



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

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ACRONYMS AND ABBREVIATIONS

AM	Asset Management
BOC	Bureau of Concessions
CBL	Central Bank of Liberia
CIO	Chief Information Officer
COP	Chief of Party
CSA	Civil Service Agency
eFASS	Electronic Financial Analysis & Surveillance System
FM	Financial Management
FY	Fiscal Year
GC	Governance Commission
GOL	Government of Liberia
GSA	General Services Agency
HICD	Human and Institutional Capacity Development
HR	Human Resources
ICT	Information and Communication Technology
ICTGB	Information and Communications Technology Governance Board
IFMIS	Integrated Financial Management Information System
IMCC	Inter-Ministerial Concessions Commission
IPSAS	International Public Sector Accounting Standards
IT	Information Technology
LEITI	Liberia Extractive Industries Transparency Initiative
LIPA	Liberia Institute of Public Administration
LPRC	Liberia Petroleum Refinery Company
LTA	Liberia Telecom Authority
LTTA	Long-term Technical Assistance
MAC	Ministry, Agency, & Commission
MOF	Ministry of Finance
MOHSW	Ministry of Health and Social Welfare
MOPT	Ministry of Post and Telecommunication

MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MPEA	Ministry of Planning and Economic Affairs
NCDS	National Capacity Development Strategy
NIC	National Investment Commission
NBC	National Bureau of Concessions
PARIS	Payment Assurance Real-time Information System
PFM	Public Financial Management
PMO	Project Management Office
PMP	Performance Management Plan
PPCC	Public Procurement and Concessions Commission
PRS	Poverty Reduction Strategy
RIA	Roberts International Airport
STTA	Short-term Technical Assistance
TA	Technical Assistance
TOR	Terms of Reference
USAID	United States Agency for International Development
USAID-GEMS	USAID Governance and Economic Management Support Project
WAMI	West Africa Monetary Institute
WAMZ	West Africa Monetary Zone
WARCIP	West Africa Regional Communications Infrastructure Program
WB	World Bank

EXECUTIVE SUMMARY

During the project's third quarter, the United States Agency for International Development Governance and Economic Management Support Project (USAID-GEMS) team built on the foundational work of the first two quarters, through continued and collaborative dialogue with its Government of Liberia (GOL) counterparts, in order to advance the project's mission to bolster public sector capacity in Liberia. Each USAID-GEMS component team continued to assess baselines and institutional needs within GOL counterpart institutions to inform the design and implementation of performance improvement interventions to develop human and institutional capacity. This progress report covers activities and project operations undertaken from January through March 2012 (FY12, Q2) and provides projected action plans for upcoming quarters. It covers negotiations and a decision to modify the approach of USAID-GEMS to coincide with current and evolving GOL strategies and priorities following the elections that resulted in the inauguration of President Ellen Johnson-Sirleaf for a second term in January 2012.

Awarded to IBI International on June 29, 2011, the USAID-GEMS project applies the Human and Institutional Capacity Development (HICD) approach, utilizing in-depth assessments and performance improvement methodologies, with its targeted Ministries, Agencies, and Commissions (MACs). The project's management and technical teams, in full coordination with USAID/Liberia and its GOL partners, seek to build capacity using a results-driven approach that supports sustainable outcomes in alignment with 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 targeted GOL 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. To address further GOL's prevailing social and economic priorities as articulated in the development of the Poverty Reduction Strategy II, Liberia Rising Vision 2030 and the medium term expenditure framework (MTEF), USAID-GEMS developed a concept paper in January 2012 that proposed the establishment of a collaborative arrangement between USAID-GEMS, USAID/Liberia, and the GOL to introduce modifications to the USAID-GEMS Scope of Work. In order to provide further synergies between USAID-GEMS technical activities and GOL's priorities, USAID-GEMS also took steps to align closely project activities with the GOL's National Capacity Development Strategy (NCDS).

As described in the concept paper that USAID-GEMS submitted to USAID/Liberia and later to the Ministry of Planning and Economic Affairs, USAID-GEMS proposed to build the project's technical approach on three overarching principles:

1. Institutionalizing Economic Governance and Linking it to Economic Development

The economic governance reform initiatives that USAID-GEMS supports stem from the GOL's guiding frameworks including the medium-term Economic Growth and Development Strategy under Liberia Rising 2030, the Public Finance Reform Implementation Strategy, the National Capacity Development Strategy, the Civil Service Reform Strategy, and the National Decentralization Policy.

2. Solidifying Government Ownership of the Reform Process

USAID-GEMS works with established GOL structures to design and implement the desired capacity development initiatives in a collaborative manner to ensure that (1) initiatives are coordinated in line with the GOL's development framework; (2) information is shared across the government; and (3) the GOL owns the process and takes responsibility for successful and sustainable implementation.

3. Emphasizing the Use of Liberian Technical Experts

USAID-GEMS is fielding qualified Liberian professionals to fill professional and leadership positions to ensure the creation of a cadre of local professionals to internalize, institutionalize, and sustain the USAID-GEMS capacity development initiatives beyond the life of the project.

The refined and enhanced approach emanating from the concept paper was officially accepted by the GOL's Minister of Finance. The consultations included several face-to-face negotiation sessions between the National Capacity Development Unit (NCDU) of the Ministry of Finance and USAID-GEMS, led by the USAID-GEMS Chief of Party (COP) and Technical Coordinator. The modified USAID-GEMS approach is guided by Liberia's development focus areas, represented by three themes, which are consistent with the targeted priorities set forth by the President in her 2012 State of the Nation Address:

- Managing national resources effectively
- Building national wealth
- Promoting equity and youth empowerment

Following the endorsement of the modified USAID-GEMS Scope of Work (SOW) by the Minister of Finance and later by the GOL Steering Committee that the concept paper proposed to establish, IBI International submitted to USAID/Liberia a contract modification request to incorporate this new refined approach into the USAID-GEMS contract. The refined approach will build capacity using a results-oriented approach, whereby participating institutions will develop and maintain systems that increase transparency and accountability, promote efficiency, increase public investment through targeted programs, enhance revenue, and limit opportunities for corruption. USAID-GEMS will be guided by the USAID HICD framework, which is consistent with the GOL's National Capacity Development Strategy (NCDS) in its holistic approach focusing on human and institutional performance improvement and targeting the enabling environment as the means to support sustainable capacity building.

In addition to this major milestone which enabled project activities to resume with full GOL endorsement, USAID-GEMS in this quarter:

- Conducted general capacity assessments for the National Investment Commission (NIC), Civil Service Agency (CSA), General Services Agency (GSA), Governance Commission (GC), Public Procurement and Concessions Commission (PPCC), and Liberia Institute of Public Administration (LIPA).
- Developed the vision, mission and organizational structure for the National Investment Commission (NIC), and completed change readiness to prepare for the completion of a Memorandum of Understanding (MOU) between this institution and USAID/Liberia.
- Conducted visioning sessions, and established new vision and mission statements, including work at revisiting the organizational structure, as well as conducting change management workshops with LIPA's management team.
- Engaged with the Ministry of Health and Social Welfare (MOHSW) in direct response to a special request to provide assistance in conducting a national survey and analysis of all health workers' pay aimed at examining pay reform in the near future.
- Finalized the GC work plan of expected activities, including assessments of the various administrative functions and of support to the Commission's mandated areas, which will form the basis for the negotiation of a MOU.
- Finalized Terms of Reference for Chief Information Officers and submitted the document to the CSA for position approval.
- Reached agreement with World Bank/WARCIP program that USAID-GEMS will be responsible for technical assistance and facilitation for the establishment of the Program Management Office at the Ministry of Post and Telecommunications (MOPT).
- Provided support and advocacy for the National Bureau of Concessions Act being signed into Law by President Johnson-Sirleaf.
- Completed the plan for the transition from Bureau of Concessions (BOC) to National Bureau of Concessions (NBC) as mandated by the new NBC Act.
- Established concessions monitoring templates for the NBC to monitor the activities of the Firestone Rubber Plantation and Liberian Agriculture Corporation concessions.
- Engaged with the General Services Agency (GSA) to conduct national fleet surveys and prepare a National Fleet Policy.
- Awarded a service contract to renovate the Ministry of Finance (MOF) Taxpayer Service Center with USAID-GEMS funds.

I. PROJECT OVERVIEW AND FIELD OPERATIONS

PROJECT OVERVIEW

USAID-GEMS is a five-year Human and Institutional Capacity Development (HICD) project to support the Government of Liberia's (GOL) initiatives to improve service delivery to the Liberian people. The project has five components:

- Component 1: Broadened Capacity Building for GOL Institutions
- Component 2: Financial 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

As a key promoter of good economic governance in Liberia, the project plays a central role in instituting the capacity and sustainable systemic processes necessary to vitalize public sector reform in Liberia. The technical assistance USAID-GEMS provides will strengthen GOL institutions in order for them to adhere to international best practices in financial and organizational management and to be good stewards of Liberia's national wealth. In this vein, USAID-GEMS is conceptualized as a human and institutional capacity development program for improving performance in government institutions in order to support Liberia's national wealth creation and development objectives.

The USAID-GEMS management and technical teams view the sustainable development of both human and institutional capacity as the benchmark of success for this project. The *USAID Forward* framework clearly supports this vision with a mandate for project implementers to identify entry points to apply USAID Operational Principles including "to build sustainability from the start" with a focus on evidence-based development efforts "that should aim to nurture sustainable institutions, systems, and capacities that enable developing countries to manage their native challenges effectively."

In order to deliver development outcomes that endure beyond the life of the project, USAID-GEMS takes steps to ensure the creation of a cadre of Liberian professionals who internalize, institutionalize, and sustain the capacity development initiatives designed and delivered under USAID-GEMS. The USAID-GEMS team this quarter has continued efforts during project start-up and previous quarters to identify Liberian professionals to fill professional and leadership positions on the project. The project's leaders endeavor to make important in-roads to connect with the Liberian Diaspora and to engage those interested in returning to their country to support the GOL's on-going rebuilding efforts.

Through the second quarter of FY 2012, the USAID-GEMS strategies supporting its technical engagement and work continued to be the following:

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

The USAID-GEMS technical advisors have begun, and in some institutions completed, assessments to ascertain the current performance baselines and to identify potential capacity building interventions. The level of assistance to each selected Ministry, Agency and Commission (MAC) is determined following these assessments, and in consultation with GOL partners and USAID/Liberia.

2. Proposing performance improvement packages tailored to each targeted institution:

USAID-GEMS will outline interventions to form the core of a draft Memorandum of Understanding (MOU) which USAID will in turn propose to each institution for agreement. The MOUs will provide signatory institutions, USAID-GEMS, and USAID/Liberia with a clear roadmap to improve performance and reach both project-level and GOL objectives. USAID-GEMS views the MOUs as living support guidelines which 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) has begun conducting change management workshops at some partner institutions and will complete them in the last two quarters of FY12. The team uses feedback loops to refine its understanding of change management and recognizes that analyzing both resistance to change and how to respond properly are key elements to arriving at lasting performance improvements within organizations.

As USAID-GEMS continues to scale up its assistance efforts, the project will begin to access additional resources beyond its current core team of long-term expatriate and Liberian subject-matter experts.

FIELD OPERATIONS

Personnel

The USAID-GEMS team recruited Zadywonie Kollie (Fleet Management Specialist) and John Tuah (Assets Management Specialist) as Liberian technical long-term advisors in this quarter to support the project’s capacity development activities in public asset management. As the quarter concluded, Nyuma Bondi came onboard as the local Monitoring and Evaluation Expert, who will assist with the implementation of the USAID-GEMS M&E Plan. They joined the following long-term experts: Dr. Wilbur G. Thomas (Chief of Party), Victoria Cooper

(Procurement Expert, and presently Technical Coordinator, a new position introduced during this quarter to maximize synergies across program components), Mohamed Jawara (Deputy Chief of Party/Operations), Kristin Lambert (Finance & Administration Manager), Ricardo Acosta (Concessions Expert), Beenwell Banda (Training Expert), Murvee Gardiner (Financial Management Expert), Michael Halbert (Financial Expert), Thierno Kane (Training Coordinator), Nicholas Leach (Assets Management Expert), Reginald Miller (ICT Expert), Terrance Osley (Human Resources/Payroll Expert), John Sloyka (Payment Systems Expert), and Anthony Waddell (IT Expert). Details of the USAID-GEMS staffing pattern are provided in Annex 1.

Fielded in this quarter were the following short-term professional specialists:

- Seongeun Chun, M&E Specialist, concluded her assignment supporting the development of the USAID-GEMS M&E framework and methodology.
- Andy Gilboy, Institutional Capacity Building Expert, collaborated with the USAID-GEMS Component 2 team and its LIPA counterparts to draft the LIPA MOU and Capacity Building Plan.
- John Stanford, Procurement Specialist, started drafting User Handbook and Step-by-Step Procurement Manual in conjunction with the Public Procurement and Concessions Commission (PPCC).

To support and advance USAID-GEMS' technical work, the following IBI home staff were fielded to the Field Office for short-term assignments:

- Dr. Lucie Phillips, IBI's CEO, to ensure that the revised project SOW is clear to all parties and integrates systematically the USAID HICD approach, and to work with the local M&E Specialist to introduce HICD principles into the USAID-GEMS M&E plan.
- Erik Vonderhaar, Program Manager, to work with the IBI Technical Director and the IBI CEO to ensure that the contract modification request submitted to USAID/Liberia in this quarter incorporates all proposed technical and administrative changes to the USAID-GEMS contract.
- Layla Slonim, Director of Finance, to review the policies and procedures in place for financial management and to train the Project Field Accountant in QuickBooks and IBI's finance policy and procedures.
- Onur Erdem, Technical Director, to facilitate the finalization of the USAID-GEMS Annual Work Plan and the drafting of the Quarterly Progress Report. Mr. Erdem was fielded a second time to coordinate and propose the revised USAID-GEMS Scope of Work for the contract modification at the end of the quarter.
- Leah Carey, Program Manager, to assist in the facilitation of the drafting of the Quarterly Progress Report and work with USAID-GEMS field personnel to refine further the M&E framework recently developed by the short-term M&E consultant, Ms. Chun.

Financial Operations & Procurement Synopsis

USAID-GEMS utilized project resources to procure a number of critical items in this quarter. In January, the project procured six vehicles for project use. After the USAID IV&V approval and go-ahead was received, the project purchased and shipped IT equipment to supply the USAID-GEMS project office. These items arrived in March.

Projecting forward, USAID-GEMS intends to procure five additional project vehicles to support project implementation activities. In addition, as the USAID-GEMS project continues to hire proposed staff, additional IT equipment will need to be procured.

II. UPDATE ON WORK PLAN IMPLEMENTATION

SUMMARY OF WORK PLAN PROGRESS

The USAID-GEMS component teams continued efforts to engage, when possible, with their GOL partners as on-going discussions were held in this quarter between USAID-GEMS project leaders, USAID/Liberia Mission staff, and GOL officials regarding the modification of USAID-GEMS technical approach and activities. USAID-GEMS technical advisors completed initial baseline assessments at a number of GOL institutions which had continued their collaboration with the USAID-GEMS team, and began to incorporate these findings into the design of performance solution packages.

As the USAID-GEMS work plan that USAID-GEMS submitted to USAID/Liberia in September 2011 had not yet been endorsed by the GOL, the activities that USAID-GEMS undertook in this quarter were predicated both on the action plans submitted in last quarter's progress report, as well as collaborative dialogue with willing GOL institutions. USAID-GEMS continued to take steps on an operational level in this quarter to integrate the USAID-GEMS component teams into a more coherent structure, coordinated by the Technical Coordinator, to facilitate further progress on the activities outlined in the action plans.

A key development during this quarter was the establishment by the GOL of a GEMS Steering Committee. The Committee is co-chaired by the Minister of Finance and the Director General of the Civil Service Agency, and includes the Mission Director of USAID/Liberia and leaders of seven key counterpart institutions. At the beginning of next quarter, a modified Scope of Work (SOW) for the project and the associated work plan is expected to be approved by USAID/Liberia and the Steering Committee. The signing of the contract modification submitted by IBI International to USAID/Liberia, which incorporates the modifications to the SOW, will solidify and formalize project activities outlined in the action plans for the first and second quarters of FY12, and open up the project to more comprehensive and robust engagement with its GOL counterparts.

COMPONENT 1: BROADENED CAPACITY BUILDING FOR MINISTRIES AND AGENCIES

In this quarter, the Component 1 team of subject-matter experts completed the interviewing and vetting of the top candidates for five Liberian Financial Management Specialist positions. The team also completed in-depth assessments of the financial management capacity of five of the six agencies chosen by the GEMS Steering Committee for USAID-GEMS support. Additionally, USAID-GEMS developed a detailed financial management capacity building work plan model to be applied in all MACs selected for USAID-GEMS support going forward.

In the area of financial management capacity building, the Component 1 team of financial experts conducted research into the two financial and cash management models employed by the GOL, one for line ministries and one for autonomous agencies and commissions. The

detailed steps in these processes have been identified, which will lead to the development of the process maps that will pave the way for identifying bottlenecks and designing solutions.

The Component 1 team continued to collaborate with the Ministry of Finance Public Financial Management (PFM) Reform Coordinating Unit, which is responsible for coordinating PFM and Integrated Financial Management Information System (IFMIS) implementation across the GOL. In this context, USAID-GEMS researched and agreed on interim financial management software solutions which can be provided with USAID-GEMS support as MACs transition to IFMIS in the next five years. This overall approach, and the proposed software solutions, were discussed with and agreed upon by the Public Financial Management Reform Coordinating Unit. As line ministries are already partly engaged in the IFMIS implementation process, USAID-GEMS will encourage the use of a standardized series of Microsoft Excel spreadsheets in these institutions, while autonomous agencies will be encouraged to utilize inexpensive, off-the-shelf accounting software. This approach is based upon the differences between the ways in which the GOL addresses financial management at line ministries and autonomous agencies.

In this context, USAID-GEMS financial experts have developed an integrated budget and general ledger spreadsheet, compliant with the PFM law and IPSAS accounting standards, that incorporates the standard GOL Chart of Accounts. Research into off-the-shelf accounting software packages has also begun; final decisions and the procurement process will be completed in FY12, Q3 and in consultation with the MOF. Financial management staff from all line ministries and autonomous agencies will participate in the various workshops and trainings together, as USAID-GEMS will encourage the development and implementation of standardized processes and tools across GOL institutions. All financial management staff, as well as personnel tasked with similar and complementary responsibilities, will attend trainings and workshops together. This will begin the process of developing a public sector financial community of practice. This inter-agency activity will provide a forum for developing synergies by sharing ideas and developing solutions for common problems as a group.

In the area of human resource management capacity building, USAID-GEMS played a lead role in stimulating organizational change and visioning in targeted GOL institutions in this quarter. Management retreats and visioning workshops were conducted at the National Investment Commission (NIC); planned with the leadership of the Civil Service Agency (CSA); a visioning retreat was planned with the incoming Director General of the General Services Agency (GSA); and a change management retreat was conducted at the Liberia Institute of Public Administration (LIPA).

These visioning workshops represent a critical step in USAID-GEMS' approach to organizational development, capacity building at the senior management level, and performance improvement, by guiding and facilitating the various GOL institutions to establish a shared vision and mission, and better understand each institution's role. For example, in these visioning workshops, USAID-GEMS technical experts enable the management teams to review their institution's latest legislative Act, its mandate, and related provisions; revisit and revise, as warranted, its vision and mission in relation to the established mandate; understand business objectives and requirements as a direct result of the act or mandate's provisions; identify key processes needed

to satisfy business objectives; review and validate the institution's organizational structure needed to support key processes; and identify key initiatives for the institution for 2012-2013.

The change management workshops that followed from these visioning exercises serve to introduce change management as an essential program with respect to the institution's major change initiatives. They enable the leaders of the institutions to understand the key components and processes that encompass a change management program and its integrated nature in pursuing and achieving institutional reform, organizational change, and sustaining performance improvement.

As these visioning and change management exercises unfolded in the counterpart institutions, the USAID-GEMS team continued human resource (HR) management functional reviews, and completed detailed assessments at the NIC, CSA, LIPA, PPCC, and GC. The complete assessment of HR management functional reviews consist of HR Assessment Executive Summaries, HR Assessment Recommendations Summary, Issues and Recommendations Detail, HR Management Assessment Questionnaires, and HR Management Best Practices Assessment Guides. Of these components, a complete HR assessment is available for the PPCC. The other institutions' full assessments are in various states of progress towards completion.

Also, in this quarter, USAID-GEMS received a request from the Ministry of Health and Social Welfare (MOHSW) to conduct a health worker pay study across Liberia at some 400 health facilities and including some 3500 staff at these facilities. The USAID-GEMS team consulted with the MOHSW leadership and staff to design a comprehensive analysis of health worker pay and incentive schemes in order to enable the Ministry to standardize its remuneration and incentive schemes across the country in the context of its decentralized mandate. USAID-GEMS will continue to liaise with the key GOL institutions, including the CSA and the MOF, and related donors and NGOs to facilitate the completion this exercise to continue to assist the Ministry with this important study.

The USAID-GEMS team continued to build on its assistance for improving the institutional capacity of the Governance Commission by conducting in-depth needs assessments within the GC's Public Sector, Decentralization, National Integrity, Civic Engagement and National Visioning, and Monitoring and Evaluation (M&E) commissions. In addition, USAID-GEMS is providing support to build the capacity of the Administration Secretariat to perform its functions. Assessments have been completed for the financial management, HR, procurement, asset management, and information technology functions at the Administration Secretariat. For the M&E commission, USAID-GEMS plans to provide an STTA to help the new commissioner to define, design and implement the new unit's structure, processes, staff, policies, and procedures. In this quarter, USAID-GEMS has also agreed to fund two analyst level positions for up to three years in support of the commission's goals. It was also agreed in this quarter that USAID-GEMS would provide in the coming quarters technical assistance to the Civic Engagement and National Visioning commissioner in designing and implementing a database and web presence to support their efforts to engage with and provide outreach and information to all identified Civil Society Organizations (CSOs) within the country.

Initial engagement with a key GOL institution, the Civil Service Agency, began in earnest during this quarter. USAID-GEMS assessed ways where it can support this institution's goals in enhancing performance management, pay and grading structure, decentralization, knowledge sharing, capacity building, IT support, pension plan funding and administration, infrastructure and logistics, and in handling personnel issues at the Ministry of Education. In this quarter, USAID-GEMS completed the functional reviews of CSA's administrative functions, conducted visioning and change management workshops for the institution, and facilitated a CSA/LIPA Joint Strategy Session to better understand roles, responsibilities, and management actions with respect to the shared mandate outlined in the National Civil Service Training and Development Policy. The discussion and understanding of other critical needs of the CSA, specifically as they related to functional review of MACs, re-directed Worker's Program, and Civil Service Reform Directorate (CSR) Logistical Support, are ongoing, and will be formalized during the work plan revision process following the signing of the USAID-GEMS contract modification submitted to USAID in this quarter.

In the area of building capacity in asset management, USAID-GEMS continued in this quarter to provide technical assistance, focused on asset and fleet management, to the General Services Agency (GSA). The USAID-GEMS team facilitated a two-day Visioning workshop which included discussion on the institutional reform process in detail, as well as a series of policy formulation workshops. The engagement and primary efforts at GSA have been to support the newly appointed Director General, who has been instructed by the President to deliver a Fleet Management policy as part of the GOL's 150 day deliverables initiative that emanates from the GOL's Poverty Reduction Strategy. The USAID-GEMS team completed an assessment and survey of all 91 MACs and State-Owned Enterprises to determine their vehicle inventory and maintenance policies. At the end of the quarter, the survey had been 90% completed by the USAID-GEMS team and GSA counterparts with a significant and historic outcome of this work being an almost completed National Fleet Register.

In addition to the fleet management assessments, USAID-GEMS has carried out general asset management assessments at the CSA, GSA, GC, PPCC, NIC and LIPA. These include gathering data and baselines on building management and maintenance (fixed assets) and mobile equipment and maintenance (non-fixed assets).

A study tour will occur at the beginning of next quarter to investigate and identify practices and assets management protocols in other countries which may be implemented in Liberia. The group will travel to South Africa (to look at a spare part identification system), Botswana (to observe their system which is considered in-line with international best practices), Rwanda (which has a unique model based on a loaning system), and East Timor (to study the 'FreeBalance' component of IFMIS.) This 'FreeBalance' system could help transfer the current cash-based system to an accruals-based platform. The findings from this study tour will help support the GSA Director General's efforts to reform the GSA to reduce waste and misuse, and finalize the deliverables requested by the President under her administration's 150-day initiative.

Supporting public procurement capacity building during the quarter, the USAID-GEMS team continued to build capacity at the Public Procurement and Concessions Commission (PPCC), by supporting its regulatory authority and mandate to regulate procurement and concessions for

the GOL. Following a request by the PPCC in the previous quarter for support in revising the GOL's Step-by-Step Procurement Implementation Manual, USAID-GEMS contracted a short-term Procurement Specialist to identify missing components in the Manual, create appendices in-line with the 2010 amended Public Procurement and Concessions Act (PPCA), and streamline it to enhance its readability and usefulness. The USAID-GEMS team convened a Procurement Community of Practice forum to review and provide feedback on the drafted procurement materials. The forum's work is defined by a collaborative process and includes members from across five GOL institutions to provide feedback on the designed procurement materials. The participants from this initial Procurement Community of Practice forum will form the basic nucleus for similarly modeled fora to promote discussions and networking regarding procurement in the GOL. In future quarters, USAID-GEMS will use this approach across many functional areas including finance, human resources, asset management, and information technology.

The final deliverables from the Procurement Specialist's initial assignment will be submitted at the beginning of next quarter. USAID-GEMS will draft an additional TOR for the provision of further technical assistance to support the implementation of a fully comprehensive procurement system, supported by proper documentation, before the end of the calendar year.

COMPONENT 2: FINANCIAL MANAGEMENT AND INFORMATION TECHNOLOGY TRAINING

The Liberia Institute of Public Administration (LIPA) has the directive to provide targeted training to improve the capacity and performance of GOL personnel. In this quarter, the Component 2 team completed baseline assessments and identified performance improvement processes. The purpose of the assessments was to analyze and identify LIPA's current and future capacity needs and to determine sustainable performance improvement opportunities. The assessment was conducted from February through March 2012.

Key activities carried out during the planning phase for the assessments included the examination of relevant GOL documents and reports, workshops with LIPA staff to articulate the objectives of undertaking a capacity needs assessment, determination and discussion of LIPA's major concerns, including 'quick-win' needs and priorities, and agreement on the scope of the intervention and the assessment approach and methodology.

Following the initial consultations, USAID-GEMS experts prepared capacity assessment and performance improvement tools in collaboration with LIPA staff, and drafted a communication briefier on assessment objectives, approach and methodology for issuance by LIPA. The workshops USAID-GEMS facilitated assessed and determined the organization's readiness for capacity self-assessment and change. The documents and assessment tools that USAID-GEMS produced during this planning phase include the Assessment Action Plan, covering January to March 2012, Detailed Schedule of Assessment Activities for the same period, Human & Institutional Capacity Needs Assessment (Tool A), Human & Institutional Capacity Needs Assessment (Tool B – Baseline Data), and the 'Litmus Test' tool for assessing Vision, Mission and Operating Principles.

Following the planning phase, the USAID-GEMS team of experts collaborated with LIPA staff to launch the assessments. During this phase, USAID-GEMS facilitated a discussion of LIPA's mandate to identify gaps in knowledge and understanding of requirements for supporting its delivery. The team analyzed LIPA's mandate to ascertain relevance, mode of delivery, service delivery effectiveness and efficiency, and consistency with beneficiaries' changing needs. USAID-GEMS also facilitated working sessions to identify specific business and functional requirements for implementation of LIPA's mandate and business objectives.

The assessment of LIPA's vision, mission, core values and operating principles focused on distinguishing LIPA from other similar service providers by clearly defining its scope of activities; its products, services, and market; and the technologies and approaches it uses to meet its goals. In this context, USAID-GEMS facilitated a workshop to guide the development of vision and mission statements, and core values, which reviewed the existing vision and mission statements and led to the development of new ones. The process concluded with the development of LIPA's Core Values and Operating Principles, motto, and a discussion on how the newly-developed vision, mission and operating principles can be operationalized.

In assessing LIPA's leadership and management capacity during this phase, USAID-GEMS focused on encouraging the establishment of a leadership structure with the ability to create and re-create long-term strategic plans and develop governance systems to support the organization's survival and development. The working sessions focused on leadership and management competencies, assessed LIPA's management and leadership capacity with regard to strategic planning and niche management, and identified strategies for strengthening existing leadership and management capacity.

During this phase, USAID-GEMS also conducted a thorough assessment of LIPA's functions, organizational structure, and culture. The focus was to align the institution's mandate and business objectives, which will essentially drive organizational structure. USAID-GEMS conducted a review of core functions to determine alignment with LIPA's mandate and core business objectives, a review of the organizational structure to determine the extent to which it supports LIPA's mission, objectives and functions, and a change management workshop to identify opportunities for improvement (including 'cultural' change).

LIPA's ongoing training, research and consultancy programs, services, and products constitute its main tools for operationalizing its mandate, vision and mission. Ultimately, the strength of LIPA's strategic leadership, human resources, financial resources, infrastructure, process management, and intra-institutional linkages affects the quality of the programs. In assessing LIPA's program management capacity, USAID-GEMS focused on LIPA's program planning and delivery capacity, the relevance and alignment of its programs to government priorities, and program effectiveness, efficiency, monitoring and evaluation capacity. In this vein, USAID-GEMS facilitated discussions on the GOL National Training and Development Policy to ascertain staff knowledge and understanding of requirements for supporting its delivery, and analyzed the Policy to identify requirements for supporting its implementation. USAID-GEMS also facilitated a review of the GOL Civil Service Reform Strategy (CSRS) to identify training and research opportunities and an analysis of PRS pillars to identify the range of training programs, research and consultancy opportunities for LIPA. In the area of program management, USAID-GEMS also

provided technical support to help LIPA to configure modalities for the recruitment and utilization of lecturers to teach professional accountancy education courses at LIPA, Stella Maris Polytechnic, and the University of Liberia.

In the context of reforming LIPA's functional and management processes, USAID-GEMS assessed key cross-cutting processes of the institution in this quarter – including problem-solving, decision-making, planning, communication, and M&E processes. USAID-GEMS facilitated a working session to identify performance improvement opportunities relating to problem-solving and decision-making, planning, communication, and M&E processes.

The assessment that USAID-GEMS completed in this quarter further included an analysis of LIPA's infrastructure and training equipment, and discussed opportunities for refurbishment of existing facilities. This assessment resulted in a Concept Note and Interim Strategy for addressing key operational capacity gaps and challenges at LIPA.

Also, in this quarter, USAID-GEMS provided assistance in processing the relevant documents for four Liberian women for entry into a Women's Peace Building Leadership Program at Eastern Mennonite University, USA, and provided support in processing formalities for the study tour organized by USAID-GEMS for the General Services Agency (GSA) leadership to explore best practices in asset management across Southern Africa and East Timor, to be undertaken in the next quarter.

The TraiNet database, in which the Component 2 team tracks the number of participants in workshops and trainings provided across all USAID-GEMS components and initiatives, recorded 135 people trained in this quarter, of which 31 are female.

COMPONENT 3: ICT POLICY AND MANAGEMENT SUPPORT TO GOL

The project's information and communications technology (ICT) policy component and its deliverables are aligned with the Liberian National Telecommunications and ICT Policy to ensure that USAID-GEMS supports the GOL's efforts to strengthen economic development through implementation of an enabling ICT infrastructure. During the quarter, Component 3 implementation continued to be constrained due to the ongoing, high-level discussions between USAID/Liberia and GOL on the design of the modified conceptual approach for USAID-GEMS. While the Component 3 team attempted both formal and informal outreach efforts with its counterparts during this period, the leadership of the Ministry of Post and Telecommunications (MOPT) preferred to defer full and formal engagement with USAID-GEMS until the outcome of the GEMS Steering Committee meetings.

Despite the challenging operational environment, USAID-GEMS registered considerable progress in planning for the ACE submarine broadband internet cable by working with Liberia Telecommunications Authority (LTA) and MOPT; preparing the stage for the establishment of the Chief Information Officer (CIO) Regime by working with the MOPT and the Civil Service Agency (CSA); coordinating with the World Bank's West Africa Regional Communications Infrastructure Program (WARCIP) to harmonize tasks for establishing a Program Management Office (PMO) at MOPT; and enlisting the support of the Ministry of Planning and Economic Affairs to dissolve the ICT4D Steering Committee and constitute the ICT Governance Board, as

mandated by National ICT Policy. Also in this quarter, in response to a request from the Ministry of Finance and the Liberia Chamber of Commerce (LCC), USAID-GEMS worked with the LCC to facilitate utilization of the ASYCUDA system for reporting revenues and paying taxes by private companies.

In this quarter, USAID-GEMS coordinated the participation of a Liberian delegation to the Fifth International Conference on Information and Communications Technologies and Development (ICT4D 2012) at Georgia-Tech University in Atlanta, USA. The Honorable Angelique Weeks (Chair, LTA) led the delegation, which included Honorable Henry Benson (Commissioner, LTA), Blidi Elliott (Program Manager, WARCIP), and Reg Miller (ICT Advisor, USAID-GEMS). The principal purpose of the conference was to examine the role of computers and communications in social, economic and political development. It brought together over 500 leading scholars and practitioners working at the intersection of information technologies and global development. The four-day conference consisted of peer-reviewed papers, interactive workshops and panels, and a series of keynote speakers and demonstrations. The conference sponsors and Liberian delegation were in agreement that the participation and representation of Liberia in this conference was of singular importance in illuminating the role of computing and communications in African development.

Recognizing the GOL's need to fast-track the implementation of the CIO regime, the USAID-GEMS team worked with stakeholders to define and agree on both the role and scope of the CIOs in this quarter. Subsequently, USAID-GEMS drafted a Terms of Reference for CIOs in collaboration with MOPT, which was then submitted formally by the MOPT to the Civil Service Agency (CSA) for position approval. The next step, which USAID-GEMS will facilitate in the third quarter of FY12, will be to request the MACs and the MOF to allocate budget support for installing CIOs in the line ministries beginning with the next budget cycle.

To maximize the coordination of activities between USAID-GEMS and the World Bank's WARCIP, USAID-GEMS engaged in extensive consultations with the World Bank team overseeing WARCIP in Liberia. The discussions resulted in the understanding that USAID-GEMS would provide technical assistance to establish the Project Management Office (PMO) at MOPT. Once established and operational, the PMO will provide technical advisory support to all MACs to manage and maintain a standardized ICT operating environment in-line with international best practices. It will also play a crucial role in spearheading and facilitating future E-Government initiatives throughout the GOL.

COMPONENT 4: CONCESSIONS MONITORING & MANAGEMENT

The core focus of USAID-GEMS initiatives under Component 4 is to support the transformation of the Bureau of Concessions (BOC) into the National Bureau of Concessions (NBC) and build the capacity of this institution. Although the Act to create the NBC was approved by the Legislature in September 2011, it was not published until February 2012. Due to the delay in the publication of the Act, some activities initiated during the project's first quarter have been extended into subsequent quarters. USAID-GEMS funded the printing of the Act for distribution.

The NBC requires the development of a structure that meets the demands and needs of its mandate. Assistance provided by USAID-GEMS in this context follows the streamlined approach to Human and Institutional Capacity Development. While strengthening the capacity of the NBC addresses one important component of the concessions management process, the process involves numerous other stakeholders and dimensions, including sector ministries, agencies, and the private sector. The three key stakeholders of the concessions process in this context are the Inter-Ministerial Concessions Committee, which is the decision-making body for concessions, chaired by the National Investment Commission (NIC); the Public Procurement and Concessions Commission, which is the concessions process regulatory body; and the NBC, which is the technical management unit for concessions. As these three institutions are the core entities for the governance and management of the concessions process, USAID-GEMS frames its capacity building activities for the concessions management sector around these three entities and the linkages among them.

Following the completion of the diagnostic needs assessments within the BOC in the last quarter, USAID-GEMS initiated an organizational and institutional analysis for this institution in this quarter, concentrating on developing the strategy for transforming the BOC into the NBC. The strategy includes reviewing and building capacity in the institution's leadership and management functions, knowledge areas and competences, integrating ICT applications into institutional work processes, and upgrading infrastructure and equipment.

To assess the BOC's readiness for transitioning into the NBC, USAID-GEMS organized an internal workshop in this quarter to identify the key challenges that the BOC faces at this junction. A key outcome was the agreement to develop a roadmap and a business plan for the NBC to lay out the strategy for its transformation by prioritizing initiatives, activities, tasks, structures and a clear work program to achieve its new statutory mandate.

Other key activities that USAID-GEMS undertook at the BOC in this quarter include the completion of the basic training program in computer applications for all BOC staff; redesign of BOC's Local Area Network (LAN), and the procurement of complementary IT equipment by USAID-GEMS to make the LAN functional and operational. USAID-GEMS also initiated the NBC's organizational analysis, and helped the BOC to prepare a budget and new structure for consideration by the GOL.

At the National Investment Commission (NIC), USAID-GEMS developed a work program to support institutional capacity building, initiated institutional assessments, and launched initial capacity building efforts. The first phase at the NIC, the diagnostic intervention, included the organization of a two-day workshop to review the current business plan and mandate, pinpoint challenges, and develop a way forward. Two important outcomes of this retreat were the organization of working groups to develop a new business plan and a road map to support the NIC's transformation into a more effective and efficient promotion agency, and the decision to undertake an organizational analysis to redesign the structure and organization of the NIC on the basis the Investment Act of 2010 and the National Investment Commission Act of 2010. USAID-GEMS organized another workshop for the NIC to review initiatives and priorities; and to facilitate understanding of the components of a business plan and a roadmap. USAID-GEMS will

develop the capacity development program for the NIC in FY12, Q3 after the business plan, road map, and functional reviews are completed.

Also in this quarter, the Liberia Extractive Industries Transparency Initiative (LEITI) requested assistance from USAID-GEMS to strengthen its ICT capacity. USAID-GEMS completed an initial needs assessment in response to this request, and will perform follow up work in the upcoming quarters.

As part of the USAID-GEMS effort to improve concessions oversight practices within the BOC, monitoring matrices for the Firestone, Sime Darby and LAC concessions were completed, and a concept note on Concession Contract Compliance Audits was drafted. An introductory workshop on concessions management was also held at PPCC.

COMPONENT 5: ASSISTANCE TO THE CENTRAL BANK OF LIBERIA

In the absence of a work plan approved by USAID/Liberia and the GOL due to ongoing negotiations between the GOL and USAID/Liberia during this quarter, USAID-GEMS adopted a strategy to continue intensifying its assistance to assess government payment systems gradually, and to facilitate the establishment of mobile money in Liberia. USAID-GEMS also responded positively to requests in payment systems reform that originated from the MOF in this quarter and that were otherwise not included in the original work plan submitted to USAID/Liberia in September 2011.

In the context of government payment systems, USAID-GEMS began exploring the mechanisms for up-country direct deposit of payroll for civil servants, which is a priority initiative for the GOL given the deficiencies that the current direct deposit scheme embodies. In order to facilitate the development of a comprehensive set of interventions to upgrade the current government payroll and vendor payment systems, USAID-GEMS developed a TOR for review of the entire payment process. USAID-GEMS plans to field this STTA in upcoming quarters, with the objective to assess the gaps in the government payment process from the MOF to the ministries, and from the CBL and commercial banks.

In this vein, USAID-GEMS continued to work in this quarter to refine further the regulations on mobile money. The existing regulation needed enhancements to allow for the introduction of agents for mobile money as opposed to only banks in order to provide this option to the Central Bank of Liberia. Further definitions needed to be included regarding mobile money float, mobile value transfer, historical average mobile money, and service interruption specifications. Requirements were included for minimum capital and liquidity requirements, as well as mobile money balance limitations, reporting requirements, and fees and fines in the event of non-compliance. USAID-GEMS will submit these recommendations to the CBL for consideration in the next quarter.

In this quarter, USAID-GEMS received a request for assistance from the MOF to support the Department of Revenue (DOR) with the collection of taxes and customs duties. Currently, the collection of tax and customs duties at Roberts International Airport (RIA) and the Liberia Petroleum Refining Company (LPRC) are inefficient for the importers and result in delays of the payments into the revenue accounts at the MOF. USAID-GEMS analyzed both RIA and LPRC

processes to design a strategy to improve efficiency. At RIA, USAID-GEMS recommended the installation of a support branch bank inside the customs house so that payments can be made directly into the DOR transitory account at the bank and then swept nightly into the DOR. This enhancement will allow for funds to be recognized in the DOR on a daily basis as opposed to weekly as it is with the current system. At LPRC, a similar procedure was recommended for installation.

In order to facilitate the collection of DOR revenues, and as alluded to under Component 3, the MOF and USAID/Liberia requested USAID-GEMS to assist with the development of an interface between the ASYCUDA automated customs administration system and the TAS automated tax administration system to facilitate payment and data sharing between the two systems. This interaction will allow revenues to flow directly from the commercial banks with same-day arrival at the revenue agency once a payment is made. The interface will periodically perform a batch transfer of new deposit transactions from ASYCUDA to TAS, with appropriate controls including batch transaction reports and audit logs, and rollbacks in the event of incomplete or tarnished transfers. Additionally, the system will draw reports on the counts and sums of deposit transactions in both ASYCUDA and TAS systems on a daily or date-range basis, to make sure all transactions are accounted for and reconciled in both systems.

In line with the original tasks anticipated for Component 5 in the work plan USAID-GEMS submitted in September 2011, USAID-GEMS was able to continue some of its assistance activities to support the Central Bank of Liberia in its accession to the West African Monetary Zone (WAMZ) in this quarter. A requirement for accession to the WAMZ is the installation of bank supervision software to aid with off-site supervision. The West African Monetary Institute (WAMI), with a mandate to promote financial markets integration in the WAMZ, carried out an in-depth assessment of the need for an electronic Financial Analysis and Surveillance System (eFASS) as a mechanism for standardization and uniformity in banking supervision processes among the WAMZ central banks. WAMI recognizes the need for the standardization of call reports in facilitating convergence of banking supervision processes of member countries.

During this quarter, USAID-GEMS reviewed all of the documents submitted by WAMI. The original solution proposed by WAMI was eFASS, available through a vendor called Valtech. The eFASS solution was replaced by an updated version and is now called the Valtech-Regulatory Compliance and Surveillance System (V-RegCoss). USAID-GEMS reviewed all of the documentation supplied regarding the system. This solution is created exclusively for central banks with the objective of strengthening the supervisory role of monitoring financial institutions. It is designed to incorporate end-to-end banking supervision functionalities to extend its seamless interoperability design around an advanced technology foundation. It helps in capturing prudential returns from financial institutions and generating various financial indicators, statistics, ratios and graphs. USAID-GEMS arranged for a demonstration of the system for the CBL bank supervision staff, and a study tour is planned for June 2012 to see the system in operation in other WAMZ countries.

III. PROJECT OUTPUTS AND DELIVERABLES

COMPONENT 1: BROADENED CAPACITY BUILDING FOR MINISTRIES AND AGENCIES

- Completed in-depth assessments National Investment Commission (NIC), Civil Service Agency (CSA), Public Procurement and Concessions Commission (PPCC), General Services Agency (GSA), Governance Commission (GC), and Liberia Institute of Public Administration (LIPA).
- Developed a detailed financial management capacity building work plan model for all agencies selected for USAID-GEMS support.
- Developed an action plan to provide financial management capacity building to six agencies.
- Researched and agreed interim financial management software solutions for USAID-GEMS support agencies for the transition to IFMIS, which will be a multi-year effort.
- Completed interviewing and vetting of the top candidates for the five CCN LTTA Financial Management Specialist positions.
- Management retreats were conducted at the NIC, GSA (visioning retreat only), CSA, and LIPA (change management).
- Detailed human resources (HR) assessments were completed at NIC, PPCC, GC, CSA, and LIPA.
- Developed work plan and roadmap for support of health worker pay study at Ministry of Health and Social Welfare (MOHSW).
- Reviewed CSA's Administrative Functions.
- Fleet Management Assessment Survey to inform National Fleet Management Policy and development of a Fleet Register.
- General asset management assessments at the CSA, GSA, GC, PPCC, NICS and LIPA.
- Draft Procurement User Handbook for use by GOL procuring entities.

COMPONENT 2: FINANCIAL MANAGEMENT AND INFORMATION TECHNOLOGY TRAINING

- Comprehensive, in-depth needs and baseline assessment of LIPA completed.
- Collection of project-level TraiNet data and inputted the results into USAID's system.

COMPONENT 3: ICT POLICY AND MANAGEMENT SUPPORT TO GOL

- Coordinated study group to Atlanta, GA for the ICT for Development Conference.

- Chief Information Officer TOR drafted and submitted to CSA for position approval.
- Analyses initiated for establishment of Program Management Office (PMO) at MOPT.

COMPONENT 4: CONCESSIONS MONITORING & MANAGEMENT

- Completion of BOC's training program for all staff on basic computer applications.
- BOC's Local Area Network re-design and ICT application upgrade.
- BOC's organizational analysis and strategy for its transformation into the NBC.
- BOC workshop for its transformation into NBC.
- Completion of NBC proposed structure and budget.
- Assessment of data management and filing system and TOR development for Record Keeping Officers.
- Completion of monitoring matrices for Firestone, Sime Darby and LAC.
- Concept note drafted on Concession Contract Compliance Audits.
- NIC's strategic planning workshop to develop new business plan, road map, and organizational design.
- An introductory workshop on concessions management at PPCC.

COMPONENT 5: ASSISTANCE TO THE CENTRAL BANK OF LIBERIA

- White Paper on Mobile Money in Liberia.
- Creation of a strategy to improve efficiency of collection of taxes and customs duties at RIA and LPRC.

IV. PROJECT ISSUES AND LESSONS LEARNED

USAID-GEMS commenced in July 2011. During the inception period of the project and ensuing election period in late 2011, it became increasingly apparent that many of the assumptions that shaped the design of USAID-GEMS had changed, particularly as the GOL's national development policies and frameworks continued to evolve.

During the initial months of project implementation, USAID-GEMS worked closely with GOL partners to develop a work plan that conformed to the parameters of the existing Scope of Work as articulated in the original USAID-GEMS Request for Proposals issued by USAID. The key purpose of the work to be implemented through this project is to "support building the capacity of targeted GOL Ministries & Agencies to improve economic governance" through the provision of "direct technical and managerial capacity building and formal classroom training." While this core purpose remained unchanged, the evolving nature of current and emerging GOL priorities necessitated a more flexible approach in the specific nature of assistance that USAID-GEMS would offer to the GOL.

Considering the need to be more flexible and responsive in achieving the core purpose of the USAID-GEMS project, and to resolve the bottlenecks that paralyzed the continuation of full-scale engagement with targeted GOL institutions during the initial quarters, USAID-GEMS proposed in this quarter the establishment of a collaborative process between the GOL stakeholders, under the leadership of the Ministry of Finance, the USAID-GEMS technical team and USAID/Liberia in order to design and introduce appropriate modifications to the USAID-GEMS Scope of Work, within the original budget allocated for the five-year GEMS activity.

These modifications were designed in order to lay the appropriate foundations for successful project activities to support the overarching GOL priorities of building the national economy, empowering the youth, promoting equity, and supporting governance and decentralization, as articulated by the President in her first State of the Nation address following her inauguration in January 2012.

The conceptual framework and recommendations that USAID-GEMS developed subsequently constituted a proposed way forward for consideration by GOL and USAID/Liberia leadership. Based on the concept paper USAID-GEMS drafted, the USAID-GEMS Chief of Party and his technical team were able to engage with the Minister of Finance, his staff, and other key GOL stakeholders including the National Capacity Development Unit within the MOF to discuss and develop modifications to the GEMS project in a collaborative fashion. Once the Minister of Finance expressed satisfaction with the modified SOW, it was presented to the newly established GEMS Steering Committee, co-chaired by the Minister of Finance and the Director of the Civil Service Agency and comprising of key GOL stakeholders, on March 28, 2012.

The revised SOW was approved and adopted by the GEMS Steering Committee, and was incorporated into the contract modification request that IBI International submitted to USAID/Liberia in this quarter, expected to be approved in early next quarter. Following USAID/Liberia's approval of this revised SOW, USAID-GEMS will engage with the full range of

GOL institutions identified for assistance in the revised SOW. A work plan for review and approval by the GEMS Steering Committee will be developed within one month of their approval of the modified SOW. USAID-GEMS will submit a more detailed work plan aligned to the revised SOW for approval by USAID within one month of the contract modification. This work plan will include a detailed account of all planned activities, including the anticipated levels of long and short-term technical assistance to be allocated to specific project objectives.

In addition to completing a collaborative SOW modification process, the USAID-GEMS project in this quarter undertook other initiatives to build more flexibility into its project management structure and mechanisms, including the elimination of component-based language to enhance to project's synergistic nature across different initiatives, and the introduction of a technical coordinator position tasked to provide coordination across all project initiatives. This flexibility will be important in anticipating the medium and long-term technical assistance needs that may emerge over the life of the project and as the GOL refines its current and emerging priorities, particularly in the context of its decentralization and the medium-term expenditure framework implementation agenda. The exact nature of the modifications introduced to project's scope and management structure will be discussed in the next quarterly report, following USAID/Liberia's approval of the contract modification request.

V. ACTION PLANS

These action plans represent activities planned over the next quarter, and in some cases, the year by the USAID-GEMS component teams. They are in lieu of reporting on progress regarding the draft work plan because the submitted planning documents have not yet been approved. After the current impasse has been bridged, expected at the beginning of the next quarter with the approval of the USAID-GEMS contract modification, the USAID-GEMS teams will endeavor to get Memoranda of Understanding (MOU) signed to start formal engagement with each GOL partner. These action plans showcase the flexible, adaptive, and collaborative approach taken by the USAID-GEMS team despite a constrained operating environment.

COMPONENT 1: BROADENED CAPACITY BUILDING FOR MINISTRIES AND AGENCIES

Technical Team (alphabetical by last name): Vicki Cooper (VC), Murvee Gardiner (MG), Michael Halbert (MH), Nicholas Leach (NL), Terrance Osley (TO), and Anthony Waddell (AW)

Governance Commission Plan

Capacity Development & Performance Improvement Activities and Tasks			Month													
			Priority	Status	1	2	3	4	5	6	7	8	9	10	11	12
Activity 1: Develop the capacity of an M&E unit to review and develop mandates and functions of MACs aligned with GOL strategies and plans.																
	Tasks	Deliverables	Priority	Status	J	F	M	A	M	JN	JL	A	S	O	N	D
1.1	Develop the TOR of an STTA to lead this effort.	TOR for an STTA	High	In Progress												
1.2	Recruit and contract qualified STTA.	Consultant contracted on an STTA contract	High	Open												
1.3	Recruit and contract CCN LTTA to assist to continue capacity building efforts if necessary.	CCN LTTA consultant contracted.	High	Open												
1.4	Develop the structure of the M&E Unit, assign or recruit M&E staff	M&E Unit organizational structure	High	Open												

Capacity Development & Performance Improvement Activities and Tasks			Month													
			Priority	Status	1	2	3	4	5	6	7	8	9	10	11	12
1.5	Identify training needs and develop human capacity development plans	Training needs identified	High	Open												
1.6	Develop training programs to address capacity gaps	Training programs developed	High	Open												
1.7	Train M&E staff	M&E staff trained	High	Open												
1.8	USAID GEMS Advisors and GC develop a sustainability plan for the M&E unit	Sustainability plan developed	High	Open												
1.9	USAID GEMS Advisors and GC gain stakeholder support for sustainability plan and implement	M&E unit is sustainable	High	Open												
Activity 3: Draft National Decentralization Act																
	Tasks	Deliverables	Priority	Status	J	F	M	A	M	J	Jy	A	S	O	N	D
2.1	Develop TOR for qualified STTA	TOR developed	High	Open												
2.2	Recruit and contract STTA	STTA consultant contracted	High	Open												
2.3	STTA consultant reviews decentralization strategy	Decentralization strategy reviewed	High	Open												
2.4	STTA reviews existing legislation affecting structure of municipalities and counties	Relevant legislation reviewed	High	Open												
2.5	STTA conducts wide ranging public consultations	Public consultations held and factored into proposals	High	Open												

Capacity Development & Performance Improvement Activities and Tasks			Month													
			Priority	Status	1	2	3	4	5	6	7	8	9	10	11	12
2.6	STTA proposes legislative changes and drafts a National Decentralization Act based on GC inputs and public consultations	Draft National Decentralization Act prepared	High	Open												
2.7	STTA consults with GOL Cabinet	Cabinet inputs incorporated into draft law	High	Open												
2.8	STTA finalizes draft ACT and submits to GC	Finalized draft law prepared	High	Open												
Activity 3: Develop proposals to improve the electoral processes. (To be completed by the STTA consultant above)																
	Tasks	Deliverables	Priority	Status	J	F	M	A	M	J	Jy	A	S	O	N	D
3.1	Assess the current electoral processes including but not limited to: thresholds for political parties, citizenship requirements, senate tenure and other constitutional/legal issues.	Electoral processes assessed	High	Open												
3.2	Conduct wide public consultations on the above.	Public consultations held and analyzed	High	Open												
3.3	Draft legislative changes or new legislation as required.	Draft legislative changes or legislations prepared	High	Open												
3.4	Consult with GOL Cabinet and other stakeholders.	Consultations held with stakeholders	High	Open												
3.5	Present finalized legislative changes.	Legislative changes finalized	High	Open												

Capacity Development & Performance Improvement Activities and Tasks					Month											
					Priority	Status	1	2	3	4	5	6	7	8	9	10
Activity 4: Improve the financial management capacity of the GC on the human, institutional and enabling environment level.																
	Tasks	Deliverables	Priority	Status	J	F	M	A	M	J	Jy	A	S	O	N	D
4.1	Conduct an in depth needs assessment on the human, institutional and enabling environment levels.	In depth needs assessment completed	High	Complete												
4.2	Revise processes to comply with the PFM law, IFMIS and MTEF budgeting.	Processes revised	High	Open												
4.3	Improve or develop financial management processes specific to the GC and not directly related to the above	Processes revised and documented in Process Maps.	High	Open												
4.4	Support the implementation of the new GOL chart of accounts, IPSAS accounting standards, PFM mandated reporting requirements and adjustments required to transition to IFMIS.	Various GOL initiatives, reforms and legal requirements addressed in new processes	High	Open												
4.5	Support the GC plan to implement Quick Books or similar FM software incorporating and supporting the above for use until IFMIS is rolled out to the GC. Processes will be based on the use of QB FM software.	Improved financial management software implemented and staff trained in its use.	High	Open												
4.6	Revise the organizational structures and job descriptions to support the revised processes.	Revised organizational structure developed complete with	Medium	Open												

Capacity Development & Performance Improvement Activities and Tasks			Month													
			Priority	Status	1	2	3	4	5	6	7	8	9	10	11	12
		job descriptions														
4.7	Draft a GC specific policies and procedures manual based on the manual currently under development by the MoF and create process maps aligned with the above.	GC specific Policies and Procedures manual drafted based on GOL MOF standard manual.	Medium	Open												
4.8	Develop training plans and trainings to address staff capacity gaps in light of the above changes, formal, on the job, LIPA and other external.	Training plans developed	High	Open												
4.9	Implement the training plans.	Finance staff trained in revised processes	Medium	Open												
Activity 5: Improve the human resources management capacity of the GC on the human, institutional and enabling environment level.																
	Tasks	Deliverables	Priority	Status	J	F	M	A	M	J	Jv	A	S	O	N	D
5.1	Perform assessment of key HR processes and related HR-IT environment and assess against good practices.	HR processes and systems needs/ requirements for revised structure	High	Complete												

Capacity Development & Performance Improvement Activities and Tasks			Month													
			Priority	Status	1	2	3	4	5	6	7	8	9	10	11	12
5.2	Perform assessment of GC staff skills and determine remediation/interventions required to address identified skill gaps.	Remediation & Training plans required to support revised structure for various staff levels	High	Open												
5.3	Identify and validate process performance and reporting gaps and opportunities for improvement.	Performance improvement areas and approach	High	In Progress												
5.4	Identify quick win opportunities	Quick win implementation roadmap	High	Complete												
5.5	Design improvements for enhancing HR function	Detailed activities for HR performance improvement	High	Open												
5.6	Support staff to implement HR improvements	Improved HR functions	Medium	Open												
5.7	Develop HR performance management system and documents	Performance management and appraisal system	Medium	Open												
5.8	Develop or revise role-based job descriptions for key positions	Job descriptions for current and future state	Medium	Open												
Activity 6: Improve the procurement management capacity of the GC on the human, institutional and enabling environment level.																
	Tasks	Deliverables	Priority	Status	J	F	M	A	M	J	Jy	A	S	O	N	D
6.1	Undertake in depth procurement assessment	Areas and scope of improvements required in	H	Complete												

Capacity Development & Performance Improvement Activities and Tasks			Month													
			Priority	Status	1	2	3	4	5	6	7	8	9	10	11	12
		procurement processes identified														
6.2	Assist to revise procurement processes and procedures consistent with PPCA and approved procurement regulations	Revised procurement processes	H	In Progress												
6.3	Conduct procurement capacity building diagnostic	Capacity building plan	H	Complete												
6.4	Document revised internal procurement processes	Internal procurement handbook	H	Open												
6.5	Provide assistance in standardizing documentation filing and retrieval system	Structured procurement filing and retrieval system	M	Open												
6.6	Liaise with LIPA to train GC staff on application of approved procurement handbook	Staff trained in procurement processes	M	Open												
6.7	Support to implement procurement handbook	Improved procurement	M	Open												
Activity 8: Improve the asset management capacity of the GC on the human, institutional and enabling environment level.																
	Tasks	Deliverables	Priority	Status	J	F	M	A	M	J	Jy	A	S	O	N	D
7.1	Do Assessment and establish baseline	Full understanding of requirement	High	In Progress												
7.2	Explain to Management our AM strategy and likely timeframes	Begin education process	High	Complete												
7.3	Workshop for Senior Management	Gain Management	Medium	Open												

Capacity Development & Performance Improvement Activities and Tasks			Month													
			Priority	Status	1	2	3	4	5	6	7	8	9	10	11	12
		Support														
7.4	Training for functionaries introducing AM and Fleet man. Modules	Introduce AM Modules and supply the tools	Medium	Open												
7.5	In- house mentoring and support	Capacity build with the MAC	Medium	Open												
Activity 8: Improve the ICT environment and management capacity of the GC on the human, institutional and enabling environment level.																
	Tasks	Deliverables	Priority	Status	J	F	M	A	M	J	Jy	A	S	O	N	D
8.1	Assess IT Infrastructure, Software and IT processes	Baseline	High	Complete												
8.2	Assess IT responsibility	Baseline	High	Complete												
8.3	Assess IT planning and acquisition processes	Baseline	Medium	Complete												
8.4	Assess human behavior with respect to IT	Baseline	High	Complete												
8.5	Identify key business processes & assessment of related IT support	Specification of business requirements	High	Complete												
8.6	Identify areas of performance improvement	Portfolio of improvement opportunities	High	Complete												
8.7	Selection of improvements and development of improvements roadmap	MoU detailing selected improvements	High	In Progress												
8.8	Design selected corrective actions & roadmap	Detailing of improvements and related activities	High	Open												
8.9	Develop improvements	Improved systems	High	Open												

Capacity Development & Performance Improvement Activities and Tasks			Month													
			Priority	Status	1	2	3	4	5	6	7	8	9	10	11	12
9.0	Work with staff to implement improvements	Successful implementation of improved systems	High	Open												

Public Procurement and Concessions Commission (PPCC)

			Technical Area	Priority	A	M	J	Jy	A	S	O	N	D
Activity 1: Assist in the development of awareness training for legislatures and newly appointed officials													
	Tasks	Deliverables / Output											
	Prepare in collaboration with PPCC awareness presentation on role of PPCC, IMCC, Legislatures and Ministers in procurement and concessions	Presentation document	Procurement & Concessions	High									
	Awareness presentations	Presentations to Legislature and Appointed Officials	Procurement & Concessions	High									
Activity 2: Finalize rewritten procurement manual, with regulations & training modules													
	Finalize draft revised procurement manual & regulations	First draft revised procurement manual	Procurement	High									
	Share, review and discuss revised draft procurement manual with sub-group	Suggested modifications to 1st draft	Procurement	High									
	Make revisions to draft procurement manual and resubmit to sub-group and larger community of practice members	Draft Final Revised Procurement Manual	Procurement	High									
	Share, review and discuss final draft procurement manual & regulations with sub-group and PPCC Commissioners	Suggested modifications to draft final procurement manual	Procurement	High									
	Make revisions and finalize procurement manual & regulations	Final rewritten procurement manual and regulations	Procurement	High									
	PPCC launch of revised procurement manual	Distributed manual	Procurement	High									

			Technical Area	Priority	A	M	J	Jy	A	S	O	N	D	
	Provide training modules to LIPA	Training modules	Procurement	High										
Activity 3: Design, Implement and Support Capacity Building & Performance Improvement Initiatives														
	Undertake visioning and change management exercise for PPCC	Revised or reconfirmed organizational structure	Crosscutting	High										
	Develop Procurement Capacity Building/Performance Improvement Plan	Capacity Building Plan	Procurement	Medium										
	Assist in developing compliance review plan for public entities	Compliance review plan	Procurement	High										
	Provide support in interpreting procurement guidelines	Administrative circulars on official interpretations or procedures related to procurement and concession processes	Procurement	High										
	Provide support in determining procurement capacity building requirements of public entities	Procurement Capacity Building Plan in collaboration with LIPA	Procurement	Medium										
	Train staff in asset management processes established by GSA	Assets documented in required manner	Asset Mgt	Medium										
	Assist in registration of all new procurement and implement fleet management policy.	Established fixed assets register and	Asset Mgt	Medium										
	Undertake an assessment of financial management function, staff skills, structure	Proposed structure and staff requirements for finance function	Fin. Mgt		High									
	Integrate IPSAS Cash basis into financial management policy	IPSAS integrated	Fin. Mgt		High									

			Technical Area	Priority	A	M	J	Jy	A	S	O	N	D
	Document approved financial management procedures	Input for manual preparation	Fin. Mgt	Medium									
	Assist to ensure financial practices are consistent with PFM Act and approved PFM Regulations	Compliant processes and procedures	Fin. Mgt	High									
	Train staff on application of documented and approved financial management procedures	Staff implementing PFM regulations in PPCC financial operations	Fin. Mgt	Medium									
	Assessment of IFMIS rollout requirements	Timeframe and approach for project support to PPCC IFMIS implementation	Fin. Mgt	High									
	Draft or revise financial policies and procedures manual	Financial management operations manual consistent with PFM Act	Fin. Mgt	Medium									
	Support the implementation of financial management procedures and IFMIS when applicable	Improved financial management and reporting and operational IFMIS	Fin. Mgt	Medium									
	Perform assessment of PPCC staff skills and determine remediation/interventions required to address identified skill gaps.	Remediation & Training plans required to support revised structure for various staff levels	HR	High									
	Identify quick win opportunities	Quick win implementation roadmap	HR	High									
	Design improvements for enhancing HR function	Detailed activities for HR performance improvement	HR	High									
	Support staff to implement HR improvements	Improved HR functions	HR	Medium									

			Technical Area	Priority	A	M	J	Jy	A	S	O	N	D
Develop performance management system and documents	Performance management and appraisal system	HR	Medium										
Develop or revise role-based job descriptions for key positions	Job descriptions for current and future state	HR	Medium										
Assist in designing requirements for and implementing LAN	LAN requirements designed and implementation of LAN	IT	High										
Select, design and implement fast track improvements	IT supported performance improvements	IT	High										

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Assess Financial Management Capacity In:																
MTEF Budget formulation and execution																All the agencies capacity to prepare and execute MTEF budgets as required by the PFM law is assessed.
MTEF Budget formulation																
Budget execution																
PFM law and regulations																
Accounting & Reporting Processes and Systems																All the agencies capacity to execute accounting and reporting tasks and responsibilities in compliance with the PFM law is assessed.
Expenditures and payments																
Revenues and collections																
Cash and banking accounting																
Bookkeeping and ME & YE closing																
Archiving of financial documents and electronic																

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome	
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec		
data Audit trails Chart of accounts Financial reporting Policies and procedures manual															
IT Systems PFM law and regulations															
Cash Management Bank accounts Petty cash/imprest funds Authority levels Control and security of cash, check books, receipt books etc. Bank and cash reconciliations PFM law and regulations															All the agencies capacity to manage cash and bank accounts effectively and in compliance with the PFM law is assessed
Internal Controls Audits Organizational Structure and Job Descriptions Financial management professionals skills and knowledge															All the agencies internal controls are assessed in regards to mitigating risks to resources, accuracy of financial data and compliance with applicable laws.
Design Financial Management Improvements In:															
MTEF Budget formulation and execution MTEF Budget formulation															All the agencies have the tools and the staff has the knowledge, skills and tools

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome	
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec		
															to prepare three year MTEF budgets in compliance with the PFM law. If staff is not fully trained a training plan is in place to address capacity gaps.
<p>In coordination with MPEA, the MOF, agency management and planning staff develop a budgeting process for All the agencies based on three year rolling plans to support PRS II and the relevant Sector strategies.</p> <p>Document the above in process maps and policies and procedures manuals.</p> <p>Develop a cost center based budget structure using MS Excel that will:</p> <p>Include forecasts for the next three years</p> <p>Include all sources of revenue and expenses defrayed with this revenue</p> <p>Be based on the GOL standard Chart of Accounts</p> <p>Be broken down by cost center to improve budget management, accountability and transparency in All the agencies</p> <p>Provide training to staff using the above MS Excel spreadsheet to create MTEF Budgets</p> <p>Provide training to staff in financial analysis, financial modeling and project/program costing and management.</p>															

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome	
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec		
Conduct a workshop to update organizational structure and job description(s) to ensure tasks are assigned the appropriate position and appropriate authority levels are formalized.															
Budget execution Develop a budget ledger on MS Excel to control the MTEF budget execution as required by the PFM law.															
<p>Conduct a workshop to develop budget execution processes to comply with the PFM law, incorporate these into expenditure and payment processes and IT systems.</p> <p>Conduct a workshop to document the above in expenditure and payment process maps and policies and procedures manuals.</p> <p>Update organizational structure and job description(s) to ensure tasks are assigned the appropriate position and appropriate authority levels are set.</p> <p>Provide training to staff in MTEF and project/program based budget execution control and reporting.</p> <p>PFM law and regulations</p> <p>Ensure processes, systems and policies and procedures are in place to ensure full compliance with all PFM requirements for budget formulation and execution.</p> <p>Provide training for staff in the PFM law and regulations related to budgeting and/or access MOF or LIPA provided training opportunities.</p>															<p>All the agencies have the tools and the staff has the knowledge, skills and tools to execute three year MTEF budgets in compliance with the PFM law.</p> <p>If staff is not fully trained a training plan is in place to address capacity gaps.</p>

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome	
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec		
Accounting & Reporting Processes and Systems															
<p>Accounting & Financial Transaction Processes</p> <p>Expenditures and payments</p> <p>Conduct a process mapping workshop to develop process maps of goods and services expenditure and payment processes and use these as a base to improve processes to comply with PFM law requirements and meet international best practice standards.</p>															<p>All the agencies have the tools and the staff has the knowledge, skills and tools to execute payments and account for them accurately in compliance with the PFM law.</p> <p>Process maps have been created of the new processes.</p> <p>If staff is not fully trained a training plan is in place to address capacity gaps.</p>
<p>Conduct a process mapping workshop to develop process maps of payroll expenditure and payment processes and use these as a base to improve processes to comply with PFM law requirements and meet international best practice standards.</p> <p>Review and update all related forms.</p> <p>Ensure adequate internal controls are incorporated.</p> <p>Ensure adequate authority and approvals are included.</p> <p>Assign all tasks and responsibilities to a position on a draft basis.</p> <p>Validate process maps with MoF</p> <p>Conduct a workshop to finalize process maps</p> <p>Provide training to staff in using the MS Excel spreadsheets and other software/tools and forms involved in the expenditure and payment process.</p>															

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome	
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec		
Conduct a workshop to begin drafting expenditure and payment policies and procedures for a policies and procedures manual.															
<p>Revenues and collections (including GOL budget allotments)</p> <p>Conduct a process mapping workshop to develop process maps of fee revenue calculation, collection and accounting processes and use these to improve processes and forms to comply with PFM law requirements and meet international best practice standards.</p> <p>Conduct a workshop to develop process maps of the monthly allotment process.</p> <p>Review and update all related forms.</p> <p>Ensure adequate internal controls are incorporated.</p>														<p>All the agencies have the tools or institutional capacity and the staff have the knowledge, skills and tools to calculate, collect and account for revenues and budget allotments accurately in compliance with the PFM law.</p> <p>Process maps have been created of the new processes.</p> <p>If staff is not fully trained a training plan is in place to address capacity gaps.</p>	
<p>Ensure adequate authority and approvals are included.</p> <p>Assign all tasks and responsibilities to a position on a draft basis.</p> <p>Validate process maps with MoF</p> <p>Conduct a workshop to finalize process maps</p> <p>Provide training to staff in using the MS Excel spreadsheets and/or other software/tools and forms involved in the revenue calculation, collection and accounting processes including GOL budget allotments.</p>															

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome		
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec			
Conduct a workshop to begin drafting revenue calculation, collection and accounting policies and procedures for a policies and procedures manual.																
<p>Bookkeeping and ME & YE closing</p> <p>Develop improved bookkeeping tools on MS Excel, budget ledger, general ledger and voucher form as a transitional step to IFMIS (for line ministries only)</p> <p>Research interim FM software solutions and begin testing trial versions as a transitional step to IFMIS. (for autonomous agencies only)</p> <p>Conduct a workshop to create process maps for the monthly closing process and use this to create updated processes and forms to comply with the PFM law and international best practice standards.</p> <p>Validate process maps with MoF</p> <p>Finalize process maps</p> <p>Provide training to staff in executing new closing processes using new spreadsheets and forms.</p>														<p>All the agencies have the tools and the staff has the knowledge, skills and tools to perform all monthly, quarterly and annual accounting, closing and reporting processes accurately, on a timely basis and in compliance with the PFM law.</p> <p>Process maps have been created of the processes.</p> <p>If staff is not fully trained a training plan is in place to address capacity gaps.</p>		
Archiving of financial documents and electronic data																<p>All the agencies have the tools or a plan to acquire the tools and the staff has the knowledge, skills and tools to archive and store financial documents and valuables</p>
Ensure processes are in place and documented in a policies and procedures manual to archive physical documents and digital data securely.																

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome	
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec		
Upgrade physical security, secure storage facilities for physical documents if necessary.															such as cash securely.
<p>Audit trails</p> <p>Review the processes above to ensure audit trails are created for all financial transactions.</p> <p>Update or create new forms to create necessary audit trails.</p>															The agencies' new processes include processes to create adequate audit trails of financial transactions.
<p>Chart of accounts</p> <p>Set up the GOL standard chart of accounts in the FM software, spreadsheets and forms used.</p> <p>Liaise with the Comptroller General to add or adjust accounts if necessary.</p> <p>Map old chart of accounts to new chart of accounts if necessary</p> <p>Provide training to staff in the above</p> <p>Document the processes in regards to the above in the draft policies and procedures manual.</p>															The GOL standard chart of accounts has been set up in the agencies new accounting systems and the agencies are prepared to migrate to this chart of accounts.
<p>Financial reporting</p> <p>Develop a detailed list of all financial reports and statements required to support all stakeholders' needs, PFM law requirements and international best practice standards.</p> <p>Develop report templates for all reports required using MS Excel</p>															All the agencies have new processes and systems available to prepare all financial reports required by the PFM law accurately and on a timely basis.
Update chart of accounts to ensure all necessary reports are created.															

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec	
<p>Review and update all processes to ensure data is collected in the appropriate format for all reports required.</p> <p>Assess internal controls to ensure the accuracy of the financial reports and strengthen as required</p> <p>Detail the monthly, quarterly and annual reporting requirements in the draft policies and procedures manual</p> <p>Train staff in the above</p> <p>Update the organizational structure and job descriptions in regards to the above as required.</p>														
<p>Policies and procedures manual</p> <p>Begin drafting a policies and procedures manual concurrently with improving processes and other institutional capacity gaps.</p> <p>Finalize policies and procedures after a thorough review to ensure all PFM law requirements are addressed.</p>														<p>All the agencies have begun to draft a policies and procedures manual that if followed will result in full compliance with all aspects of the PFM law, illustrate All the agencies' ability to manage USG funds and the use of international best practices in financial management.</p>
<p>IT Systems</p> <p>In cooperation with USAID GEMS IT advisors and All the agencies IT staff, determine the appropriate hardware and software solutions to support financial management and ultimately IFMIS implementation.</p> <p>Acquire and install hardware and software.</p>														<p>All the agencies have IT hardware in place capable of supporting IFMIS and/or an interim solution and financial management software or spreadsheets in place to support financial management needs to be</p>

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome	
		Ja	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oc	Nov	Dec		
															compliant with the PFM law.
<p>PFM law and regulations</p> <p>Review re-designed processes, policies and procedures manuals and forms to ensure full compliance with the PFM law and document gaps.</p> <p>Re-design processes and forms as required and document them in the policies and procedures manual.</p>															All the agencies have the tools, systems and a draft policies and procedures manual in place to enable it to fully comply with the PFM law.
<p>Cash Management</p> <p>Conduct a workshop to map, analyze, improve processes related to cash and banking:</p> <p>Control opening of and access to bank accounts and authorizations required to access bank accounts as per the PFM law.</p> <p>Imprest fund management processes, forms and tools to fully comply with the PFM law.</p> <p>Formally delegate authority vested in All the agencies Head as per the PFM law to the position/person that will actually execute functions related to cash and banking.</p> <p>Notify the Comptroller General as required by the PFM law.</p>															All the agencies have the tools, systems and a draft policies and procedures manual in place to enable it to effectively manage cash and bank accounts and fully comply with the PFM law.

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec	
<p>Cash, check books, receipt books etc. are controlled and held securely in a safe as required by the PFM law.</p> <p>Bank and imprest accounts reconciliations are completed and discrepancies are resolved on a timely basis.</p> <p>Update forms and tools for bank and cash reconciliations.</p>														
<p>Update organizational structure and job descriptions to align with the above.</p> <p>Document the above in draft policies and procedures manuals.</p>														
<p>PFM law and regulations</p> <p>Review cash management processes to ensure full compliance with the PFM law, design processes and document in a draft policies and procedures manual if necessary.</p>														All the agencies have the tools, systems and a draft policies and procedures manual in place to enable it to fully comply with the PFM law.
<p>Internal Controls</p> <p>Conduct a workshop to:</p> <p>Develop a list of the key risks in regards to safeguarding resources, ensuring accurate financial reports/data and compliance with all laws and internal controls to mitigate the risks.</p> <p>Incorporate the internal controls into processes and document them in process maps and a policies and procedures manual.</p> <p>Work with Internal Auditor(s) to test and strengthen internal controls during the design phase.</p>														All the agencies have a plan to implement an excellent internal controls environment where risks to resources, accuracy of financial data and compliance with applicable laws are minimized. Internal controls are integrated into processes and indicated on process maps and documented in

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome		
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec			
Near the end of the design phase recruit a highly qualified internal audit/internal controls STTA consultant to work with Internal Auditor(s) to test and strengthen internal controls, train auditors and provide a general training to all finance staff.																policies and procedures manuals. There is a plan in place to ensure highly qualified, independent internal auditors are in place at All the agencies.
Audits Internal audit Document the tasks and responsibilities of the Audit Committee as required by the PFM law in a draft policies and procedures manual.																See above A plan to establish the Audit Committee has been developed and the process of drafting policies and procedures for the committee has begun.
Determine the Audit Committee composition Ensure policies and procedures manuals are up to date and detailed.																
External audit Review processes to ensure all data and records are stored securely and are easily accessible. Ensure policies and procedures manuals are up to date and detailed.																A plan is in place to implement systems and processes and develop a policies and procedures manual that will enable to agency to fully comply with the PFM law, be easily auditable and receive improved audit reports.
Organizational Structure and Job Descriptions Conduct a workshop to: 1. Review and update the organizational structure of the finance team to ensure alignment with updated processes and adequate segregation of duties.																Draft revised organizational structures have been created for the finance teams that will be in alignment with new

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec	
<p>2.Update all job descriptions to ensure alignment with updated processes and ensure all tasks and responsibilities required to meet PFM law requirements are allocated.</p> <p>3.Update job descriptions to align with CSA requirements.</p> <p>4.Review organizational structure and job descriptions to ensure full PFM law compliance, adjust structure and/or job descriptions as required until all requirements are met.</p> <p>5.Ensure authority delegated to positions by All the agencies Head is noted in job descriptions.</p> <p>Provide training in the definitions and examples of professionalism and good work habits and why they are important for an organization to function effectively.</p>														<p>processes and systems that will allow the agencies to be fully compliant with the PFM law.</p> <p>Job descriptions have been updated or created to support the revised structure and processes.</p> <p>Finance staff has received training in professionalism and effective work habits required for the agencies financial management to be up to international best practice standards.</p>
Implement Financial Management Improvements In:														
<p>MTEF Budget formulation and execution</p> <p>MTEF Budget formulation</p> <p>Budget execution</p> <p>PFM law and regulations</p>														<p>All the agencies will have the human and institutional capacity to formulate and execute MTEF budgets as per PFM law requirements.</p> <p>A cost center based budget structure will be in place.</p>
<p>Accounting & Reporting Processes and Systems</p> <p>Accounting & Financial Transaction Processes</p> <p>Expenditures and payments</p> <p>Revenues and collections</p>														<p>All the agencies will have the accounting and financial reporting processes and systems in place to execute these functions in</p>

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Bookkeeping and ME & YE closing Archiving of financial documents and electronic data Audit trails Chart of accounts Financial reporting Policies and procedures manual IT Systems PFM law and regulations														compliance with the PFM law. The finance staff will have the knowledge and skills required to execute these processes. The IT hardware and software required will be in place and preparations made to transition to IFMIS. A detailed policies and procedures manual are in place.
Cash Management Bank accounts Petty cash/imprest funds Authority levels														All the agencies will have the cash and bank account management processes and systems in place to execute these functions in compliance with the PFM law.
Control and security of cash, check books, receipt books etc. Bank and cash reconciliations PFM law and regulations Internal Controls														compliance with the PFM law. The finance staff will have the knowledge and skills required to execute these processes. The IT hardware and software required will be in place and preparations made to transition to IFMIS. A detailed policies and procedures manual are in place. An effective internal controls

Tasks LIPA, CSA, GSA, NIC, LIPA & CSA	Priority	Timeline—2012												Expected Outcome	
		Ja	Feb	Mar	Apr	May	Jun	Ju	Aug	Sep	Oct	Nov	Dec		
															regime will be in place that mitigates risks to resources, accuracy of financial data and ensures compliance with applicable laws.
Audits Internal audit External audit															An independent, effective internal auditor(s) is in place. The agencies are auditable and receive reasonably clean audit reports.
Organizational Structure and Job Descriptions Organizational structure of the financial management team Job descriptions PFM law compliance															The agencies have an organizational structure in place for the finance teams that is aligned with the new processes and systems. Up to date job descriptions that are aligned with the new processes are in place.
Sustain Performance Improvements															Activities to begin in 2013
Assess capacity gaps Design solutions Implement solutions															

Tasks MoFNE—PFM & IFMIS Implementation,	TA	Priority	Timeline—2012	Expected Outcome
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Comptroller General Coordination	Assigned		Jan	Fe	Mar	Apr	May	Jun	Jul	Au	Sep	Oct	Nov	Dec	
Coordinate continuously with the PFM/IFMIS Implementation Unit, the Comptroller General and other MoF officials.															USAID-GEMS supports GOL plans to implement the PFM law and the IFMIS software system.
Coordinate with the developer of the Policies and Procedures Manual for M&As															USAID GEMS and author of the manual collaborate to develop an excellent manual to cover the core processes and interactions between M&As and the MoFNE and the manual is a good base for USAID GEMS to develop manuals for each agency supported.
Research MoF processes & develop draft process maps Expenditure processing for line ministries Payroll processing Monthly budget allotment process Monthly, quarterly and annual reporting processes															USAID GEMS advisors develop a solid understanding of MoFNE main processes.
Develop Process Maps in collaboration with MoF Staff Expenditure processing for line ministries Payroll processing Monthly budget allotment process Monthly, quarterly and annual reporting processes															Process maps are created for MoFNE main processes and key MoFNE officials have a better understanding of how to make process maps and why they are valuable tools in performance improvement.

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Assess Financial Management Capacity In:																
MTEF Budget formulation and execution	MH & MG															All the agencies capacity to prepare and execute MTEF budgets as required by the PFM law is assessed.
MTEF Budget formulation	MH & MG															
Budget execution	MH & MG															
PFM law and regulations	MH & MG															
Accounting & Reporting Processes and Systems	MH & MG															All the agencies capacity to execute accounting and reporting tasks and responsibilities in compliance with the PFM law is assessed.
Expenditures and payments	MH & MG															
Revenues and collections	MH & MG															
Cash and banking accounting	MH & MG															
Bookkeeping and ME & YE closing	MH & MG															
Archiving of financial documents and electronic data	MH & MG															
Audit trails	MH & MG															
Chart of accounts	MH & MG															
Financial reporting	MH & MG															
Policies and procedures manual	MH & MG															
IT Systems	MH &															

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome			
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
PFM law and regulations	MG MH & MG																	
Cash Management	MH & MG																	All the agencies capacity to manage cash and bank accounts effectively and in compliance with the PFM law is assessed.
Bank accounts	MH & MG																	
Petty cash/imprest funds	MH & MG																	
Authority levels	MH & MG																	
Control and security of cash, check books, receipt books etc.	MH & MG																	
Bank and cash reconciliations	MH & MG																	
PFM law and regulations	MH & MG																	
Internal Controls	MH & MG																	All the agencies internal controls are assessed in regards to mitigating risks to resources, accuracy of financial data and compliance with applicable laws.
Audits	MH & MG																	
Organizational Structure and Job Descriptions	MH & MG																	

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Financial management professionals skills and knowledge	MH & MG															
Design Financial Management Improvements In:																
MTEF Budget formulation and execution	MH & MG															
<p>MTEF Budget formulation</p> <p>In coordination with MPEA, the MOF, agency management and planning staff develop a budgeting process for All the agencies based on three year rolling plans to support PRS II and the relevant Sector strategies.</p> <p>Document the above in process maps and policies and procedures manuals.</p> <p>Develop a cost center based budget structure using MS Excel that will:</p> <p>Include forecasts for the next three years</p> <p>Include all sources of revenue and expenses defrayed with this revenue</p>	<p>MH & MG</p>															
<p>Be based on the GOL standard Chart of Accounts</p> <p>Be broken down by cost center to improve budget management, accountability and transparency in All the agencies</p> <p>Provide training to staff using the above MS Excel spreadsheet to create MTEF Budgets</p>	<p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p>															

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
<p>Provide training to staff in financial analysis, financial modeling and project/program costing and management.</p> <p>Conduct a workshop to update organizational structure and job description(s) to ensure tasks are assigned the appropriate position and appropriate authority levels are formalized.</p>	MH & MG															
<p>Budget execution</p> <p>Develop a budget ledger on MS Excel to control the MTEF budget execution as required by the PFM law.</p> <p>Conduct a workshop to develop budget execution processes to comply with the PFM law, incorporate these into expenditure and payment processes and IT systems.</p> <p>Conduct a workshop to document the above in expenditure and payment process maps and policies and procedures manuals.</p> <p>Update organizational structure and job description(s) to ensure tasks are assigned the appropriate position and appropriate authority levels are set.</p> <p>Provide training to staff in MTEF and project/program based budget execution control and reporting.</p> <p>PFM law and regulations</p>	MH & MG															<p>All the agencies have the tools and the staff have the knowledge, skills and tools to execute three year MTEF budgets in compliance with the PFM law.</p> <p>If staff is not fully trained a training plan is in place to address capacity gaps.</p>

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
	MG															
<p>Ensure processes, systems and policies and procedures are in place to ensure full compliance with all PFM requirements for budget formulation and execution.</p> <p>Provide training for staff in the PFM law and regulations related to budgeting and/or access MOF or LIPA provided training opportunities.</p> <p>Accounting & Reporting Processes and Systems</p>	<p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p>															
<p>Accounting & Financial Transaction Processes</p> <p>Expenditures and payments</p> <p>Conduct a process mapping workshop to develop process maps of goods and services expenditure and payment processes and use these as a base to improve processes to comply with PFM law requirements and meet international best practice standards.</p> <p>Conduct a process mapping workshop to develop process maps of payroll expenditure and payment processes and use these as a base to improve processes to comply with PFM law requirements and meet international best practice standards.</p> <p>Review and update all related forms.</p> <p>Ensure adequate internal controls are</p>	<p>MH & MG</p>															<p>All the agencies have the tools and the staff has the knowledge, skills and tools to execute payments and account for them accurately in compliance with the PFM law.</p> <p>Process maps have been created of the new processes.</p> <p>If staff is not fully trained a training plan is in place to address capacity gaps.</p>

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
<p>incorporated.</p> <p>Ensure adequate authority and approvals are included.</p> <p>Assign all tasks and responsibilities to a position on a draft basis.</p> <p>Validate process maps with MoF</p> <p>Conduct a workshop to finalize process maps</p>	<p>MG</p> <p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p>														
<p>Provide training to staff in using the MS Excel spreadsheets and other software/tools and forms involved in the expenditure and payment process.</p>	<p>MH & MG</p>														
<p>Conduct a workshop to begin drafting expenditure and payment policies and procedures for a policies and procedures manual.</p>	<p>MH & MG</p>														
<p>Revenues and collections (including GOL budget allotments)</p> <p>Conduct a process mapping workshop to develop process maps of fee revenue calculation, collection and accounting processes and use these to improve processes and forms to comply with PFM law requirements and meet international best practice standards.</p> <p>Conduct a workshop to develop process maps of the monthly allotment process.</p> <p>Review and update all related forms.</p> <p>Ensure adequate internal controls are</p>	<p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p> <p>MH &</p>														<p>All the agencies have the tools or institutional capacity and the staff have the knowledge, skills and tools to calculate, collect and account for revenues and budget allotments accurately in compliance with the PFM law.</p> <p>Process maps have been created of the new</p>

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
<p>incorporated.</p> <p>Ensure adequate authority and approvals are included.</p> <p>Assign all tasks and responsibilities to a position on a draft basis.</p> <p>Validate process maps with MoF</p> <p>Conduct a workshop to finalize process maps</p> <p>Provide training to staff in using the MS Excel spreadsheets and/or other software/tools and forms involved in the revenue calculation, collection and accounting processes including GOL budget allotments.</p>	<p>MG</p> <p>MH & MG</p>														<p>processes.</p> <p>If staff is not fully trained a training plan is in place to address capacity gaps.</p>
<p>Conduct a workshop to begin drafting revenue calculation, collection and accounting policies and procedures for a policies and procedures manual.</p> <p>Bookkeeping and ME & YE closing</p> <p>Develop improved bookkeeping tools on MS Excel, budget ledger, general ledger and voucher form as a transitional step to IFMIS (for line ministries only)</p> <p>Research interim FM software solutions and begin testing trial versions as a transitional step to IFMIS. (for autonomous agencies only)</p>	<p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p>														

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
<p>Conduct a workshop to create process maps for the monthly closing process and use this to create updated processes and forms to comply with the PFM law and international best practice standards.</p> <p>Validate process maps with MoF</p> <p>Finalize process maps</p> <p>Provide training to staff in executing new closing processes using new spreadsheets and forms.</p>	<p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p>														<p>All the agencies have the tools and the staff has the knowledge, skills and tools to perform all monthly, quarterly and annual accounting, closing and reporting processes accurately, on a timely basis and in compliance with the PFM law.</p> <p>Process maps have been created of the processes. If staff is not fully trained a training plan is in place to address capacity gaps.</p>
<p>Archiving of financial documents and electronic data</p> <p>Ensure processes are in place and documented in a policies and procedures manual to archive physical documents and digital data securely.</p> <p>Upgrade physical security, secure storage facilities for physical documents if necessary.</p>	<p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p>														<p>All the agencies have the tools or a plan to acquire the tools and the staff has the knowledge, skills and tools to archive and store financial documents and valuables such as cash securely.</p>
<p>Audit trails</p> <p>Review the processes above to ensure audit trails are created for all financial transactions.</p> <p>Update or create new forms to create</p>	<p>MH & MG</p> <p>MH & MG</p> <p>MH &</p>														<p>All the agencies' new processes include processes to create adequate audit trails of financial transactions.</p>

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
necessary audit trails.	MG															
<p>Chart of accounts</p> <p>Set up the GOL standard chart of accounts in the FM software, spreadsheets and forms used.</p> <p>Liaise with the Comptroller General to add or adjust accounts if necessary.</p> <p>Map old chart of accounts to new chart of accounts if necessary</p> <p>Provide training to staff in the above</p> <p>Document the processes in regards to the above in the draft policies and procedures manual.</p>	<p>MH & MG</p>															<p>The GOL standard chart of accounts has been set up in the agencies new accounting systems and All the agencies is prepared to migrate to this chart of accounts.</p>
<p>Financial reporting</p> <p>Develop a detailed list of all financial reports and statements required to support all stakeholders' needs, PFM law requirements and international best practice standards.</p> <p>Develop report templates for all reports required using MS Excel</p> <p>Update chart of accounts to ensure all necessary reports are created.</p> <p>Review and update all processes to ensure data is collected in the appropriate format for all reports required.</p>	<p>MH & MG</p>															<p>All the agencies have new processes and systems available to prepare all financial reports required by the PFM law accurately and on a timely basis.</p>

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Assess internal controls to ensure the accuracy of the financial reports and strengthen as required	MH & MG															
Detail the monthly, quarterly and annual reporting requirements in the draft policies and procedures manual Train staff in the above Update the organizational structure and job descriptions in regards to the above as required.	MH & MG MH & MG MH & MG															
Policies and procedures manual Begin drafting a policies and procedures manual concurrently with improving processes and other institutional capacity gaps. Finalize policies and procedures after a thorough review to ensure all PFM law requirements are addressed.	MH & MG MH & MG MH & MG															All the agencies have begun to draft policies and procedures manual that if followed will result in full compliance with all aspects of the PFM law, illustrate All the agencies' ability to manage USG funds and the use of international best practices in financial management.
IT Systems In cooperation with USAID GEMS IT advisors and All the agencies IT staff, determine the appropriate hardware and software solutions to support financial management and ultimately IFMIS implementation.	MH & MG MH & MG															All the agencies have IT hardware in place capable of supporting IFMIS and/or an interim solution and financial management software or

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Acquire and install hardware and software.	MH & MG															spreadsheets in place to support financial management needs to be compliant with the PFM law.
PFM law and regulations Review re-designed processes, policies and procedures manuals and forms to ensure full compliance with the PFM law and document gaps.	MH & MG MH & MG															All the agencies have the tools, systems and a draft policies and procedures manual in place to enable it to fully comply with the PFM law.
Re-design processes and forms as required and document them in the policies and procedures manual.	MH & MG															
Cash Management Conduct a workshop to map, analyze, improve processes related to cash and banking: Control opening of and access to bank accounts and authorizations required to access bank accounts as per the PFM law. Imprest fund management processes, forms and tools to fully comply with the PFM law. Formally delegate authority vested in All the agencies Head as per the PFM law to the position/person that will actually execute functions related to cash and banking.	MH & MG MH & MG MH & MG MH & MG MH & MG															All the agencies have the tools, systems and a draft policies and procedures manual in place to enable it to effectively manage cash and bank accounts and fully comply with the PFM law.

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome		
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Notify the Comptroller General as required by the PFM law.	MH & MG																
Cash, check books, receipt books etc. are controlled and held securely in a safe as required by the PFM law.	MH & MG																
Bank and imprest accounts reconciliations are completed and discrepancies are resolved on a timely basis.	MH & MG																
Update forms and tools for bank and cash reconciliations.	MH & MG																
Update organizational structure and job descriptions to align with the above.	MH & MG																
Document the above in draft policies and procedures manuals.	MH & MG																
PFM law and regulations	MH & MG																All the agencies have the tools, systems and a draft policies and procedures manual in place to enable it to fully comply with the PFM law.
Review cash management processes to ensure full compliance with the PFM law, design processes and document in a draft policies and procedures manual if necessary.	MH & MG																
Internal Controls	MH & MG																
Conduct a workshop to:	MH & MG																All the agencies have a plan to implement an

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
<p>Develop a list of the key risks in regards to safeguarding resources, ensuring accurate financial reports/data and compliance with all laws and internal controls to mitigate the risks.</p> <p>Incorporate the internal controls into processes and document them in process maps and a policies and procedures manual.</p> <p>Work with Internal Auditor(s) to test and strengthen internal controls during the design phase.</p> <p>Near the end of the design phase recruit a highly qualified internal audit/internal controls STTA consultant to work with Internal Auditor(s) to test and strengthen internal controls, train auditors and provide a general training to all finance staff.</p>	<p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p>														<p>excellent internal controls environment where risks to resources, accuracy of financial data and compliance with applicable laws are minimized.</p> <p>Internal controls are integrated into processes and indicated on process maps and documented in policies and procedures manuals.</p> <p>There is a plan in place to ensure highly qualified, independent internal auditors are in place at All the agencies.</p>
<p>Audits</p> <p>Internal audit</p> <p>Document the tasks and responsibilities of the Audit Committee as required by the PFM law in a draft policies and procedures manual.</p> <p>Determine the Audit Committee composition</p>	<p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p>														<p>See above</p> <p>A plan to establish the Audit Committee has been developed and the process of drafting policies and procedures for the committee has begun.</p>
<p>Ensure policies and procedures manuals are up to date and detailed.</p>	<p>MH & MG</p>														<p>A plan to establish the Audit Committee has been developed and the process of drafting policies and procedures for the committee has begun.</p>

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
<p>External audit</p> <p>Review processes to ensure all data and records are stored securely and are easily accessible.</p> <p>Ensure policies and procedures manuals are up to date and detailed.</p>	<p>MH & MG</p> <p>MH & MG</p> <p>MH & MG</p>														<p>A plan is in place to implement systems and processes and develop a policies and procedures manual that will enable to agency to fully comply with the PFM law, be easily auditable and receive improved audit reports.</p>
<p>Organizational Structure and Job Descriptions</p> <p>Conduct a workshop to:</p> <ol style="list-style-type: none"> 1. Review and update the organizational structure of the finance team to ensure alignment with updated processes and adequate segregation of duties. 2. Update all job descriptions to ensure alignment with updated processes and ensure all tasks and responsibilities required to meet PFM law requirements are allocated. 3. Update job descriptions to align with CSA requirements. 4. Review organizational structure and job descriptions to ensure full PFM law compliance, adjust structure and/or job descriptions as required until all requirements are met. 	<p>MH & MG</p>													<p>Draft revised organizational structures have been created for the finance teams that will be in alignment with new processes and systems that will allow the agencies to be fully compliant with the PFM law.</p> <p>Job descriptions have been updated or created to support the revised structure and processes.</p>	

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome		
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
5. Ensure authority delegated to positions by All the agencies Head is noted in job descriptions.	MH & MG																
Provide training in the definitions and examples of professionalism and good work habits and why they are important for an organization to function effectively.	MH & MG																Finance staff have received training in professionalism and effective work habits required for the agencies financial management to be up to international best practice standards.
Implement Financial Management Improvements In:																	
MTEF Budget formulation and execution	MH & MG																All the agencies will have the human and institutional capacity to formulate and execute MTEF budgets as per PFM law requirements. A cost center based budget structure will be in place.
MTEF Budget formulation	MH & MG																
Budget execution	MH & MG																
PFM law and regulations	MH & MG																
Accounting & Reporting Processes and Systems	MH & MG																All the agencies will have the accounting and financial reporting processes and systems in place to execute these functions in compliance with the PFM law. The finance staff will have the knowledge and skills
Accounting & Financial Transaction Processes	MH & MG																
Expenditures and payments	MH & MG																
Revenues and collections	MH & MG																
Bookkeeping and ME & YE closing	MH &																

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Archiving of financial documents and electronic data Audit trails Chart of accounts Financial reporting Policies and procedures manual IT Systems PFM law and regulations	MG MH & MG														required to execute these processes. The IT hardware and software required will be in place and preparations made to transition to IFMIS. A detailed policies and procedures manual is in place.
Cash Management Bank accounts Petty cash/imprest funds Authority levels Control and security of cash, check books, receipt books etc. Bank and cash reconciliations PFM law and regulations	MH & MG MH & MG MH & MG MH & MG MH & MG MH & MG MH & MG														All the agencies will have the cash and bank account management processes and systems in place to execute these functions in compliance with the PFM law. The finance staff will have the knowledge and skills required to execute these processes. The IT hardware and software required will be in place and preparations made to transition to

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome		
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
																	IFMIS. A detailed policies and procedures manual is in place.
Internal Controls	MH & MG																An effective internal controls regime will be in place that mitigates risks to resources, accuracy of financial data and ensures compliance with applicable laws.
Audits	MH & MG																
Internal audit	MH & MG																An independent, effective internal auditor(s) is in place.
External audit	MH & MG																The agencies are auditable and receive reasonably clean audit reports.
Organizational Structure and Job Descriptions	MH & MG																
Organizational structure of the financial management team	MH & MG																
Job descriptions	MH & MG																
PFM law compliance	MH & MG																The agencies have an organizational structure in place for the finance teams that is aligned with the new processes and systems. Up to date job descriptions that are aligned with the new processes are in place.
Sustain Performance Improvements																	Activities to begin in 2013

Tasks MoE, MoA, FDA, MoFNE, MoPT, MoHSW & EPA	TA Assigned	Priority	Timeline— 2012												Expected Outcome	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Assess capacity gaps	MH & MG															
Design solutions	MH & MG															
Implement solutions	MH & MG															

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

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

Liberia Institute of Public Administration (LIPA)

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			PRIORITY High Medium Low			TA RESOURCES			MONTH - 2012								
									1	2	3	4	5	6	7	8	9
									April	May	June	July	August	September	October	November	December
Activity 1: Finalize recruitment of long-term Training Coordinator (Liberian)																	
	Tasks	Deliverables/Performance Measures															
1.1	Review applications received	Suitable candidates for interview identified	H			GW, BB, TK											
1.2	Prepare a shortlist of qualified candidates for the position & make arrangements for interviews	Shortlist prepared; & suitable candidates invited for interview	H			GW											
1.3	Facilitate the first round of the interview process	First interview conducted; and 2 top candidates identified	H			GW											
1.4	Facilitate the second interview process – by the COP & Technical Coordinator – of the 2 most qualified candidates	Interview conducted; and one candidate identified	H			GW											
1.5	Facilitate clearance of successful candidate for employment	Clearance obtained for employment	H			GW											
1.6	Ensure the candidate has	Contract signed; and candidate	H			GW, BB											

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			PRIORITY High Medium Low			TA RESOURCES	MONTH - 2012												
							1	2	3	4	5	6	7	8	9				
							April	May	June	July	August	September	October	November	December				
	been formally contracted to assume duties of the position	reports for duty																	
1.7	Induct the newly-recruited Training Coordinator	Induction process (both on the admin & technical aspects) concluded	H			GW, BB, TK													
Activity 2: Close Assessment-phase Activities																			
	Tasks	Deliverables/Performance Measures																	
2.1	Wrap-up remaining assessment activities (ie, Consensus on Organizational structure)	Consensus reached on LIPA organizational structure	H			BB, TK													
2.1	Draft an Assessment Report	Assessment report produced	H			BB													
2.2	Draft a Capacity Building Plan	Capacity Building Plan developed	H			BB													
Activity 3: In collaboration with LIPA, CSA, NCD Secretariat & GC, conduct a capacity (training) needs assessment in 5 MACs focusing on key priority performance areas																			
	Tasks	Deliverables/Performance Measures																	
3.1	Assemble Task Team (LIPA, CSA, NCDS & GC) and provide competency-based training on institutional needs assessment	Task Team assembled, and training provided	H			BB, TK, FT (STTA)													

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			PRIORITY High Medium Low			TA RESOURCES	MONTH - 2012												
							1	2	3	4	5	6	7	8	9				
							April	May	June	July	August	September	October	November	December				
3.2	Conduct Needs Assessment in 5 institutions in which GEMS is currently intervening	Needs assessment conducted	H			FT, TK													
3.3	Analyze data and identify key priority performance areas that lend themselves to interventions from LIPA, mainly through various types of specialized new training	Data analyzed, and performance areas for intervention by LIPA identified	H			FT, TK													
3.4	Present assessment report	Assessment report presented & adopted	H			FT, TK, BB													
Activity 4: Provide support in the development of a New Course Schedule for LIPA																			
	Tasks	Deliverables/Performance Measures																	
4.1	Review current course schedule & incorporate new priority courses identified through Activity 3.	Current course schedule reviewed, and new courses incorporated	H			GW, BB													
4.2	Develop a new Course Schedule plan	New Course Schedule plan for LIPA developed	H			GW, BB, TK													
4.3	Build consensus on new LIPA Course Schedule	Broad consensus reached on new Course Schedule	H			BB, TK													
Activity 5: Provide support in the development of curricula/modules for new (priority) training courses																			

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			PRIORITY High Medium Low			TA RESOURCES	MONTH - 2012											
							1 April	2 May	3 June	4 July	5 August	6 September	7 October	8 November	9 December			
5.1	Identify priority performance areas requiring development of curricula and training materials	Priority performance areas identified; including needs for curriculum development	H			BB, TK												
5.2	Develop curricula/modules for key priority courses	Curricula/modules developed	H			STTA, BB												
Activity 6: Provide support in Mainstreaming Gender issues and concerns into curriculum, training delivery & M&E processes																		
	Tasks	Deliverables/Performance Measures																
6.1	Conduct a curriculum review and training delivery processes and identify gaps in gender mainstreaming	Curriculum & training delivery processes reviewed; & opportunities for gender mainstreaming identified	H			BB, TK, FT (STTA)												
6.2	Mainstream gender issues and concerns into the curricula & modules	Gender issues & concerns mainstreamed	H			FT, TK												
6.3	Provide training in gender mainstreaming	Training in gender mainstreaming delivered	H			FT, TK												
Activity 7: Provide support in the development of a New Strategic & Business Plan for LIPA to guide institutional growth & sustainability																		
	Tasks	Deliverables/Performance Measures																
7.1	Review existing strategic plan and identify	Existing strategic plan analyzed and gaps identified	H			STTA, BB												

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			PRIORITY High Medium Low			TA RESOURCES			MONTH - 2012										
									1	2	3	4	5	6	7	8	9		
									April	May	June	July	August	September	October	November	December		
	improvement opportunities.																		
7.2	Facilitate a strategic planning process	Key strategic issues identified; including strategies for addressing them	H			STTA, BB													
7.3	Build necessary consensus around key strategic issues & responses; and develop a new strategic plan	New strategic plan developed	H			STTA, BB													
Activity 8: Provide support to strengthen LIPA's business development capacity																			
	Tasks	Deliverables/Performance Measures																	
8.1	Assess and identify potential areas for business development (training, research & consultancy services)	Potential areas for business development identified	H			STTA, BB													
8.2	Build capacity in technical proposal conceptualization, development & marketing	Capacity in business development enhanced	H			STTA, BB													
8.3	Provide training in proposal development process & negotiation	Training in proposal development process delivered	H			STTA, BB													
Activity 9: Provide support in the development of a Marketing Plan for LIPA																			

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			PRIORITY High Medium Low		TA RESOURCES	MONTH - 2012								
						1	2	3	4	5	6	7	8	9
						April	May	June	July	August	September	October	November	December
Tasks	Deliverables/Performance Measures													
9.1	Analyze communications systems within LIPA and between LIPA and key partners and stakeholders	Communications systems analyzed	H		STTA, BB									
9.2	Identify marketing channels that could be utilized for rebranding LIPA and advancing its training, research and consultancy services to its core constituency	Marketing channels identified	H		STTA, BB									
9.3	Facilitate the development of a marketing and branding strategy for LIPA	Marketing plan developed	H		STTA, BB									
9.4	Facilitate the development of a one-year Marketing Action Plan in line with the Marketing Strategy.	One year Marketing Action Plan developed	H		STTA, BB									
Activity 10: Institutionalize a process for sustaining institutional reform at LIPA														
Tasks	Deliverables/Performance Measures													
10.1	Provide support in setting up an Internal Reform Committee (IRC) at LIPA in line with GC & CSA guidelines	IRC Committee set up	H		STTA, BB									

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			PRIORITY High Medium Low			TA RESOURCES	MONTH - 2012												
							1	2	3	4	5	6	7	8	9				
							April	May	June	July	August	September	October	November	December				
10.2	Develop terms of reference for the IRC	TOR developed	H			STTA, BB													
10.3	Facilitate development of IRC Operations Manual	IRC Operations Manual developed	H			STTA, BB													
10.4	Provide support in building IRC capacity in change management at LIPA	IRC capacity developed	H			STTA, BB													
10.5	Facilitate the development of an Annual Work Plan for the IRC	IRC Annual Work Plan developed	H			STTA, BB													
Activity 11: Provide support to the Liberia Professional Accountancy Education Program																			
	Tasks	Deliverables/Performance Measures																	
11.1	Undertake necessary follow-up tasks on agreements reached relating to modalities for the implementation of professional accountancy education at LIPA	Necessary follow-up activities made	H			TK													
11.2	Ensure timely submission (by LIPA & LICPA) of the following to USAID-GEMS: TOR for Lecturers to facilitate recruitment process by May 1st, 2012 (LICPA); A tentative	Agreed deliverables are actually delivered	H			TK													

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			PRIORITY High Medium Low			TA RESOURCES	MONTH - 2012												
							1	2	3	4	5	6	7	8	9				
							April	May	June	July	August	September	October	November	December				
	training course schedule for University of Liberia, Stella Maris & LIPA by May 1, 2012 (LIPA); Draft MOU by June 1, 2012 (LIPA); and Sustainability Plan (LIPA).																		
11.3	Provide support in the recruitment of the Lecturers	Necessary support provided	H			TK													
Activity 12: Provide support (to LIPA) in the development of partnerships with professional bodies & certified testing entities																			
12.1	Identify professional bodies and certified testing entities for possible partnership with LIPA	A list of possible professional bodies and certified testing entities produced	H			BB, TK													
12.2	Identify requirements for partnerships	Requirements for partnerships identified	H			BB, TK													
12.3	Propose possible partnerships and approach the institutions concerned	Possible professional bodies & certified testing entities approached	H			BB													
Activity 13: Provide on-going support to USAID-GEMS team & other partners on training administration linked to TraiNet Database																			
	Tasks	Deliverables/Performance Measures																	
13.1	Undertake the above task on an on-going basis	Training admin services delivered		M		TK													

COMPONENT 3: ICT POLICY AND MANAGEMENT SUPPORT TO GOL

Technical Team: Reg Miller (RM)—Component Leader

Component 3			
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	Q3	Q4
	Work with MOPT to draft Charter for ICTGB	Q3	Q4
	Assist in selecting ICTGB Membership	Q3	Q4
	Facilitate the formalization ICTGB	Q3	Q4
Program Management Office (PMO) at MOPT established	Draft TOR for PMO	Q3	Q4
	Draft TORs for PMO staff	Q3	Q4
	Facilitate ICTGB Approval	Q3	Q4
	Facilitate CSA Approval	Q3	Q4
	Facilitate advertising of positions	Q3	Q4
	Assist in the competitive staffing and start-up of the PMO	Q3	Q2/FY12 - FY13
CIO Regime Established	Facilitate obtaining CSA approval for TOR Y position	Q4	Q2/FY12 - FY13
	Work with MOPT to obtain CIO TOR approval by ICTGB	Q4	Q2/FY12 - FY13
	Obtain CIO nominations	Q4	Q2/FY12 - FY13
	Facilitate the recruitment and installment of CIOs in key Ministries	Q4	Q2/FY12 - FY13
	Develop interoperability frameworks for technical, e-Gov, operational, org, internet & intranet	Q4	Q2/FY12 - FY13
GOL-wide ICT Infrastructure Standards	Re-validate GOL ICT infrastructure Assessment Study	Q1/FY12 -FY13	Q2/FY12 - FY13
	Validate existing ICT infrastructure and capacity	Q1/FY12- FY13	Q2/FY12 -FY13
	Physical connectivity and network plans	Q1/FY12 -FY13	Q2/FY12 - FY13

Component 3			
	Email, firewalls, data sharing & security	Q1/FY12 FY13	Q2/FY12 - FY13
	Org. structure, HR, and training plans	Q1/FY12 - FY13	Q2/FY12 - FY13
IR 3.2: Liberia Makes Major Advances in Accessing Broadband Internet via the ACE undersea cable			
Deliverables	Tasks	Start Date	Completion Date
Policy agreements between operators reviewed for consistency and conformance to international best practices	Liaise with Liberia Telecom Authority (LTA) and MOPT on TOR	Q4	Q2/FY12-13
	Develop TOR	Q4	Q2/FY12-13
	Recruit STTA consultant to develop Guidelines and Regulations for Interconnection, Confidentiality, Dispute Resolution, and Compliance. (Interconnection is one of the most critical obstacles to new entrants coming to Liberia. These must be done in compliance with 2007 Telecommunications Law.)	Q4	Q2/FY12-13
	Supervise the STTA	Q4	Q2/FY12-13
Study to distribute and build-out broadband internet to rural areas	Coordinate with LTA	Q4	Q2/FY12-13
	Write TOR	Q4	Q2/FY12-13
	Recruit STTA consultant	Q4	Q2/FY12-13
	Supervise the Study	Q4	Q2/FY12-13
Study to facilitate establishment of Universal Access Fund (UAF) and help to establish the UAF	Coordinate with MOPT, LTA, Libtelco, ICTGB on parameters of the UAF	Q4	Q2/FY12-13
	Recruit consultant	Q4	Q2/FY12-13
	Supervise the STTA	Q4	Q2/FY12-13
	Facilitate UAF startup	Q4	Q2/FY12-13
Study on GOL's divestiture from the Cable Corporation of Liberia (CCL)	Obtain ICTGB approval	Q4	Q2/FY12-13
	Coordinate with LTA and MOPT on TOR	Q4	Q2/FY12-13
	Recruit consultant	Q4	Q2/FY12-13
	Supervise the study	Q4	Q2/FY12-13

Component 3			
Assistance needed for broadband rollout via the Inner Monrovia Fiber Optic Ring (network) determined	Conduct technical analysis	Q4	Q2/FY12-13
	Evaluate funding request by LTA and determine sources of funds	Q4	Q2/FY12-13
	Contract STTA if needed	Q4	Q2/FY12-13
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	Q3	Q4
	Assess needs for advancing the Development Corridors study in line with Vision 2030 plan (6)	Q3	Q4
IR 3.4: Cross-ministerial ICT is harmonized through implementation of E-Government Policy and Standards			
Deliverables	Tasks	Start Date	Completion Date
E-Governance Action Plan Initiated	E-Governance scope and resource planning	Q1/FY12-13	Q2/FY12-13
	Establish PMO organizational structure for E-Governance	Q1/FY12-13	Q2/FY12-13
	Update GOL ICT infrastructure assessment to accommodate E-Gov (STTA)	Q1/FY12-13	Q2/FY12-13
	Facilitate E-Governance regulatory regime (STTA)	Q1/FY12-13	Q2/FY12-13
E-Governance Implementation Initiated	Identify ministries for inter-ministerial secure GOL network for Phase-1	Q2/FY12-13	TBD
	Conduct Systems Integration and design scoping	TBD	TBD
	Fast track procurement for SGN and pilot applications	TBD	TBD
	Implement Change Management awareness	TBD	TBD
	E-Governance Planning for following years	TBD	TBD
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	Q3	Q4
	Define responsibilities for key data elements by ministry and coordination across ministries	Q4	Q1/FY12-13
	Facilitate integration of GSA data management mandate/operations into national ICT strategy (STTA)	Q1/FY12-13	TBD

Component 3			
IR 3.6: ICT is used to support gender mainstreaming in implementation of the PRS			
Deliverables	Tasks	Start Date	Completion Date
Action Plan for Supporting gender objectives in PRS plan	Meet with relevant M&As to explain gender objective and discuss work plan	Q1/FY12-13	Q1/FY12-13
	Review current PRS draft	Q1/FY12-13	Q1/FY12-13
	Assess M&As' ICT needs in terms of supporting gender objectives in PRS plan	Q1/FY12-13	Q1/FY12-13

COMPONENT 4: CONCESSIONS MONITORING AND MANAGEMENT

Technical Team: Ricardo Acosta (RA)- Component Leader

NBC; NIC; PPCC; CONCESSION ENTITIES

Component 4																	
Phase and activities	(Q-1)				(Q-2)			(Q-3)			(Q-4)			(Q-5)			
	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	
Phase I: Diagnostic Intervention: NBC NIC PPCC CE	■				■			■			■						
Phase II: Design & Implementation: NBC NIC PPCC CE					■												
Phase III: Strengthening the capacity: NBC NIC PPCC CE					■												

NATIONAL BUREAU OF CONCESSIONS																
Phase and activities	(Q-1)				(Q-2)			(Q-3)			(Q-4)		(Q-5)			
Phase I: Diagnostic Intervention	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
<ul style="list-style-type: none"> Capacity assessment Strategic analysis ICT capacity assessment Training needs assessment Computer training program ICT applications upgrade Road map to transform BOC into NBC Process & policy analysis of concessions Organizing BOC's data & filing 	██████████	██████████	██████████													

NATIONAL BUREAU OF CONCESSIONS																
Phase and activities	(Q-1)				(Q-2)				(Q-3)				(Q-4)			
Phase II: Transforming BOC into NBC	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
<ul style="list-style-type: none"> NBC Institutional assessment (M&A;IMCC) Needs assessment of M&A Capacity Development program for M&A Workshop stakeholders Concessions Governance (PPCA & Laws) NBC strategic plan NBC organizational analysis NBC capacity development strategy Recruiting International & Local consultants 									■	■	■	■				

NATIONAL BUREAU OF CONCESSIONS																
Phase and activities	(Q-1)				(Q-2)				(Q-3)				(Q-4)			
Phase III: Strengthening the capacity of NBC	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
<ul style="list-style-type: none"> • Database & information system design • M & E system design • Web page design • Training needs assessment on M&E • Training on M&E • Training needs assessment on concessions Mgt. • Training M&A on Concessions Mgt. • Purchasing equipment (Hardware & Software, etc.) • Purchasing vehicles • Securing premises & infrastructure for NBC 									■	■	■					

COMPONENT 5: ASSISTANCE TO THE CENTRAL BANK OF LIBERIA

Technical Team: John Sloyka (JS)—Component Leader

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			Priority	MONTH/2012											
				1	2	3	4	5	6	7	8	9	10	11	12
				J	F	M	A	M	J	Jy	A	S	O	N	D
Activity 1: GOL migration to direct deposit of payments completed															
	Tasks	Deliverables													
1.1	Support MOF direct deposit scheme through PARIS implementation and interfaces between MOF and CBL	Majority of civil servants paid via direct deposit	High												
1.2	Initiate pilots with teachers and police in municipality outside of Monrovia	Pilot program completed	High												
1.3	Rollout to other relatively small ministries, especially up-country	Increase in number of up-country employees paid via direct deposit on mobile money	Medium												
Activity 2, CBL implements payment systems effectively															
	Tasks	Deliverables													
2.1	Coordinate with the CBL on the requirements / specifications for a payment SWITCH for ATM / POS	Specifications document in place	High												
2.3	Roadmap for payment system SWITCH implementation	Agreed roadmap with CBL	High												
2.4	Capacity building for CBL, MOF and commercial banks	Training and integrations with LIPA	High												
Activity 3. Assist the MOF DoR with the collection of tax and customs payments															
	Tasks	Deliverables													

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			Priority	MONTH/2012												
				1	2	3	4	5	6	7	8	9	10	11	12	
				J	F	M	A	M	J	Jy	A	S	O	N	D	
3.1	Understand the requirements for tax / customs payments	Requirements from DoR	High													
3.2	Visit Roberts International Airport and Liberia Petroleum Refining Company to view the payment process	Clarification of the payment process and what needs to be adjusted	High													
3.3	Develop and interface between ASYCUDA (customs) and TAS (tax) systems so that all information entered into both systems are the same.	Interface developed	High													
3.4	At Roberts International establish a branch bank inside the customs house	Branch bank established	High													
3.5	At LPRC install an ASYCUDA terminal at one of the banks close by for entry directly into the system	Terminal installed and functioning	High													
3.6	Visit Buchanan and Ganta to understand if the same situation occurs there as at RIA and LPRC	Understand these border crossing requirements	Medium													
Activity 4. Mobile commerce (money) is regulated and monitored effectively																
	Tasks	Deliverables														
4.1	Review regulation to allow for mobile commerce	Draft new / revised regulations	High													
4.2	Discuss regulation with mobile service providers and the commercial banks	Mobile commerce (money) regulation in place	High													
4.3	Seek approval from the Governor of the CBL, MOF and other stakeholders	Governor approval received	High													
4.4	Scale regulation to allow for growth of the system	Regulation amended	Medium													

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			Priority	MONTH/2012												
				1	2	3	4	5	6	7	8	9	10	11	12	
				J	F	M	A	M	J	Jy	A	S	O	N	D	
4.5	Specify minimum information to be provided to the CBL supervision	Regulation included reporting requirements	High													
4.6	Consider regulation of the interoperability of the service providers in lieu of a SWITCH to prevent monopoly status	Regulation amended	Medium													
4.7	Determine status of the market and readiness to engage with government	Market evaluation with the commercial banks	High													
4.8	Determine status of the commercial banks to handle government accounts	Contracts with the commercial banks	High													
4.9	Determine connectivity between CBL, MOF, commercial banks and mobile money providers	Connectivity evaluated	High													
4.7	Engage both financial and telecommunications regulators	Mobile commerce (money) regulation in place	High													
Activity 5 Bank Supervision off-site automated software																
	Tasks	Deliverables														
5.1	Coordinate between CBL and WAMI on requirements for WAMI accession on bank supervision	WAMI approved framework in place	High													
5.2	Review call reports with the Central Bank of the Gambia	Harmonize call reports with The Gambia	High													
5.3	Determine new requirements for Liberia	Develop specs for the new requirements	High													
5.4	Schedule demo from the vendor Valtech	View demo	High													

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			Priority	MONTH/2012												
				1	2	3	4	5	6	7	8	9	10	11	12	
				J	F	M	A	M	J	Jy	A	S	O	N	D	
5.5	Determine funding sources	Funding requested and approved	High													
5.6	Initiate study tour to the Central Bank of the Gambia	Study tour completed	High													
5.7	Develop project plan for project implementation	Project plan completed	High													
5.8	Contract with Valtech	Contract signed	High													

ANNEX 1: USAID-GEMS IMPLEMENTATION TEAM

Dr. Wilbur Thomas, Chief of Party

Victoria Cooper, Technical Coordinator

Mohamed Jawara, Deputy Chief of Party, Operations

COMPONENT 1:

VC: Victoria Cooper (Procurement)

MG: Murvee Gardiner (Financial Management)

MH: Michael Halbert (Financial Management)

NL: Nicholas Leach (Asset Management)

TO: Terrance Osley (Human Resources)

JT: John Tuah (Assets Management Specialist)

AW: Anthony Waddell (IT)

ZW: Zadywonie Kollie (Fleet Management Specialist)

COMPONENT 2:

BB: Beenwell Banda (Senior Training Coordinator)

TK: Thierno Kane (Training Specialist)

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

COMPONENT 3:

RM: Reg Miller (ICT Expert)

COMPONENT 4:

RA: Ricardo Acosta (Concessions Expert)

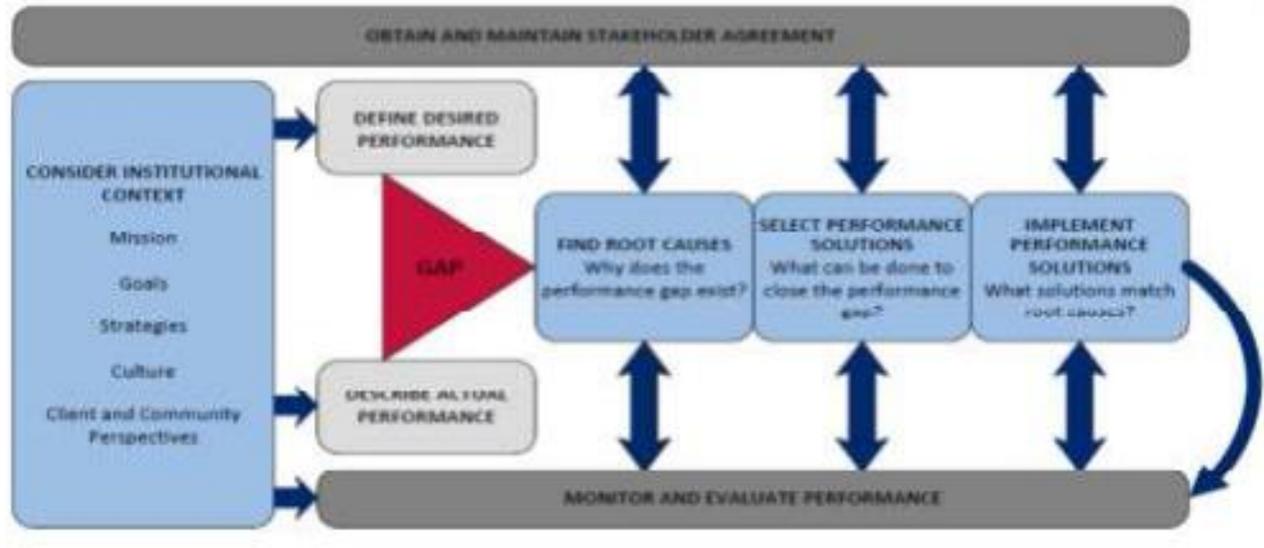
COMPONENT 5:

JS: John Sloyka (Payment Systems Expert)

ANNEX 2: USAID-GEMS REVISED SUMMARY CHART (3/30/12)

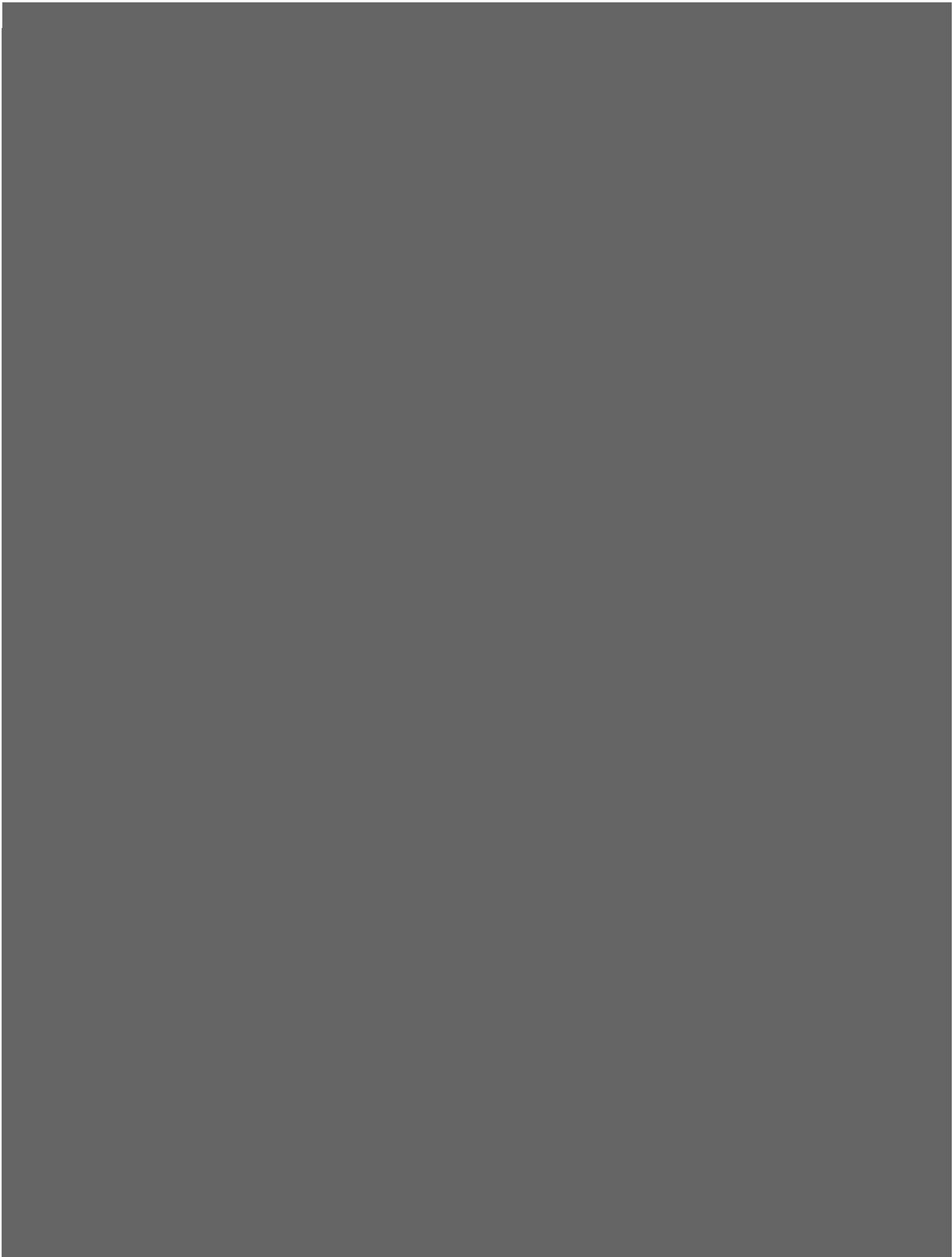
PROJECT SUMMARY	
What is USAID-GEMS	Why USAID-GEMS?
<p>USAID-GEMS is a five-year technical assistance project to support the Government of Liberia's (GOL) initiatives to improve service delivery to the Liberian people. USAID-GEMS is funded by the U.S. Agency for International Development (USAID) and is being implemented by a consortium of development organizations led by IBI International.</p>	<p>Guided by Liberia's development priorities, USAID-GEMS objectives are aligned with the priorities President Johnson-Sirleaf set forth in her 2012 State of the Nation Address:</p> <ul style="list-style-type: none"> • Managing national resources effectively • Building national wealth • Promoting equity and youth empowerment
USAID-GEMS Objectives	
<p>Management systems and key organizational functions of participating GOL institutions—such as human resources and financial management, procurement and communications—conform with international good practice standards.</p>	
<p>The capacity of the Liberia Institute for Public Administration is enhanced to provide performance improvement solutions to GOL and other institutions.</p>	
<p>Participating GOL institutions use Information and Communication Technologies (ICT) more effectively to further Liberia's development objectives as articulated in the National Telecommunication and ICT Policy.</p>	
<p>Management of natural resource concessions is more efficient, effective and transparent due to a modified legal framework that clarifies the roles and responsibilities of relevant GOL institutions, and the introduction of management and oversight tools utilizing automated ICT-based systems.</p>	
<p>GOL establishes and utilizes a national payment system in line with international and regional standards, and that enables accurate and timely processing and reconciliation of GOL payments to vendors and civil servants, utilizing mobile technologies where feasible.</p>	

Support to GOL counterparts is guided by the USAID Human and Institutional Capacity Development approach, as depicted below:



PROJECT SCOPE	PROJECT TEAM
<p>The following Ministries, Agencies and Commissions were selected by the GOL and USAID as initial targets for support under USAID-GEMS, with others to follow:</p> <ul style="list-style-type: none"> • Ministry of Finance • Civil Service Agency • Public Procurement and Concessions Commission • General Services Agency • National Bureau of Concessions • Ministry of Agriculture • Ministry of Lands, Mines and Energy • Forestry Development Authority 	<ul style="list-style-type: none"> • Environmental Protection Agency • National Investment Commission • Central Bank of Liberia • Ministry of Health and Social Welfare • Ministry of Education • Ministry of Public Works • Ministry of Post and Telecommunication • Liberia Telecommunication Authority • Liberia Institute of Public Administration <p>Project Steering Committee Members: Co-Chair: Minister of Finance Co-Chair: Director General of the Civil Service Agency Mission Director of the US Agency for International Development Governor of the Central Bank of Liberia Chairman of the National Investment Commission Minister of Post and Telecommunication Chairman of the Governance Commission Minister of Education Minister of Health and Social Welfare Director General of the Liberia Institute of Public Administration</p> <p>Implementing Partner: IBI International</p>

For more information, please visit
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