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PROJECT APPRAISAL REPORT (PAR)

20p.

1. PROJECT NO. 669-11-730-124	2. PAR FOR PERIOD: 9/74 TO 12/75	3. COUNTRY LIBERIA	4. PAR SERIAL NO. 76-2
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5. PROJECT TITLE

Civil Service Development

6. PROJECT DURATION: Began FY 74 Ends FY 78	7. DATE LATEST PROP 5/8/74	8. DATE LATEST PIP -	9. DATE PRIOR PAR NONE
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10. U.S. FUNDING	a. Cumulative Obligation Thru Prior FY: \$ 884,000	b. Current FY Estimated Budget: \$ 200,000	c. Estimated Budget to completion After Current FY: \$ 774,000
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11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME California State Personnel Board	b. CONTRACT, PASA OR VOL. AG. NO. AID/APR-C-1088
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I. NEW ACTIONS PROPOSED AND REQUESTED AS A RESULT OF THIS EVALUATION

A. ACTION (X)			B. LIST OF ACTIONS	C. PROPOSED ACTION COMPLETION DATE
USAID	AID/W	HOST		
X	X		<p>PROP and Contract Amendment to reflect:</p> <ul style="list-style-type: none"> (A) Increase of 24 MM of services (B) Increase of 5 MA degree participants (C) Deletion of short term training in U.S. 	<p>April 30, 1976 and Sept. 30, 1976</p>
		X	<p>In accordance with work schedule, Presidential approval of:</p> <ul style="list-style-type: none"> (A) Classification plan for clerical employees (B) Civil Service Rules concerning employee status and appeal process (C) Integrated pay plan 	<p>-April 1, 1976 -April 1, 1976 -Sept. 1, 1976</p>
		X	<p>Recruitment of 5 additional participants for MA degree training</p>	<p>Jan. 1, 1976 (2) April 1, 1976(3)</p>
X		X	<p>One MM of Organizational Development expertise be provided under the short-term consultants authorized.</p>	<p>As required</p>

D. REPLANNING REQUIRES	REVISOR OR NEW: <input checked="" type="checkbox"/> PROP <input type="checkbox"/> PIP <input type="checkbox"/> PRO AG <input type="checkbox"/> PIO/T <input type="checkbox"/> PIO/C <input type="checkbox"/> PIO/P	E. DATE OF MISSION REVIEW 12/15/75
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PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE Frank Campbell	MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE Harvey E. Outman, Acting Director
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I. Introduction

The Civil Service project was approved for implementation in two phases to take into account uncertainties surrounding a new program of this kind. The first stage was designed to include the selection of a Chief of Party to collaborate with the Director-General of Civil Service in: 1) resolving initial legal and technical questions affecting project inputs including ways to assure positive presidential and ministry support; 2) preparation of detailed work plans, benchmarks and schedules to cover the remaining life of the project; 3) securing support and understanding of project objectives; and 4) making arrangements for programming and selection of the first group of long-term academic trainees.

The second stage was designed to cover subsequent implementation of the work plan including optimum use of consultants, training, commodities, and GOL support. A joint review/evaluation of Phase I work plans was scheduled to be conducted one year after the arrival of the contracting team in Monrovia, to address (1) the viability of the project goals and objectives and (2) continuation of the project based on benchmarks in the work plan and other factors which will emerge from the evaluation of Phase I was conducted on November 12, 14 and 18, 1975. The participants in these review sessions were the Director of the Civil Service Agency, a representative of the California State Personnel Board, Project Chief of Party, and USAID/Liberia.

II. Findings and Recommendations

A. The Project goals and objectives were reviewed during this evaluation review and found to still be valid.

B. A mutually agreeable life of project work schedule was developed (see Attachment A) to identify important actions (benchmarks) necessary for achieving project purpose.

C. An increase of 24 man/months of field advisors' services is recommended to provide essential training to returned participants who are the core professional staff responsible for day-to-day functions in the Civil Service Agency. It is recommended that this increased USAID input be phased to positive GOL accomplishment identified as major actions important for the achievement of project purpose (see page 23).

✓ D. An increase of 5 long-term (1A degree) participants and elimination of short-term training is recommended. This recommendation is based on the Civil Service Agency's Projected staff requirement of 21 professional for 1977-78 and onward. However, this increase should be authorized on a phased basis: two to begin January 1976, and the remaining three to begin after April 1976. The April participant should be authorized in response to positive GOL accomplishment identified as major actions important for the achievement of project purpose (see page 12).

E. An amendment to the current PROP is recommended. The approved PROP dated May 8, 1974, envisioned a four-year project, FY 1974-1977, with a total project cost of \$1,263,000. The first obligation was in FY 74; however, the contract team did not arrive in Liberia until September 1974 (FY 75). Consequently, the implementation period of this project will be FY 75 through FY 78.

The current contract has an estimated completion date of 8/31/78 and a ceiling of 220 man/months (includes 132 mm for field advisors), with an estimated cost to complete \$1,825,298. The PROP should be amended to reflect the existing contract provisions plus the increased input recommended by this evaluation/review: 24 mm of field advisors and an increase of 5 participants for long-term training.

F - The evaluation disclosed a higher turnover rate of CSA employees than would be considered optimum. It is recommended that 1 mm of short-term consultant time be allotted to an organizational development expert to advise the CSA on how to decrease turnover. (This 1 mm of services is contained within existing contract provisions).

III. Review of Current Project Status

A. Inputs

1. Technical Advisors

The contract with California State Personnel Board provides for the services of the following four advisors with accompanying dependents.

<u>Name:</u>	<u>Arrival in Monrovia</u>
Kelvin D. Sharp, Chief of Party	September 19, 1974
Silvester P. Widenon Classification and Pay Specialist	September 23, 1974
John R. Hester Classification and Pay Specialist	September 20, 1974
Duane D. Morford Examination and Testing Specialist	September 27, 1974

The Chief of Party, Kelvin D. Sharp, terminated his assignment because of health problems and returned to the U.S. on June 12, 1975. As of that date Duane Morford assumed responsibility as Chief of Party. Progress to date under the new Chief of Party is acceptable.

A

The contract team members, after arrival in Liberia, were received by President William R. Tolbert, Jr. at a meeting in the Executive Mansion. During this meeting the President spoke strongly of his support for the Civil Service Development Project. 1/ Also as a result of this meeting new and larger quarters were located for the Civil Service Agency which provide adequate space to administer civil service examinations.

1/ Reported in Contractor's Quarterly Report Q-i.

Request for increase in total number of man months for Field Advisors

The contract currently provides for a total of 210 man months which consist of 132 man months for field advisors, 18 man months for short term consultants and 60 man months for home/office support and trainers. The contractor identified the field advisory services as: Chief of Party 10 III, Classification and Pay 74 III, Examination and Testing 36 III and 12 III to be defined:

9/74	Current Field Staffing Plan				9/78
9/74	9/75	9/76	9/77	9/78	
	(132 mm)				
<u>COP-SHARP</u>					
(10 mm)					
<u>CLASSIFICATION/PAY</u>	<u>HESTER</u>				
					(24 mm)
<u>EXAMINATION/TESTING</u>	<u>(COP)</u>	<u>MORFORD</u>			(36 mm)
<u>CLASSIFICATION/PAY</u>	<u>WIDEION</u>				(24 mm)
			<u>CLASSIFICATION/PAY</u>		(26 mm)
					<u>12 mm</u>

During the course of this review the Contractor requested that USAID consider an increase from 132 III authorized for field advisors to 156 III to increase the number of U.S. Advisors to train returned participants to assume their jobs at the Civil Service Agency. The current staffing phase would provide only two advisors to simultaneously continue the project design implementation and train the returned participants. The training load by late 1977 will average 4 to 5 returned participants for the last two years of the project, 1977 and 1978.

The contractor proposes to increase the number of advisors to 3 for both the third and fourth years of the project to allow concentration on those staff members in their new functions while not neglecting the installation and refinement of the system itself:

PROPOSED STAFF
PROPOSED FIELD STAFFING
(156 man)

9/74 9/75 9/76 9/77 9/78

COP SMARP
(10 man)

CLASSIFICATION/PAY (24 man)

EXAMINATION/TESTING (COP) NORFORD (36 man)

CLASSIFICATION/PAY WIDEKUI (24 man)

CLASSIFICATION/PAY (26 man)

TESTING/PAY (24 man)

(12 man)

Examination Testing

5 RETURNED PARTICIPANTS

2 RETURNED PART.

2 RETURNED PARTICIPANTS

2 RETURNED PARTICIPANTS

CONCLUSION

The contractors' request for an increase in field staffing during the final two years of the project is reasonable given the importance of training the professional staff in the day-to-day job functions required by the new Civil Service System. The on-the-job training is a vital complement to the two year IIA program. However, the contract should not be amended to allow for increased field staffing until the necessary Presidential approvals are obtained and implementation can proceed on schedule:

GOL Approvals Required
for Achievement of Project Purpose

<u>Description</u>	<u>Critical date action must be completed</u>
President of Liberia approval of Classification Plan for clerical employees	April 1976
President of Liberia approval Civil Service Rules concerning employee status and appeal process	April 1976
President of Liberia approval of an integrated pay plan	September 1976
Because of the lead time	

Recommendation:

To allow lead time for recruitment and annual of one additional contract Personnel, an increase of man months should be phased as follows:

- (1) Amend the contract effective May 1, 1976 to authorize 12 additional man months for a field advisor to begin employment July 1976 if the GOL actions listed above for implementation by April 1976 are accomplished.
- (2) If the President approves the integrated pay plan by September 1976 amend the contract effective October 1, 1976 to authorize 12 additional man months for field advisors.

2. Civil Service Agency Staffing

In spite of staff recruitment efforts by the Civil Service Agency and the contractor, there remains the major problem of the shortage of train professional staff. At the start of the project, there were 15 professional staff working in Monrovia in addition to those in training in Sacramento. Because of the non-availability of qualified candidates for employment and the lack of interest the 15 professional staff consisted of only two full-time employees; the remainder were college students working on a part time basis.

A). Contractor Reports

The contractor has reported in Quarterly Report No. Q-3 for period April 1, 1975 - June 30, 1975, "The typical work schedule for part-time employees averages approximately ten hours per week. While it is an excellent recruitment technique to provide college students with part-time work in the hope that they will remain as full-time employees after graduation, the benefit is a future one. Realistically, little can be accomplished with a staff whose availability is so limited."

"In December 1974, six of the part-time employees graduated and began working full time. Unfortunately, since January, four of these employees have left the

Agency. Of the remaining employees, one will depart in August for Sacramento to enter a two-year MA degree program. This will leave only three full-time professional staff as counterparts to the advisory team during the next year."

The result of the staffing problems is that most of the program design implementation and production work must be done by the contract team. In both previous quarterly reports, we indicated that we see our role as primarily advisory in nature. A major goal of the Project is to train Liberian staff to manage the personnel programs being established. If this goal is not achieved, the success of the Project will be seriously endangered. As long as we continue to do the work ourselves, this goal cannot be achieved, yet without an adequate counterpart staff, there is no realistic alternative."

RECRUITMENT EFFORTS

April 1, 1975 - June 30, 1975

Two recruitment efforts were conducted during this period which resulted in 9 candidates being tested with 7 passing the written examination of which were found to be suitable for employment. Two of these accepted a position and both are schedule for Master degree training program.

July 1, 1975 - Sept. 30, 1975

The third recruitment effort was conducted during this period and resulted in five applicants two of whom passed the screening test and interview; one accepted employment and one declined.

July 1, 1975 - September 30, 1975

A fourth recruitment effort was started during this quarter which in addition to the general public announcements included sending letters to the University of Liberia and Cuttington College and Divinity School requesting that capable seniors interested in a public service career be referred to the Civil Service Agency. The Dean of Instruction of Cuttington College has replied and furnished the Civil Service Agency with the names of eight students who are interested in employment with the Civil Service Agency.

C) Training

Participant training began prior to the effective date of the contract (9/1/74) to allow selection and enrollment of the first 5 participants in the MA program beginning in September 1974 at California State University, Sacramento, California. The enrollment schedule was critical in order to have sufficient time for returned participants to work with the U.S. advisors in country before the project's completion. Of the 4 additional participants selected for the MA degree program, 2 departed in August 1975 and two other are scheduled to depart in January 1976. Three participants remain to be selected.

Contrary to the original plan, no participants were sent for short term training in the U.S. The first year's experience indicates that short-term training cannot be effectively utilized. The contractor and the Director of the Civil Service Agency agreed that provision of a two-year masters degree program was necessary inducement for attracting quality employees. The Civil Service Agency has established a policy that requires employees sent to the U.S. for the MA programs to sign an agreement (Attachment B) confirming their willingness and obligation to work for the Civil Service Agency for four years in return for the U.S. training.

Because of the Civil Service Agency's staffing problems described above the Director of the Civil Service Agency and the Contractor have requested AID to authorize the training of 5 additional long-term participants for the MA degree program to raise the number of trained personnel to 17. This request is based on the Civil Service Agency's projected staffing for 1977-78 (See Attachment C) and beyond which establishes the need for 21 professionals (17 journeymen and above plus 4 trainee workers). The 1975 GOL budget authorizes these positions.

RECOMMENDATIONS

1. That long-term training for 5 additional participants be authorized on a basis that is responsive to the GOL's accomplishment of actions important for achievement of project purpose described on page 23. The following phasing is suggested. The timing is of utmost importance in order to have the participants return in early 1976 while contract Advisory staff can still provide on-the-job training.
 - a. Two additional participants approved for training starting January 1976.
 - b. Three additional participants approved for training starting after April 1976 if the GOL actions described on page 23 are accomplished by March 1976.
2. That short-term training be eliminated from the project inputs.

B. OUTPUTS

1. OUTPUT - A core group of 12 young Liberian officers will be trained in job personal management to a masters degree level.

- Progress:
- a. 7 Participants are in training in Calif. State Univ.
 2 Participants have been identified for training.
 3 Participants have yet to be identified for training.
 12 Total
 - b. 4 of the participants in training are maintaining a 3.0 average.
 1 Participant has slightly less than a 3.0 average. This participant is expected to be able to achieve a 3.0 average.
 8 of the participants have only recently departed for U.S. and are now in their first quarter at Calif. State Univ. (CSU).
 7 Total in training.
 - c. Problems:
 - 1. CSA has experienced some difficulty in identifying and selecting the 3 remaining participants planned for training in U.S. It is anticipated that the future recruitment efforts will be coordinated with IPA's recruitment effort.

2. The first group of participants to arrive at CSU were not selecting elective courses that complemented the purpose for which they were receiving training. The Contractor has consulted with CSU and reached an understanding as to the type of elective courses that are suitable for the Civil Service participants.

2. OUTPUT - 35 to 40 professional staff and lower level technicians to be trained in various areas of civil service.

- Progress:
- a. Approximately 480 persons have taken the Civil Service Exam and attended a short seminar to learn about the civil service.
 - b. 22-35 persons from various ministries and government agencies have attended a Personnel Seminar. Not all ministries were represented at this seminar, although all were invited.

3. OUTPUT - Training courses in personnel management, in collaboration with LIPA to be extended to ministry and local government officials

- Progress: a. A monthly management seminar is conducted at LIPA which has a section devoted to personnel management.

4. OUTPUT - Manuals of procedure, policies and institution guidelines covering CSA functions to be prepared.

Progress: a. A proposed Retirement Act was drafted with the assistance of a short term consultant in April/May 1975 and submitted to the President of Liberia for approval in September 1975. The President's usual procedure for handling such proposals is to submit them to a committee which also includes members of the cabinet for review and recommendation to the Cabinet. It is normal practice for designated committee members to send their deputies to attend the committee meetings. Consequently, when a proposal is reviewed by the Cabinet and President they are normally faced with a committee report that no member of the cabinet is familiar with. Since the Agency or individual responsible for the proposal are not normally on hand to answer questions or at least present the proposal there is a real danger that proposals may not be understood and modified or changed in ways that would not be suitable for implementation. The proposed Retirement Act has not been approved nor has the Civil Service Agency been requested to discuss the proposal.

b. Civil Service Rules covering Classification, Employee Status and Employee Appeals are now ready for consideration by the Director of the Civil Service Agency and then for submission to the President for approval. The approval of the civil service rules are an important part of the project. Without these approved rules the project will be in a vacuum making it impossible for the project purpose to be achieved.

5. OUTPUT - A reporting and records system to be installed linking CSA with other interested GOL institutions.

Progress: a. Personnel Action Notice System is installed and working except with MOF. ✓

Personnel: b. Roster Personnel records have been collected from 16 GOL ministries and agencies. The information that has been collected is not complete from these ministries and agencies. In addition, there are eight more ministries and/or agencies from which personnel information is yet to be collected. However, there is more information collected than there are roster cards to record the data on. Roster cards are on order and are expected within 2-3 weeks. ✓

6. OUTPUT - A system of personnel tests to be developed and implemented and eligibility lists used to fill vacancies.

Progress: a. Written tests have been developed and are being used in the following areas:

- (1) General Clerical
- (2) Clerk/Typist
- (3) Secretary
- (4) Executive Secretary
- (5) Bookkeeper
- (6) Chief Accountant
- (7) General Administrative

The first four tests listed above are in their second revision. That is, an item analysis was developed for each test and revised test prepared.

An item analysis of the Bookkeeper test has been prepared and revision of the test is underway.

Three new tests have been drafted. Tests for Accountant and Accountant Supervisor are now being reviewed by consultants in the Ministry of Finance. A new test for Bookkeeper Supervisor has been drafted and will be prepared in final form when the Bookkeeper test is revised. New tests for Auditor and Auditor Supervisor are being prepared. A total of 934 individual examinations have been administered since the inception of the project. 612 of these individual examinations have been administered in the following counties:

1. Zwedru
2. Harper
3. Greenville
4. Robertsport
5. Sanniquellie
6. Voinjama

C. Major Assumptions

1. Civil Service Law will provide sufficient legal authority to implement the Civil Service reforms through the CSA

The Civil Service Law was passed and published on October 23, 1973. Letters concerning this law's intent were exchanged with the GOL. The GOL letter (MONROVIA 1700) stated that our interpretation of the legislation's intent is in harmony with the GOL's. The Civil Service Law provides sufficient legal authority to implement the civil service reforms through CSA.

2. CSA will be the primary Government Agency for instituting improved personnel administration in the public service and for the execution of the government's personnel management programs.

The validity of this assumption is evidence by (a) CSA's responsibility for and success in drafting the proposed Retirement Act and submitting it to the President for approval, (b) approximately 480 persons taking the Civil Service Exam, (c) personnel test developed and being used, (d) CSA's actions in selecting staff for employment with CSA.

3. GOL will provide leadership, moral support and agency cooperation needed by the CSA to mount a successful civil service improvement program.

This assumption is assumed to be valid until the GOL has an opportunity to demonstrate substantive support. The President's actions in approving or disapproving the following will be clear indication of this assumption's validity.

- (a) Classification Plan
- (b) Civil Service Retirement Plan
- (c) Integrated Pay Plan

4. GOL ministries will support and comply with plans to implement Civil Service Regulations

At this stage of project implementation this assumption is considered valid because the implementation of this Personnel Action Notice System has been successful with the exception of the MOF. Personnel data has been collected from 16 of the 24 ministries and GOL agencies.

5. Appropriate legislation enforced

The next 12 months of project implementation will determine the validity of this assumption.

6. Participants return to employment with the Civil Service Agency

All participants are still in training and none have completed training. To assure that participants return to Liberia and work for CSA each participant is being required by CSA to sign an agreement stating that he or she will return to Liberia and work for CSA for at least four years or they will repay the cost of their training. All but one of the participants presently in the U.S. have signed the agreement. The one who has refused to sign has been informed that support to him will end on 12-31-75 unless he signs and he will be returned to Liberia. A copy of the contract is attached as exhibit.

7. Personnel Available for CSA and funded by the GOL

CSA is an operating GOL agency with a budget and has hired and is still recruiting personnel.

8. CSA and other Government Agencies have personnel to conduct classification surveys and examination programs.

This assumption is interpreted to mean that GOL agencies and ministries have personnel people to work with CSA Personnel. At this state of implementation considered valid.

9. Manuals developed approved and fully accepted.

Too early to evaluate.

D. GOL actions important for achievement project purpose

Inputs necessary for the achievement of project purpose were discussed under Section III A. In addition to these inputs there are numerous actions that must be taken by the GOL which are critically important for the project's purpose to be achieved. During this review these actions were identified and reviewed by the participants in the evaluation review meetings (see attachment A). The target dates for completing these actions were also reviewed and agreed to by the Director of the Civil Service Agency. The following three major GOL actions were identified as being vitally important for the achievement of project purpose. A fourth action was identified as being important to the Civil Service but not in action necessary for achievement of project purpose.

1. Approval of the Classification Plan for clerical employees by the President of Liberia.
2. Approval of the Civil Service Rules concerning classification, employee status and appeals process by the President of Liberia.
3. Approval of an integrated pay plan by the President of Liberia.
4. Approval of the Civil Service Retirement Law by the President of Liberia. This action is important to the Civil Service and Government employees in general but not necessary for the achievement of project purpose.

Description of Major action important for the achievement of project purpose.

1
U. CLASSIFIED

	Primary Action Agent	Target Dates		
		Preparatory Action	Physical Start	Physical Complete
1. Develop and install classification plan				
a. Review existing jobs structure and budget payroll data	c	10/74		
b. Approve strategy for a approach to classification	cc/c	3/75	4/75	4/75
c. Classify all positions in ministries which request consultation and assistance				
(1) Classify Ministry of Finance	cc/c	3/75	6/75	12/75
(2) Classify Ministry of Planning	cc/c	1/76	3/76	9/76
d. Implement classification plan for Ministry of Finance	cc/c		1/76	3/76
e. Classify positions by occupational family				
(1) Classify all clerical and related positions	cc/c	4/75		
(a) Conduct survey and write plan	cc/c		6/75	12/75
(b) President approves	cc			3/76
(c) Develop forms and procedures for implementation	cc/c		10/75	1/76
(d) Train agency personnel staff to implement	c		1/76	2/76
2. Develop classify administrative positions and implement Civil Service rules				
a. Write and submit for CSA approval rules necessary to implement classification and administer employee status	c	4/75	9/75	11/75
(1) Rules approved by President	cc			3/76
(2) President appoint appeals board members	cc			7/76
(3) Train for implementation and implement with clerical classification plan	cc/c		1/76	2/76
b. Develop rules governing the pay plan and salary administration	c		7/77	9/77
c. Develop rules governing selection	e		3/76	12/76
d. Develop rules governing sick leave, vacation, training, etc.	c		6/77	9/77
3. Develop classify fiscal and professional positions and install a job-oriented selection program				
a. Develop tests for clerical occupational family	cc/c		1/75	12/76
b. Develop system for ongoing examination preparation and administration	cc/c		10/75	2/76
c. Develop written tests for administrative occupational family	cc/c		5/76	5/77
d. Develop written tests for fiscal and professional occupational family.	cc/c		2/77	1/78

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WORK SCHEDULE: CIVIL SERVICE DEVELOPMENTATTACHMENT A 2

Description of major action important for
the achievement of project purpose.

	Primary Action Agent	Target Dates	
		Preparatory Action	Physical Start Physical Complete
4. Develop classify general category and install reporting and record system.			
a. Develop and implement a personnel roster to record work history and to serve as audit tool.	cc/c	4/75	5/75 9/76
b. Develop procedures and forms necessary to process and audit personnel transactions.	cc/c		10/75 9/77
5. Develop and install a civil service retirement plan and other employee benefits.			
a. Draft retirement law	cc/e	10/74	11/74 6/75
b. President approves for submission to Legislature	cc		9/75 3/76
c. Develop standard employee benefits	cc/e	6/76	9/76 12/76
6. Develop and install a pay plan			
a. Develop system for salary and benefit survey	cc/c	9/75	4/76 8/76
b. President approves an integrated pay plan	cc/c	10/74	11/74 9/76
c. Develop pay plan for each occupation family as classified	cc/c	10/74	6/75 12/77
7. Develop a personnel management training program			
a. Train CSA staff in technical personnel management areas	c	10/74	1/75 9/78
b. Train personnel staff of agencies	cc/c	10/74	1/75 9/78
c. Conduct seminars in the counties	cc/c	1/75	3/75 9/78

UNCLASSIFIED

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Attachment 3

November 17, 1975

Mr. Atlanta Iyias
California State University at Sacramento
Sacramento, California

Dear Mr. Iyias:

As you will recall during my recent meeting with you in Sacramento, I advised you of the need to sign an agreement confirming your willingness to work for the Civil Service Agency for four years in return for the opportunity to study two years in the United States for a Master's degree.

This commitment is an essential requirement of USAID in return for financing these education study programs. The purpose of these programs is of course to train staff to manage and operate the program of the Civil Service Agency.

Therefore, I would appreciate your immediate cooperation by signing the agreement I left with you and returning it to me not later than December 15, 1975. If I am not in receipt of the document I will be required to direct you to return to Liberia without completing your current course of study. In addition USAID will require the Liberian government to reimburse it for the costs of your study to date. Of course, you will in turn, be expected to reimburse the Liberian government for the salary paid and cost of travel in addition to the USAID grant.

Thank you for your attention to this matter. I look forward to your completion of the training program and your return to the Civil Service Agency where you can play a positive and key role in the development and operation of our civil service system.

Sincerely yours,

John Payne Mitchell

ATTACHMENT B1

This indenture witnesseth that the Government of Liberia, hereinafter called Grantor and _____, hereinafter called Recipient, on this _____ day of _____ 19____, made and entered into this agreement as to wit:

That Recipient is presently employed by Grantor working for the Civil Service Agency, an agency of Grantor, as _____

with a monthly salary of _____.

That Grantor agrees and covenants to grant to Recipient, and Recipient agrees to accept a U. S. A. I. D. Scholarship to study in the United States of America at the California State University at Sacramento for two years towards a Master's degree without any cost to Recipient.

That besides any allowance, stipend or whatever funds the United States Government may deem necessary to make available to Recipient to facilitate Recipient's studies, Recipient will continue to receive full salary for the first six (6) months and thereafter one-half ($\frac{1}{2}$) salary from Grantor while Recipient is on study leave in the United States, payable monthly to Recipient or any Agent designated in writing by Recipient. This payment will be discontinued after twenty-four (24) months even if Recipient has not completed his/her studies. Discontinuation of payment after twenty-four months does not relieve Recipient of his/her obligations under this contract.

That in consideration of the above-mentioned benefits, Recipient agrees and covenants to return to the Republic of Liberia upon terminating his/her studies and work for the Civil Service Agency of Grantor for four years at the rate of two years for each year of study leave.

That if Recipient refuses to work for the Civil Service Agency, Recipient will be required to return to Grantor salary received while on study leave even if working for another agency of Grantor; if Recipient resigns after one year of service for the Civil Service Agency, he/she will be required to return three-fourths ($\frac{3}{4}$) of salary received while on study leave; after two years of service, one-half ($\frac{1}{2}$) and after three years, one-fourth ($\frac{1}{4}$) provided that such refusal or resignation is not due to any fault of the Civil Service Agency.

That Grantor may revoke this contract and recall Recipient from the United States after sixty (60) days of notice in writing to Recipient if Recipient proves unfit to successfully pursue the course of study for which this scholarship is granted. Grantor may discontinue salary payment after the expiration of the notice.

ATTACHMENT B2

That in case of revocation the Grantor will be responsible to transport Recipient back to Liberia without cost to Recipient provided Recipient leaves the United States within five days after the date of revocation; and provided further that any delay after this period is not due to the fault of Grantor.

DONE IN THE CITY OF MONROVIA,
REPUBLIC OF LIBERIA, THIS _____
DAY OF _____, 19____.

Signed:

Signed:

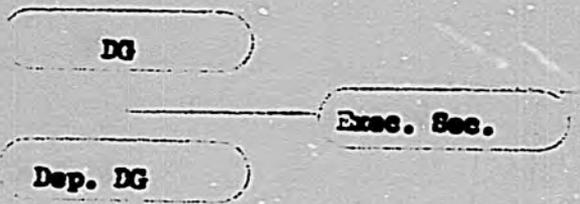
FOR GRANTOR

RECIPIENT

CIVIL SERVICE AGENCY
Projected Staffing 1977-78

ATTACHMENT C

1
1



UNCLASSIFIED

**Director
Admin.**

Acting Officer
Personnel Clerk
Clerk/Typist
Files, etc.

**Director
Exam. & Cert.**

1 - Asst. Dir.
4 - Journeyman
2 - Trainee-worker
9 - Clerical

8 Professional

**Director
Classifi. & Sala.**

1 - Asst. Dir.
5 - Journeyman
2 - Trainee-worker
4 - Clerical

9 Professional

**Director
Retiret. & Pen.**

1 - Research Assoc.
2 - Clerical

2 Professional

**Director
Rec. & Research**

1 - Journeyman Prof.
12 - Clerical

2 Professional

UNCLASSIFIED

= 21 Prof.

Needed in 1977-78 and beyond in technical personnel work

17 journeyman & above
4 trainee-worker

1975 budget authorizes
17 journeyman & above
7 trainees