

ANGRAM

DEPARTMENT OF STATE

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TO - AID/W TOAID A- 344

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FROM - **Monrovia**

SUBJECT - **Noncapital Project Paper (PROP)**

REFERENCE -

Country: **Liberia**

Project No. **669-11-720-061**

Submission date: **8/69**

Original: **X**

Revision No.:

Project Title: **GOVERNMENT ORGANIZATION, TRAINING AND MANAGEMENT**

U.S. Obligation Span: **FY 1961 through FY 1977**

Physical Implementation Span: **FY 1961 through FY 1978**

Gross life-of-project financial requirement:

U.S. Dollars **\$5,030,000**

U.S. Owned local currency

Cooperating Country cash contribution **1,497,000**

Other donor **3,127,000**

Total \$12,654,000

OTHER AGENCY

State

PAGE 1 OF 12 PAGES

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APPROVED BY:
P.A.Moser, Acting Director

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I. Summary Description

This project began in FY 1961 when USAID/L's predecessor, the International Cooperation Administration, signed a contract (ICAc/afr-1893) with the Public Administration Service (PAS) of Chicago. This contract financed PAS advisors for the Government of Liberia for the purpose of improving and strengthening the organization and administration of all departments and agencies of the Executive Branch. The activities of this contract team were coordinated by the Special Commission on Government Operations (SCOGO). The first advisors began working with SCOGO in May 1961. Based on the results of a FY 1966 evaluation by USAID/L of its assistance to the Government in public administration, it was decided that any further assistance in this field should take the form of assigning operational experts (OPEX) to regular staff positions within Government departments and agencies. This decision was implemented by providing nine PAS OPEX personnel to the Government under a separate but related project, Fiscal and Supply Management, 669-11-790-078, and by phasing out PAS advisory assistance under Government Organization, Training and Management, 669-061, in December 1968.

With the termination of the PAS advisory assistance to SCOGO in late 1968, this project continued to provide support for the following separate but related activities: (1) Training Justices of the Peace and Stipendiary Magistrates, (2) Liberian Customary Law and Research Project, (3) a Self-Help Coordinator who will administer USAID-supported self-help activities funded under project Special Self-Help Development Activities (669-099), and (4) Participant Training Program, Bureau of Statistics. It is evident that four rather distinct activities have been juxtaposed to form this project. This has been undertaken to facilitate Mission supervision, administration and support of this particular project.

In line with the Government's desire to establish a national Institute of Public Administration, USAID/L will obligate FY 1970 funds for providing six operating OPEX personnel who will be assigned to regular positions within the proposed Institute. In addition, participant training will be provided under this new activity for Liberians who will eventually be assigned to key staff positions within the Institute.

Beginning in the last quarter of FY 1971, funds will be made available to cover the support of four continuing OPEX Personnel who previously had been funded under terminating project, Fiscal and Supply Management (669-078).

USAID/L technical assistance to the Government, in the area of public administration, has not precluded complementary assistance from other donor sources. Such assistance has been forthcoming under various U.N. projects in the fields of civil aviation, telecommunications, health, and education. In CY 1970-1972 a proposed U.N. Technical Assistance project would provide up to \$290,000 per annum to fund up to a possible 100 OPEX-type personnel in these and other administrative areas of government. In addition, the U.N. Special Fund will support, within the Department of Planning and Economic Affairs, six experts in development planning and economics. The cost of this and supporting assistance to the Department during an 18 month period (1969-1970) is \$543,900. Also, the U.N. is

funding eight professors and commodities to assist the College of Agriculture and Forestry, University of Liberia, at a cost of \$1,336,200 over a period of five years, CYs 1969-1973. USAID/L's careful review of these activities, supported by the U.N., indicates that they do not duplicate USAID assistance efforts--our activities in the field of administration are indeed mutually supportive.

II. Setting.

The salient aspects of the setting of this project and the overall tenor of USAID strategy in public administration are set forth in the Program Memorandum for FY 1970 as up-dated and revised by the Country Field Submission for FY 1971. USAID/L's current thinking is to assist the Government in improving its national administrative capability and the professionalization of its civil servants. In this way, USAID/L seeks to enhance meaningful institution building, the creation of an effective Government administrative apparatus and the utilization of democratic processes in national and local decision-making. Each activity supported under this project will have a substantial impact on key areas of Government and public administration reforms to be addressed by the proposed Institute of Public Administration.

A. Training Justices of the Peace and Stipendiary Magistrates.

This activity was initiated in FY 1967, by Agreement 7010, to assist in the implementation of a training program for selected justices of the peace and stipendiary magistrates at the Louis Arthur Grimes School of Law.

Faculty members of the University of Liberia's Louis Arthur Grimes School of Law have completed a study of the qualification and occupational needs of magistrates and justices of the peace in the new counties, i.e., Loffa, Nimba, Bong, and Grand Gedeh. The results of this study, which was financed by a grant from the SAILER project of the Institute of International Education, led to the initiation of a training program for county justices of the peace and stipendiary magistrates. The Louis Arthur Grimes School of Law, University of Liberia, together with the Supreme Court of Liberia sponsored a two-week training program for justices of the peace and magistrates in Montserrado and Grand Cape Mount Counties. This training program for judicial personnel was held in the University of Liberia's academic vacation period in July 1968. In July 1969 a similar training program was conducted in Sinoe and Maryland Counties.

B. Liberian Customary Law and Research Project.

This project was established in 1967, as a permanent agency of the Louis Arthur Grimes School of Law. USAID/L support of the project was initiated in February 1969, with the signing of revision No. 2 of Agreement 9001 signed by the Department of National Planning and Economic Affairs. This USAID activity is administered by the Law School under the direction of one member of the faculty;

the director conducts research with a view toward the development of indigenous teaching materials for law school courses (especially those dealing with domestic relations, succession, and real property). Emphasis also is placed on clarifying the distinction between the jurisdiction of the lower courts and the tribal courts. This is intended to preserve customary rights against unintentional legislative and judicial encroachment.

C. Self-Help Coordinator.

In FY 1965, USAID/L initiated project Special Self-Help Development Activities (669-099) designed to assist small but significant Liberian self-help activities which would have an immediate social and/or economic impact, and benefit to the country, particularly in the rural sector. Self-help projects are submitted to USAID/L and the Government for review and approval. In the past approval has been on an ad hoc basis, i.e., without reference to the Government's comprehensive national development planning objectives and priorities. In FY 1969 USAID/L and the Government jointly agreed to rationalize the Self-Help project by establishing within the Department of ~~Planning and Statistics~~ Affairs the permanent position of a Self-Help Coordinator. USAID/L is providing the initial funding for this position under revision No. 3 of Agreement 9001, dated April 9, 1969.

D. Participant Training Program, Bureau of Statistics.

This on-going activity was initiated in FY 1966, by Agreement 6021, which obligated funds for training personnel of the Bureau of Statistics in various specialized fields of statistical collection and analysis. Rational development planning and identification of sound investment projects require that more and better statistics are available to the Government and its agencies and other interested organizations. This activity is designed to fill this critical need by up-grading the skills of personnel responsible for gathering, analyzing and disseminating pertinent data as quickly as required for sound and timely decision-making.

E. The Institute of Public Administration.

In December, 1968, the President of Liberia in his Annual Message to the Legislature recommended that that body give favorable consideration to the establishment of a National Institute of Public Administration. The basic objective of this institution as espoused by the President would be to develop and maintain a competent civil service imbued with high professional standards. This objective would be met through a comprehensive training program at all levels of public administration. As reported in the CFS for FY 1971, both the cabinet and the Legislature have given the proposed Institute their full endorsement, and legislation setting up the Institute as a semi-autonomous body is now being developed.

F. OPEX Personnel

This new activity to be initiated in FY 1971 with the termination of project Fiscal and Supply Management (669-078) seeks to up-grade the capability of the Government in specific and highly technical specializations of public administration and statistics. The emphasis is both on institution building, within each Government department or agency, and on achieving improved methods and more effective final Government actions. See the Program Memorandum for FY 1970, Part III-B, for a statement concerning the details of USAID/L's strategy for achieving the objectives of this activity.

III. Planned Targets and Results

The overall goals of this project are (1) to improve and extend the quality of public administration throughout key departments and agencies of the Government and (2) to provide better and more accurate information to policy-makers for purposes of development planning and implementation.

A. Training Justices of the Peace and Stipendiary Magistrates.

The purpose of this activity is to improve the administrative and professional skills of county justices of the peace and stipendiary magistrates. To achieve this purpose, in-country training courses will be provided to judicial personnel in various legal and administrative fields. The specific output targets of this activity are:

1. To conduct a short training program in FY 1970 for fifty judicial personnel from Grand Bassa County, and
2. To develop similar in-service training programs for justices of the peace or magistrates who have not received such training in previous training courses.

B. Liberian Customary Law and Research Project.

This activity is directed toward acquiring information concerning customary legal processes of traditional groups in Liberia. This information will be of crucial importance in the future for settling actual or potential legal disputes between those persons subject to customary law, for determining family relationships as related to the payment of workmen's compensation, and for acquiring a more comprehensive understanding and appreciation of tribal social behavior and the legal system in Liberia. The specific targets of this activity are to:

1. Conduct basic field research in customary law as practiced in tribal courts, hearings, and related legal activities;
2. Compile, analyze and publish results of field research efforts;

3. Develop curriculum concerning customary law in Liberia and carry out courses in this subject at the Law School; and,
4. Prepare draft legislation that would help reconcile and eventually harmonize different systems of law in Liberia.

C. Self-Help Coordinator.

The output target of this activity is to fund a Self-Help Coordinator who will be assigned to a permanent staff position in the Department of Internal Affairs. He will be responsible for assisting the Department of Internal Affairs in consultation with the Department of Planning and Economic Affairs to develop policies, techniques and procedures for identifying, mobilizing and channeling local and external resources to further Liberia's social and economic self-help development objectives. Specifically, he will assist the Government to:

1. Plan more effectively self-help projects consistent with national development objectives and priorities;
2. Implement Government-approved self-help projects more efficiently; and,
3. Improve the coordination of GOL, USAID/L, Peace Corps and other donors who support self-help projects.

D. Participant Training, Bureau of Statistics.

The objective of this activity is to assist the Bureau to improve the efficiency of its operations. The specific operational target is to train five selected personnel of the Bureau in FY 1970 in specialized non-degree programs of statistics, including external trade data, business and industrial surveys, consumer expenditures, mathematical economic statistics and sample design.

E. The Institute of Public Administration.

The target of this activity is to help improve the organization, management and administrative efficiency of the GOL, with emphasis on (1) a more efficient distribution of functions within and among executive departments and agencies; (2) more productive management policies and procedures, especially relating to the civil service; and, (3) up-grading the managerial competence of middle and upper level employees and officials.

F. OPEX Personnel.

The targets of this activity are to:

1. Assist in up-grading the administrative efficiency of the Departments of the Treasury, Planning and Economic Affairs, and Agriculture;
2. Plan and implement an appropriation and allotment system for the Liberian Government in order to ensure the existence of a sound financial relationship between authorization, obligation and expenditure and the real position of the Government with respect to revenue, financial resources and indebtedness; and,
3. Develop and up-grade Liberia's present foreign trade commodity classification manual and to improve the most effective administration of revenue collection.

IV. Course of Action.

A. Training Justices of the Peace and Stipendiary Magistrates

USAID/L will provide support to the Louis Arthur Grimes School of Law, University of Liberia and the Supreme Court of Liberia who will jointly sponsor two week training programs in FY 1970 and FY 1971 for justices of the peace and magistrates from Grand Bassa and other counties. These programs will be held during the mid-term academic vacation (July-August) of each year. The curriculum and course content will be directed toward the occupational requirements, both legal and administrative, of the participants as determined from field studies, interviews with prospective participants, and experiences from previous training programs.

USAID/L's financial support of this activity includes the cost of local transportation and per diem for participants and staff and the purchase of library materials for the Law School. Specifically, this funding will cover the round trip transportation of instructors and participants involved in the justices'/magistrates' seminars, the printing of completion-of-training certificates, and related costs of supporting the training program, e.g., library acquisitions and course and office materials.

The Government will provide funds for instructional, research, and stenographic/typist personnel services, classroom and office facilities, necessary equipment and any additional or miscellaneous costs beyond those provided for by USAID/L.

B. Liberian Customary Law and Research Project

This research activity involves two separate but related undertakings: (1) Transcribing tribal court hearings and conducting discussions, and (2) Interviewing rural village occupants relative to specific customary law topics, e.g., property and land tenure, succession and domestic (marital) relations. Data generated from these efforts is most useful for improving one's understanding of, and sensitivity

to tribal law and the adjudication process. This information is indexed and stored at the Law School Library where it is available to the faculty, research assistants, students and other interested persons. In addition, this systematically collected and analyzed information has formed the basis for developing a weekly seminar in "African Law" for pre-law students. This course has been conducted since August 1968, by the director of the research program.

Although the aim of this activity is to collect useful information on customary legal processes of tribal groups in Liberia for the purpose of settling actual or potential legal disputes, it is felt that offering an "African Law" course will facilitate the organization and formal presentation of other customary law research in the future. Interested law students are also being trained to conduct surveys and studies during the school vacation months of December to March.

Beginning in early 1969, law students began compiling, analyzing and writing up the results of research conducted during previous vacation periods. In addition, the director of the research program began incorporating pertinent research data as well as the implications of Liberian customary law on contemporary legal practices into other courses. Future research will be intensified by the increased use of student research assistants. It is hoped that these students will develop a professional interest in tribal law and will seek further study in the area. Thus a pool of Liberian lawyers, trained in customary law, will become available to reconcile Liberian traditional law with legal practices utilized in Liberia's more Western-oriented sector.

C. Self-Help Coordinator

The Coordinator will provide on-the-job training for selected Government official(s) in the Department of Internal Affairs and he will coordinate aided self-help projects throughout Liberia. More specifically, the Self-Help Coordinator will be responsible for carrying out the following tasks:

1. To evaluate and to establish policies, priorities and goals in close consultation with the Department of Planning and Economic Affairs for development in the area of aided self-help;
2. To assist the Government of Liberia through the Department of Internal Affairs in establishing the most feasible techniques and procedures for implementing those aided-self-help projects which best meet national priorities and goals and which most thoroughly involve the people;
3. To work toward the development of self-sustaining, viable institutions on the local county and national levels, necessary to achieve increased popular participation in development and to channel the creative energies of the people into constructive developmental endeavors; and

4. To assist in the coordination of all aided self-help programming in Liberia, including, but not necessarily limited to, GOL, USAID and Peace Corps efforts.

Beginning in FY 1970, USAID will fund the initial two years of a personal services contract covering the Self-Help Coordinator. USAID will also provide the Coordinator with official transportation during the initial contract period. The GOL will assume the financial costs of providing for and supporting the Coordinator after FY 1971.

Progress reports and an annual report covering self-help activities for the period ending December 31st, will be prepared by the Self-Help Coordinator and submitted to the Secretary of the Department of Internal Affairs by April 1st of the succeeding year. The annual report shall highlight the year's activity with particular emphasis on the extent to which the activities are fulfilling the basic objective of the project and pointing out any corrective measures which could or should be taken to assure greater success.

D. Participant Training, Bureau of Statistics

USAID will provide funds to finance non-degree participant training in the U.S. for five staff personnel of the Bureau of Statistics in FY 1970. The average length of training will be nine months in the fields of international trade statistics, business and industrial data collection and analysis, consumer expenditures, agricultural economic and mathematical statistics, and survey design. The estimated annual cost of training the five participants is \$40,000.

Through the Bureau of Statistics, various surveys and censuses are planned and made. In this connection, the Republic of Liberia will be participating in the 1970 World Agricultural Census. In preparing for and conducting this census and preliminary surveys, trained technicians are needed to augment the staff of the Bureau of Statistics. Furthermore, participants under this activity will provide the trained manpower required to gather and analyze economic statistics necessary for planning Liberia's future development.

E. The Institute of Public Administration

To achieve the stated targets of this activity, USAID ^{prepares to} obligate funds for providing OPEX personnel and participant training to the Institute during the period FY 1970-FY 1977.

A total of six OPEX personnel will be contracted, having expertise in various fields of public administration, to occupy regular operating positions within the Institute at a cost of \$3,400 per man month of assistance. Four of these experts will begin their assignments at the Institute in April 1970 with the full complement of OPEX personnel to be on-board by early January 1971.

The following table indicates the fields of specialization, period of tour, number of man months and the total estimated cost of providing OPEX personnel assistance under this activity through FY 1975.

<u>Field of Specialization</u>	<u>Period of Tour</u>	<u>No. of Man Months Funded</u>	<u>Total Est. Cost of Personnel Services</u>
Personnel and Training Specialist	ETA April 1970 HL/R June 1972	48	\$163,200
Administrative and Management Specialist	ETA April 1970 HL/R June 1972 ETD June 1974	48	\$163,200
Financial Administrative Specialist	ETA April 1970 HL/R June 1972	48	\$163,200
Budget Specialist	ETA April 1970 HL/R June 1972 ETD June 1974	48	\$163,200
Development Planning Specialist	ETA Jan. 1971 HL/R March 1973 ETD March 1975	48	\$163,200
Local Government Specialist	ETA Jan. 1971 HL/R March 1973 ETD March 1975	48	\$163,200

USAID/L will obligate funds during the period FY 1970 - FY 1977 for providing participant training in the U.S. to five highly qualified Liberian staff personnel of the Institute who are pursuing 18 month M.A. degree programs with specialization in the field of public administration. An estimated total of twenty professional personnel of the Institute will be trained under this activity by FY 1975 at a total cost of \$257,500 during the eight year period. (The estimated average cost of training one participant in the U.S. under an 18 month program at the M.A. level is \$12,875.) The following table indicates the fields of specializations, number of participants, time schedule, man months and the total estimated cost of the training program during FY 1970 only.

PARTICIPANT TRAINING IN THE U.S.

<u>Field of Specialization</u>	<u>Number of Participants</u>	<u>Man Months</u>	<u>Time Schedule</u>	<u>Estimated Total Cost of Training</u>
Personnel and Training	1	18	1/70-6/71	\$13,000
Public Administration and Management	2	36	1/70-6/71	26,000
Financial Administration (public finance)	1	18	1/70-6/71	13,000
Development Planning	1	18	1/70-6/71	13,000
Local Government Administration	1	18	1/70-6/71	13,000

F. OPEX Personnel

In the fourth quarter FY 1971 USAID/L will begin funding three OPEX personnel recruited and backstopped by PAS. Prior to FY 1971 such assistance was provided under project Fiscal and Supply Management (669-078), scheduled to terminate at the end of the third quarter of FY 1971.

The current AID contract amendment, AID/afr-319 (dated May 12, 1969) between the Government of Liberia and the intermediary contractor, Public Administration Service of Chicago, Illinois, provides for nine positions. These positions are expected to be filled in the second and third quarters of FY 1970.

The following table indicates the funding schedule of the three PAS OPEX positions expected to be filled in FY 1970/71 under this activity by project. It should be noted that these positions will be funded under project Fiscal and Supply Management (669-078) through March 1971 when that project terminates. Subsequent funding, to carry the incumbents through the end of their tours, will be provided under project Government Organization Training and Management (669-061).

Funding Period by Project

<u>Position</u>	<u>078</u>	<u>061</u>
Deputy Controller	10/69-3/71	4/71-9/71
Chief, Pre-Audit Division	2/70-3/71	4/71-1/72
Chief Administrative Officer	11/69-3/71	4/71-10/71

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For those positions requiring recruitment of new OPEX personnel the intermediary contractor will undertake to recruit fully-qualified candidates and nominate them for approval by USAID and the GOL.

All new or renewed contracts with individual OPEX technicians will continue to be executed directly between the individual contractor and the GOL.

In addition to performance of their specified duties, each technician will be made available, on an ad hoc basis, to contribute his professional expertise in inter-agency or Government-wide programs of training or other activities aimed at improvement of governmental operations.

As operating officials of the several departments and agencies to which they will be assigned, each OPEX technician will be under the direct supervision and control of the Department or Agency head, or such subordinate official as the Department or Agency head may designate as the superior to whom the OPEX technician will be responsible.

The GOL, USAID and the intermediary contractor have a responsibility for jointly evaluating the effectiveness of this project so that effective and timely action can be taken to remedy any apparent weaknesses in the total effort and informed decisions can be made as to possible future courses of action. Each OPEX technician will be required to submit periodic reports on his activities. These reports will be forwarded to the supervisory Department or Agency head for their review. The Department or Agency head will, in turn, send a copy of each report, with his comments to the Chairman of the GOL Technical Assistance Commission and the intermediary contractor (PAS).

In support of the PAS OPEX technicians' efforts to the Government under this activity, USAID/L will obligate funds in FY 1971 for non-degree participant training for three qualified GOL officials in the Departments of National Planning, Treasury and Agriculture. This training will involve six to nine month courses conducted in the U.S. in specializations of accounting and auditing and government administration.

HOWISON

Attachments:

Page 1 of Table 1 - Non-Capital Project Funding
Page 2 of Table 1 - " " " "

NON-CAPITAL PROJECT FUNDING (OBLIGATIONS IN \$000)
Project Title: Government Organization, Training & Management

Table 1
 Page 1 of 2
 Country: Liberia

PropDate: 8/29/69
 Original: X
 Project No.: 669-11-720-061

Fiscal Years	Ap	L/G	Total	Cont ^{1/}	Personnel		Service		Participants		Commodities		Other Costs	
					AID	/	CONT	AID	/	CONT	AID	/	CONT	AID
Prior through Act. FY 69	TC/CF	G	2845	1327	707	11	1068	294	-	166	20	340	239	
Oper FY Yr. 69	TC	G	92	40	-	-	40	27	-	-	-	25	-	
Budg. FY 70	TC	G	289	200	-	-	154	80	-	-	-	9	46	
B+1 FY 71	TC/DL	L/G	780	676	-	-	323	95	-	-	-	9	353	
B+2 FY 72	TC/DL	L/G	2514	2410	-	-	339	95	-	-	-	9	2071	
B+3 FY 73	TC	G	496	399	-	-	353	95	-	-	-	2	46	
All Subs.	TC	G	1014	851	-	-	667	163	-	-	-	-	184	
³⁴⁴ Total Life	TC/DL/CF	L/G	8030	5903	707	11	2944	849	-	166	20	394	2939	

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MONROVIA TOAID A-344

^{1/} Memorandum (non add) column.

Fiscal Years	AID Controlled Local Currency		Other Cash Contribution Cooperating Country	Other Donor Funds (\$ Equiv.)	Food for Freedom Commodities
	U.S. Owned	Country Owned			
Prior through Actual FY 1969	NIL		800	1683	NIL
Oper FY Fr. 1969	"		50	140	"
Budg FY 1970	"		110	1174	"
B+1 FY 1971	"		59	54	"
B+2 FY 1972	"		77	54	"
B+3 FY 1973	"		110	22	"
All Sub.	"		692	-	"
Total Life	"		1497	3127	"

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FROM - AID/W

SUBJECT - PROPs for Government Organization, Training and Management
(669-11-720-061) and Fiscal and Supply Management (669-11-790-078)

REFERENCE - (a) TOAID A-344; (b) TOAID A-366

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TAB

I. Government Organization, Training and Management (669-11-720-061)

A. General Comment

AID/W believes that the PROP should be revised to provide a more succinct expression of AID's aims and expected achievements in upgrading Liberian public administration. As described in the PROP which was received, the project appears highly diffused, having multiple, somewhat unrelated objectives. The project should be cast as a more concerted approach toward improving the governmental machinery, and should be described in terms of its priority within the total context of AID strategy in Liberia.

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B. Comments on Various Sections of the PROP

1. Setting - (Item II, p. 3)

The setting should be summarized in the PROP rather than ~~repeated~~ incorporated by reference. As indicated in M.O. 1025.1, this section should address the environmental circumstances concerning need for the project, obstacles to be surmounted, and other factors which are essential to a full understanding of the proposal.

DRAFTED BY <i>[Signature]</i> Aube Fessenden:lls		OFFICE AFR/CWA	PHONE NO. 23722	DATE 1/21/70 1/22/70	PAGE 1 OF 1 APPROVED BY <i>[Signature]</i> Stephen G. Christmas Act. Dir. Congo/Ghana/ LIBERIA
AID AND OTHER CLEARANCES AFR/CWA: Christmas (draft) AFR/DP: Bhear		AFR/ID: J. McWhorter			

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CONTINUATION

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There should be some analysis of Liberian manpower problems in general, and particularly in the Departments we intend to assist, as well as a statement as to what progress has been made to date. Also, it should be made clear what OPEX technicians could be supplied by the U.N. or other donors.

2. Strategy

The PROP should include a "strategy" section (see M.O. 1025.1, item VII.D for description of content).

3. Planned Targets and Results

The end-result targets need to be more fully anticipated. This section should present a clearer view of exactly what is expected to be accomplished and when, through the application of the proposed U.S. inputs. The revision should include the evaluation criteria and output targets, thus providing a base for preparation of PIPs and PARs. This section should also indicate the degree of importance attached to each activity under the project. Each activity should have a target date for completion.

4. Course of Action

Proposed activities under this project should have a timetable for the mobilization and utilization of various inputs. For example, clarification is needed in some cases regarding the relationship between arrival of the operational personnel, designation of a counterpart, necessary training of the counterpart (participant and/or on-the-job), when the counterpart will become fully operational and the departure of the U.S. technician. In addition, the narrative should indicate how the technical personnel will be utilized, how much training is required, and other possible approaches toward achievement of the desired project goals. This section should also make it clear that the GOL pays the full base salaries for all operational personnel funded under the project.

5. Funding

Funding projections by operational positions and by activity should be made. We do not expect to receive detailed information for the period beyond FY 1971, but we should have total obligations by major cost component for FY 1972 and all subsequent years.

The Mission should bear in mind the termination of the Project Support ~~LOANS~~ Loans after December 1971 and should provide for incorporation in the project of any required commodities after that date. Also, it would be helpful to have an explanation of the lumpiness of other donor financing and of GOL contributions, including a description of what these funds will finance:

CONTINUATION

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C. Specific Activities Under the Project

1. Training Justices of the Peace

2. Liberian Customary Law.

These activities appear to be "targets of opportunity" in relation to the overall project. We suggest that they be described as such, indicating possible future opportunities or achievements which may result from the small investment proposed.

3. Self Help Coordinator

We request that the USAID prepare a justification as to whether AID should finance a Self Help coordinator at all. It is not done in other countries. This position, if justifiable, should be funded under either Technical Support - Development Services or Technical Support - General, since he fulfills a technical support type function as well as assisting the GOL in the more general aspects of Self Help.

4. Participant Training, Bureau of Statistics.

The PROP should explain the rationale for this activity more fully and clarify how it ties in with or differs from other areas where we provide OPEX personnel.

5. Institute of Public Administration

The Institute of Public Administration when and if GOL is fully prepared to proceed with it, should be justified as a separate project. At the appropriate time, when the scope of the project has been more precisely developed, the USAID should submit a separate Preliminary Project Proposal (PPP). The PPP should analyze (1) the financial, political and social costs and benefits of such an undertaking; (2) the expected end results within the projected time frame; and (3) the costs to the GOL, the U.S. Government and other possible XX donors.

6. Operational Personnel

We request that the USAID identify the slots to be filled both before and after the merger of the two subject projects, indicating if any other donor might provide such personnel. The revised PROP should directly relate the expertise provided by these technicians to overall project targets. We realize that such a determination would be subject to refinement as conditions and needs change. We assume that OPEX personnel would be limited to the Departments of Agriculture, Education, Treasury, Planning and would include the Bureau of Customs, Technician and the Agricultural Statistician who were agreed to in recent discussions in Washington with GOL officials. The PROP should set forth a timetable for replacement

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of the operating personnel by Liberians. Please indicate if participant training is required for Liberians who will eventually replace the operational personnel. Such participant training might be a separate activity under the project, going beyond the scope of training Bureau of Statistics personnel mentioned above.

Much of the material on contractor relationships contained in PROP for project 078 could be incorporated into this PROP.

II. Fiscal and Supply Management (669-11-790-078)

Since this project is scheduled to phase-out in the near future we are not suggesting major revisions of the PROP. However, comments or requests for information are, ~~xx~~ as follows:

- a. Request USAID submit revised funding tables, including breakdown by Operating Personnel position (attachments were not received here).
- b. FY 1970 should be last year of project funding. Moneys should be obligated in FY 1970 to cover contract personnel through March 1971. Participants training scheduled for funding in FY 1971 should be funded in FY 1970 or eliminated, unless duly incorporated and justified in project 061.

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FROM - MONROVIA

SUBJECT - PROP FOR GOVERNMENT ORGANIZATION, TRAINING AND MANAGEMENT
(669-11-720-061)

REFERENCE - (A) AIDTO A-16, (B) TOAID A-344

The purpose of this message is to inform AID/W that the Mission has taken into consideration the various questions and issues raised in refer A and is endeavoring to prepare a revised PROP. A number of exigencies have necessitated the delay in revising the PROP.

The most important fact to be borne in mind when considering the subject project is that it is a conglomerate of activities that do not readily lend themselves to integrated analysis. USAID/L certainly accepts the recommendation that the project could be better structured and will endeavor to separate the forthcoming Institute of Public Administration (IPA) from this project with the submission of a well prepared PFP. With the deletion of IPA from the project, Government Organization, Training and Management will terminate in FY 1972 with FY 1971 as the last funding year. With so short a period of time and with the current mixture of activities within the project it will be difficult to define targets and project results.

With reference to the specific activities under the project

- (1) The Liberian Customary Law Research and Justices of the Peace Training Seminar will be considered as "targets of opportunity" in a revised PROP.
- (2) Continuation of AID Special Self-Help development activities beyond the current Fiscal Year will substantially effect the need for a USAID funded Self-Help Coordinator in Liberia.

OTHER AGENCY

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PAGE 1 OF 2 PAGES

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The USAID is currently preparing an analysis of the Coordinator's roles and responsibilities taking into consideration the Liberian Government's own self-help program and requirements for a coordinator.

With reference to the funding of the coordinator's contract, monies were obligated for two years through PROAG 9001, Revision 3, and the USAID is not in a position to deobligate the unexpanded balance and fund current year expenditures from limited technical support appropriations.

- (3) Participant Training for the Bureau of Statistics will be broadened to encompass a participant in the nine month Public Service Program in Economic Development at Harvard University (PIO/P 669-061-1-00021), three participants in Developmental Public Administration at the University of Pittsburgh as well as one participant in Programming, Shop Management and Systems at the Bureau of Census (PIO/P 669-061-1-00026). The rationale for this type of broad based participant training in the area of Government Organization will be presented in the FROP.
- (4) The Institute of Public Administration will be separated from the subject project and a Preliminary Project Proposal will be forthcoming depending upon AID/W's response to Monrovia's TOAID A-92.
- (5) A new activity to be funded under the subject project is the provision of a statistical advisor on commodity classification systems which has been approved by AID/W (State 181896) and requested by PIO/T 669-061-2-00018. The balance of the funds required to finance this technician will be requested in the FY1971OYB.
- (6) With regard to the OPEX technicians to be shifted from Project 669-11-790-078 to the subject project at the end of the third quarter of FY 1971, the USAID has reconsidered this move on the basis of a "pipe-line" analysis and preliminary review of the budget submitted by Public Administration Service (AID/afr-319). Our current estimates are that there is sufficient money available within the existing project pipeline to carry the last technician through June 1972. (The Mission is currently awaiting the resubmission of the Contractor's budget as per Monrovia 1210 and the nomination of a Customs Specialist by PAS.) Consequently, the USAID sees no valid reason to shift the technicians and will eliminate the OPEX activity from the FROP.

The USAID reiterates its appreciation for AID/W's comments and will submit the revised FROP when the issues surrounding the Institute of Public Administration and Special Self-Help Coordinator become more clear.



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FROM - AID/WASHINGTON

SUBJECT - Government Organization, Training and Management, 669-11-720-061

REFERENCE - TOAID A-119

**MONRO
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AID/W appreciates the referenced status report on the preparation of the PROP for the subject project and concurs with the Mission's recommendations.

The final paragraph indicated that preparation of the PROP was being delayed by uncertainties surrounding the Institute of Public Administration and the Special Self-Help Coordinator. The Institute is the subject of a separate message (AIDTO A-89), and since it will upon approval be separated from the subject project, as you indicated in paragraph (4), it should not delay submission of the PROP for Government Organization, Training and Management.

The Mission is aware through Director Wild's participation in the Nairobi discussions that beginning in FY 1971 no dollar funds will be available for self-help activities in development emphasis countries. Consequently, the Mission should review the need for continuing the contract of the self-help coordinator. Consideration should be given to early termination for the convenience of the government if it is believed that the cessation of new obligations will result in his underutilization, notwithstanding that this could result in personal inconvenience to the contractor. Due consideration should of course be given to the need for his services in the implementation of already approved activities and possibly the institution of a system for the GOL ~~and~~ aid self-help activities without external assistance.

Public Administration Service is now developing a revision of the total budget and expects to have it completed within the next two weeks and forwarded to the Mission. They have not initiated recruitment of a Customs advisor pending a contract amendment. The Mission should prepare a PIO/T to provide for this action.

ROGERS

1 OF 1

DRAFTER	OFFICE	PHONE NO	DATE	APPROVED BY
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