

**AIRGRAM**

**DEPARTMENT OF STATE**

6690122-**(7)**  
PD-AAC-094-P1

**UNCLASSIFIED**

CLASSIFICATION

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FROM . **Monrovia**

SUBJECT . **EVALUATION: LIBERIAN INSTITUTE OF PUBLIC  
ADMINISTRATION (PROJECT 669-11-770-122)**

REFERENCE . **AIDTO CIRC A-188 "New Evaluation Reporting Format."**

*35W*

*w/attach.*

In accordance with instructions contained in the referenced airgram, Pages 2, 3 and 4 of this airgram present PES No. 77-4. The special evaluation report dated September 2, 1977 and the Institutional Development Plan are attached for appropriate AID/W reproduction and distribution.

ATTACHMENTS: a/s

*attach sent Mail Room 11/4/77*

OTHER AGENCY

PAGE 1 OF 4 PAGES

DRAFTED BY

**Eval:NTunavick:med**

OFFICE

**Evaluation**

PHONE NO.

*26983/52*

DATE

10/20/77

APPROVED BY:

**Stanley J. Siegel,  
Director**

AID AND OTHER CLEARANCES

**ID:FCHagel (in draft)**

**PR:MRMarsh**

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## PROJECT EVALUATION SUMMARY

1. Mission or AID/W Office Name USAID/Liberia			2. Project Number 669-11-770-122
3. Project Title Liberian Institute of Public Administration (LIPA)			
4. Key Project dates:			
a. Project Agreement FY1977 Signed	b. Final Obligation FY1979	c. Final FY input 1980 delivered	5. Total U.S. funding - life of project \$3,184,000
6. Evaluation Number 77-4	7. Period covered by this evaluation From: May 1975 To: August 1977		8. Date of this Evaluation Review September 2, 1977

9. ACTION DECISIONS	10. Follow-up	11. Date action to be completed
a. Institutional Development Plan Revised, rewritten and re-issued	LIPA	1st. Oct. 1977
b. Administrative Structure Reorganized and approved by Board of Governors	LIPA	Oct. 1977
c. Training Needs Survey, upgraded and published	LIPA	Dec. 1977
d. Job Description completed	LIPA	Dec. 1977
e. Research Committee appointed	LIPA	Dec. 1977
f. Individual Work Plan drawn up	LIPA	Jan. 1978
g. Comprehensive Career Development Plan completed	LIPA	March 1978
h. Research Committee proposals for objectives, activities, priorities, etc.	LIPA	April 1978
i. Passage of Draft Law	GOL	June 1979
j. Budget to incorporate additional GOL responsibility	LIPA/GOL	June 1979
k. End of Technical Aid and Departure of Advisors	USAID	Dec. 1979
l. Amend TA contract to include MA training for 3 participants; ST training for 11 staff personnel; purchase of 2 vehicles	USAID and AID/W	Dec. 1977

## 12. Signatures:

Project Officer		Mission Director	
Signature		Signature	
Typed		Typed	
Name	Fred C. Hagel	Name	Stanley J. Siegel

13. SUMMARY ( Following are excerpts from attached evaluation report):

"We would like to indicate that outstanding progress has been made during LIPA's 4 years of existence. As project quarterly reports indicate, Management Development courses in General Management, Supervision and Program Management are well established. Workshops for Management and Rural Development are well underway. Training materials are being developed. Consultancy requests are coming in and are being fulfilled; research, which still needs to be put on a stronger footing, is not woefully deficient as this activity normally lags behind training and consultancy in any training institution.

The Institute has moved into a more spacious building which should help increase the number and improve the quality of programs offered including library and documentation facilities. The staff development program has turned out 12 professional staff who are on board; 11 more are in the U.S. completing their academic training, and 3 more are yet to be sent away."

"The LIPA will only be as effective as its Professional Staff. The evaluators found the present Professional Staff to be outstanding. However, due to implied lack of upward movement within the Institute and due to implied lack of professional growth, there is a grave danger that many of these professionals will leave LIPA when their contract is completed." It is imperative that LIPA complete job descriptions, individual work plans and a comprehensive career development plan in addition to establishment of definite salary grades with promotional policies offering competitive salaries for its professional staff members. "This we consider the crucial issue on which depends the continued existence of LIPA."

14. EVALUATION METHODOLOGY

The external in-depth evaluation was scheduled for May, 1977, allowing a two-year period since the last in-depth evaluation was conducted in 1975. Using the Project Paper as the frame of reference, the two-man evaluation team was directed to focus on achievements during that period against planned targets, and on recommendations for the project during the remaining two years of the project, 1977 - 1979.

The Mission decided to take advantage of expertise in public administration that was available in West Africa to conduct the evaluation: Dr. Kwame E. Adjei (Director, School of Administration, University of Ghana) and Mr. William B. Berg (Director of Development Administration, USAID/Ghana). Their cumulative experience in Africa and familiarity with comparable institutes were excellent

credentials for dealing with all parties involved. The approach involved the team spending two weeks in Liberia to review the project and conduct interviews and to present initial findings and recommendations. USAID and LIPA staff members then reviewed the report during a two-month period after which the team returned for further discussions and to finalize the attached report. Although the evaluation was rather long and drawn out, the end product is one to which all parties have contributed and are committed.

15. Documents to be revised to reflect decisions:

Financial Plan.

CARTER