

**AIRGRAM**

**DEPARTMENT OF STATE**

6690061-43  
A.I.D.  
Reference Center  
Room 1656 NS  
**PD-AAC-070-F1**

**UNCLASSIFIED**  
CLASSIFICATION

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TO - AID/W TOAID A- **X**

1971 JAN 2 PM 3 9

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DISTRIBUTION  
ACTION

INFO.

FROM - **MONROVIA**

SUBJECT - **NONCAPITAL PROJECT PAPER (PROP)**

REFERENCE -

Country Liberia Project No. 669-51-720-061

Submission Date December 31, 1970 Revision No. 2

Project Title Government Organization, Training, and Management

U.S. Obligation Span FY 1961 through FY 1973

Physical Implementation Span FY 1961 through FY 1974

Gross life-of-project financial requirements

U.S. dollar ..... 3,168,000

U.S. owned local currency ..... -

Cooperating Country cash contribution ----- 1,511,000  
(in \$ equivalent, current exchange rate)

Other donor ..... -

**TOTAL** ..... **4,679,000**

OTHER AGENCY

PAGE 1 OF 16 PAGES

DRAFTED BY

OFFICE

PHONE NO. DATE

APPROVED BY

**DLevintow / DImig/jrh**

**AD**

**12/29/70**

**Eric James, Acting Director**

AID AND OTHER CLEARANCES

**PR:JKelly**

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**I. Summary Description**

*small*  
*diff*  
The activities described below represent a conglomerate of efforts in the public administration sector. 1/ They do not readily lend themselves to integrated analysis since they represent a series of divergent efforts at achieving the rather broad target, a macro-target at best, of improving the organization, management and administrative efficiency of the Government of Liberia. These activities consist of (a) operational experts (OPEX) in various agencies and bureaus of government seeking to effect fiscal and managerial reforms, (b) support for an annual short-term training program for Liberia's Justices of the Peace and Stipendiary Magistrates from the hinterland, (c) assistance to the University of Liberia for the codification of indigenous tribal law and its incorporation into the legal code of Liberia, (d) selective participant training for middle and upper level government public servants toward the objective of up-grading managerial competence, and (e) the provision of continuing advice and technical assistance to specific agencies of government where limited-term assistance is required in functional management.

**II. Total Life of Project Inputs**

**A. Grants by U.S. Government**

		Number of Technicians		Participants
		Contract	Direct Hire	
1963 & Prior	1,305,000	6	4	27
1964	394,000	8	4	12
1965	457,000	8	3	13
1966	198,000	8	2	0
1967	286,000	4	2	8
1968	128,000	3	2	7
1969	77,000	7		6
1970	31,000	9*		5
1971	123,000	7*	1 (PASA)	5
1972	154,000	6	1 (PASA)	0
1973	15,000	2	1 (PASA)	0
	<b>3,168,000</b>			<b>83</b>

\* - FY 70 and 71 technicians were funded under Project 078.

**B. Project Support Loans as follows:**

FY 66	669-H-010	1,000	
FY 69	669-H-018	<u>18,000</u>	
		19,000	Total Loans

1/ A Mission analysis of Liberia's public administration sector was recently forwarded to AID/W.

### III. Setting

Up until the 1950's the Liberian Government operated on a personalized basis -- without proper budgets, records, filing systems, and without much in the way of an administrative apparatus or system for making and executing public decisions. Expenditure control resided in the presidential power to sign all checks of over \$25, and formal budgeting was almost unknown -- it was something dealt with in conversation with the President. That things worked this way did not matter much before the 1950's since government in 1949 spent less than \$3 million and most of it on salaries.

After 1950 government revenues soared -- to \$15.3 million in 1955 and \$32.4 million in 1960. During the same period the market economy grew at an average annual rate of almost 14% -- one of the highest growth rates in the low income countries over that period. (Taking into account population and price increases, the real rate of growth of output per capita was probably close to 7%). The new prosperity gave Liberia easy access to foreign loans and the government promptly indulged in a spasm of heavy public spending -- largely based on short-term loans from abroad.

*Handwritten: "made" with a bracket pointing to the following paragraph.*

But the administration of public affairs in Liberia remained a casual and highly personalized affair during the boom period of the 1950's. Little was done by way of formalizing civil service arrangements or setting up the institutions and procedures normally associated with modern government. As a result, the extent of the newly undertaken commitments was not fully realized and the need for administrative machinery to control the expenditure of newly available resources was not appreciated. The financial crisis of 1963 ensued -- when short-term loans amounting to almost the total government budget for the year fell due at the same time that world iron ore and rubber prices started to decline.

There was an element in the GOL, however, which recognized the need for a general overhaul of the administrative structure even prior to the crisis of 1963. In 1960 a Special Commission on Government Operations (SCOGO) was set up to study the structure and performance of existing agencies in the light of new requirements and to make recommendations for reform and reorganization. In 1961 the US Government was asked to provide technical staff who could assist the Commission in carrying out its work.

### IV. Project Activity

#### A. 1961 - 1966 Period

*Handwritten: "BIB" with an arrow pointing to the start of the paragraph.*

*Handwritten: "purpose of 1st phase" with a bracket pointing to the first sentence of the paragraph.*

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In May 1961, ICA entered in a contract with the Public Administration Service of Chicago (PAS) to provide technical assistance to the GOL in the area of public administration improvement. In the scope-of-work PAS was commissioned to assist in "improving and strengthening the organization and administration of all departments and agencies of the Executive Branch by providing advice and guidance and staff assistance to the President's Special Commission on Government Operations (SCOGO) by developing organization proposals, forms, and procedures, and, if necessary, drafts of laws and orders, giving particular attention to devising

and assisting in the installation of improved methods and procedures in fiscal management in the Government at the Central and district levels, including budgeting, accounting and reporting, treasury management, auditing, and customs and tax administration; and by the training of employees of the Government."

*inputs* } Six PAS advisors arrived in Liberia in 1961. Their areas of specialty were: Budget and Fiscal (2), tax and customs (2), and administration (2). A personnel management specialist and a procurement and supply advisor were later added to the project team. During their first two years, project advisors, working through SCOD, concentrated on performance studies of the GOL organizational structures and recommended desired improvements. The studies were focused mainly on those executive agencies heavily concerned with governmental finance, and property/supply activities. A number of major reorganization and revised functional plans were developed, and enabling legislations or executive orders were drafted.

*summary* } During the 1963-1965 period, PAS project advisors concentrated on improving GOL personnel administration management. The public service training apparatus in Liberia was surveyed and recommendations for overhauling submitted. Personnel manuals, records and forms were devised by various GOL departments, with the assistance of team advisors. In addition some on-the-job training was provided for key personnel in the several departments to which PAS advisors were assigned, particularly the Treasury.

Project accomplishments during the 1961-1965 period were not striking by evidences of improvements in the GOL institutional machinery and processes as listed below did begin to appear:

- As a result of an intensive management improvement effort in the Public Works Department, practices which had diverted the accomplishments of Departmental projects and programs were curtailed.
- The GOL procurement/supply management was substantially improved with resultant monetary savings, better service to agencies and increased confidence that purchasing transactions were being conducted with propriety.
- More predictable and rigorous patterns of tax law enforcement and collection began to emerge.
- Operations of the Department of Treasury improved demonstrably with work backlog significantly reduced, transactions more expeditiously handled and uniform fiscal controls applied.
- A number of improved practices in areas of official housing, fuel purchasing, and official compensation were implemented resulting in a better public image for the bureaucracy.

By 1965, however, it became increasingly apparent that the SCOGO group was going to achieve little more than it had already done through its series of reports and recommendations. The likelihood of implementing government-wide programs for the reform of the civil service seemed remote. There were no observable signs on the part of the GOL to implement recommendations for improving provincial and local administration throughout the country. This inability of the SCOGO group to move from its study phase to an operative one resulted in the USAID decision in 1966 to phase-out assistance to the SCOGO activity. 1/

## B. 1966 - 1970 Period

### 1. OPEX Personnel

USAID's decision to direct its public administration assistance to individual departments rather than through SCOGO only formalized what, in effect, had become the actual practice. Not able to achieve a significant break-through at the government-wide level, individual PAS advisors had become more directly involved in the operational affairs of individual departments - usually via their on-the-site training efforts. When these advisors terminated their tours, they were replaced by PAS operational personnel (OPEX) actually assigned to line positions in the Liberian Public Service. Over the past four years these OPEX personnel have been responsible for working on daily administrative matters in the Department of Treasury (3), Bureau of General Supply (1), Bureau of Statistics (1), Department of Education (1), Department of Agriculture (1), Department of Justice (1), the Department of Commerce (1); 2/ and the National Public Health Service (1).

Through the provision of these OPEX personnel who have responsibility for developing departmental budgets and budgeting procedures a significant contribution has been made toward (a) bringing all national revenues and resources into the national budget system (b) planning and operating an appropriation and allotment system and, (c) establishing firm control over all departmental obligations and expenditures. The personnel who have been assigned to the Treasury Department have set up accounting and auditing procedures in several bureaus.

Unfortunately, few Liberian counterparts have been assigned to the OPEX personnel with the result that there has been a limited multiplier effect.

### 2. Training Justices of the Peace and Stipendiary Magistrates

This activity was initiated in FY 1967 to assist in the implementation of a training program for selected Justices of the Peace and Stipendiary Magistrates.

1/ For a full evaluation of this phase of Project 061 see the 1969 PAR.

2/- Incumbent was assigned to the National Food Assistance Unit in Dept. of Planning for the last five months of his tour.

Faculty members of the University of Liberia's Louis Arthur Grimes School of Law completed a study of the qualifications and occupational needs of magistrates and justices of the peace in the new counties, i.e., Lofa, Nimba, Bong, and Grand Gedeh. The study, which was financed by a grant from the SAILER project of the Institute of International Education, found that many Justices of the Peace and Magistrates had little or no understanding of formal law and were often extending their trial jurisdiction beyond cases of petty larceny. In cooperation with the Liberian Supreme Court and the University of Liberia, AID has assisted the Liberian judiciary in overcoming these deficiencies. A two-week training program was held in 1970 for Justices of the Peace and Stipendiary Magistrates in Sinoe County and one will be held in 1971 for those in Grand Bassa County. Peace Corps Volunteer lawyers teaching at the University will be responsible for much of the instruction, preparation, and arrangements for the seminars.

USAID's contribution of \$5,000 meets residence expenses for the forty participants, the cost of their transportation from various areas of the counties and the cost of materials and supplies used in the seminars.

### 3. Liberian Customary Law and Research Project

This project was established in 1967 as a permanent agency for the Louis Arthur Grimes School of Law. USAID/L support of the project was initiated in February 1969. 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.

### 4. Self-Help Coordinator

In FY 1965, USAID/L initiated a Special Self-Help Development Project (669-099) designed to assist small but significant Liberian self-help activities which would have an immediate social and/or economic impact, particularly in the rural sector. Proposed projects are submitted to USAID/L and the Government for review and approval. In the past, such approval was on an ad hoc basis; i.e., without reference to comprehensive development planning objectives and priorities. In FY 1969, USAID/L and the Government jointly agreed to rationalize this program by establishing within the Department of Internal Affairs a permanent position of Self-Help Coordinator.

### 5. Manpower Development

The USAID continues a strong interest in the upgrading of the managerial competence of middle and upper-level employees and officials of the Liberian Government. This activity, therefore, provides selective training to personnel in GOL Departments having key responsibilities for improving overall governmental effectiveness. In FY 1971, this activity will provide for the extension of two participants in development administration and one in social planning. Short term non-degree training in administrative management of financial systems, general administrative management and middle management tax administration will be provided in FY 1971, as well as degree training in development administration. (For details see page 52 of 1972 PBS)

### 6. Advisory Services on Commodity Classification Systems

The Government of Liberia has indicated that the manual presently used for foreign trade commodity classification needs updating and revision. As a result, the commodity data on Liberia's external trade are not reliable. USAID has agreed to provide two man-years of technical services or a Statistical Advisor on Commodity Classification Systems to advise the GOL. The objective for which the technical services are to be used would be to develop and upgrade Liberia's present foreign trade commodity classification manual in order to improve Liberia's trade data and to assure the most effective administration of revenue collection.

## V. Planned Targets and Results (1970 - 1973)

The activities enumerated above have the overall goal of improving the organization, management and administrative efficiency of the Government of Liberia. It is fully recognized that such a goal will require ongoing subjective assessment to determine benefits in relation to inputs. It is also not suggested that the objectives presented as activity targets below will make a substantial contribution to this type of broad, encompassing goal.

### A. Operational Experts (OPEX)

The purpose of this activity is to initiate changes in budget preparations in certain departments of government and to develop an auditing, accounting and personnel recruiting capacity in the Treasury Department to the end that there will be greater fiscal efficiency in government. To achieve this purpose over the period FY 1971-FY 1973, the following inputs will be programmed as outlined in Table II.

1. An additional 19 man-months of technical assistance to the Income Tax Audit Division, Bureau of Internal Revenue to develop a local capacity to plan, schedule and implement a system of tax audits of both private and corporate returns.

2. Ten months of technical assistance to the Office of the Controller to develop procedures so that Liberian personnel will possess a systematic procedure for payment of debt obligations, payrolls and vouchers and know how to operate such a system.
3. Twenty-four man-months of technical assistance to the Bureau of Customs to develop a local capacity to effectively implement approval and assessment practices relating to all dutiable goods and to undertake accounting and documentation procedures to provide for more efficient movement of cargo and to minimize the possibility of customs evasion.
4. Provide 17 man-months of technical assistance to the Under Secretary for Administration in the Department of Agriculture to assist Liberian personnel in improving intradepartmental budgeting and accounting procedures, particularly as they relate to the Department's developmental budget submission.
5. Provide 12 man-months of technical assistance to the Office of the Secretary of Education to assist them in developing a budgeting, administrative, research, departmental accounting and personnel management.

The output will consist of a series of administrative and procedural manuals for each area of concentration ongoing training seminars coordinated and consistent intradepartmental budgets and auditing and accounting procedures designed to achieve more efficient financial flows and responsible revenue collection.

B. 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 inputs for this activity will be:

1. To conduct short training programs in FY 1970 and FY 1971 for fifty judicial personnel from Sinoe County and Grand Bassa County.
2. To develop similar in-service training programs for justices of the peace or magistrates who will not have received such training through the seminars.
3. To develop manuals and other materials on the administration of justice for low-ranking judicial personnel. The output will be 250 legal officers better trained to carry on their assignments.

### C. Liberian Customary Law Research

This activity is directed toward acquiring information concerning customary legal processes of traditional groups in Liberia. The 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 workman's compensation and for acquiring a more comprehensive understanding and appreciation of indigenous behavior among traditional groups and the legal system in Liberia. The specific inputs for this activity will be:

1. To conduct basic field research in customary law in hearings and related activities;
2. To compile, analyze and publish results of field research efforts;
3. To 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.

The output will be in the form of prepared materials for classroom use, materials for submission to the legislature and thirty to fifty young Liberian lawyers with greater perspective on the dual nature of the Liberian legal system.

### D. Self-Help Coordinator

This activity will fund a Self-Help Coordinator who is 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, his inputs will consist of assisting the Government:

1. To plan more effectively self-help projects consistent with national development objectives and priorities,
2. To implement Government-approved self-help projects more efficiently, and
3. To improve the coordination of GOL, USAID/L, Peace Corps and other organizations who support self-help projects.

The output will be measured by the GOL contribution to a sustained self-help program of their own, the number of projects they are able to mount successfully and the management skills utilized in carrying on these activities.

### E. Advisory Services on Commodity Classification

The statistical advisor will make inputs designed to achieve a more effective system of controlling the receipt and distribution of imported goods to the end of effecting greater excise and corporate tax revenues. The inputs will include:

1. To further develop and upgrade Liberia's foreign trade commodity classification manual along lines of the UN Series M38, Vols. I and II (SITC) or the US Schedule B Classification of Commodities, including the preparation of an alphabetical index of commodities moving in the external trade.
2. To relate the external trade classification system to a classification system based on "end use" and "industrial origin" classification and relating the movement of commodities in external trade to the series of expenditures tables in the "national accounts", as well as their impact on domestic industry.
3. To develop a national system of classification to be used by all agencies of government engaged in collecting and compiling data.

The output will consist of a manual, a technique that is understood regarding the "flow" of commodities and the need for measuring this flow and the adoption of a system of classification by responsible bureaus.

### VI. Course of Action

Each of the activities has a separate course of action with a different time frame for inputs and anticipated outputs. It is intended that Table II will indicate the anticipated duration of each of the activities of the project. FY 1973 will be the last year of project funding.

#### A. Operational Experts (OPEX)

An intermediate contract with Public Administration Service of Chicago, Illinois has been implemented for the purpose of recruiting and servicing the individual contractors (i.e., OPEX personnel). Contracts will be executed directly between the individual OPEX technicians and the Liberian Government for the duration of the project.

At the present time all of the OPEX positions are filled with the exception of the Customs Specialist who has been nominated for GOL clearance. Since the OPEX personnel are provided under a topping-up arrangement, the process will be continued where each position is remunerated as if encountered by a Liberian up to the amount authorized by the Liberian Government.

This phase of the project, at the request of various Liberian Departmental Secretaries, will be continued through the second quarter of FY 1973.

### B. Justices of the Peace and Stipendiary Magistrates

The Louis Arthur Grimes School of Law at the University of Liberia, USAID/L and the Supreme Court of Liberia will sponsor jointly a training program of two-week duration for justices of the peace and magistrates from Grand Bassa County. This program will be held during the mid-term academic vacation period in July-August, 1971. The curriculum and course contents will be directed toward the occupational requirements, both legal and administrative, of the participants as determined from field studies, interviews with prospective participants and experience from prior training programs.

USAID/L will provide funding for this activity to cover per diem, round trip transportation for instructors and participants in the justices'/magistrates' seminars, the printing of completion-of-training certificates and related costs in support of the overall 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.

### C. Liberian Customary Law Research

This research activity involves two separate but related undertakings; namely, transcribing hearings in the customary law courts and conducting discussions and interviews in village communities concerning specific customary law topics such as property and land tenure, succession and domestic (marital) relationships. Data generated from these efforts is most useful, indeed indispensable, for improving one's understanding of, and sensitivity to customary 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 and students, as well as other interested persons. In addition, this systematically collected and analyzed information has formed the basis for developing and revising, as new data become available, a weekly "African Law" seminar for 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 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 the customary law research in the future. Interested law students are also being trained to conduct research during the school vacation months from December to March.

Beginning in early 1969, law students began compiling, analyzing and writing the results of research conducted during prior vacation periods. In addition, the Director of research program began incorporating pertinent research data and the implications of customary law into other law courses. The preparation of draft legislation which started in 1969 will continue unabated in 1971 and subsequent years. Future research will be expanded by the increased use of student research

assistants. It is hoped that these students will develop a professional interest in customary law and will seek further study in the area. Thus, a pool of Liberian lawyers trained in customary law will become qualified to reconcile this kind of adjudication with Liberia's more modernized "Western-oriented" sector.

#### D. Self-Help Coordinator

The Coordinator will provide on-the-job training for Government official(s) assigned to the activity by the Department of Internal Affairs in aided self-help activities, and he shall coordinate aided self-help throughout Liberia as follows:

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.
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 funded 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 a Coordinator commencing the second quarter of FY 1972.

The Department of Internal Affairs will assign an official(s) to work with and receive on-the-job training in the area of self-help activities from the Coordinator. The Department shall also provide office space and secretarial services and supplies for the Coordinator and his counterpart.

#### E. Manpower Development

Through a system of competitive examination and personal interviews the four fellowships for development administration will be selected. The examination process is to be used to demonstrate the type of merit considerations USAID encourages in Liberia. Eighteen to twenty-four months of graduate study should provide these public servants with better managerial skills and a broader perspective on the process of socio-economic development.

Similarly one such individual will be selected to pursue a course in public management at the John F. Kennedy School of Government at Harvard University. More practicable skill training will also be provided for personnel of the Liberian Bureau of Statistics. One to two participants will be identified to receive approximately nine months of training in the fields of international trade statistics, business and industrial data collection and analysis, consumer expenditures, agricultural economic and mathematical statistics and survey design. Such participants under this activity will provide the trained manpower required to gather and analyze economic statistics, induce management reforms and bring a higher level of administrative efficiency to government.

F. Advisory Services on Commodity Classification

Two man-years of advisory services will represent the USAID input. A PASA arrangement with the Bureau of the Census will be negotiated and a technician will spend two years in Liberia developing a Liberian foreign trade commodity classification system. The GOL will provide counterpart to receive on-the-job training and will print and distribute the manual resulting from the technician's work in Liberia.

VII. Future AID Activity in Public Administration Sector

As indicated above all elements of this project will be phased out in FY 1973 - or earlier. Future AID assistance to Liberia's public administration sector will be based on the strategy conclusions which emerge from Mission-AID/W deliberations currently underway.

HOWISON  


Encls: Table I (pages 14-15)  
Table II (page 16)

NONCAPITAL PROJECT FUNDING (OBLIGATIONS IN \$000)

PROP DATE December 31, 1970

16 Table 1  
Page 1 of 2

Original

Rev. No. 2

14 COUNTRY Liberia PROJECT TITLE: Government Organisation,  
Training and Management

Project No. 652-21-720-051

Fiscal Years	Ap	L/G	Total	Cont <sup>1/</sup>	Personnel Serv.		Participants		Commodities		Other Costs	
					AID FASA	CONT	U.S. CONT	U.S. Ag.	Dir & CONT	U.S. Ag.	Dir & CONT	U.S. Ag.

Prior through Act. FY 70	CF TC	0 0	400 2476	362 969	707	13	286 785	324	27 139	4 16	11 324	72 168
Oper. FY 71	TC	0	123	5		45	5	64				9
Oper. FY 72	TC	0	154	90		43	90	12				9
B + 1 FY 73	TC	0	15			15						
B + 2 FY												
B + 3 FY												
All Subs.												
Total Life			3168	1426	707	116	1166	400	166	20	353	240

<sup>1/</sup> Memorandum (Nonadd Column)

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16 Table 1 Exchange Rate: \$1 = \$1 US Dollar Project No. 669-21-720-041  
 Page 2 of 2  
 Fiscal Years AID Controlled Other Cash Other Donor  
 Local Currency Contributions Funds  
 U.S. Country Coop. Country (\$ Equiv.)  
 15 Owned Owned Metric Tons CCC Value & Market  
 Freight Price  
 (000) (000)

UNCLASSIFIED	Prior through Act. FY 70	1497		
	Oper. FY 71	4		
	Budg. FY 72	7		
	B + 1 FY 73	3		
	B + 2 FY			
	B + 3 FY			
	All Subs.			
	Total Life	1511		

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TABLE XI

GOVERNMENT ORGANIZATION, TRAINING AND MANAGEMENT  
(Duration of Operational and Funding Inputs)

Activity	FY 1967	FY 1968	1969	1970	1971	1972	1973
Justices of the Peace Training Seminar 1/			X	X	X	X	
Customary Law 1/			X	X	X	X	
Manpower Development (Participant Trn) 1/		X	X	X	X	X	
Self-Help Coordinator 2/				X	X	X	
Advisor Services 2/ (Commodity Classification)					X	X	X
Operational Experts 2/							
Admin Officer, Education/Chapman			*	*	*	X	
Admin Officer, Agriculture/Severy				*	*	X	
Admin Officer, Treasury/Holden			*	*	*		
Deputy Controller, Treasury/Horowitz			*	*	*	X	
Auditor Income Tax, Treasury/Brown		*	*	*	*	X	X
Customs Specialist, Treasury						X	X
Admin Officer, Commerce/Barker			*	*	*		
Systems Analyst, Planning		*	*	*			
Deputy Director - BOS		*	*	*			
Funding Inputs							
Technicians on Board							
* Previously funded under Project 078.							

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MONROVIA ROAD A-374

PA

F.I.D.  
 Reference Center  
 Room 1656 NS  
**PPC/RS/ES**

**PROJECT AUTHORIZATION**

1. PROJECT NUMBER <b>669-51-721-061</b>	3. COUNTRY <b>Liberia</b>	4. AUTHORIZATION NUMBER <b>0161</b>
2. PROJECT TITLE <b>Government Organization, Training and Management</b>		5. AUTHORIZATION DATE <b>February 4, 1971</b>
7. TITLE OF PROJECT		6. PROP. DATE <b>December 31, 1970</b>

a. Number of Years of Funding: 13  
 Starting FY 19 61; Terminal FY 19 73

b. Estimated Duration of Physical Work  
 After Last Year of Funding (in Months): None

FUNDING BY FISCAL YEAR (in U.S. \$ or \$ equivalent)	DOLLARS			P.L. 480	LOCAL CURRENCY			
					Exchange Rate: \$1 = \$1.00		HOST COUNTRY	
	GRANT	LOAN	CCC + FREIGHT	U.S. OWNED GRANT	U.S. OWNED LOAN	JOINTLY PROGRAMMED	OTHER	
Prior through Actual FY 70	2876	19					1497	
Operational FY 71	137	-					59	
Budget FY 72	246	-					23	
B + 1 FY 73	77	-					16	
B + 2 FY								
B + 3 FY								
All Subsequent FY's								
<b>TOTAL</b>	<b>3336</b>	<b>19</b>					<b>1595</b>	

9. DESCRIBE SPECIAL FUNDING CONDITIONS OR RECOMMENDATIONS FOR IMPLEMENTATION, AND LIST KINDS AND QUANTITIES OF ANY P.L. 480 COMMODITIES

1. FY 72 is the final year of funding for all project subactivities except for the advisory assistance on commodity classification.

10. CONDITIONS OF APPROVAL OF PROJECT

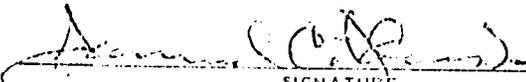
2. The purpose of the activities of the operational expert (OPEX) assigned to the Office of the Secretary of Education be more clearly defined than in the PROP.
3. Everything possible should be done to assure that qualified Liberian counterparts are assigned to work with the operational experts (OPEX) for the remainder of the project.
4. An evaluation of the project be submitted to AID/W not later than March 31, 1971.
5. That the positions for which the participants in Manpower Development are being trained to fill are more clearly defined.

(Use continuation sheet if necessary)

11. Approved in substance for the life of the project as described in the PROP, subject to the conditions cited in Block 10 above, and the availability of funds. Detailed planning with cooperating country and drafting of implementation documents is authorized.

This authorization is contingent upon timely completion of the self-help and other conditions listed in the PROP or attached thereto.

This authorization will be reviewed at such time as the objectives, scope and nature of the project and/or the magnitudes and scheduling of any inputs or outputs deviate so significantly from the project as originally authorized as to warrant submission of a new or revised PROP.

A.I.D. APPROVAL	CLEARANCES	DATE
 SIGNATURE	AFR/CWA: HJohnson	Jan 26 1971
	AFR/MGT: JHoltaway	January 29, 71
	AFR/DP: DShear	Feb 3 71
	AA/AFR: PBirnbaum	Feb 5 1971
AA/AFR Assistant Administrator TOP Africa	2/4/1971	
TITLE	DATE	