only the key areas of soils and crops research. Options for expanding U.S. assistance over a wider range of research activities were considered and rejected for the following reasons:

- (1) Liberia does not have the financial and manpower resources necessary to adequately support a total agricultural research program at this time;
- (2) The total external resources required to support an all encompassing program would far exceed the level of available U.S. resources; and
- (3) The lack of a definitive research policy and organization precludes initiation of a total research assistance effort.

The rationale for rendering assistance to a small but specifically oriented research activity is based on the fact that (1) the need for information on soils management, fertility and crop production is real and results will be of direct benefit to the small farmer and present and future production programs, (2) the GOL is willing and has the capability to adequately support (existing facilities at Suakoko, manpower, financial input) a limited research program and carry on with it after the termination of external assistance, and (3) that other external donors (IBRD, IITA, WARDA, FAO) recognize research in these areas as critical to the support and success of ongoing programs, rural development and specialized production projects.

Research will be oriented to the small farmers' needs. A farming systems research package approach incorporating soils management, soils fertility, alternate cropping options, intermediate tool/machinery technology, production economics, and an outreach demonstration/extension program is suggested as the mode for project implementation.

A soils survey and mapping specialist on the team will provide the technical skill and training required for interpolation of fertilizer and crop response to the various soil types. This skill has not yet been developed or employed to any extent on ongoing soils research in Liberia. The possible utilization of the earth satellite scanning program would require extensive interpolative skills. This specialist's presence on the team would also enable the U.S. to complete follow-up practical training of returning participants who have or will receive degree training in soil survey and mapping under Project 669-11-190-123, Agricultural Program Development. Project 123 will terminate at the close of FY 77 prior to the return of several participants now in the U.S. for academic training.

The training component -- in contrast to other T.A. components -- should be somewhat broader to allow for training grants in disciplines complementing soils and crop research. For instance, climate, soil acidity and dense foliage require some understanding of disease and insect infestation and control.

GOL Input Summary

GOL input in support of this activity will include land and facilities at the Central Agricultural Experimental Station (CAES) at Suakoko in Bong County, staff research counterparts, operating budget and outreach locations and staff for field trial and research demonstration activities. This contribution should meet or exceed the 25 per cent host country contribution requirement.

Before the implementation of this project, the MOA will be expected to meet the following conditions precedent -

1. Establish a functioning central agricultural research body with the mandate to coordinate all agricultural research within Liberia.
2. Remove budgetary or operational constraints preventing the timely release of research funds.
3. Assurance that fulltime, trainable counterparts will be assigned to each specialist provided under this project.

D. EXPECTED END-OF-PROJECT OUTPUTS

1. A trained and functioning soil management and soil fertility research unit within the MOA;
2. An established base for expanding adaptive research in soil management, soil fertility and crop production;
3. A central agricultural research body with experience and proven ability to achieve coordination;
4. Increased Liberian/Sierra Leonean cooperation on research activities of common interest through the MANO River Union;
5. Increased production and farmer benefits through exposure to and use of improved technology; and
6. More effective use of Liberia's natural resources.

II. FINANCIAL REQUIREMENTS AND PLANS

A. U.S. ASSISTANCE (\$000)

	FY		
	<u>78</u>	<u>79/80/81/82</u>	<u>Total</u>
Technicians			
Long-Term	634	1907	2541
Consultants	41	178	219
Participants	66	293	359
Evaluation	-	30	30
Commodities	100	100	200
Other costs	<u>15</u>	<u>60</u>	<u>75</u>
	856	2568	3424

B. OTHER SOURCES OF ASSISTANCE

Assistance on agricultural research is presently provided by the UNDP (small tool rice mechanization), IITA (pulses, root crops, cereal introduction trials and rice breeding), WARDA (rice trials and training), and the Republic of China (rice, vegetable crops).

This assistance may decrease with the reduction of UNDP support due to their present financial crisis. In sum, the total external assistance is minimal and fragmented. The joint IBRD/AID Bong County appraisal team expressed great concern over the lack of available extendable research results. The IBRD has indicated willingness to update a study on MOA reorganization. Its implementation could provide greater freedom and support for the MOA research units.

III. DEVELOPMENT OF THE PROJECT

PID approval	July '76
Design Team (Title XII) in-country and PRP completed	Sept. '76
PRP submitted to AID/W	Oct. '76
PRP approved	Nov. '76
PP completed along with draft PIO/Ts	Feb. '77
PP approved	April '77
Contractor(s) selection finalized	July '77
PRO/AG and PIO/T(s) signed	Oct. '77
Contract(s) signed	Nov. '77
Contract technicians arrive in country	Jan. '78

The assistance of a design team will be required for the development of the PRP/PP. Under the present terms of reference it is suggested that this project be implemented through the joint participation of an appropriate U.S. land grant university and the International Institute for Tropical Agriculture (IITA). The design team might be composed of members of the potential contractors as suggested under Policy Determination - "Use of Collaborative Assistance Method for AID Direct Contracts for Technical Assistance" dated January 16, 1976. Selection of the U.S. institution(s) should be based on expressed interest to establish a long term association with Liberia even after the project is completed and the contractor's capability to field personnel with prior working knowledge in tropical soils

and crop research. IITA is recommended as a potential partner because of its ongoing research activities in tropical soils and crops research and its capability to draw upon an international staff fully conversant with tropical conditions.

The design team members should have expertise in tropical soils management, soil fertility and crop production. An AID program design and documentation specialist will be needed to assist the subject specialist(s) with the preparation of the PRP and PP documentation.

IV. ISSUES AND ASSUMPTIONS

1. The primary issue is one of whether or not the GOL can provide and fund suitable fulltime counterparts to work and train under the project advisors during the life of the project. The ultimate success of this project will be measured in terms of the GOL's capability to carry on with the activities after the withdrawal of foreign experts.
2. A second major issue is one of whether or not sufficient laboratory facilities (particularly soils) are available to provide the support required for a soils research program. The design team should look closely at this.
3. Equally important is the question of research coordination which is essential both in terms of economy and for developing research priorities and policy. At present there appears to be little continuity in the GOL's research programs and little or no exchange between its researchers.

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

ACTION CODE:

A = ADD
 C = CHANGE
 D = DELETE

PID

DOCUMENT CODE 1

3. COUNTRY/ENTITY: LIBERIA
 4. DOCUMENT REVISION NUMBER:

5. PROJECT NUMBER (7 DIGITS): [000-0137]
 6. BUREAU/OFFICE: A. SYMBOL: APR B. CODE: 000
 7. PROJECT TITLE (MAXIMUM 40 CHARACTERS): AGRICULTURAL PRODUCTION RECON AND STATISTICS

8. PROPOSED NEXT DOCUMENT: A. 2 = PRP B. DATE: MM YY [10 | 7 | 6]
 C. 3 = PP

10. ESTIMATED COSTS (\$000 OR EQUIVALENT, \$1 = \$1.00)

FUNDING SOURCE		PAGE OF
A. AID APPROPRIATED		1,500
B. OTHER U.S.	1.	
	2.	
C. HOST COUNTRY		500*
D. OTHER DONOR(S)		
TOTAL		2,000*

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION: a. INITIAL FY [7 | 8] b. FINAL FY [8 | 0]

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000)

APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY 78		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) FN	B181	710		547		1,500	
(2)							
(3)							
(4)							
TOTAL							

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each): BR

13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH)
 14. SECONDARY PURPOSE CODE

15. PROJECT GOAL (MAXIMUM 240 CHARACTERS):
 To improve the standard of living of Liberia's rural poor through integrated rural development

16. PROJECT PURPOSE (MAXIMUM 480 CHARACTERS):
 The evolution of a fully functioning planning and evaluation division within the Ministry of Agriculture

17. PLANNING RESOURCE REQUIREMENTS (staff/funds):
 Three weeks of services of: Design Officer (AID) \$7.78
 At a total estimated cost of \$8,960 Agricultural Planning and Evaluation Officer \$7,177

18. ORIGINATING OFFICE CLEARANCE: Signature: [Handwritten Signature] Title: Acting Mission Director Date Signed: MM DD YY [0 | 6 | 25 | 7 | 6]
 19. DATE DOCUMENT RECEIVED: AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION: MM DD YY

*required 25% host government contribution

LIBERIA

PROJECT IDENTIFICATION DOCUMENT

PROJECT TITLE: AGRICULTURE PRODUCTION ECON & STATISTICS

1. SUMMARY OF THE PROBLEM AND PROPOSED RESPONSE

A. BACKGROUND

Liberia's three natural resources - iron ore, rubber and timber have served as the base of its economy for several decades. While this will continue to be the case in the short-run over the longer term as supplies are exhausted the country will become more dependent on agriculture. Recognizing the important role agriculture must play the GOL has put a heavy emphasis on developing this sector and has increased the amount of resources allocated to it. The earlier "Concessions Policy" required very little government involvement in either planning or operations. Consequently the GOL now finds itself with limited experience in this area and very few trained people to carry out its policies for expanding agriculture.

President William R. Tolbert, Jr. in his introductory remarks to the Government's Four-Year Plan stated, "In a developing economy such as Liberia's, the problems of poverty, ignorance and disease are so striking and the viciousness of the "poverty trap" so staggering that the mere pursuit of the objective of survival seems to be a way of life for the majority of a people of low productivity, low per capital income, low savings and investment and meager enterprise". In calling for a dynamic national strategy to create an equitable society, the President has singled out agriculture

and rural development as prime targets for major government efforts to assist the rural poor to achieve a more meaningful standard of living.

Except for the plantations of well-to-do Liberians and foreign concessionaires, agriculture, until recently was comprised of small subsistence farmers who produced rice and cassava and other miscellaneous food crops, vegetables and fruits for their own consumption. Any excess production was sold or bartered for essentials not produced on the farm. The "slash and burn" system of farming and multi-cropping still prevails and is the system most commonly used by small farmers today. This traditional sector accounts for approximately 60 percent of the population. Their per capita contribution to the GDP amounts to only \$68.

In recent years there has been a concerted effort on the government's part to encourage the growing of cash crops such as coffee, cocoa, sugar cane, swamp rice, and oil palm. Projects were implemented to increase export earnings but were also aimed at helping the small farmer become involved in specialized production programs. While moderately successful in terms of increased production of export crops and rice, the programs have not benefited the mass of small farmers (estimated that only 30,000 subsistence level farm families out of some 150,000 will be reached by the present programs). The GOL's policy is one of increasing the number of special project areas and the development of cooperatives to reach larger numbers of farmers.

The change in government emphasis from the concession economy to the traditional farm sector created a need for policy formulation, planning,

design and evaluation capabilities within the Ministry of Agriculture (MOA) and the Ministry of Planning and Economic Affairs (MPEA). The GOL requested technical assistance in these areas and the U.S., FAO and UNDP responded favourably. In 1973 USAID agreed to provide direct assistance to the Ministry of Agriculture and entered in to a five year Agriculture Program Development project (669-11-130-123). Its purpose was "to enhance the capability of the GOL, Ministry of Agriculture (MOA) and the Ministry of Planning and Economic Affairs (MPEA) to plan and monitor its rural development program - to improve its capability for sector analysis, development planning, statistics gathering, and evaluation of projects.

While the project did not attain all of its specific objectives, much progress was made and the MOA has developed a capacity of these areas. Both the strengths and weaknesses of the MOA's Planning & Evaluation Division are addressed in the "Project Setting" section of this PID. The proposed project builds on the strengths and successes of the joint GOL/US Agricultural Program Development project.

B. U.S. ASSISTANCE PROPOSED

The Ministry of Agriculture has requested U.S. assistance in the development of two newly created sections within the MOA's Planning and Evaluation Division. These sections are the "Micro Analysis and Farm Planning Section" and the "Economic/Data Analysis Section". Assistance in these areas is vital to the development of a fully functioning Planning and Evaluation Division.

As indicated earlier USAID has been providing assistance to the Division in this area for the past four years. The strengthening of the MOA's planning and project design capability was recognized as the logical first step in developing a long term GOL agricultural development strategy. Part of this effort was to develop a statistical collection capacity within the Planning and Evaluation Division.

The success and GOL commitment to the current project is evidenced by the fact that the Division grew from a three person office attached to the Ministry of Agriculture to its present status of a Division headed by an assistant minister with a staff of some 77 persons. Four years ago the Division's budget was \$29,100 or 1.0 percent of the Ministry's budget. Its current budget is \$318,024 or 4.4 percent of the Ministry's funds.

The project, herein identified, would support the recently created Micro Analysis and Farm Planning Section and the Economic/Data Analysis Section whose establishment and further strengthening are a vital prerequisite for greater attention to the condition of the small farmer in development planning.

C. PROJECT DESCRIPTION

1. THE SETTING:

GOL policy to support small farmers now exists but their involvement in the expansion of specific production oriented projects requires fuller understanding of micro economics, farm management, statistical and data analyses and evaluative procedures. The setting for this project should be viewed in terms of what the GOL expects from its MOA Planning Division, what the state-of-the-art is now and the relationship of existing deficiencies to the objective.

REQUIREMENTS FOR A SUCCESSFUL PLANNING MECHANISM
IN LIBERIA'S MINISTRY OF AGRICULTURE

Activities, Functions &/or Requirements	Achieved under Project 123	Follow on Activities
<u>A. BASIC MINIMUM REQUIREMENT</u>		
1. <u>Acceptance of Continuous Planning as a Concept</u>	1972	
2. <u>Establishment of the Division</u>	1972	
3. <u>Planning Staff of 6 Agricultural Economists by 1975 - exceeded</u>	1975	
Current staff Planning Section - (29 - of which 14 are professionals of which 7 are pursuing further training).....	1976	
4. <u>Adequate Budget</u>	1974 to Present	
5. <u>Data Collection Capability</u> MOA fully responsible for collection of Agricultural Data - 3 Professionals and 20 enumerators.....	1975	
Current staff 44 moderately trained-adequate financial support, only moderate logistic support..	1976	
6. <u>Budget Preparation Capability</u> Adequate for most projects, supplemented by 3 PCV Ag. Economists.....	1976	
7. <u>Project Preparation Capability</u> Adequate for most projects - currently supplemented by 3 PCV Ag. Economists.....	1977	
<u>NOTE:</u> Detailed work plans and Budget worked up annually for from 25 - 30 Development Projects. Weakness in the Division in practical agriculture results in a cookbook approach to project planning.		
8. <u>Sector Planning</u> Adequate, 2 professional economists with adequate experience plus 5 returned MS Ag. Economists of which 2 will have one year experience. Senior personnel capable, normally occupied Admin. duties.....	1977	

Activities, Functions &/or Requirements	Achieved under Project 123	Follow on Activities
9. <u>Data Quality Control and Analysis</u>		
Supervisory capability and data analysis extremely limited. Currently requiring expatriate input.....		X
B. FULLY FUNCTIONAL		
10. <u>Project Evaluation and Monitoring System</u>		
to include quantively project tracking and annual evaluation will utilized statistics enumerators for annual evaluation.		
Designed and tested.....	1977	
Fully Fuctional.....		X
11. <u>Economic Analysis Capability for Cookbook Approach</u>		
Lack of experience, good capability for counterpart training.....	1977	
Adequate capability for full range economic analysis and policy review and formulation.....		X
12. <u>Micro Analysis/Farm Management Research</u>		
Currently dearth of objective data clouds issues and expected policy impact. Division will begin to collect farm income data late 1977. Section should begin to turn out data 1978.		
Results of initial studies.....		X
13. <u>Multi-specialist Project Feasibility Capability</u>		
Farm Management, Production, Agri. business, Land tenure, Legal,		
Economic Development - MACRO-MICRO Analysis - Statistics - 10 returned participants (1 - 2 yr.)		
employed in Planning & Statistics.....		X
14. <u>PARASTATAL Coordination and Analysis</u>		
Monitor Planning Budgeting and implementation of LPMC and its subsidiaries.....		1977/78
15. Rice Committee Secretariat,		
Monitors Rice imports, organizes and evaluates		
import bids for submission to committee.....	1974	

2. THE PROJECT:

GOAL - to improve the standard of living of Liberia's rural poor through integrated rural development.

PURPOSE - is the evolution of a fully functioning Planning and Evaluation Division within the Ministry of Agriculture to permit the development of programs relevant to the solution of problems faced by the traditional farmers

This three-year (FY 78 - 80) project is planned to be contiguous to project 669-11-130-123, Agricultural Program Development and will concentrate on baseline data processing and analysis (macro-economics) and farm level management investigation and planning (micro-economics).

In the area of baseline data processing and analyses, the project envisions supplying a senior agricultural survey statistician advisor with expertise in survey design and programming. This U.S. advisor would counterpart the Deputy Director of the Planning and Evaluation Division and Chief of the Research and Statistics Section. Work will include designing crop yield sampling methodology, expanding the data gathering system to include crops other than rice, and improving the confidence levels of gathered statistics. In support of data analysis, a senior agricultural economist will be provided to advise and train personnel on the development of analyses systems and interpretation of the base line time series and cross-sectional data. This advisor will work with the Chief of the Economic Analysis Section.

In the area of farm level investigations the U.S. advisor, with expertise in Farm Management and Production Economics, would be working with the head of the Micro-Analysis and Farm Planning Section in developing farm management studies and economics analyses of production costs.

While the major thrust and expense of the U.S. assistance to this project revolves around the three technicians, minor inputs are envisioned for short-term consultants, participant training, in-country seminars and commodities.

<u>U.S. Input Summary</u>	FY			Total
	78	79	80	
1. Contract PASA Technical Services (mm)				
a. Farm Management/ ^R Production Economist	12	12	12	
b. Agricultural Survey Statistician	12	12	12	
c. Senior Agricultural Economic Analyst	<u>12</u>	<u>12</u>	<u>12</u>	(108)
	(36)	(36)	(36)	
2. Contract Consultants (mm)	3	4	3	(10)
3. Participant Training (#/yr.)				
a. Degree (MS)	3	3	-	(6)
b. Practical/non-degree (4 to 6-month duration)	<u>4</u>	<u>4</u>	<u>-</u>	(8)
	(7)	(7)	-	(14)
4. In-country Training Seminars	x	-	x	
(3-4 week - 2 mm contract services per seminar)				
5. Project Evaluation	-	-	x	
6. Commodities (\$000)				
a. Vehicles	40	-	-	
b. Office Equipment	<u>30</u>	<u>40</u>	<u>-</u>	(110)
	(70)	(40)	-	
7. Other Costs (\$000)	14	14	14	(42)

GOL Input Summary

In support of this project the GOL will provide for the normal operational budget of the Division, logistical support (including the MPEA computer facility and the support of the Liberian Institute for Public Administration), qualified staff and counterparts within the Division, office space, furniture, training facilities and some office equipment. The GOL's support will meet the normal 25 percent host country contribution requirement.

D. EXPECTED END-OF-PROJECT OUTPUTS

1. The Agricultural Planning and Evaluation Division will be capable of developing and incorporating into the planning and evaluation processes :
 - (a) Data collection systems ;;
 - (b) Data processing systems;
 - (c) Analytical data systems; and
 - (d) Micro-level farm planning.
2. Micro-level farm research designed and implemented as a regular function of the Division
3. Annual revision of "rolling" four-year plan; and
4. Agricultural-Parastatal organization programs coordinated and evaluated yearly.

The direct "beneficiary" of the project is the Ministry of Agriculture Planning Division. Indirectly, the GOL budget will benefit through more efficient utilization of scarce resources. This will result in more projects of better design, for the Ministry's major clients, i.e., the rural poor.

II. FINANCIAL REQUIREMENTS AND PLANS

A. U.S. ASSISTANCE (\$000)

	FY		
	78	79/80	Total
1. Technicians			
Long-term	353	666	1019
Consultants	22	52	74
2. Participants	69	132	201
3. Evaluation	-	15	15
4. Seminars	19	20	39
5. Commodities	70	40	110
6. Other Costs	14	28	42
Total	<u>547</u>	<u>953</u>	<u>1500</u>

B. OTHER SOURCES OF ASSISTANCE

Other donor assistance is expected through the U.S. Peace Corps program, through UNDP assistance to the MPEA computer facility and through IBRD assistance to the MPEA. The Peace Corps will provide two or three volunteers to work in the general areas of logistics, computer programming and agricultural economics.

It is too early to tell whether and how cutback in the UNDP/FAO's Liberian program will affect direct UNDP support for this project area in FY 1978.

III. DEVELOPMENT OF THE PROJECT - TIMETABLE

<u>Activity</u>	<u>Date</u>
PID approval	July '76
PRP completed and submitted to AID/W	Oct. '76
PRP approved	Nov. '76
PP submitted (including draft PIO/T)	March '77
PP approved	March '77
Pre-Contractor selection initiated	April '77
ProAg/and PIO/T signed	Oct. '77
Contract signed	Oct. '77
Contract team members arrive	Nov. '77

It is anticipated that some assistance will be required in the development of the PRP/PP. The USAID, Project 123 PASA technicians and the MOA Planning and Evaluation Division staff expect to assume the major responsibility for design and documentation. External assistance is considered desirable as a means for assuring the validation of observations and approaches developed from experience gained in carrying out Project 123 activities. While this proposal is based on the preliminary findings of an ongoing evaluation of the Agricultural Program Development project, the PRP/PP will reflect the findings of the evaluation which will be completed by the end of August 1976. In addition to the services of an AID/W design specialist, provision should be made for the services of an agricultural planning and evaluation officer for up to three weeks.

IV. ISSUES AND ASSUMPTIONS

1. A primary issue relative to the design of the new project is one of whether or not a new project should be undertaken at all. Both USAID and the MOA are convinced that it is appropriate and essential to build on and maintain the momentum developed todate. Three years of further assistance will firmly establish a Planning and Evaluation Division with full scale service capacity.
2. Some might argue that full capability in all aspects is not necessary, that micro economics and the capability to carry out detailed statistical/data analysis is bordering on over sophistication, yet, the GOL's new Four Year Plan specifically emphasises the development of the traditional farm postulating micro analytical skills in the definition of socio-economic problems and their solution.
3. It is assumed that the GOL will continue to support the MOA's Planning and Evaluation efforts by providing the necessary manpower, trainable trainees, and budget.

June 1976

~~SECRET~~ (16 June 1976)Liberia Housing Guaranty PII. Summary of Problem and Proposed ProgramSummary of Problem

The urban population of Liberia increased at an annual rate of 6.8 percent during the years 1962-74, a rate twice that of the total population. During the same period the population of the capital city of Monrovia grew from 81,000 to 202,000, an annual rate of 8-9%, two-thirds of which was caused by rural-urban migration. Growth is uncontrolled in the absence of town planning, zoning or building code enforcement. The majority of low-income families are renters, often in neighborhoods devoid of basic infrastructure.

Developmental planning in Liberia has lagged, but a draft National Socio-Economic Development Plan for 1976/80 was published in December, 1975. The proposed Plan identified a need for publicly sponsored investment in shelter totaling \$9.8 million, or 2.2% of total Plan investment, covering both conventional housing (\$8.3 million) and experimental sites and services (\$1.5 million).

Other estimates, prepared by a UNDP Team, quantified the country's housing investment needs at \$7.5 million per year.

In the face of these substantial needs, effective demand is limited. Preliminary income distribution data for Monrovia, based on 1973 figures, indicate median household urban income of about \$65-75.

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and alternative strategies to increase GOL activities which directly contribute to improving shelter for low-income households;

(ii) finance specific pilot sites and services and/or care house projects to demonstrate the feasibility of these techniques; and

(iii) provide technical assistance (TA) to the GOL institutions engaged in programs directly benefitting low income families.

b) Description of Project

1. Recommendations for a GOL outline first-stage national strategy will be accomplished through an up-dated Shelter Sector Analysis funded by SER/H. The Study will include, inter alia:

a) Evaluation of the potential role of and recommendations with respect to capitalization, savings generation potential, underwriting criteria, and management needs for the newly operational National Housing and Savings Bank (NHSB).

b) Analysis of the capacity and TA needs of the National Housing Authority (NHA).

c) An income distribution study for Monrovia

d) A review of costs in order to evaluate a range of alternative program possibilities suitable for a total housing strategy for Monrovia. This review could also include recommendations for use of the sites variously proposed by GOL for HG financing.

e) Identification of specific program possibilities and development of site-specific preliminary project designs and cost estimates for utilization of the \$5 million HG authorization in accordance with current AID objectives and statutory requirements.

The identification of specific programs suitable for HG funding will be prepared in a separate document for internal AID use only.

2. Specific low-income sites/services and/or core house projects will be developed in accordance with SER/H procedures on acceptable sites. At present GOL has under consideration use of the Matady site, proposed for the previous HG project. SER/H and USAID have questioned the suitability of this location for the minimal income solutions proposed. Financing will be provided through the previously authorized \$5 million HG, which should fund approximately 3,000 serviced sites.

3. Approximately 60 man-months of resident technical assistance will be provided to NHA, for program development and implementation and for management of low-income projects, consisting of the following:

a) an operational housing generalist/team leader responsible for overall coordination, project development, supervision and evaluation;

b) a housing management/community organization specialist.

The TA Team will also be responsible for project monitoring and evaluation. Total estimated cost is \$7,600,000 starting in FY 78. Regular TDY TA to NHSB to assist with underwriting and servicing of specialized loan programs directed towards low-income beneficiaries is also important. SER/H is prepared to provide this out of its operating budget.

4. Disbursement Period

The disbursement period for TA and HG program executions will cover an estimated 30 months, starting in FY 78.

c) Major Assumptions

1. The GOL will make a firm commitment to a national housing strategy that will permit carrying out the proposed projects.

2. That low-income households will accept and be prepared to pay for nominal shelter solutions.

3. That there will be no major inflationary increase that will push the costs of even the minimal solutions proposed beyond the means of the lower half of the urban population.

d) Summary of GOT Shelter Sector Activities

In an attempt to remedy its lack of institutional basis and programs in the shelter sector the GOL passed legislation creating two national agencies: The National Housing Authority (NHA) and the National Housing and Savings Bank (NHSB). Starting in 1970 a TA team assigned by the UNDP provided assistance to NHA and formulated a series of policy recommendations to GOL. At the same time USAID and SER/H initiated a dialogue with GOL about use of the HG resource to finance construction of a project of moderately priced houses to be built by NHA, with UNDP TA, and financed through NHSB. AID authorized a \$5 million HG for this purpose in June, 1973.

Numerous difficulties that developed with Gol regarding selection of an appropriate site and recognition of NHA led the UNDP to withdraw its TA team and AID, on September 24, 1974, to deauthorize the HG. At the request of the USAID, this action was rescinded on December 26, 1974, and a GOL/USAID dialogue continued.

During the visit of Secretary of State Kissinger in March 1976, President Tolbert identified housing as one of three major areas in which the GOL seeks U.S. assistance.

e) Realistic Alternatives

There are no realistic alternatives (for use of the HG funds). If a shelter program is to be financed, use of DG funds for TA is necessary to provide the monitoring and institutional development necessary for low-income shelter programs, without which the HG resource cannot be adequately utilized.

f) Major Intended Direct and Indirect Beneficiaries

The major intended direct beneficiaries will be Monrovia families making less than the median income, preliminarily estimated at \$65-75 a month.

Indirect beneficiaries will include workers who can derive income from an expanded home construction program.

g) Spread Effects

Development of a GOL housing strategy will have a substantial effect on the shelter sector, in that it will provide a framework for encouraging savings and their investment and initiate a study of actions necessary to permit more direct benefits for the urban poor.

TA to NHA will permit the agency to develop institutional capacity to carry out low-income programs.

II. Financial Requirements

Cost of the program components is estimated as follows:

Updated Shelter Sector Study	\$25,000
Sites and Services/care houses	\$5,000,000

TA

\$600,000

SER/H will fund the required study from operating income, the \$5 million will be from the previously authorized HG.

TA funding will be derived \$450,000 from DL and \$150,000 from GOL, primarily for local support.

III. Development of the Project

1. SER/H intends to field its consultant for the Shelter Sector update in July, 1976. Draft findings and recommendations will be prepared in the field for review by USAID and RHUDO/Abidjan. The full study should be ready for submission to GOL by late September.

2. It is expected that action by GOL will be directed first towards evaluations of that portion of the Report dealing with the programs and potentials of NHSB. However, it appears reasonable to assume, given the length of the dialogue thus far, that GOL will be in a position to decide and/or USAID to evaluate, whether or not utilization of the HG resource is feasible, so that, if affirmative, a PP can be presented for authorization prior to the end of FY 77.

3. RHUDO/Abidjan will be responsible for preparation of the PP in collaboration with USAID/Monrovia. After field review the draft PP will be forwarded to SER/H for processing.

IV. Issues of a Policy of Programmatic Nature

Is the extent and depth of GOL commitment to an overall housing strategy that will direct increasing resources into shelter programs suitable for the urban poor sufficient to make possible development of a viable program?

ATTACHMENT N

YMCA AGRICULTURAL/COMMUNITY DEVELOPMENT
(OPG)

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

PROJECT GOAL
 A = ADD
 C = CHANGE
 D = DELETE

PID
 DOCUMENT CODE

3. COUNTRY/ENTITY _____ 4. DOCUMENT REVISION NUMBER _____

5. PROJECT NUMBER (7 DIGITS) 6. BUREAU/OFFICE
 A. SYMBOL B. CODE

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS)

8. PROPOSED NEXT DOCUMENT
 A. 2 = PRP
 3 = PP
 B. DATE

10. ESTIMATED COSTS (\$000 OR EQUIVALENT, \$1 = \$1.00)

FUNDING SOURCE		88584
A. AID APPROPRIATED		490.0
B. OTHER U.S.	1.	
	2.	
C. HOST COUNTRY		75.6
D. OTHER DONOR(S)		1,173.4
TOTAL		1,739.0

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
 a. INITIAL FY b. FINAL FY

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$'000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY 77		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) FN	B220	230		57.2		490.0	
(2)							
(3)							
(4)							
		TOTAL		57.2		490.0	

SECONDARY TECHNICAL CODES (maximum six codes of three positions each)

12. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH)
 BR/BS PART FVOU INTR

14. SECONDARY PURPOSE CODE

PROJECT GOAL (MAXIMUM 240 CHARACTERS)

PROJECT PURPOSE (MAXIMUM 480 CHARACTERS)

13. ANTICIPATED RESOURCE REQUIREMENTS (staff/funds)
 Planning will be by VOLAG (YMCA) with advice and assistance of USAID personnel and REDSO. No special funding required.

18. ORIGINATING OFFICE CLEARANCE
 Signature: *[Signature]*
 Acting Mission Director
 Date Signed: MM DD YY

19. DATE ORIGINAL RECEIVED BY AID/W. OR FOR AID/W. DISTRIBUTION. DATE OF DISTRIBUTION
 MM DD YY

FY 77 PID - YMCA AGRICULTURAL/COMMUNITY DEVELOPMENT PROJECT

I. SUMMARY OF PROBLEM AND PROPOSED RESPONSE

A. BACKGROUND AND PROJECT DESCRIPTION

This is a pilot project for the YMCA, working with selected villages on and adjacent to a 1300 acre property of the YMCA in Mahbahn Chiefdom, Marshall Territory (approximately 30 miles from Monrovia). The original of this project proposal was submitted by the YMCA in March 1975. A revised version, addressing questions raised, was transmitted to AID/W in January 1976. A three-year project was proposed. The first year's work would provide for a survey of the community to develop base-line data. From the survey results, realistic projections of quantitative outputs would be made. The following two years would be devoted to assisting the villages to organize for self-improvement initiatives, including identifying priority needs and designing and implementing self-help activities to address those needs. Assistance would include training in community development extension methods and techniques, financial and technical assistance in self-help projects and demonstration farming. Self-help activities are expected to provide improvement in agricultural production, marketing, health and sanitation practices and facilities and non-formal education.

A review of the revised proposal was held with YMCA officials in Monrovia this February. Following this review, two points were agreed upon: (1) that the project would be lengthened to five years and (2) that an evaluation would be conducted in the middle of year two. The

evaluation would either validate the approach taken or serve as a basis for essential redesign. On the basis of these changes, USAID recommended approval of the project (Monrovia 1458) and TOAID A-28. Since that time some additional revision has taken place including a more specific and refined survey phase. It is now expected that the final proposal will be submitted in July and will reflect these changes.

B. PROPOSED ASSISTANCE

1. USAID Support

AID will provide the Liberian YMCA with a voluntary agency Operational Program Grant (OPG) of \$57,200 to conduct the survey. This will provide the data essential for refining the project inputs and methods of implementation. It will also provide time for the GOL to construct an access road and to clear the land for the demonstration farm.

Based on results of the survey, and subject to completion of the access road and of the final project design, AID will provide the Liberian YMCA with a further grant to implement the agricultural/community development project over an additional four years. Until the survey is completed, the amount of the additional grant cannot be refined. However, it is expected the life of project cost, including the survey year, will be under \$500,000.

As agreed, a project evaluation will take place in the middle of the second year of the second grant, to validate the approach and to determine whether and what redesign may be necessary.

2. YMCA Support

The Liberian YMCA will provide 1,300 acres of land in Marshall Territory. The YMCA will also provide office space in Monrovia

and the project management. Additional assistance will come from the YMCA's West Africa Regional Advisor and from the YMCA's International Office of Development in New York.

3. GOL Support

The Ministry of Public Works has indicated its general support of this project. During the survey phase, and prior to final project approval, the GOL will need to give firm assurances that road and bridge construction, as well as any required land clearing, will be forthcoming in time to permit final project implementation to begin. The exact "works" needs of the project will be identified and discussed with the GOL prior to commencement of the survey phase.

Additional GOL support is expected from the Ministries of Agriculture, Action for Development and Progress, Health and from the University of Liberia.

Peace Corps participation is also a possibility as is the participation of the Firestone Plantations Company.

II. PROJECT DEVELOPMENT SCHEDULE

PID submitted with ABS	June 76
OPG Request submitted	Aug. 76
OPG grant obligated	Oct/Nov. 76

III. ISSUES AND ASSUMPTIONS

A. PRECONDITION

An important precondition to the post-survey phase of this project will be a firm assurance by the GOL that the project site will be cleared and made accessible to vehicles.

B. ISSUES TO BE ADDRESSED IN THE FINAL DESIGN PAPER (Post-Survey Phase)

1. Does the YMCA have the necessary experience and expertise to conduct the project as outlined?
2. Will the project benefit a sufficient number of people to justify the cost and effort?
3. How will the project be supported after U.S. assistance is withdrawn?

Program Analysis for Orals and Condoms to Achieve Replacement Level of Population Growth

FY/6 AES

	1975	1976	1977	1978	1979	1980
1. "Full Supply" Analysis						
1. Women (15 - 49) - (See Annex A)	300,000	322,000	332,000	341,000	351,000	352,000
2. 65% of line A1 (Contracepting women required to achieve replacement level)	195,000	209,000	215,000	221,000	226,000	235,000
3. 23% of line A1 (Contracepting women utilizing orals and condoms)	159,000	171,000	176,000	181,000	186,000	192,000
4. Annual stock requirements for "full supply"						
a. Orals--.6 of line A3 x 13 monthly cycles	1,240,000	1,333,000	1,373,000	1,412,000	1,451,000	1,490,000
b. Condoms--.4 of line A3 x 100 units	6,360,000	6,040,000	7,040,000	7,200,000	7,440,000	7,600,000
3. Annual New Supply From For-AID Bilateral Sources						
1. Private Commercial Sector (Estimated to be small amount - some coming through 3 European Pharmaceutical Firms - Firms will not currently supply information)	0	0	0	0	0	0
a. Orals	0	0	0	0	0	0
b. Condoms	0	0	0	0	0	0
2. Other Donors (LFFI only - donated to Family Planning Ass'n of Liberia (FPAL) only information on acceptance rates, not supplies currently available)	13,737	20,600	30,900	46,300	59,500	104,300
a. Orals	40,000	60,000	90,000	135,000	202,500	303,750
b. Condoms	0	0	0	0	0	0
3. Host Country Government Procurement - None	0	0	0	0	0	0
a. Orals	0	0	0	0	0	0
b. Condoms	0	0	0	0	0	0
4. Total In-Country Stock	13,737	20,600	30,900	46,300	69,500	104,300
a. Orals	40,000	60,000	90,000	135,000	202,500	303,750
b. Condoms	0	0	0	0	0	0
5. Gap to be filled to Achieve "Full Supply"						
1. Orals (line A4a less line 4a)	1,226,263	1,312,400	1,342,100	1,365,700	1,381,500	1,393,700
2. Condoms (line A4b less line 4b)	6,320,000	6,780,000	6,950,000	7,105,000	7,257,500	7,376,250

D. AID Bilateral Supply Objectives - Objectives for: Lofa Rural Health Project
new targets of opportunity

- 1. Orals
- 2. Condoms

E. Total New Supply

- 1. Orals (line B4a plus line D1)
- 2. Condoms (line B4b plus line D2)

F. Remaining Supply Gap

- 1. Orals (line A4a less line E1)
- 2. Condoms (line A4b less line E2)

G. People Gap

- 1. Orals (line F1 + 13)
- 2. Condoms (line F2 + 100)
- 3. Total (line G1 plus line G2)

	1975	1976	1977	1978	1979	1980
1. Orals	0	780	5,200	32,700	35,600	35,600
2. Condoms	0	22,500	150,000	409,000	522,000	522,000
Total New Supply	0	22,500	155,200	441,700	557,600	557,600
1. Orals (line B4a plus line D1)	13,737	21,300	36,100	78,000	100,000	139,900
2. Condoms (line B4b plus line D2)	40,000	82,500	240,000	544,500	724,500	829,750
Total New Supply	53,737	103,800	276,100	622,500	724,500	969,650
1. Orals (line A4a less line E1)	1,226,263	1,311,680	1,336,900	1,334,000	1,345,900	1,336,100
2. Condoms (line A4b less line E2)	6,320,000	6,757,500	6,800,000	6,695,500	6,715,500	6,734,250
Total New Supply	7,546,263	8,069,180	8,136,900	8,029,500	8,061,400	8,070,350
1. Orals (line F1 + 13)	94,328	100,894	102,838	102,615	103,521	104,469
2. Condoms (line F2 + 100)	63,200	67,575	68,000	68,955	67,152	66,543
3. Total (line G1 plus line G2)	157,528	168,469	170,838	169,570	170,686	173,012

USAID/LIBERIA

TABLE 2
FY78 ABSAID Bilateral Logistic and Financial Analysis of Orals

A. AID Inventory Analysis	1976	1977	1978	1979	1980
1. Beginning of year stock	0	86,220	81,020	49,320	35,600
2. Add: Scheduled deliveries (See Annex B)	87,000	0	0	21,880	35,600
3. Less: Expected Use	780	5,200	31,700	35,600	35,600
4. End of Year Stock	86,220	81,020	49,320	35,600	35,600

USAID/LIBERIA

ATTACHMENT 2

TABLE 3
FY78 ABS

AID BILATERAL Logistic and Financial Analysis of Condoms

A. AID Inventory Analysis	Calendar Year				
	1976	1977	1978	1979	1980
1. Beginning of year stock	0	1,175,500	1,025,500	616,000	522,000
2. Add: Scheduled deliveries (See Annex B)	1,198,000	0	0	428,000	522,000
3. Less: Expected Use	22,500	150,000	409,500	522,000	522,000
4. End of Year Stock	1,175,500	1,025,500	616,000	522,000	522,000

PROGRAMMING TECHNIQUES FOR PROMOTING REGIONAL COOPERATION

The creation of the Mano River Union Pact fostering closer political, social and economic ties between Liberia and Sierra Leone is a factor which has influenced USAID's approach in developing this proposal. During the design of the bilateral projects consideration was given to ways of encouraging closer relationships between Sierra Leone and Liberia.

The agricultural sector where there is a similarity in natural resources, problems, priorities and development assistance needs, provides an excellent opportunity to create closer ties at the technical levels. To achieve this USAID is proposing that certain U.S. techniques be shared between projects, i.e., advisors serving a dual role in similar projects such as GOSL "Crops and Soils Research & Training Station" (636-0102), GOL "Agricultural Research", and GOSL "Fresh Water Fish Culture".

It is recognized that this type of innovation could create a number of mechanical problems. The financial accountability and contractual aspects would need to be carefully thought through. If procedures can be worked out the Mission sees this as a way of realizing certain economies and creating closer cooperation between the two bilateral programs. The projects would continue to maintain their independent character but would share their technical advisors. This idea is presented as a way to create regional coordination without the necessity of creating regional projects.