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USAID/LIBERIA GOVERNANCE AND ECONOMIC MANAGEMENT SUPPORT (USAID-GEMS) PROGRAM

QUARTERLY PROGRESS REPORT: JULY–SEPTEMBER 2011

OCTOBER 2011

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CONTENTS

CONTENTS.....	i
ACRONYMS AND ABBREVIATIONS.....	ii
EXECUTIVE SUMMARY	iv
I. OVERVIEW.....	1
Introduction	1
Project Launch: Rapid Start-up.....	1
Principles and Strategic Approach	2
II. Progress on Work Plan Implementation	4
Component 1: Broadened Capacity Building for Ministries and Agencies	4
Component 2: Financial Management and Information Technology	4
Component 3: ICT Policy and Management Support to GOL.....	5
Component 4: Concessions Monitoring & Management	5
Component 5: Assistance To The Central Bank Of Liberia	6
III. Project Outputs and Deliverables	7
Component 1: Broadened Capacity Building for Ministries and Agencies	7
Component 2: Financial Management and Information Technology	7
Component 3: ICT Policy and Management Support to GOL.....	7
Component 4: Concessions Monitoring & Management	7
Component 5: Assistance to The Central Bank Of Liberia	7
List of Reports and Deliverables Submitted.....	7
IV. Project Issues and Lessons Learned.....	9
Coordination	9
V. Work Plan Activities for the Next Quarter (October–December 2011)—From Draft Annual Work Plan.....	10
Component 1: Broadened Capacity Building for Ministries and Agencies	10
Component 2: Financial Management and Information Technology (IT) Training	24
Component 3: ICT Policy and Management Support to GOL.....	25
Component 4: Concessions Monitoring and Management	26
Component 5: Assistance to the Central Bank of Liberia.....	27
Annex I: USAID-GEMS Implementation Team.....	29

ACRONYMS AND ABBREVIATIONS

AM	Asset Management
BOC	Bureau of Concessions
CBL	Central Bank of Liberia
CCL	Cable Corporation of Liberia
CIO	Chief Information Officer
COP	Chief of Party
COTR	Contract Officer's Technical Representative
CSA	Civil Service Agency
DM	Deputy Minister
DOB	Department of Budget
E-Gov	Electronic Government
FDA	Forestry Development Authority
FIMCAB	Financial Management Capacity Building Program
FM	Financial Management
FY	Fiscal Year
GAC	General Audit Committee
GC	Governance Commission
GOL	Government of Liberia
GSA	General Services Agency
HR	Human Resources
ICT	Information and Communication Technology
ICTGB	Information and Communications Technology Governance Board
IFMIS	Integrated Financial Management Information System
IPSAS	International Public Sector Accounting Standards
IR	Intermediate Result
IT	Information Technology
LIBTELCO	Liberia Telecommunications Corporation
LIPA	Liberia Institute of Public Administration
LPRC	Liberia Petroleum Refinery Company
LRDC	Liberia Reconstruction and Development Committee
LTA	Liberia Telecom Authority
LTTA	Long-term Technical Assistance

M&A	Ministry and Agency
MDA	Mineral Development Agreement
MDTF	Multi-Donor Trust Fund
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOH	Ministry of Health
MOHSW	Ministry of Health and Social Welfare
MOPT	Ministry of Post and Telecommunication
MOU	Memorandum of Understanding
MPEA	Ministry of Planning and Economic Affairs
NBC	National Bureau of Concessions
NPA	National Port Authority
PA	Performance Assessment
PARIS	Payment Assurance Real-time Information System
PFM	Public Financial Management
PMO	Project Management Office
PMP	Performance Management Plan
PPC	Public Procurement Commission
PPCC	Public Procurement and Concessions Commission
PSIP	Public Sector Investment Planning
RIA	Roberts International Airport
SGN	Secure Government of Liberia Network
SOE	State-owned Enterprise
STTA	Short-term Technical Assistance
TA	Technical Assistance
TOR	Terms of Reference
UAF	Universal Access Fund
USAID	United States Agency for International Development
USAID-GEMS	USAID Governance and Economic Management Support Program
WARCIP	West Africa Regional Communications Infrastructure Program
WAMZ	West Africa Monetary Zone
WB	World Bank

EXECUTIVE SUMMARY

This is the first Quarterly Progress Report for the USAID Governance and Economic Management Support (USAID-GEMS) project. It covers start-up and program planning activities during the period July–September 2011.

Awarded to IBI International on June 29, 2011, the USAID-GEMS project is designed to strengthen human and institutional capacity in the Liberia public sector within several ministries and agencies (M&As). It mirrors President Johnson-Sirleaf's message to the Liberian legislature in 2010:

“Perhaps our greatest fiscal challenge lies in focusing the expenditure of cash inflows from domestic revenue and from donors on established priorities. The better we can manage our public finances, the better we can deliver on our poverty reduction and job creation agenda. This is why we have put much effort into public financial management reform and the building of institutions and human capacities across government.”

USAID-GEMS builds on the successful empowerment of select Liberian governmental institutions undertaken from 2005 to 2010 by the Governance and Economic Management Assistance Program (GEMAP), but it is entirely different in conception, design, and implementation structure. Based on an approved set of selection criteria, USAID-GEMS will provide periodic support to 16 M&As, and seven will receive assistance beginning in the first year of this five-year program.

In early August 2011, USAID-GEMS fielded several members of its team to set up an administrative office, and they immediately began a series of consultations with USAID/Liberia program officials, bilateral & multilateral donor representatives, and principal officers in Government of Liberia (GOL) M&As. During September 2011, nearly all of the USAID-GEMS senior team was fielded and intensive programming sessions were conducted which produced an assessment tool to guide high-level institutional capacity assessments in seven M&As. High-level institutional assessments were conducted in four State Owned Enterprises (SOEs), the Ministry of Agriculture (MOA), the Ministry of Health (MOH), and the Liberia Institute of Public Administration (LIPA).

Other major achievements during this quarter are as follows:

- USAID-GEMS fielded a short-term Public Financial Management Specialist to participate in a multi-donor appraisal team. The team is charged with establishing a multi-donor trust fund to implement public financial reforms instituted by the recently approved Public Financial Reform Act. The USAID-GEMS specialist prepared the terms of reference for a long-term Public Sector Investment Advisor to be fielded by USAID-GEMS.
- USAID-GEMS fielded a short-term Public Institutions and Governance Advisor to assist the GOL to prepare a high level forum and draft Pillar IV (Governance and Institution Reform) of the Poverty Reduction Strategy II (PRS II – Rising Liberia 2030).
- USAID-GEMS reviewed a major proposal from the Department of Revenue, Ministry of Finance to establish Customer Care and Rulings/Interpretations Units in conformance with the Public Finance Management Act. The USAID-GEMS project is committed to partner with the IMF to implement the initiatives.

- USAID-GEMS reviewed current program funding for LIPA by The World Bank and committed to provide complementary investments to address institutional deficiencies and strengthening of the institution to provide government-wide fee based and demand-driven training programs.
- USAID-GEMS held initial discussions with the Governance Commission (GC) to review priorities (institutional reforms and programs) consistent with USAID-GEMS' Component #1.
- USAID-GEMS held initial discussions with the Ministry of Finance, Department of Customs to review priorities to improve customs operations with support from USAID-GEMS' Component #1.
- USAID-GEMS developed an external outreach and communications strategy as well as a project marking and branding plan in consultation with the USAID/Liberia Development Outreach and Communications Specialist.
- USAID-GEMS developed an assessment tool for consistency in efforts to identify needs for performance improvement in M&As.

I. OVERVIEW

INTRODUCTION

The United States Agency for International Development (USAID)'s Governance and Economic Management Support (USAID-GEMS) Program, implemented by IBI International, is a five-year technical assistance project to support the Government of Liberia's (GOL) own initiatives to improve performance. The project has five components:

- Component 1: Broadened Capacity Building for GOL Institutions
- Component 2: Management and Information Technology (IT) Training
- Component 3: ICT Policy and Management Support to GOL
- Component 4: Concessions Monitoring and Management
- Component 5: Assistance to Central Bank of Liberia

PROJECT LAUNCH: RAPID START-UP

Within 10 days of the contract's start date of July 1, 2011, IBI had fielded an administrative team in Monrovia to have initial discussions with the USAID Contract Officer's Technical Representative (COTR), Tammy Palmer, and to locate suitable office space and residences for the USAID-GEMS team. Discussions with the COTR focused on current GOL program priorities and the make-up of the field team to fulfill the objectives of the project.

Meanwhile, the IBI home office organized a project orientation for senior project staff and subcontractors in Arlington, Virginia to review programmatic and administrative issues. The first programmatic staff, along with key home office support staff, arrived in Monrovia on August 5, 2011. These included Chief-of-Party, Dr. Wilbur G. Thomas, Home Office Technical Director and IBI Vice President, Onur Erdem, and Finance & Administration Manager, Kristin Lambert. By mid-August several other senior staff began work in Monrovia, including Finance Expert and Component 1 Leader, Michael Halbert; Financial Management Expert, Murvee Gardiner; and ICT Expert and Component 3 leader, Reginald Miller.

By the end of August 2011, IT Expert, Anthony Waddell; Central Bank Advisor and Component 5 leader, John Sloyka; and Concessions Expert and Component 4 leader, Dr. Ricardo Acosta joined the field team. By the first week of September, the remaining senior staff were in place, including the Deputy Chief of Party, Paul Collins; Human Resources/Payroll Expert, Terrance Osley; Organizational Development Expert, Andrew Gilboy; Assets Management Expert, Nicholas Leach; and Procurement Expert, Victoria Cooper. Details of the USAID-GEMS project staffing pattern and organizational structure are provided below in Annex I.

The USAID-GEMS project also fielded six short-term professional specialists during the reporting period:

- Eric Nelson, who assisted the MPEA with the successful implementation of a high-level National Economic Forum.
- Tove Strauss, who developed the terms of reference for a long-term technical specialist on public sector investment planning and contributed to the development of the Multi-donor Trust Fund

- Jim Ruth, who assisted with the financial management aspects of institutional assessments of priority M&As.
- Onur Erdem, who led the development of the work plan for Year 1.
- David Colvin, who developed the USAID-GEMS External Outreach & Communications Plan.
- Socé Séne, who developed the project's performance management plan (PMP) and integrated gender considerations into the work plan and PMP.

PRINCIPLES AND STRATEGIC APPROACH

The fundamental principles underpinning the USAID-GEMS project implementation include:

- Build on performance improvement already underway with innovative interventions;
- Work side-by-side with Liberian counterparts to identify performance targets, challenges, and areas where improvement can be tried within the context of each organization;
- Link results and targets to existing Liberian economic governance and economic development strategies, policies, and practices;
- Transfer knowledge, skills and attitudes to Liberian counterparts – both within the USAID-GEMS team and within counterpart M&As and SOEs, so that performance improvements can be sustained beyond Year 5; and
- Foster the application of cross-disciplinary solutions (financial management, human resources [HR], procurement, assets management, and ICT) among project components, experts, and counterpart institutions to support organizational change in key management areas in all GOL target institutions.

The strategy for the first year of the 5-year work plan focuses on the following:

1. Understanding the organizational context in which management systems currently function: the organization's mission, its current output, the challenges and opportunities for improvement.

USAID-GEMS will conduct institutional performance assessment in increasing depth to ascertain the current systems and to begin identifying potential interventions to suggest. As a first step, the USAID-GEMS team reached out to over 12 institutions identified in collaboration with USAID/Liberia prior to the establishment of the first year's work plan to conduct preliminary assessment of key management systems in each entity. With this critical information, USAID-GEMS formulated the initial work plans that will include successive assessments conducted at deeper levels. This process produces design possibilities with increasing clarity that may be introduced within the context of each organization. Without a careful assessment at this level, counterpart staff at target institutions can reject "outside" solutions made without regard to the challenges faced deep inside an organization.

2. Proposing interventions tailored to each target organization.

USAID-GEMS will propose design interventions by the end of the second quarter of FY12 that form the core of a draft Memorandum of Understanding (MOU) that USAID will in turn propose to each institution for agreement. The MOUs will provide signatory institutions, USAID-GEMS, and USAID a clear roadmap to improve performance and reach the project and GOL objectives. USAID-GEMS views the MOUs as living support guidelines

that clarify the roles and responsibilities among partners essential for effective implementation. USAID-GEMS will ensure that progress on targets contained in the MOUs is reviewed quarterly and modifications are proposed as necessary.

3. Managing change.

A change management strategy will underscore all USAID-GEMS interventions. The USAID-GEMS team (including both Liberian and international long and short-term technical experts) will refine its understanding of change management in the first quarter of the fiscal year through workshops, simulations and case studies. Understanding resistance to change and how to respond are key elements to arriving at lasting performance improvements within organizations.

USAID-GEMS will rely on these three critical strategies as it launches its support in order to lay the foundation for accessing other resources USAID-GEMS brings, such as short-term technical assistance (STTA) performance improvement interventions (trainings, workshops, course-work, training of trainers, assessments, monitoring and evaluation, outreach etc.) and equipment to improve management effectiveness. USAID-GEMS will also access Liberian and international expertise in financial management, HR, procurement, assets management, information technology (IT), and other technical subject matters to supplement the USAID-GEMS team's expertise.

II. PROGRESS ON WORK PLAN IMPLEMENTATION

COMPONENT 1: BROADENED CAPACITY BUILDING FOR MINISTRIES AND AGENCIES

Shortly after fielding the USAID-GEMS team, a series of team building sessions were held to determine approaches towards assisting Ministries and Agencies. The criteria for selecting GOL M&As as the project's main counterparts had been prepared by IBI and approved by USAID/Liberia. During a USAID-GEMS team workshop, led by Andrew Gilboay and Terrance Osley, the team agreed on the methodology for conducting preliminary performance assessments of the four state owned enterprises and three M&As selected as the first seven (Liberian Petroleum Refinery Company [LPRC]; National Port Authority [NPA]; Forestry Development Authority [FDA], Roberts International Airport [RIA], Liberia Institute of Public Administration [LIPA]; Ministry of Agriculture [MOA]; and Ministry of Health [HOH]) of the sixteen targeted for assistance. A capacity building for performance improvement implementation model was developed to serve as the blueprint for assessing technical assistance and resource needs for selected M&As. This model was used to develop the preliminary assessment tool, which covers processes, people, organization, systems, and technology. The team developed interview guidelines for use by USAID-GEMS technical experts.

The USAID-GEMS team arranged meetings with senior management at all the State-owned Enterprises (SOEs) and M&As selected, and subsequently held more in-depth meetings with various line managers responsible for specific technical areas. The assessment of one counterpart, the National Port Authority (NPA) was not possible during the quarter due to difficulties in scheduling with the NPA's Managing Director. The USAID-GEMS team was successful in completing preliminary capacity building assessments for seven M&As and prepared assessment reports for each institution. The assessment information gathered served as the basis for establishing the annual work plan for Year 1, covering October 2011 – September 2012. The work plan targets challenges and opportunities informed by the preliminary capacity building assessment and calls for deeper assessments during the year.

The annual work plan for FY2012 has been completed on schedule and submitted to USAID/Liberia for approval.

COMPONENT 2: FINANCIAL MANAGEMENT AND INFORMATION TECHNOLOGY

Targeted assistance by USAID-GEMS under this component will be in partnership with the Liberia Institute of Public Administration (LIPA) and will complement assistance currently provided by The World Bank (WB). USAID-GEMS will focus on improving LIPA's administrative and technical structure to enable it to offer quality courses on an array of government functions that are demand-driven and fee-based. The Assessment's findings noted that LIPA lacks the necessary capacity to design, deliver, and monitor quality training to meet the needs of GOL M&As. Several of these M&As increasingly have been opting for alternative training, either through another provider or in-house. LIPA's constraints include a lack of adequate space, lack of qualified lecturers and staff and low technical capacity to design programs that meet the needs of clients. The result is the prospect of diminishing demand. Donor-funded courses for the public sector, such as those in procurement, computerized financial management and M&E offered through the USAID-funded Financial Management Capacity Building Program (FIMCAB), have dominated course offerings for the last two years. The leadership of LIPA increasingly

focuses on developing the institution's ability to respond to demand from private-sector clients with a greater ability to pay for training services.

The USAID-GEMS team found, in its assessment and through review of numerous studies of LIPA's management challenges already conducted, that the opportunities for performance improvement are apparent and straightforward. The USAID-GEMS preliminary assessments confirmed that basic systems for procurement, HR, IT, and finance are minimal, non-existent, or non-performing. These shortcomings in turn affect fundamentally the organization's capacity to meet its mandate to design, deliver, and monitor quality training for clients, in particular in the public sector. The USAID-GEMS assessment also noted that managers of external assistance programs designed to assist LIPA express frustration with the extent to which leadership accepts evidence-based assessment of the current situation and supports intervention to improve LIPA's performance and establish it as a center of excellence. USAID-GEMS aims to approach LIPA with a performance-improvement and change strategy that could position it for a vibrant future – perhaps the first time that a donor-funded activity designated outside expertise to work closely with LIPA's staff over a sufficiently long period to introduce lasting changes. We note that resistance to change will undoubtedly be strong, as will rebuilding staff morale and outside trust in the organization. The opportunities for LIPA are many, including possibilities to offer increasingly technical courses such as concessions management training.

COMPONENT 3: ICT POLICY AND MANAGEMENT SUPPORT TO GOL

During this launch quarter, the Ministry of Post and Telecommunications (MOPT) was established as the component #3 counterpart agency. The Chief of Party (COP), Wilbur Thomas, and ICT Expert, Reginald Miller, met with Minister Frederick B. Norkeh. The Ministry subsequently sent a letter to key GOL ministries, private sector agencies, the NGO community, the World Bank and other multi-lateral organizations announcing that USAID-GEMS will support ICT development in Liberia; and that Reginald Miller will coordinate all assistance provided under USAID-GEMS in this area including public-private partnerships and the donor coordination effort to promote ICT in Liberia. Office space in the MOPT has been assigned to Mr. Miller. The Ministry of Planning and Economic Affairs (MPEA), which formerly housed all donor-funded ICT initiatives, took part in the introduction of Mr. Miller to the MOPT. Dr. James Kollie, head of the Liberia Reconstruction and Development Committee made the introductions. Mr. Miller's TOR was shared with the managing director the Liberia Telecommunications Corporation (LIBTELCO) and it was cordially received with assurance of full cooperation during Mr. Miller's tenure in the USAID-GEMS project.

During the quarter, Mr. Miller participated in the launch of the West Africa Regional Communications Infrastructure Program (WARCIP). This was a key event in that it formally announced the arrival of the Africa Coast to Europe undersea broadband cable to Liberia. As part of the annual work plan, Mr. Miller prepared and delivered the ICT performance assessment summary for inclusion in the annual workplan.

COMPONENT 4: CONCESSIONS MONITORING & MANAGEMENT

Dr. Ricardo Acosta, Concessions Expert on the USAID-GEMS team needed little introduction to counterparts in the Bureau of Concessions (BOC) and the soon-to-be National Bureau of Concessions (NBC) because he has been working with the BOC for several years under previous projects. Dr. Acosta's arrival was welcomed in introductory meetings held at the Ministry of Finance. Following formal introductions to the BOC staff, Dr. Acosta literally "hit the ground running" on a plethora of key activities that are required to transition the BOC to the NBC. He provided an expert review of the draft National Bureau of Concession Act and a

comparative analysis of this Act with the Decree No. 8 that created the BOC in 1985. He followed this review with a preliminary analysis on the current capacity of the BOC that included analyses of the structure and budget of the NBC based on the draft National Bureau of Concessions Act. Dr. Acosta held preliminary discussions with the management of the BOC on the actual and future capacity of the NBC.

On technical programs within the BOC, Dr. Acosta performed an analysis of the monitoring compliance template being used for mining projects such as the China Union Mineral Development Agreement (MDA) and BHP Billiton MDA. Dr. Acosta participated in a field visit to Bong Mines to monitor compliance of the concessionaire (China Union). A second field visit to BHP Billiton was conducted to monitor compliance with that MDA. Dr. Acosta performed a preliminary assessment of the actual practices performed within the Monitoring and Management section of the BOC for the concession sector. This was initiated with a review of the institutional and legal frameworks as well as the capacity to undertake these activities at the BOC. In order to improve good governance in concessions, an analysis of the governance and management of the concessions sector was undertaken to better understand how current operating concessions are managed and monitored. Both analyses led to development of a model for governance of the concession sector within the framework of the newly created National Bureau of Concessions.

COMPONENT 5: ASSISTANCE TO THE CENTRAL BANK OF LIBERIA

The CBL has requested assistance in the following areas under USAID-GEMS: Payment Systems Project Management, implementation of Great Plains software, and drafting of regulations for its supervision department on, in particular, the effort to introduce mobile money in Liberia. The USAID-GEMS team for this component was warmly received by representatives of the Central Bank of Liberia in a series of meetings chaired by Mr. James Wilfred, Head of Payment Systems Unit. At Mr. Wilfred's request, USAID-GEMS Central Bank Advisor John Sloyka drafted a TOR for a Project Management Consultant. The USAID-GEMS Component 5 team met twice with the International Monetary Fund (IMF)'s consultant to CBL to clarify roles and responsibilities within the payment unit and seek opportunities for collaboration. The CBL requested that USAID-GEMS draft a roadmap for establishing the payment systems to conform with the requirements of the West Africa Monetary Zone (WAMZ). The roadmap will serve as the guiding document in future discussions to be held in the CBL early in the next quarter.

III. PROJECT OUTPUTS AND DELIVERABLES

COMPONENT 1: BROADENED CAPACITY BUILDING FOR MINISTRIES AND AGENCIES

Component Team #1 served as the locus for gathering assessment data and preparation of the first year work plan which met the deliverable deadline of September 30, 2011. Preliminary assessments of seven M&As were the major outputs during this reporting period.

COMPONENT 2: FINANCIAL MANAGEMENT AND INFORMATION TECHNOLOGY

A high level institutional and capacity assessment was performed on LIPA that will assist two lead long-term technical assistance (LTTA) personnel in conducting a further assessment of LIPA to help guide future activities and meet the following deliverables by the end of the next quarter:

- Develop LIPA's course schedule for each fiscal year.
- Develop LIPA's institutional capacity building plan.

COMPONENT 3: ICT POLICY AND MANAGEMENT SUPPORT TO GOL

The ICT Expert (Mr. Reginald Miller) prepared and submitted the Component 3 annual work plan that encompasses specific tasks listed under objectives 3.a and 3.b. The work plan will be submitted to the MPEA for approval in the next quarter.

COMPONENT 4: CONCESSIONS MONITORING & MANAGEMENT

Considerable progress is being made to transition the BOC to the newly established NBC. USAID-GEMS carried out a preliminary analysis on the current capacity of the BOC, the proposed structure of the NBC, and the NBC's budget requirements based on the National Bureau of Concession Act.

COMPONENT 5: ASSISTANCE TO THE CENTRAL BANK OF LIBERIA

USAID-GEMS developed the work plan for activities in Year I, accounting for periodic short-term technical assistance available through the IMF, aimed at accomplishing an implementation strategy for CBL accession to the West African Monetary Zone (WAMZ).

LIST OF REPORTS AND DELIVERABLES SUBMITTED

The following reports and deliverables were submitted to USAID during this quarter:

1. Report on Selection Criteria for Support to Government of Liberia Ministries, Agencies and State-Owned Enterprises. This report has been approved by USAID.
2. Annual Work Plan for Year I with Estimated Levels of Effort per Component. This report is under review by USAID and has not yet been approved.
3. Performance Management Plan. This report is under review by USAID and has not yet been approved.

4. External Outreach and Communications Plan. This report is under review by USAID and has not yet been approved.
5. Branding and Marking Plan. This report has been reviewed and approved by USAID.

IV. PROJECT ISSUES AND LESSONS LEARNED

COORDINATION

The USAID-GEMS team was not formally introduced to the Ministry of Planning and Economic Affairs (MPEA) during the launch period. The MPEA is the GOL entity designated to coordinate all activities related to the National Capacity Development Strategy (NCDS). The USAID-GEMS project is clearly linked to the NCDS and the USAID-GEMS team strongly believes that due to the lack of early working sessions with the MPEA, there may be some concerns within MPEA that the current USAID-GEMS work plan is not addressing priorities of the M&As. Most importantly, the USAID-GEMS team needs feedback from the MPEA that our efforts will in fact strengthen the Government's position to manage a comprehensive capacity development process within the national development planning and on-going visioning process.

The meetings that the USAID-GEMS team held with the IMF advisor to the CBL did not result in agreement on distinct roles, responsibilities and scopes of work for both the USAID-GEMS project and the work of the IMF at CBL. The CBL has been asked to restate clearly its assistance needs and to take the leadership role in getting donors to coordinate assistance to the CBL.

V. WORK PLAN ACTIVITIES FOR THE NEXT QUARTER (OCTOBER–DECEMBER 2011)—FROM DRAFT ANNUAL WORK PLAN

COMPONENT 1: BROADENED CAPACITY BUILDING FOR MINISTRIES AND AGENCIES

Technical Team: Michael Halbert (MH)—Component Leader, Murvee Gardiner (MG), Terrance Osley (TO), Nicholas Leach (NL), Vicki Cooper (VC), Anthony Waddell (AW), Eric Nelson (EN), Tove Strauss (TS)

IR 1.1: Management Systems at Selected SOEs Improved

INSTITUTION: FORESTRY DEVELOPMENT AUTHORITY				
Deliverables:				
1. Targeted capacity building program with recommendations for levels of technical assistance (Q1-Q2)				
2. Baseline survey to determine improvements of revenue and quality (Q1)				
Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Complete in depth needs assessment of processes, organizational structure, staff skills and ICT environment	FM, HR, AM, Procurement, ICT	MH, MG, TO, NL, VC, AW	Q1	Q1
Gather all relevant documentation and information of key HR and training processes defined: <ul style="list-style-type: none"> • Staff attendance, time, and record-keeping; • Staff recruitment, retention, exit, etc.; • Compensation and benefits administration; • Staff performance review process; • Staff welfare & training 	HR	TO	Q1	Q1
Develop current state “profile,” assess against good/quality practices, and establish baseline	HR	TO	Q1	Q1
Define all reporting requirements of function	HR	TO	Q1	Q1
Identify and validate performance gaps and opportunities for improvement from preliminary assessment in processes and organization structure	HR	TO	Q1	Q1
Evaluate and prioritize opportunities with Managing Director, Admin, and HR leaders	HR	TO	Q1	Q1

INSTITUTION: FORESTRY DEVELOPMENT AUTHORITY

Deliverables:

1. Targeted capacity building program with recommendations for levels of technical assistance (Q1-Q2)
2. Baseline survey to determine improvements of revenue and quality (Q1)

Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Validate quick win opportunities and move to implement	HR	TO	Q1	Q4
Develop Implementation Roadmap	HR	TO	Q1	Q1
Complete in depth needs assessment	AM	NL	Q1	Q1
Agree with GSA regularized approach	AM	NL	Q1	Q2
Conduct procurement training assessment	Procurement	VC	Q1	Q1
Provide all procurement staff with PPC Act, Regulations and Procurement Implementation Manual	Procurement	VC	Q1	Q1
Assess impact of PPCC challenges in capacity on the ability of FDA procurement unit to perform its functions effectively	Procurement	VC	Q1	Q1
Develop and agree procurement training Plan	Procurement	VC	Q1	Q2
Complete in depth assessment of procurement processes to establish baseline	Procurement	VC	Q1	Q2
Undertake survey of FDA suppliers and contractors	Procurement	VC	Q1	Q2
Rapid assessment of areas of improvement required to provide core secure services to identified functional units within the organization	ICT	AW	Q1	TBD
Selection of fast-track improvements	ICT	AW	Q1	TBD
Design of fast-track improvements	ICT	AW	Q1	TBD

INSTITUTION: NATIONAL PORT AUTHORITY

Deliverables:

1. Targeted capacity building program with recommendations for levels of technical assistance (Q1-Q2)
2. Baseline survey to determine improvements of revenue and quality (Q1)

Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Gather all relevant documentation and information of key HR and training processes	HR	TO	Q1	Q1
Develop current state “profile,” assess against good/quality practices, and establish baseline	HR	TO	Q1	Q1
Determine all reporting requirements of function	HR	TO	Q1	Q1
Identify and validate performance gaps and opportunities for improvement from preliminary assessment.	HR	TO	Q1	Q1
Evaluate and prioritize opportunities with HR leaders	HR	TO	Q1	Q1
Validate quick win opportunities and move to implement	HR	TO	Q1	Q4
Develop Implementation Roadmap	HR	TO	Q1	Q1
Conduct procurement training assessment	Procurement	VC	Q1	Q1
Provide all procurement staff with PPC Act, Regulations and Procurement Implementation Manual	Procurement	VC	Q1	Q1
Assess impact of PPCC challenges in capacity on the ability of NPA procurement unit to perform its functions effectively	Procurement	VC	Q1	Q1
Develop and agree procurement training Plan	Procurement	VC	Q1	Q2
Complete in depth assessment of procurement processes to establish baseline	Procurement	VC	Q1	Q2
Undertake survey of NPA suppliers and contractors	Procurement	VC	Q1	Q2
Assess ICT environment	ICT	AW	Q1	Q1

INSTITUTION: ROBERTS INTERNATIONAL AIRPORT

Deliverables:

1. Targeted capacity building program with recommendations for levels of technical assistance (Q1-Q2)
2. Baseline survey to determine improvements of revenue and quality (Q1)

Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Complete in depth needs assessment of processes, organizational structure, staff skills and the ICT environment	FM, HR, AM, Procurement, ICT	MH, MG, TO, NL, VC, AW	Q1	Q3
Gather all relevant documentation and information of key HR and training processes defined: <ul style="list-style-type: none"> • Staff recruitment, retention, exit, etc.; • Compensation and benefits administration; • Staff training and professional development; • Staff performance review process; • Statistical and government compliance reporting; 	HR	TO	Q1	Q1
Develop current state “profile,” assess against good/quality practices, and establish baseline	HR	TO	Q1	Q1
Determine all reporting requirements of function	HR	TO	Q1	Q1
Identify and validate performance gaps and opportunities for improvement from preliminary assessment	HR	TO	Q1	Q1
Evaluate and prioritize opportunities with HR leaders	HR	TO	Q1	Q1
Validate quick win opportunities and move to implement	HR	TO	Q1	Q4
Develop Implementation Roadmap	HR	TO	Q1	Q1
Complete in depth needs assessment	AM	NL	Q1	Q2
Agree with GSA regularized approach	AM	NL	Q1	Q2
Raise management awareness	AM	NL	Q1	Q4
Conduct procurement training assessment	Procurement	VC	Q1	Q1

INSTITUTION: ROBERTS INTERNATIONAL AIRPORT

Deliverables:

1. Targeted capacity building program with recommendations for levels of technical assistance (Q1-Q2)
2. Baseline survey to determine improvements of revenue and quality (Q1)

Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Provide all procurement staff with PPC Act, Regulations and Procurement Implementation Manual	Procurement	VC	Q1	Q1
Assess impact of PPCC challenges in capacity on the ability of RIA procurement unit to perform its functions effectively	Procurement	VC	Q1	Q1
Develop procurement training plan and agree with LIPA and entity	Procurement	VC	Q1	Q2
Complete in depth assessment of procurement processes to establish baseline	Procurement	VC	Q1	Q2
Undertake survey of RIA suppliers and contractors	Procurement	VC	Q1	Q2
Assess IT infrastructure	ICT	AW	Q1	Q1
Assess IT software systems	ICT	AW	Q1	Q1
Assess key IT processes	ICT	AW	Q1	Q1
Assess IT responsibility	ICT	AW	Q1	Q1
Assess strategic IT planning	ICT	AW	Q1	Q1
Assess IT acquisition processes	ICT	AW	Q1	Q1
Assess Human Behavior with respect to IT	ICT	AW	Q1	Q1
Identify key business processes & assessment of related IT support	ICT	AW	Q1	Q1
Identify areas of performance improvement	ICT	AW	Q1	Q1
Select improvements & develop improvements roadmap	ICT	AW	Q1	Q1

INSTITUTION: LIBERIA PETROLEUM AND REFINING COMPANY

Deliverables:

1. Targeted capacity building program with recommendations for levels of technical assistance (Q1-Q2)
2. Baseline survey to determine improvements of revenue and quality (Q1)

Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Gather all relevant documentation and information of key HR and training processes defined: <ul style="list-style-type: none"> • Staff attendance and timekeeping; • Staff recruitment, retention, exit, etc.; • Compensation and benefits administration; • Staff performance review process; • Staff training and professional development 	HR	TO	Q1	Q1
Develop current state “profile,” assess against good/quality practices, and establish baseline	HR	TO	Q1	Q1
Determine all reporting requirements of function	HR	TO	Q1	Q1
Identify and validate performance gaps and opportunities for improvement from preliminary assessment.	HR	TO	Q1	Q1
Evaluate and prioritize opportunities with HR leaders	HR	TO	Q1	Q1
Validate quick win opportunities and move to implement	HR	TO	Q1	Q4
Develop Implementation Roadmap	HR	TO	Q1	Q1
Complete in depth needs assessment	AM	NL	Q1	Q1
Agree with GSA regularized approach	AM	NL	Q1	Q2
Conduct procurement training assessment	Procurement	VC	Q1	Q1
Provide all procurement staff with PPC Act, Regulations and Procurement Implementation Manual	Procurement	VC	Q1	Q1
Assess impact of PPCC challenges in capacity on the ability of LPRC procurement unit to perform its functions effectively	Procurement	VC	Q1	Q1
Develop and agree procurement training Plan	Procurement	VC	Q1	Q2

INSTITUTION: LIBERIA PETROLEUM AND REFINING COMPANY

Deliverables:

1. Targeted capacity building program with recommendations for levels of technical assistance (Q1-Q2)
2. Baseline survey to determine improvements of revenue and quality (Q1)

Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Complete in depth assessment of procurement processes to establish baseline	Procurement	VC	Q1	Q2
Undertake survey of LPRC suppliers and contractors	Procurement	VC	Q1	Q2
Assess IT infrastructure	ICT	AW	Q1	Q1
Assess IT software systems	ICT	AW	Q1	Q1
Assess key IT processes	ICT	AW	Q1	Q1
Assess IT Responsibility	ICT	AW	Q1	Q1
Assess Strategic IT planning	ICT	AW	Q1	Q1
Assess IT acquisition processes	ICT	AW	Q1	Q1
Assess Human Behavior with respect to IT	ICT	AW	Q1	Q1

INSTITUTION: GENERAL SERVICES AGENCY

Deliverables:

1. Targeted capacity building program for GSA (Q1)
2. Initial draft MOU (Q2)

Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Complete re-evaluation of Asset registration, in particular how the GSA interfaces with the M&As and SOEs	AM	NL	Q1	Q4
Complete Revaluation of Software	AM	NL	Q1	Q4
Define “Asset” according to prevailing legislation	AM	NL	Q1	Q2
Rapid assessment of areas of improvement required to provide core secure services to identified functional units within the organization	AM	NL	Q1	Q4
Selection of fast-track improvements	AM	NL	Q1	Q4
Design of fast-track improvements	AM	NL	Q1	Q2
Assess IT infrastructure	ICT	AW	Q1	Q1
Assess IT software systems	ICT	AW	Q1	Q1
Assess key IT processes	ICT	AW	Q1	Q1
Assess of IT Responsibility	ICT	AW	Q1	Q1

IR 1.1 Participating M/As Conform With International Good Practice Standards

INSTITUTION: GOVERNANCE COMMISSION				
Deliverables:				
I. Present draft workplan to GC for agreement (Q1)				
Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Present draft workplan to GC for discussions and finalization	Crosscutting	Core Team	Q1	Q1
Recruit STTA to draft National Decentralization Act	Legal	STTA	Q1	Q2
Review existing financial management procedures	FM	MH, MG	Q1	Q1

INSTITUTION: MINISTRY OF FINANCE

Deliverables:

1. Targeted capacity building program for selected functions of Department of Revenue (Q1)
2. Build GOL capacity to develop MTEF (Q1)

Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Work with the team of the Deputy Minister of Finance for Revenue to conduct an in-depth needs assessment of the Customer Care Unit and the Rules and Interpretations Unit	FM	MH, MG, AW, RA	Q1	Q2
Work with the Department of Revenue team to develop staff training programs, develop the appropriate educational materials, and IT improvements required to address gaps in performance and incorporate strong internal controls in order to deliver the appropriate customer service within the unit.	FM	MH, MG, AW, TO	Q1	Q2
Work with the Department of Revenue team to assist in the establishment of the Rules and Interpretations Unit.	FM	MH, MG, AW, RA	Q1	Q2
Work with the Department of Revenue Team to develop the scope of work necessary in order to effectively perform the functions of the Rules and Interpretations Unit.	FM	MH, MG, AW, RA	Q1	Q2
Provide support to the MTEF secretariat for the development of sectoral plans and budget estimates to be included in the roll-out of the MTEF process.	FM/IT/HR	MH, MG, TO	Q1	Q4

INSTITUTION: MINISTRY OF PLANNING AND ECONOMIC AFFAIRS**Deliverables:**

I. Governance and Public Institutions Pillar Strategy (Q1)

Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Complete zero draft of Governance and Public Institutions pillar for feedback by MPEA	Crosscutting	EN	Q1	Q1
Complete final draft and contribute to M&E framework	Crosscutting	EN	Q1	Q1

IR 1.3: Targeted M&As Ready to Manage USG and Other Donor Funds

Deliverables	Tasks	Start Date	Completion Date
Report on capability of selected M/A to utilize USAID funds	Conduct baseline assessment of the capability of the selected ministry to utilize USAID funds as part of the detailed capacity building assessments	Q1	Q1
	Work through activities identified under IR 1.2 to build management systems at selected ministry	Q1	Q4
	Liaise with USAID/Washington regarding the details of global PFM Rapid Assessment Framework being developed as a toolkit to assess the strength of host country systems to utilize USG funds	Q1	Q1

INSTITUTION: MINISTRY OF AGRICULTURE				
Deliverables:				
I. Initial draft MOU (Q2)				
Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Complete in depth needs assessment of processes, organizational structure, staff skills and ICT environment	FM, HR, AM, Procurement, ICT	MH, MG, TO, NL, VC, AW	Q1	Q2
Gather all relevant documentation and information of key HR and training processes defined at MOA: <ul style="list-style-type: none"> Staff recruitment, retention, exit, etc.; Compensation and benefits administration; Staff training and professional development; Staff performance review process; Statistical and government compliance reporting; 	HR	TO	Q1	Q1
Develop current state “profile,” assess against good/quality practices, and establish baseline	HR	TO	Q1	Q1
Determine all reporting requirements of function	HR	TO	Q1	Q1
Identify and validate performance gaps and opportunities for improvement from preliminary assessment.	HR	TO	Q1	Q1

INSTITUTION: MINISTRY OF AGRICULTURE				
Deliverables:				
I. Initial draft MOU (Q2)				
Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Evaluate and prioritize opportunities with MOA Minister, DM of Admin and HR leader	HR	TO	Q1	Q1
Validate quick win opportunities and move to implement	HR	TO	Q1	Q4
Develop Implementation Roadmap	HR	TO	Q1	Q1
Complete in depth needs assessment	AM	NL	Q1	Q2
Raise management awareness	AM	NL	Q1	Q4
In depth assessment of procurement processes	Procurement	VC	Q1	Q2
Conduct capacity building diagnostic	Procurement	VC	Q1	Q1
Assess IT infrastructure	ICT	AW	Q1	Q1
Assess IT software systems	ICT	AW	Q1	Q1
Assess key IT processes	ICT	AW	Q1	Q1
Assess IT responsibility	ICT	AW	Q1	Q1
Assess strategic IT planning	ICT	AW	Q1	Q1

INSTITUTION: MINISTRY OF HEALTH AND SOCIAL WELFARE				
Deliverables:				
I. Initial draft MOU (Q1-Q2)				
Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Complete in depth needs assessment of processes, organizational structure, staff skills and the ICT environment	FM, HR, AM, Procurement, ICT	MH, MG, TO, NL, VC, AW	Q1	Q2

INSTITUTION: MINISTRY OF HEALTH AND SOCIAL WELFARE

Deliverables:

I. Initial draft MOU (Q1-Q2)

Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Gather all relevant documentation and information of key HR, Education & Professional Training processes defined at MOH: <ul style="list-style-type: none"> • HR Planning, policy and forecasting • Personnel matters advocacy and resolution; • Employee attendance and timekeeping; • Compensation & benefits administration; • Education, Training, and Professional Development; • Performance Assessment 	HR	TO	Q1	Q1
Develop current state “profile,” assess against good/quality practices, and establish baseline	HR	TO	Q1	Q1
Determine all reporting requirements of function	HR	TO	Q1	Q1
Identify and validate performance gaps and opportunities for improvement from preliminary assessment.	HR	TO	Q1	Q1
Evaluate and prioritize opportunities with MOH Minister, DM of Admin and HR leader	HR	TO	Q1	Q1
Validate quick win opportunities and move to implement	HR	TO	Q1	Q1
Develop Implementation Roadmap	HR	TO	Q1	Q4
Complete in depth needs assessment	AM	NL	Q1	Q2
Agree with GSA regularized approach	AM	NL	Q1	Q3
In depth assessment of procurement processes	Procurement	VC	Q1	Q1
Conduct capacity building diagnostic	Procurement	VC	Q1	Q1
Assess IT infrastructure	ICT	AW	Q1	Q1
Assess IT software systems	ICT	AW	Q1	Q1
Assess key IT processes	ICT	AW	Q1	Q1
Assess IT responsibility	ICT	AW	Q1	Q1
Assess strategic IT planning	ICT	AW	Q1	Q1

INSTITUTION: MINISTRY OF HEALTH AND SOCIAL WELFARE				
Deliverables:				
I. Initial draft MOU (Q1-Q2)				
Tasks	Technical Area	TA Assigned	Start Date	Completion Date
Assess IT acquisition processes	ICT	AW	Q1	Q1
Assess Human Behavior with respect to IT	ICT	AW	Q1	Q1
Identify key business processes & assessment of related IT support	ICT	AW	Q1	Q1
Identify areas of performance improvement	ICT	AW	Q1	Q1
Select improvements & development of improvements roadmap	ICT	AW	Q1	Q1

COMPONENT 2: FINANCIAL MANAGEMENT AND INFORMATION TECHNOLOGY (IT) TRAINING

Technical Team: Beenwell Banda (BB)—Component Leader, Thierno Kane (TK), Andy Gilboy (AG)

IR 2.1: LIPA Management Systems Improved

Deliverables	Tasks	Start Date	Completion Date
Capacity-Building Plan	Conduct deeper-level assessment of four management systems (HR, finance, procurement, assets, IT) expanding on preliminary assessments from USAID-GEMS technical experts	Q1	Q2

IR 2.2: LIPA Designs, Delivers and Monitors Trainings that Respond to the Performance Needs of their Clients

Deliverables	Tasks	Start Date	Completion Date
Course schedule	Assemble performance needs from target M&As & SOEs conducted by USAID-GEMS and other outside entities (donors, LIPA, etc.)	Q1	TBD
Trainee & Customer Survey	Conduct initial randomized survey of former trainees to elicit areas for improvement, track impact, analyze correlation between training provided & customer performance needs	Q1	Q2
	Conduct targeted survey of dept heads & supervisors of former trainees to identify impact areas, existing performance gaps, level of client satisfaction	Q1	Q3

Deliverables	Tasks	Start Date	Completion Date
Assessment of LIPA internal management	Determine levels of management responsibility LIPA assumes for courses (i.e., do they design training or offer LIPA space?)	Q1	Q2

IR 2.3: LIPA Provides Training and Testing for Selected International Certifications

Deliverables	Tasks	Start Date	Completion Date
Modified schedule that includes international certification courses	Review LIPA certification courses being offered	Q1	Q1

COMPONENT 3: ICT POLICY AND MANAGEMENT SUPPORT TO GOL

Technical Team: Reg Miller (RM)—Component Leader

IR 3.1: Targeted GOL Institutions Reflect Best Practices of Government Use of ICT

Deliverables	Tasks	Start Date	Completion Date
ICT Governance Board (ICTGB) established	Facilitate the dissolution of the ICT4D Steering Committee	Q1	Q2
	Work with MOPT to draft Charter for ICTGB	Q1	Q2
	Assist in selecting ICTGB Membership	Q1	Q2
	Facilitate the formalization ICTGB	Q1	Q2
Program Management Office (PMO) at MOPT established	Draft TOR for PMO	Q1	Q2
	Draft TORs for PMO staff	Q1	Q2
	Facilitate ICTGB Approval	Q1	Q2
	Facilitate CSA Approval	Q1	Q2
	Facilitate advertising of positions	Q1	Q2
	Assist in the competitive staffing and startup the PMO	Q1	Q2

IR 3.3: Through ICT Governance Board, ICT Programs Support Vision 2030 Plan

Deliverables	Tasks	Start Date	Completion Date
Report outlining how GOL-wide ICT initiatives can support PRS-II	Work with MPEA to review Vision 2030 Plans & PRS-II Plans	Q1	Q2
	Assess needs for advancing the Development Corridors study in line with Vision 2030 plan (6)	Q1	Q2

IR 3.5: GSA Data Management Efforts and National ICT Planning Are Harmonized

Deliverables	Tasks	Start Date	Completion Date
Improved data management and data standards at line ministries and agencies	Assessment of key areas of interoperability of data systems and data bases across M&As	Q1	Q2

COMPONENT 4: CONCESSIONS MONITORING AND MANAGEMENT

Technical Team: Ricardo Acosta (RA)—Component Leader

IR 4.1: Technical and Managerial Performance at NBC Enhanced

Deliverables	Tasks	Start Date	Completion Date
NBC structure and organization established, key processes defined, and human, financial and material needs determined	Assist with structure & organization design	Q1	Q1
	Assist with identification of key processes	Q1	Q1
	Draft initial MOU with NBC	Q1	Q1
	Support staff to conduct process mapping	Q1	Q1
	Assess human, financial and material needs	Q1	Q1

IR 4.2: Transparent Legal and Regulatory Framework in Place

Deliverables	Tasks	Start Date	Completion Date
Definition of the stages of the concession process	Review the concession process and provide clear definition of the stages	Q1	Q1
Clarification of the roles of M&As in	Review the legal & institutional framework of concessions	Q1	Q1

Deliverables	Tasks	Start Date	Completion Date
the concession process	Review and alignment of the role of M&As in the concession process	Q1	Q1

COMPONENT 5: ASSISTANCE TO THE CENTRAL BANK OF LIBERIA

Technical Team: John Sloyka (JS)—Component Leader

IR 5.1: CBL implements Payment and Accounting Systems Effectively

Deliverables	Tasks	Start Date	Completion Date
WAMZ approved regulatory framework, including policies and procedures are in place	Review existing laws and regulations on payments	Q1	Q1
	Coordinate with other international partners and stakeholders to ensure complementarities of activities while avoiding overlapping activities.	Q1	Q4
	Coordinate with other international partners and CBL on vision / strategy	Q1	Q3
	Coordinate with other international partners, stakeholders and CBL on retail payment strategy	Q1	Q4
	Encourage CBL and commercial banks to use PARIS	Q1	Q3
	Review payment services being provided to GOL and commercial banks by CBL	Q1	Q2
Roadmap and Action Plan for payment system project implementation (MOU)	Identify various activities	Q1	Q3
	Identify and quantify capital resource requirements	Q1	Q2
Financial reporting software working properly	Evaluate Great Plains Dynamics package for financial reporting and see gaps	Q1	Q1

IR 5.2: GOL Migration to Direct Deposit of Payments Completed

Deliverables	Tasks	Start Date	Completion Date
Majority of civil service employees paid via direct deposit in a timely, accurate manner with timely, accurate reports and reconciliation of GOL accounts	Determine current direct deposit process	Q1	Q1
	Review direct credit scheme regulation	Q1	Q1

IR 5.3: Mobile Commerce is Regulated and Monitored Effectively

Deliverables	Tasks	Start Date	Completion Date
Mobile commerce regulation in place	Review legislation to allow for mobile commerce	Q1	Q1
	Review legislation for consumer protection	Q1	Q1
	Draft new/updated regulations	Q1	Q1

ANNEX I: USAID-GEMS IMPLEMENTATION TEAM

WT: Wilbur Thomas, Chief of Party

PC: Paul Collins, Deputy Chief of Party, Programs

MJ: Mohamed Jawara, Deputy Chief of Party, Operations

COMPONENT 1:

MH: Michael Halbert (Financial Management)

MG: Murvee Gardiner (Financial Management)

TO: Terrance Osley (Human Resources)

NL: Nicholas Leach (Asset Management)

VC: Vicki Cooper (Procurement)

AW: Anthony Waddell (IT)

COMPONENT 2:

BB: Beenwell Banda (Senior Training Coordinator, Scheduled to Arrive November 2011)

TK: Thierno Kane (Training Specialist, Scheduled to Arrive November 2011)

AG: Andy Gilboy (Performance Improvement Specialist, Intermittent Short-term)

COMPONENT 3:

RM: Reg Miller (ICT)

COMPONENT 4:

RA: Ricardo Acosta (Concessions Expert)

COMPONENT 5:

JS: John Sloyka (Payment Systems Expert)

LONG-TERM PROGRAM STAFF FIELDDED DURING REPORTING PERIOD			
Name	Arrival	Departure	Purpose
Wilbur Thomas	8/5/2011	6/30/2016	Chief of Party
Paul Collins	8/5/2011	6/30/2016	Deputy Chief of Party, Programs
Mohamed Jawara	7/1/2011	6/20/2016	Deputy Chief of Party, Operations
Michael Halbert	8/17/2011	6/30/2016	Financial Expert
Murvee Gardiner	8/19/2011	6/30/2016	Fin. Mgt. Expert
Ricardo Acosta	8/28/2011	6/30/2015	Concessions Expert
Reginald Miller	8/19/2011	3/1/2014	ICT Expert
Anthony Waddell	8/26/2011	6/30/2013	IT Expert
Nicholas Leach	9/7/2011	9/1/2016	Asset Mgt. Expert
SHORT-TERM PROGRAM STAFF FIELDDED DURING REPORTING PERIOD			
Tove Strauss	8/14/2011	8/26/2011	PSIP Expert
Tove Strauss	9/21/2011	9/29/2011	PSIP Expert
Eric Nelson	9/4/2011	9/16/2011	Economic Gov. Advisor
Eric Nelson	9/28/2011	4/1/2012	Economic Gov. Advisor
Andrew Gilboy	9/4/2011	9/30/2011	Inst. Assessment Advisor
Terrance Osley	9/4/2011	10/2/2011	HR Expert
Victoria Cooper	9/12/2011	10/8/2011	Procurement Expert
Jim Ruth	9/16/2011	10/16/2011	PFM Expert
Andrew Gilboy	9/4/2011	9/30/2011	Institutional Assessment Expert
John Sloyka	8/31/2011	9/23/2011	CBL Payment Systems Expert
Onur Erdem	7/12/2011	10/9/2011	Work Plan Development
David Colvin	9/16/2011	9/23/2011	External Outreach
Socé Séné	8/14/2011	10/3/2011	PMP and Gender

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