

6690061- (5)  
 RS/PS  
 REPORT U-446 5p  
 PD-AAC-071-A1

PROJECT APPRAISAL REPORT (PAR)

PAGE 1

1. PROJECT NO. 669-51-720-061		2. PAR FOR PERIOD: May 1970 TO May 1971		3. COUNTRY LIBERIA		4. PAR SERIAL NO. 71-5	
5. PROJECT TITLE GOVERNMENT ORGANIZATION, TRAINING AND MANAGEMENT (FISCAL AND SUPPLY MANAGEMENT)							
6. PROJECT DURATION: Began FY <u>61</u> Ends FY <u>73</u>		7. DATE LATEST PROP 21 Dec 70		8. DATE LATEST PIP		9. DATE PRIOR PAR 1969	
10. U.S. FUNDING		a. Cumulative Obligation Thru Prior FY: \$ <u>2,876,000</u>		b. Current FY Estimated Budget: \$ <u>118,000</u>		c. Estimated Budget to completion After Current FY: \$ <u>221,000</u>	

11. KEY ACTION AGENTS (Contractor, Participating Agency or Voluntary Agency)

a. NAME Public Administration Service		b. CONTRACT, PASA OR VOL. AG. NO. Contract AID/afr-319	

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			Review status of OPEX technician serving in Department of Education. (See TOAID A-43 for current status). . . . . . NOTE: This is a "basket-type" project combining a conglomerate of efforts in the public administration sector. In this PAR, an attempt has been made to evaluate only the main element of the project--the OPEX activity. (The Self-Help Coordinator's performance and the law program will be the subject of separate reports.) Undoubtedly, it would have been preferable to "PAR" each of the OPEX efforts since the individuals concerned do not share a project consensus re objectives, methodology, progress indicators, etc. Since such an approach could not be justified in terms of staff time, the Mission has opted to give a representative view of OPEX efforts during 1970-1971.	August 1, 1971

D. REPLANNING REQUIRES						E. DATE OF MISSION REVIEW	
REVISED OR NEW:	<input 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	May 28, 1971
PROJECT MANAGER: TYPED NAME, SIGNED INITIALS AND DATE				MISSION DIRECTOR: TYPED NAME, SIGNED INITIALS AND DATE			



II. 7. Continued: Comment on key factors determining rating of Other Donors  
N/A

### III. KEY OUTPUT INDICATORS AND TARGETS

A. QUANTITATIVE INDICATORS FOR MAJOR OUTPUTS		TARGETS (Percentage/Rate/Amount)					END OF PROJECT
		CUMU- LATIVE PRIOR FY	CURRENT FY		72	73	
			TO DATE	TO END	FY ____	FY ____	
Operating Manuals	PLANNED	3	-	3	-	-	6
	ACTUAL PERFORM- ANCE	3	-				
	REPLANNED			-	-	-	-
Departmental Budgets	PLANNED	3	-	-	3	-	6
	ACTUAL PERFORM- ANCE	3	-				
	REPLANNED			-	-	-	-
Income Tax Audits	PLANNED	-	-	810	850	950	3273
	ACTUAL PERFORM- ANCE	663	773				
	REPLANNED			-	-	-	-
Participants	PLANNED	78	5	5	-	-	83
	ACTUAL PERFORM- ANCE	78	2				
	REPLANNED			-	-	-	-
B. QUALITATIVE INDICATORS FOR MAJOR OUTPUTS		COMMENT:					
1. Establishment of Im- proved Administrative Procedures		Performance record has been spotty, de- pending on technicians; suitability of technician recommendations; types of duties assigned by cabinet & other policy-level officials; & re- ceptivity of departmental personnel to innovations.					
2. In-Service Training		COMMENT: Reluctance of most GOL departments to assign one-for-one counterparts led to Mission re-consideration of OPEX trg role to maximize trg efforts as opportunities arose. Success has varied depending on quality & dedication of GOL officials directly associated w/OPEX technicians.					
3.		COMMENT:					

AID 1020-25 (10-70) PAGE 4 PAR	PROJECT NO. 669-51-720-061	PAR FOR PERIOD: May 70-May 71	COUNTRY LIBERIA	PAR SERIAL NO. 71-5
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IV. PROJECT PURPOSE

A. 1. Statement of purpose as currently envisaged.

2. Same as in PROP?  YES  NO

To assist GOL in selected key departments to improve general and financial administration with particular emphasis on programming, planning, accounting, recordkeeping, auditing, operations inspection, budgeting administration, procurement/supply and revenue collection.

B. 1. Conditions which will exist when above purpose is achieved.

2. Evidence to date of progress toward these conditions.

1. Workable organizational structure within GOL departments.
2. Time of senior officials more efficiently apportioned to broad policy & implementation matters & supervision of middle-managers to whom detailed functions are clearly delegated.
3. Prompt completion of required departmental actions w/efficient utilization of personnel, equipment & supplies.
4. Existence of policy, practices & procedural manuals & identification of trg requirements to permit compliance w/such manuals.

1. Organizational charts have been prepared for three departments.
2. Senior officials are devoting more time to policy matters and organizational issues.
3. More timely completion of administrative tasks; e.g., implementation/procurement actions are being processed with more care and speed.
4. Manuals have been published and distributed.

V. PROGRAMMING GOAL

A. Statement of Programming Goal

To assist the GOL in developing efficient public services, greater discipline in fiscal responsibility, and in increased capacity to plan and implement a development program.

B. Will the achievement of the project purpose make a significant contribution to the programming goal, given the magnitude of the national problem? Cite evidence.

Limited: Because of the variety of activities encompassed within this project and the variant degrees of success encountered, the aggregate impact of this project on the program goal must be qualified. Those assigned to more routine-type tasks such as planning, scheduling & implementing tax audits were generally more effective than those technicians seeking to innovate significant changes in department procedures. Departments assisted in budget preparation, especially Department of Agriculture were significantly aided; technicians impact on Treasury Department and Department of Education was intermittent and limited.

(See attached Appendix A)

## APPENDIX A

COMMENT

During this evaluation, it became apparent that some of the technicians, on occasion, have: (1) felt isolated from the Mission's overall technical assistance strategy, and (2) encountered difficulties in relating their individual duties of fiscal and administrative-type operations to overall improvement of Government efficiency.

Although it was acknowledged that, by definition, an OPEX technician is a GOL employee and fills a position on the departmental staffing pattern, it was also evident that for the Mission to properly perform its project management role certain interventions--necessarily discreet and low key--have to be made from time to time; e.g., follow-up on audit recommendations with host government officials.

During the PAR year, variations in style, approach and emphasis, and individual interpretations of the seriousness of the issues raised within the Mission led, at times, to different perceptions as to the appropriateness and timeliness of Mission involvement.

Generally, with respect to OPEX technicians, the Mission seeks to maintain as low a profile as possible, thus to avoid any host government inference of interference in internal matters.