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

QUARTERLY PROGRESS REPORT:
OCTOBER–DECEMBER 2012 (FY13, Q1)



JANUARY 2013

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Cover Photo: A team of technicians from USAID-GEMS and the Government of Liberia's Ministry Of Finance erect the Open Budget Initiative electronic billboard.

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DISCLAIMER

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ACRONYMS

AGI	African Growth Initiative
AM	Asset Management
AMU	Aid Management Unit
ASYCUDA	Automated System for Customs Data
BOC	Bureau of Concessions
CAG	Controller and Accounting General
CBL	Central Bank of Liberia
CCN	Cooperating Country National
CIO	Chief Information Officer
CMC	Change Management Committee
CMO	Chief Medical Officer
COP	Chief of Party
CSA	Civil Service Agency
DoB	Department of Budget
DoR	Department of Revenue
eFASS	Electronic Financial Analysis & Surveillance System
ESS	Employee/Staff Satisfaction Survey
FDA	Forestry Development Authority
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
HRM	Human Resources Management
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

LAC	Liberian Agricultural Company
LAN	Local Area Network
LIPA	Liberia Institute of Public Administration
LPRC	Liberia Petroleum Refinery Company
LTA	Liberia Telecommunications Authority
LTTA	Long-term Technical Assistance
MAC	Ministry, Agency, & Commission
MIS	Management Information System
MLME	Ministry of Lands, Mines & Energy
MOF	Ministry of Finance
MOHSW	Ministry of Health and Social Welfare
MOPT	Ministry of Post and Telecommunications
MOU	Memorandum of Understanding
MPEA	Ministry of Planning and Economic Affairs
MTEF	Medium Term Expenditure Framework
NBC	National Bureau of Concessions
NCDS	National Capacity Development Strategy
NCDU	National Capacity Development Unit
NGO	Non-governmental Organization
NIC	National Investment Commission
OBI	Open Budget Initiative
OGI	Open Governance Initiative
PARIS	Payment Assurance Real-time Information System
PFM	Public Financial Management
PFMRCU	Public Financial Management Reforms Coordinating Unit
PFMRIU	Public Financial Management Reform Implementation Unit
PM/PA	Performance Management/Assessment
PMO	Project Management Office
PMP	Performance Management Plan
PPCA	Public Procurement and Concessions Act
PPCC	Public Procurement and Concessions Commission
PPM	Public Procurement Manual
PRS	Poverty Reduction Strategy
RFID	Radio-Frequency Identification
RIA	Roberts International Airport

SSC	Shared Services Center
STTA	Short-term Technical Assistance
TA	Technical Assistance
TAS	Tax Automation System
TNA	Training Needs Assessment
TOR	Terms of Reference
TOT	Training of Trainer
UA	Universal Access
USAID	United States Agency for International Development
USAID AYP	USAID Advancing Youth Project
USAID-GEMS	USAID Governance and Economic Management Support Project
UTM	Unified Threat Management
VIN	Vehicle Identification Number
VPN	Virtual Private Network
WARCIP	West Africa Regional Communications Infrastructure Program
WB	World Bank

EXECUTIVE SUMMARY

This report covers activities and project operations undertaken by the United States Agency for International Development's Governance and Economic Management Support (USAID-GEMS) project from October through December 2012 (FY13, Q1) and provides details on both the implementation of the approved work plan and project management plan (PMP).

In the first quarter of FY13, the USAID-GEMS project continued to provide support to develop policies, procedures, and implementation mechanisms to Government of Liberia (GOL) "central management" agencies. The design of this technical assistance supports both capacity building and performance improvement in the governance areas of financial management, human resource management, procurement, asset management, and concessions management. Additionally, USAID-GEMS technical advisors also continued efforts to revitalize the Liberia Institute for Public Administration (LIPA) in support of its mandate for civil service training, support the use of Information Technology by Liberian counterparts to increase work efficiency, and introduce e-facilitated national payment systems to support the sustainability of these economic governance initiatives.

During this quarter, USAID-GEMS signed Memoranda of Understanding (MOUs) with LIPA, the National Investment Commission (NIC), Governance Commission (GC), Civil Service Agency (CSA), and National Bureau of Concessions (NBC). Additionally, a letter of understanding was provided to the Central Bank of Liberia (CBL) regarding support by USAID-GEMS to that institution. These MOUs, developed in line with USAID's Human & Institution Capacity Development (HICD) model, help to establish and define the working relationship between USAID-GEMS and the GOL counterpart institution. They are signed with the purpose of facilitating efficient and coordinated cooperation to support the ultimate goal of improving the counterpart institution's performance. The MOUs include language on the agreement on the responsibilities and support that will be provided by USAID-GEMS, the proposed approach to this technical assistance, the responsibilities of the counterpart entities, and overview proposed "solutions packages," which are designed to close the performance gaps identified by the institutional assessments undertaken by the USAID-GEMS team. These interventions are tracked by measurable indicators. This approach provides mutual responsibility for the implementation of the capacity-building performance improvement initiatives at each institution.

The first USAID-GEMS Technical Committee (TC) meeting was held in this quarter. The TC's objectives are to ensure that both current and agreed upon programs are effectively designed and implemented, as outlined in the modified Scope of Work in the GEMS contract. Its membership comprises of representatives from USAID/Liberia, USAID-GEMS, and Government of Liberia (GOL) counterparts. In the last session, the TC reviewed, discussed, and validated the USAID-GEMS "Capacity Development Approach" and work plans for the designated "Wave I" and "Wave II" institutions.

During FY13 Q1, USAID-GEMS advisors followed the approved work plan and actively provided technical assistance to the CSA, GSA, Public Procurement and Concessions Commission (PPCC), NBC, CBL, Ministry of Finance (MOF), GC and LIPA. This support yielded the following notable achievements:

Training and Workshops

A number of training activities were completed to support and strengthen capacity at the GOL. Formal trainings are closely tracked and reported. Additionally, a major component of USAID-GEMS human capacity development approach involves on-the-job training. Of the 214 participants receiving some form of formal training, 161 were men and 53 were women, representing 25 percent of the total.

- USAID-GEMS collaborated with the Public Financial Management Reforms Coordinating Unit (PFMRCU) and LIPA to provide Public Financial Management (PFM) Law Orientation training to 41 GOL staff from USAID-GEMS' counterpart MACs. This was a one-day training that provided foundational work in preparation for more advanced training.
- Developed and delivered a three-day LIPA "Re-Branding Change Management" workshop and presented the workshop's outputs, which included the design of a blueprint for the re-branding process.
- Significant progress has been made towards the implementation of QuickBooks accounting software at six MACs - LIPA, GC, GSA, NIC, PPCC, and NBC. A four-day QuickBooks training program was provided at LIPA for 37 staff from these institutions. The foundation was laid for the Financial Management (FM) team to proceed with the necessary process re-design within the GOL counterpart Finance Departments, along with intensive, focused on-the-job trainings for participating staff.
- Training sessions were held with PPCC, LIPA, CSA, NIC and GC drivers and fleet maintenance personnel and managers to explain the maintenance guidance in the developed vehicle, generator, and motorcycle maintenance manuals.
- A workshop in Adult Learning was organized and delivered for 3 sets of LIPA trainers: Human Resource Development, Procurement Management, and Monitoring and Evaluation. The workshop focused on adult learning techniques and how LIPA trainers could adopt their training programs to reflect the principles and best practices of adult learning.
- Organized and delivered a three-day Training of Trainers (TOT) course for a full complement of LIPA staff and consultant trainers. The TOT covered a range of intermediate training techniques – including covering training program design, delivery, and evaluation.
- USAID-GEMS organized and implemented the attendance by five Liberian senior government officials at a training hosted by the International Monetary Fund (IMF) and the International Consortium on Governmental Financial Management in Washington, D.C. The theme of the conference was "Good Public Financial Practices in a Period of Global Adjustment." The sponsored officials included the Auditor General, the Director General of GSA, the Deputy Minister for Administration at the Ministry of Health, the Director of Macro-Fiscal Unit at the MOF, and the Director of Project Delivery in the Office of the President.

Technical Manuals, Handbooks, Templates, and Toolkits

- Finalized deliverables were completed to support the CSA's proposed pension scheme to move from a non-contributory scheme to a contributory scheme for all civil servants including a detailed analysis in line with international best practices, a 12-month implementation work plan & roadmap along with a Governance Manual (Best Practices Implementation and Administration) and Public Service Pension (PSP) System.
- Completed and delivered the final draft of the CSA's Performance Management System (PMS) Framework and Methods Handbook and related toolkit with instructions.
- Vehicle, generator, and motorcycle maintenance manuals were completed and basic spreadsheets for assets management data collection and reporting systems.
- Seven supplementary procurement manuals were developed to address the specific procurement issues related to various sectors and those where more detailed instruction may be required. The supplementary procurement manuals at draft final stage are the: Manual for Consulting and Professional Services, Non-Consulting Services Procurement Manual, Procurement Manual for Construction and Civil Works, Public Procurement Guidelines for Framework Consulting, Guide to Procurement of Educational Materials and Supplies, Procurement Manual for Health Facilities and Cold Chain Supply Management and Procurement, and Licensing of ICT Products and Services.
- The USAID-GEMS Human Resources team also made strides toward institutionalizing awareness of gender-related issues throughout the GOL. Throughout FY13 Q1, the HR team worked with the CSA to finalize a Human Resources Policies & Procedures Manual, which will clearly underscore the importance of striving for gender equality in the government.

Other Technical Assistance

- Development of both a M&E plan and system for the GSA to use during the pilot of the GOL's new fleet policy.
- Detailed specifications for the standard technology solutions packages, both hardware and software, for all Wave I institutions were developed, sent to USAID for approval, and put out for bidding.
- The design of a standardized template, to facilitate the reconciliation of all bank accounts at the MACs and to ensure an effective system of internal control, as it relates to cash and bank account management. This template was introduced at both LIPA and CSA, and LIPA already has utilized it to initiate the reconciliation of bank accounts that were 15 months past due.
- Supported the development of revised course curricula for six existing courses in line with both LIPA's institutional mandate and also international best practice: Human Resource Development; Monitoring and Evaluation (M&E); Public Sector Finance; Procurement Management; Communications and Report Writing; and Records Management.
- Based on the USAID-GEMS "Training Needs" assessment for LIPA, the counterpart institution proposed the design and implementation of 17 new training programs to address

some of the performance challenges identified in various MACs. Indeed, during the third training cycle for 2012, LIPA introduced a portfolio of six new courses to respond to market needs. Three of these courses (Marketing Management, Development Planning, and Development Marketing) were a direct result of the USAID-GEMS “Training Needs” assessment of LIPA.

- Coordinated with the USAID Advancing Youth Project, a mobile service provider, and also a commercial bank for the payment of salary stipends via mobile money. A total of 32 USAID AYP teachers now are being paid via mobile money due to this effort.

- USAID-GEMS facilitated cooperation between the Ministry of Finance, a mobile service provider, and a commercial bank to develop the requirements for a pilot to collect revenue via mobile money.
- Agreement was reached with the CBL to provide assistance to the payments division regarding the development of operational procedures, training, and project management support for off-site bank supervision software procurement, implementation, and payment infrastructure.



Teachers who participate in the USAID-GEMS mobile money pilot program can go to select local merchants, such as this man in ELWA, to exchange their mobile money for cash.

- In support of the MOF’s efforts to enhance macro-fiscal reporting and analysis, USAID-GEMS recruited a Senior Economic Advisor, who reports directly to the Minister of Finance. He supported work, in collaboration with the MOF Macro Fiscal Analysis Unit (MFAU), on the first issue of the “Annual Economic Review,” covering the period July 2011 to June 2012. The highlights regarding the performance of the economy contained in this review will be presented to the Cabinet by the Minister of Finance in January 2013. In collaboration with other technical staff, the Senior Economic Advisor prepared a technical report to support Liberia’s application for the MCC Compact. The report was presented by the Minister of Finance at the Board of MCC Directors and Liberia was eventually selected as one of the five countries that were approved for the MCC Compact.
- In collaboration with the staff of the Ministry of Finance Macro Fiscal Analysis Unit (MFAU), the USAID-GEMS Senior Economic Advisor produced a report providing updates of the budget execution (as of November 2012) for the Minister of Finance’s use in strategic donor meetings.
- USAID-GEMS continued its support to the Ministry of Finance in the procurement, installation, development of content presentation and training of staff for the Open Budget Initiative (OBI) electronic billboard, which presents content designed to aid the public’s understanding of the revenue collection by the and how these funds are used. It is also intended to reflect the GOL’s willingness to be transparent in its management of public funds.

- In partnership with USAID-GEMS, the Deputy Minister for Budget managed the OBI billboard process and issued the ultimate approval on the presentation of all finalized content, which was provided by the GOL. During this quarter, the following activities were completed in preparation for the formal launch of the billboard, which will occur early in the next quarter.
 - A quality 3x2m electronic billboard was procured and shipped to Liberia, erected and successfully integrated onto the Ministry of Finance computer network and commissioned on the forecourt of Ministry of Finance, facing onto Broad St.
 - The electronic billboard provides a flexible new channel for the MOF to communicate with an audience of citizens, many of whom may be interested in understanding and tracking the government’s progress, but who may be hampered by low levels of literacy and numeracy and often have little access to newspapers or the Internet.
 - “Open Budget” materials were developed and finalized for pre-launch, launch, and post-launch pilot phases. Launch materials were demonstrated live on the billboard in a presentation to the GOL’s Minister of Finance in early December.
- USAID-GEMS’ personnel trained MOF systems technicians in the maintenance and operation of the billboard and these technicians have demonstrated competence in these areas.

I. PROJECT OVERVIEW

The five-year United States Agency for International Development Governance and Economic Management Support (USAID-GEMS) project provides technical assistance to improve performance through strengthening public sector capacity in Liberia. Awarded to IBI International on June 29, 2011, USAID-GEMS is designed to bolster human and institutional capacity in the public sector within targeted Ministries, Agencies, and Commissions (MACs) by utilizing in-depth assessments and performance improvement methodologies. 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 to support sustainable outcomes. Specifically, USAID-GEMS will build management capacity in targeted MACs, implement a comprehensive civil servant training initiative, and strengthen the Government of Liberia (GOL)'s capacity to manage natural resource concessions, facilitate the implementation of the government's national Information and Communications Technology (ICT) policy, and assist in developing an operational modern national payment system.

The project works to support the GOL's vision of leading Liberia to become a middle-income country by 2030. Liberia can achieve middle-income status by 2030 if the country manages its rich resources effectively to build its national wealth equitably and sustainably. The policies, principles, and frameworks that the government establishes to manage Liberia's national wealth should be practical and implementable, leveraging Liberian human and institutional capital, and should significantly reduce Liberia's dependency on international support over the long term.

Working with both the National Capacity Development Unit (NCDU) and the Governance Commission (GC) and coordinating with key international partners involved in public sector reform, USAID-GEMS will develop and implement an economic governance capacity building program that targets human and institutional capacity development within selected GOL MACs to achieve the following objectives:

Objective 1: Management systems and key organizational functions of participating GOL institutions conform to international good practice standards.

Objective 2: The institutional capacity of LIPA is enhanced to provide targeted training that will improve the capacity and performance of GOL personnel responsible for key management functions in GOL institutions. This will enable GOL personnel to execute public sector functions more effectively, contributing to boosting revenues, cutting wasteful expenditures, protecting assets, and preventing and detecting fraud and errors. Through USAID-GEMS support, LIPA also will increase capacity and performance in participating non-government organizations (NGOs) and private sector entities. At the end of USAID-GEMS, LIPA will be a substantially self-sustaining institution and will provide quality instruction and training courses to the GOL and the private sector.

Objective 3: GOL institutions are able to use Information and Communication Technologies (ICT) more effectively and efficiently to further Liberia's development objectives as articulated in the objectives and principles outlined in the National Telecommunications and ICT Policy.

Objective 4: 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.

Objective 5: GOL is able to establish and utilize a national payment system, in line with international and regional standards, which will enable accurate and timely processing and reconciliation of GOL payments to vendors and civil servants including the utilization of mobile technologies, when feasible.

By the end of USAID-GEMS, with GOL leadership and support, USAID/Liberia envisions an improved public sector equipped with the technical skills and enabling environment to manage government operations more responsibly and effectively. There will be enhanced organizational management within and across government institutions and better coordination across government functions to ensure that public finances and assets are managed in the interest of the Liberian people and development objectives.

STRATEGIC APPROACH

USAID-GEMS assistance began with selected MACs that have cross-cutting technical authority for determining the GOL's processes and procedures and that also provide support and strategic oversight in the technical and functional areas that USAID-GEMS seeks to improve, namely:

Technical Authority Agency	USAID-GEMS Area
Ministry of Finance (MOF)— Controller General's Department, Public Financial Management (PFM) & MTEF Budgeting	Financial Management
Civil Service Agency (CSA)	Human Resource Management
Public Procurement and Concessions Commission (PPCC)	Procurement
General Services Agency (GSA)	Asset Management
Liberian Institute of Public Administration (LIPA)	Training
Governance Commission (GC)	Governance & Institutional Capacity Development
National Bureau of Concessions (NBC) & National Investment Commission (NIC)/Inter-Ministerial Concessions Commission	Concessions Management
Central Bank of Liberia (National), MOF Departments of Revenue (DOR) and Expenditure	Payment Systems
Ministry of Post & Telecommunications (MOPT)	Information & Communications Technology

With the exception of LIPA and the GC, the institutions listed above provide support to other GOL institutions and/or determine how GOL institutions will undertake various key governmental functions.

Performance improvement initiatives in these cross-cutting institutions, dubbed as “Wave I” counterparts, will allow them both to better support and oversee other MACs. Within the CSA, GSA, PPCC, LIPA and NBC, each institution’s core functions were assessed to gauge capacity, in addition to the USAID-GEMS targeted areas of financial management, human resources management, procurement, assets management, IT, and monitoring and evaluation. This approach allows USAID-GEMS to support these cross-cutting agencies in developing and implementing policies, procedures, and processes across the GOL in a consistent, structured, and accelerated manner. If policies, procedures, and processes do not exist, USAID-GEMS provides the necessary support to establish them. As much as practical, support with systems, equipment and technology to improve management effectiveness also is being provided by USAID-GEMS.

Fundamental to the USAID-GEMS approach are three critical strategies in its support:

1. Understanding the organizational context in which management systems currently function.

USAID-GEMS identifies the organization’s mission, its current output, the challenges and opportunities for improvement through a senior management visioning workshop, along with an organizational diagnostic and in-depth assessment of functional areas.

2. Proposing capacity building packages tailored to each target institution.

USAID-GEMS will propose interventions that form the core of a MOU between the institutions and USAID-GEMS with a clear roadmap to improving performance and reaching the project and GOL objectives. The MOUs will provide guidelines that clarify the roles and responsibilities among partners, which are essential components for effective implementation. USAID-GEMS anticipates that progress on targets contained in the MOUs will be reviewed quarterly and modifications proposed as necessary.

3. Managing change and sustainability.

A change management strategy underscores all USAID-GEMS interventions. Through senior management change management readiness workshops, USAID-GEMS advisors establish an understanding of any resistance to change and develop mechanisms to respond. The project also will provide support to develop change management teams within the GOL, as well as guidance on M&E tools and approaches for sustaining change initiatives.

II. PROJECT ACHIEVEMENTS AND PERFORMANCE

USAID-GEMS has structured its technical assistance delivery team to support the five project objectives, with an integrated plan for achieving demonstrable human and institutional capacity development to support performance improvement in targeted public sector counterparts. Please reference Appendix I for a list of produced deliverables from this quarter.

USAID-GEMS primary liaison partner with the GOL is the National Capacity Development Unit (NCDU), housed within the Ministry of Planning and Economic Affairs. The NCDU has the mandate to monitor the implementation of the National Capacity Development Strategy (NCDS) and currently is staffing the unit to perform this role. In support of this, USAID-GEMS held a visioning session with the NCDU, which included LIPA, CSA, and the GC. These institutions were selected because each has a mandated role in capacity development. Amongst the conclusions stemming from this session, an agreement was reached that USAID-GEMS would provide a long-term Capacity Development Coordinator to the NCDU to coordinate the capacity development initiatives of other donors within USAID-GEMS targeted MACs.

OBJECTIVE I: GOL MANAGEMENT SYSTEMS

GOL management systems and key organizational functions of participating GOL institutions conform to international good practice standards.

This objective utilizes technical advisors, both expatriate and cooperating country nationals (CCNs), to support the GOL's efforts to improve the performance of administrative and management support areas of finance, human resources, procurement, assets, information technology, and monitoring and evaluation. USAID-GEMS has undertaken institutional diagnostics and in-depth functional area assessments at the CSA,

GSA, PPCC, GC, NIC, NBC and LIPA. The progress and achievements under this objective are provided in this section of the report.

ICT Infrastructure to Support Financial Management

Provision of technical assistance to improve financial management performance in the GOL public sector constitutes a fundamental part of the USAID-GEMS' project design and FM interventions are supported by five senior level accounting professionals. During this quarter, the FM team made significant progress towards the implementation of QuickBooks accounting software at six MACs - LIPA, GC, GSA, NIC, PPCC, and NBC. QuickBooks is being implemented at those MACs, which will not be placed on IFMIS in the medium term, in order to enable them to transition to automated accounting software and improve financial accounting and reporting. A four-day QuickBooks training program was provided at LIPA for 37 staff from these institutions. The FM team laid the foundation to proceed with the redesign of selected processes within the finance departments coupled with intensive, focused on-the-job trainings for these staff on QuickBooks. Participant evaluations revealed that the majority of participants found the training to be useful and that the learning objectives had been achieved

In preparation for the full implementation of the IT "solutions package" regarding FM at each MAC, appropriate licenses from QuickBooks were procured. Further, the necessary files have been prepared, including Chart of Accounts, budget structures, and class set-up (for

departments, cost centers, sections, etc.), for transfer to the MACs once their secure IT infrastructure is in place, which is anticipated for early next quarter.

Spreadsheets (namely, GOL-standard General Ledger 'agency specific' Chart of Accounts; MTEF budget formulation, and budget execution report) have been developed by the FM team to complement QuickBooks in creating budgets and reports in adherence to required formats by the GOL. These spreadsheets have been distributed to LIPA, GC, and PPCC. Roll out of these spreadsheets and provision of additional on-the-job training at GSA, NIC, CSA, and NBC is planned for next quarter. Additionally, a GOL Reporting Template for Ministries and Agencies has been developed and will be distributed to the MACs during the next quarter.

Medium-term Expenditure Framework (MTEF) Budget Formulation and Execution

The FM team was briefed by senior officials at the Department of the Budget on the GOL's budget formulation and execution processes in order to ensure that the support provided by USAID-GEMS to the MACs enhances the GOL's ability to implement MTEF budgeting processes. The FM advisors will continue to work closely with the Department of the Budget as the preparation of the 2013-2014 budget moves forward and the process of developing the budget at USAID-GEMS' counterpart MACs progresses.

In this quarter, USAID-GEMS project advisors liaised with the Aid Management Unit (AMU) at the MOF to assist in the unit's objective of collecting all donor funding data and to support the AMU's endeavor to compile the details of this funding. These data, once collected, will be used to inform financial planning particularly by highlighting funding gaps, which will aid leadership at the MACs in addressing these deficiencies. Currently, the team is designing processes and systems to capture these donor funding data at MACs to supplement the AMU's collection of planned spending data directly from donors. The FM team will support the collection of actual spending figures, which can only be collected and provided by the MACs that are beneficiaries from this funding.

Accounting and Reporting Processes and Systems

While waiting on software installation at selected counterpart MACs to bolster accounting and reporting processes and systems, the FM team has moved forward with the following steps:

- A system that uses QuickBooks software for core accounting functions supported by spreadsheets has been developed.
- The FM team has begun to work closely with partners to roll out these systems and train accounting staff in preparation for completion this during the next quarter.
- Redesigned "draft" processes are being presented and rolled out to partners and MACs.
- Flowcharts to set up the various classes (Departments, Cost Centers, Projects, etc.) in QuickBooks, in order to facilitate the appropriate accounting and financial reporting as required by International Public Sector Accounting Standards (IPSAS), have been developed.
- Work has begun on a manual for the procedures and reporting requirements for autonomous GOL QuickBooks users (i.e., NIC and NBC).
- A unified Chart of Accounts was established at LIPA as per the PFM law requirements. This chart of accounts can both accommodate data fields and provide information on all sources and uses of funds.

There is significant work required to redesign processes (such as setting-up an imprest bank account, requesting imprest operational funds from MOF, bank reconciliation, and replenishment of the imprest fund) collaboratively with partners and to provide training to the GOL staff in these new business processes. The FM team is working collaboratively and proactively with GOL staff in the six MACs to finalize the redesign of these processes as well as their implementation.

Cash and Bank Account Management

To ensure an effective system of internal controls as they relate to cash and bank account management, the FM team has designed a standardized template, which encompasses the various levels of reviews and approvals to facilitate the reconciliation of all bank accounts at the MACs. The template has been introduced at LIPA and CSA. The bank reconciliation template will be rolled out next quarter for those MACs whose bank reconciliations for the period prior to July 1, 2012 have not been completed. The FM team also accomplished the following:

- Started with the Comptroller and Accounting Clerk at LIPA on the processes relative to producing timely bank reconciliations as mandated by the PFM Regulations.
- Initiated the reconciliation of LIPA bank accounts that were 15 months past due and now LIPA is utilizing this tool to bring all of their bank reconciliations up to date.
- Presented the reconciliation template to the imprest fund custodian at the CSA for utilization.
- Analyzed current CSA cash management processes and differentiated imprest (operational) fund from that of the Petty Cash fund. Separated the handling and duties of both funds as it relates to the PFM compliance
- Begun drafting a cash management procedures manual for the CSA.

This system will be customized for all USAID-GEMS supported MACs in the next quarter.

Audits and Internal Controls

The GOL Internal Audit strategy involves the creation of an independent Internal Audit Secretariat which will have direct control over Internal Auditors deployed to MACs. The Secretariat has been established and a few auditors have been recruited and placed in larger ministries. Internal auditors will be placed in MACs based on their budget size and GOL priorities due to budgetary limitations. USAID-GEMS provide the following technical assistance to support the Secretariat:

I. Internal Audit Short-term Technical Assistance (STTA)

USAID-GEMS has developed a strategy with the Secretariat to build the human and institutional capacity of the Secretariat and the Internal Auditors. A Terms of Reference (TOR) document was developed in a previous quarter, and STTA personnel were contracted in this quarter to begin work to develop appropriate internal audit practice framework documents and internal audit processes for the Secretariat.

2. Internal Auditors at USAID-GEMS MACs

The Internal Auditors currently employed at counterpart MACs are included in all trainings and workshops for financial management and accounting staff. This allows them to develop an in-depth understanding of the financial management systems and process, as well as contribute to their re-design particularly in terms of strengthening internal controls.

Internal Controls

Internal controls are specific actions embedded in all processes of financial management. As the FM team re-designs processes and develops new ones using improved IT tools, improved internal controls are incorporated. A key element of internal controls is segregation of duties and the FM team will be incorporating improved segregation of duties as processes are re-designed. An allotment process map is being developed for LIPA and the bank reconciliation template provided has been adopted by them. The process map for setting up the imprest (operational) account and reconciliation template for the imprest (operational account) for the CSA has been provided. Authority levels and approvals required for various transactions are being re-designed to strengthen internal controls. For example, cash and accounting tasks are being re-assigned to staff at the PPCC to ensure that one person does not have both full access to accounting systems and cash/blank checks. At the GC, additional approvals have been added to the procurement/payment process to ensure budget lines are not exceeded and cost center managers have control over expenditures in their cost center. All of the above are specific requirements of the PFM Law and are in line with fundamental and sound internal controls.

PFM Law Compliance

PFM Law compliance is a cross-cutting theme that is incorporated into all financial processes. There are hundreds of specific requirements and the FM team will be including systems to address these as they implement software and re-design processes. In this quarter, significant progress has been made in the area of formulating and executing MTEF budgets that include all sources and uses of funds. The accounting software solution, Quick Books, was selected to support PFM Law accounting and reporting requirements. A draft policies and procedures manual for cash and bank account is in development using CSA for template design purposes. Similar versions will be developed for each MAC, consistent with the overarching GOL financial management manual, to provide the basis for PFM Law compliance in this area.

Training of GOL staff in the PFM law is another critical element in PFM Law compliance. USAID-GEMS is collaborating with the PFMRCU at the MOF and LIPA to implement PFM training. The overall training program will provide training to hundreds of staff. To support this effort USAID-GEMS collaborated with the PFMRCU and LIPA to provide PFM Law Orientation training to 41 GOL staff from USAID-GEMS MACs. This was a one-day training that offered a foundation for more advanced training, which will be funded primarily by the multi-donor trust fund. Evaluations completed by participants indicated that most participants found the training to be very useful and likely to be helpful in completing their tasks and responsibilities.

Detailed Financial Management Policies and Procedures Manual

The detailed financial management policies and procedures manual for each MAC was initiated in this quarter and includes step-by-step procedures for: MTEF budget formulation, budget execution, general accounting functions, expenditures, revenue functions, banks accounts, cash

receipts, disbursements, imprest (operational) funds, month-end and year-end closing, and financial reporting. The policy and procedures manuals will be finalized after the business processes are re-designed and tested. These manuals will not be finalized until the overarching financial management manual of the GOL is finalized, in order to ensure consistency. These are expected to be completed next quarter.

HUMAN RESOURCES

For the Human Resources functional area, USAID-GEMS continues to design and implement phases for agreed-upon interventions, with the focus during this quarter being primarily at the CSA. Other intervention kick-offs have been delayed and are now on target to take place in the coming quarter once the three core service delivery initiatives at the CSA are completed. These key deliverables, which form the basis of the Human Resources Management (HRM) solutions packages for all MACs will then be launched at counterpart Wave I and Wave II MACs:

1. Civil Service Performance Management System (PMS): A Guide to Performance Management;
2. Civil Service Human Resources Policy & Procedures Manual (Comprehensive); and
3. Government of Liberia Standing Orders for the Civil Service.

The HR Management technical team has had to dedicate the majority of its work efforts to the above three initiatives and deliverables during this past quarter.

USAID-GEMS delivered the final reports and provided a successful presentation to the greater Program Coordination Team (PCT) of the Ministry of Health & Social Welfare. The presentation and accompanying detailed report included, among other items, the following key topical areas, all duly discussed and accepted: Pay Survey Objectives; Survey Scope; Survey Approach (Methodology); Issues & Risks; Key Findings; Recommendations; and Solutions Roadmap.

The HR advisory area is led by an expatriate HR Advisor and supported by a Liberian HR Specialist. During this quarter, the HR advisory area was supported by two short-term technical assistance (STTA) personnel:

- A Health Worker Pay Analysis Specialist, who was retained until the end of October 2012, to assist with the completion of final deliverables to the MoHSW and to complete requested documentation and process-mapping of the health pay survey process and related payroll process; and
- An Organizational Development and Change Specialist, who joined the team in October 2012, principally to work with MACs over a six-month period. He will continue the good work that began in conducting Visioning and Change Management workshops, which are focused on Wave I and II institutions and on the review and validation of their respective organizational mandates, taking into account business requirements, processes needed to satisfy business objectives, as well as to identify key initiatives and to introduce change management as an essential program to support implementation of key initiatives.

Activities and Accomplishments

Continued support to the Ministry of Health and Social Welfare (MoHSW):

- Developed, delivered, and presented the comprehensive Health Survey Report, which included important next steps and a roadmap to assist the MoHSW with their principal aim to regularize staff pay.
- Developed process documentation and maps of the survey process and the payroll process between MoHSW and two key partners in this process, the CSA and the MOF. This methodology was shared with USAID to understand and better support efforts of the CSA's key initiative to conduct a GOL-wide pay verification exercise.

Ongoing support to the CSA:

- Completed the final deliverables in support of the CSA's proposed pension scheme to move from a non-contributory scheme to a contributory scheme for all civil servants, providing a detailed analysis against good international practices, producing the following key deliverables:
 - Pension Scheme Reform: 12-month implementation work plan & roadmap
 - Governance Manual (Best Practices Implementation and Administration) – Public Service Pension (PSP) System
- Completed and delivered the final draft of the CSA's Performance Management System (PMS) Framework and Methods Handbook and related Toolkit (15 tools/forms/instructions in all). The comprehensive package is in its final review with the leadership team at the CSA, and is now scheduled to be launched to ten targeted M&As in the coming quarter.
- Developed the following key tools to be incorporated into the PMS:
 - Staff Performance Appraisal Plan
 - Annual Performance Appraisal Tools/Template Levels 1-4
 - Grievance Appeal Process Form
 - Employ Self-Assessment Forms Levels 1-4
 - Interim Performance/Progress Review Form
 - Notice of Substandard Performance Form
 - Individual Staff Performance Development Plan Template
 - Peer Review Report Form
 - Upward Evaluation/Feedback Report Form
 - Annual Performance Management Cycle Calendar

Challenges persist with progress and eventual launch of the remaining two key initiatives, the CSA HR Policy Manual and the GOL Standing Orders for the Civil Service. Specifically, development of core content has been protracted at the CSA due to competing management priorities, which will in turn delay its publication and launch.

Some of the relevant open items include the following:

- Recruitment process flowchart and narratives
- Post-Hire New Employee Orientation Checklists
- Job description and TOR templates and forms
- Record-keeping and documentation forms and checklists
- Attendance reports

Once these, as well as other key documents and content are developed, reviewed and approved, the HR Policy will be ready for launch and dissemination to the MACs. This is on target to occur in the next quarter. The Standing Orders, after numerous edits and requests for additional information from the Executive Mansion, are awaiting the President's executive approval, at which time they will accompany the HR Policy Manual for launch and distribution across the GOL.

▪ **Ongoing support to LIPA:**

The HR Advisory team worked closely with the LIPA Advisory team to develop and successfully deliver a three-day work-session, LIPA Re-Branding Change Management Workshop, aimed at the following:

Workshop Objectives:

1. Gain understanding of rebranding LIPA and why it is important;
2. Understand how to develop LIPA's rebranding elements;
3. Enhance their understanding of integrated change management in implementing LIPA's rebranding initiative:
 - Change Management Overview;
 - Change Management Roles; and
 - Structure and Role of LIPA's Change Management Committee (CMC).

Outputs related to the workshop were developed and delivered to LIPA's management team members and a "blueprint" to rebrand LIPA, including change dimensions key elements, roles and responsibilities of the CMC, criteria for CMC appointment, and first tasks of the CMC. In keeping with guidelines established by the CSA and GC, a CMC will ensure momentum and sustainability of planned institutional reforms and performance improvement initiatives within LIPA, as well as also assist in monitoring the implementation of agreed activities.

▪ **Follow-up support to the NIC:**

As a follow-up to visioning and change management work previously performed at the NIC, the HR Advisory team worked to ascertain the status of the business plan development, one of the Commission's key initiatives established from the retreat. The team is currently

providing technical assistance to facilitate the finalization of NIC's new organization structure.

▪ ***Follow-up activities related to Visioning & Change Management to the GC, PPCC, and GSA:***

Considerable time and effort was spent by the HR Advisory team to re-engage the GC, PPCC, and GSA to schedule the visioning and change management workshops. Workshop objectives were formally detailed and discussed with representatives of each institution, along with expected outputs and deliverables, follow-up activities, and expected roles of the institution and its USAID-GEMS partner.

For the GC, it was decided that they would better benefit from such an intervention once their current draft strategic plan is finalized and funded. With respect to the PPCC, it was stated that they would request and obtain this type of technical assistance from the World Bank, which will be funding a consultant to assist with the development of their strategic plan. Finally, for the GSA, they have already had the benefit of visioning and have decided to delay their change management workshop until an organizational restructuring of its senior and middle management has occurred.

ASSET MANAGEMENT

During the quarter, the proposed GOL "Fleet Management" policy was presented to the President of Liberia and the Cabinet, where it was approved subject to the piloting in an initial group of 7 MACS. The pilot implementation is planned to occur shortly. It was delayed, in part, due to the travel schedule of the GSA's Director General. Additionally, urgent HR reforms within the GSA pushed back the implementation of the fleet policy implementation until 2013, when it is expected to take top priority.

Vehicle, generator, and motorcycle maintenance manuals were completed in this quarter, and basic spreadsheets for assets management data collection and reporting systems were developed. Training sessions were held with drivers and fleet maintenance personnel and managers from PPCC, LIPA, CSA, NIC and GC to explain the maintenance guidance in the manuals. This will be deepened and expanded to the Wave II institutions in the next quarter.

PROCUREMENT

Procurement advisory personnel continue to focus on establishing the documentation to guide procurement practitioners in undertaking cost effective, transparent procurement. During the quarter, work in the functional area of procurement was supported additionally by contracted STTA, who finalized the revised General Procurement Manual, and developed subsidiary specialized procurement manuals.

Activities and Accomplishments

Seven supplementary procurement manuals were developed to address the specific procurement issues related to various sectors and those where more detailed instruction may be required.

The supplementary procurement manuals are:

- I. Manual for Consulting and Professional Services

2. Non-Consulting Services Procurement Manual
3. Procurement Manual for Construction and Civil Works
4. Public Procurement Guidelines for Framework Consulting
5. Guide to Procurement of Educational Materials and Supplies
6. Procurement Manual for Health Facilities and Cold Chain Supply Management
7. Procurement and Licensing of ICT Products and Services

These manuals were discussed and reviewed by a group of GOL procurement practitioners and the management of the PPCC. They are in draft final form and will be finalized following the revision of the PPCC regulations. Implementation and roll out of the manuals may be delayed as it is uncertain when the PPCC will conclude its arrangements for the revision of the regulations.

In this quarter, the recruitment process commenced for a CCN STTA for a Procurement Perception Survey. The consultant will undertake a survey of GOL contractors, suppliers, service providers and internal GOL procurement unit customers at selected MACs to establish a procurement quality of service and perception baseline. The survey will be undertaken in the next quarter.

A full-time Procurement Advisor and CCN Procurement Specialist will be recruited in the next quarter to move this advisory area forward.

MONITORING & EVALUATION

During the quarter the CCN LTTA M&E Program Manager for the GC was recruited to support the establishment of this important area of the Commission. The Program Manager, based at the GC, will initially focus on the implementation of the Commission's first governance assessment of GOL Ministries. This assessment is planned to review the status of MACs' implementation of their mandates.

Activities and Accomplishments

MAC Performance Measurement System

The M&E Advisory team designed the project's MAC-based performance measurement system (PMS) for project results-tracking. This system includes a set of standardized indicators corresponding to the solutions-package included in each MAC's MOU. The system will be rolled out in the next quarter in Wave I MACs through workshops with management function managers, M&E points of contact in each MAC, technical committee representatives, and other relevant USAID-GEMS and MAC staff.

The initial roll-out of the PMS will focus on building MAC systems to monitor key USAID-GEMS inputs and outputs such as trainings, policy and procedures manuals and financial process maps. Based on the results and lessons-learned from this initial phase of PMS work, the M&E unit will work with both advisors and MAC partners to expand the system to bring in outcome measures and a greater focus on evaluation.

General Services Agency New Fleet Policy Pilot M&E

The M&E Advisory team worked with the GSA to develop the M&E plan and system for use during the pilot of the GOL's new fleet policy. The M&E plan includes metrics related to

intended results in vehicle purchase and maintenance expenditures, vehicle-related staffing in the GoL and partner vehicle rental and insurance agencies, and private-sector economic expansion. The M&E plan will be finalized in the next quarter as baselines and targets are established. Over the next quarter, the M&E unit will work with the GSA to further develop baseline profiles in expenditures, vehicle numbers and staffing levels for participating MACs, as well as data collection and reporting systems for all required information to assess the implementation and outcomes of the pilot.

Procurement Perception Survey

The M&E Advisory team worked with the Procurement Advisory area to finalize the draft instruments and ToR for the procurement perception survey. This exercise will assess perceptions of procurement procedures and management among vendors, procurement staff and procurement system end users.

M&E Assessments for Wave II MACs

The M&E Advisory team has developed a draft tool for M&E assessments for use by the various Advisory teams. The tool is designed to assess performance measurement and reporting practices within each unit related to key management information needs related to the solutions packages. They have also developed a draft tool for use in assessing higher-level M&E systems and M&E capacity and practices in dedicated M&E units in MACs that have them. The focus of USAID-GEMS M&E assessments will be on M&E functions related to the project's targeted back office functions as opposed to more service-delivery oriented M&E such as technical M&E in Health, Education and Agriculture. A pilot test of the draft tools will be undertaken during the NBC institutional assessment in the next quarter. Based on the results of the pilot, the tools will be edited and finalized for use in remaining MACs.

INFORMATION TECHNOLOGY

The Information Technology Advisory area within Objective I provides the guidance and support on technology tools and systems which will enable the new or revised processes and procedures at USAID-GEMS targeted MACs to be implemented more efficiently and effectively. During the quarter a CCN LTTA Systems and Network Administration Specialist joined the team.

Activities and Achievements

As part of the MOHSW Pay Survey, the IT Advisory area developed a database for MOHSW of all results, providing the institution with the ability to interrogate the data.

The detailed specifications for the standard technology solutions packages, hardware and software, for all Wave I institutions was developed, sent to USAID for approval and put out for bid. The packages will be procured and installed at all institutions in the next quarter.

Specifications for the LAN requirements at the PPCC, NBC and NIC were developed and provided.

OBJECTIVE 2: INSTITUTIONAL CAPACITY OF LIPA ENHANCED

During the quarter, USAID-GEMS utilized services of two advisors who are wholly dedicated to this objective. A CCN Training Coordinator will join the team early next quarter, thereby increasing the number of long-term advisors and specialists to three. The LIPA advisory area was also supported by two STTA personnel: a Capacity Building Specialist and an Institutional Development Specialist.

The advisors collaborated with LIPA staff to deliver on key tasks indicated below:

- Signing and launching the implementation of the USAID-GEMS and LIPA MOU;
- LIPA Re-branding and Change Management Process (falling within the umbrella of 'Leadership, Change Management & Culture'); and
- LIPA Training Program Management (including training and development of core staff).

USAID-GEMS Objective 2:
The institutional capacity of LIPA is enhanced to provide targeted training that will improve the capacity and performance of GOL personnel responsible for key management functions

Signing and Launch of the USAID-GEMS—LIPA MOU

Following completion and validation of the LIPA capacity assessment process, USAID-GEMS proposed a robust capacity building program aimed at addressing capacity gaps in the areas of institutional leadership and change management; management and delivery of training, research, consultancy and library services; and delivery of program support services (Financial Management; Human Resource Management; Assets Management; Procurement Management; Monitoring & Evaluation; and Information Technology). The capacity building plan and “solutions package” formed the basis for the formulation of the MOU between USAID-GEMS and LIPA; which was successfully negotiated, signed, and launched on November 2, 2012.

LIPA Training Program Management

A. Improvements towards Design of LIPA Training Programs

Review of the current training schedule and courses: USAID-GEMS advisors facilitated working sessions with individual LIPA trainers and course coordinators, Deputy Director Generals, and Directors on course design, curriculum/content, and training evaluation. As a result of intervention of USAID-GEMS advisors, course curricula for the following six (6) existing courses were revised in line with good practice:

- Human Resource Development (HRD);
- Monitoring and Evaluation (M&E);
- Public Sector Finance;
- Procurement Management;
- Communications and Report Writing; and
- Records Management.

Details of current courses so far reviewed (including those still pending) are indicated in the table below:

Course title	Duration/type	Per year	Comments
Human Resource Development (HRD)	12 weeks Certificate	3 per year	Technical design for this course included work on objectives, four modules, session lengths determined, and facilitators and dates identified. The course will undergo further review in 2013 to integrate and solidify principles of adult learning, emerging realities of the Civil Service reform strategy, and revisions based on consultations with USAID/GEMS HR Advisors.
Monitoring & Evaluation (M&E)	12 weeks Certificate	2 per year	The M&E course has objectives, targets, modules and outcomes. However, the course will undergo further revisions in 2013 to incorporate principles of adult learning
Procurement Management	16 weeks Diploma	2 per year	The procurement courses have benefitted from excellent Liberian trainers. The courses have been designed with World Bank assistance, with 17 modules, objectives, teaching materials, links to the GOL PPC Act, admissions requirements, and outcomes. The LIPA procurement trainers have planned to evaluate the impact of procurement training of previous 3 cohorts of participants, and redesigning the courses following principles of adult learning. The target audience for these courses will need to be precisely identified to separate practitioners from beginners.
Public Procurement Management	8 weeks Certificate	3 per year	
Basic Procurement In-service Training	5 weeks	3 per year	
Records Management	4 weeks Certificate	4 per year	This course was redesigned from a one-week course. Objectives and modules have been articulated. The course will need further review in 2013 to fully integrate principles of adult learning, and perhaps to shorten it to 2 weeks.
Communication & Report Writing	4 weeks Certificate	4 per year	The course is designed with objectives, modules, targets, and methodologies. It may be necessary to split the course into two components: one for beginners, focusing on basic communication skills; and the other for intermediate level GOL cadres.
Project Planning & Management	12 weeks Certificate	3 per year	This course is yet to be reviewed. It is offered for public sector employees (daytime) and private sector employees (evening).
Professional Administration & Management	8 weeks	2 per year	This course is yet to be reviewed. It is the oldest course offered by LIPA, and has public sector (day-time) and private sector (evening) clients.
Public Sector Finance	8 weeks Certificate	2 per year	These courses were designed with assistance from work designed by previous USAID-funded

Course title	Duration/type	Per year	Comments
Internal Audit	8 weeks Certificate	2 per year	projects. Modules exist as well as detailed training session descriptions. New modules have been designed. Much of the materials is outdated and in need of revision. The course will need to be reviewed further in 2013 to integrate principles of adult learning, and to separate practitioners from beginners and job seekers.
Internal Control	8 weeks Certificate	2 per year	
MS Word	4 weeks	4 per year	Offered often, these courses compete directly with private sector offerings in Monrovia. LIPA needs to consider shortening the courses and re-pricing them to be more competitive.
MS Access	4 weeks	4 per year	

During the third training cycle for 2012; LIPA also introduced a portfolio of six (6) new courses to respond to market needs. These courses were introduced and offered for the first time:

Course title	Duration/type	Per year: (proposed)	Comments
Banking & Finance	24 weeks Diploma	2 per year	This new course has mostly private sector clients.
Marketing Management	12 weeks Certificate	3 per year	This new course has mostly private sector clients.
Development Planning	4 weeks Diploma	2 per year	A new offering for LIPA, this is the only current course that covers gender issues.
Development Management	16 weeks Diploma	2 per year	A new course.
Purchasing & Supply Management	8 weeks Certificate	4 per year	This new course should have strong demand within GOL MACs with mid-level officials in charge of procurement.
SPSS	4 weeks	4 per year	This new course only had four participants. The trainer wants to include more practical programs and hands-on practice.

Proposed New Courses at LIPA for 2013: Prior to commencement of this quarter, USAID-GEMS facilitated the implementation of a performance (or training) needs assessment process of five GOL MACs on a pilot basis. The objective of this initiative was to build the institutional capacity of LIPA and the CSA to jointly conduct a training needs assessment to determine the priority performance opportunities where LIPA can offer its training and advisory services.

Based on this information, LIPA proposed the design and implementation of 17 new training programs to address some of the performance challenges identified in the various MACs. It is expected that these courses will be offered for the first time at LIPA during the 2013 training cycle.

LIPA PROPOSED NEW COURSES		
Proposed course title	Proposed duration/type	Comments
Financial Management & Budgeting	8 weeks Certificate	Proposed by senior staff at LIPA, however it is to be determined whether the market exists for them, who are the targets, how long they should last and who should teach them. External trainers will most probably be needed and course materials will need to be developed. Some of the courses could be offered to both public and private sector clients.
National Economic Management	2 weeks	
Policy Making & Analysis	2 weeks	
Strategic Management	2 weeks	
M&E: Intermediate	12 weeks Certificate	The current single M&E course has been redesigned to cover 3 courses: (1) Basic M&E, covering design of M&E programs, (2) Intermediate M&E, covering data gathering and analysis, and (3) Advanced M&E, covering evaluation and impact, case-based with hands-on project M&E. The current course and proposed new courses are to be further redesigned in 2013 to fully integrate principles of adult learning.
M&E: Advanced	16 weeks Diploma	
HRD: Performance Management short course	TBD	These HRD competency courses need to be aligned more closely with USAID-GEMS work at CSA on HR, including Performance Management. Specialized HRD courses for the public sector will be in demand to match new requirements to be applied across the GOL by CSA. These courses should be designed following principles of adult learning, and revisions should be based on consultations with USAID-GEMS HR Advisors, and be in line with international best practice. There will be a definite demand for these courses, based on needs assessments done to date and upcoming requirements of the GOL.
HRD: Performance Management full course	TBD	
HRD: Job Descriptions short course	TBD	
HRD: Customer Service short course	TBD	
Training of Trainers	2 weeks full-time	The ability of LIPA to train trainers is at the core of their mandate. With a full complement of professional trainers, LIPA should be able to offer a unique opportunity in the local market to train trainers. The course will need materials, resources, and international best-practice methodologies.
Asset Management	TBD	This will be a new course, with no design or training plan yet developed. It was identified as a GOL need. External trainers will obviously be needed, especially during the initial stages of course design and delivery.
Gender Mainstreaming	TBD	This will be a new course, with no design or training plan yet developed. This is a need by the GOL, and a priority for all USAID-funded programs. External trainers will probably be needed.

LIPA PROPOSED NEW COURSES		
Proposed course title	Proposed duration/type	Comments
Leadership Development: High-level	2 days	These courses should address leadership both as a management topic, as well as leadership in organizations dealing with youth and women, and other civil society organizations. High-level leaders could attend topical 2-day leadership courses. Mid-level executives, managers and the public could participate in a longer standard LIPA course.
Leadership Development: Mid-level	4-6 weeks	
MS Publisher	TBD	These courses compete directly with private sector offerings in Monrovia. LIPA needs to consider pricing and market demand before launching these IT courses.
MS Suite	TDB	

Once delivered to participants (expected 2013-2014), these courses will need to be evaluated to assess:

- the relevance and quality of their content and of the training materials used,
- how well they meet local demand,
- their duration and type (certificate vs. diploma),
- plans for repeat offerings, and
- external training resources needed for content specialists.

B: Improvements toward Delivery of LIPA Training Programs

Adult learning workshop: In an effort to enhance capacity of LIPA Trainers to deliver training using adult learning principles; a workshop in Adult Learning was organized and delivered for three sets of LIPA trainers: Human Resource Development, Procurement Management, and Monitoring and Evaluation. The two-day workshop (Oct 3-4) focused on adult learning techniques and how LIPA trainers could adopt their training programs to reflect the principles and best practices of adult learning. Outcomes of the workshop included the following:

- A core set of LIPA trainers have now acquired competencies in adult learning techniques and are, accordingly, integrating these methodologies into their future courses;
- A core set of LIPA trainers are now ready to propose a set of standards to which all LIPA courses will conform; and,
- A set of templates for training delivery and evaluation will be developed and adopted by all LIPA Trainers, including adjunct faculty.

Training of Trainers (TOT) Workshop: USAID-GEMS project advisors organized and delivered a three-day TOT course for a full complement (24-26) of LIPA staff and consultant trainers (26 in total); this was held from October 8-10. The TOT covered a range of intermediate training techniques, covering training program design, delivery and evaluation. The following list shows that, after this course, all LIPA staff (including Adjunct staff):

- have gone through a TOT;
- understand and can describe the principles of adult learning;
- can recognize and articulate modern facilitation techniques to enhance adult learning;
- have reviewed and agreed to ways to improve LIPA course offerings and training plans; and
- have reviewed and can name ways to evaluate training based on four levels (satisfaction, learning, application and impact).

C: Looking Ahead: Strategy for Addressing Issues and Challenges in Training Program Planning and Management at LIPA

During the first few days of training at LIPA (following the commencement of the third training cycle for 2012, which started in October), USAID-GEMS Advisors observed and noted the following issues and challenges in training planning/programming and management:

- Planning of LIPA course offerings needs to be improved, as there were numerous last-minute changes that brought confusion to the first week of training.
- Internal communications between LIPA leadership/course planners, trainers, and subject matter specialists were ineffective.
- External communications with potential participants/clients needed clarity and precision regarding courses and dates.
- There were many delays in the planning of LIPA courses that made it difficult for trainers to organize their course offerings in a timely fashion; and last-minute additions and changes were not communicated to all concerned.
- Roles and responsibilities clarified regarding whom plans, delivers, and makes decisions regarding LIPA courses.
- Trainers needed to agree jointly as to whom delivers specific modules and sessions.
- Descriptions of courses are non-standardized and need to conform to best-practice models of adult learning.
- Differences between certificate and diploma programs are unclear.
- Target audiences for LIPA training courses need(ed) better definition, and LIPA needs a clear policy regarding pre-requisites for entry into different courses.

Although some action has already been taken towards addressing issues indicated above, USAID-GEMS advisors have also initiated working sessions with LIPA's DDG for Training & Development to chart a way forward and jointly undertake a planning process for LIPA's training offerings for 2013, including the development of a comprehensive Training Brochure and Master Training Schedule. The LIPA planning session will be used as a strategy for addressing challenges encountered during the implementation of the just-ended training cycle and accord LIPA staff an opportunity to discuss strategies for addressing diverse trainee skills; branding and marketing of LIPA courses; space constraints; and engagement of adjunct faculty.

USAID-GEMS team of advisors will continue to engage with LIPA leadership and trainers in the next quarter with the following tasks:

- Improving quality of existing and future courses,
- Developing plans for future course offerings and schedules (e.g., new courses, phasing of existing courses, yearly schedules),
- Assisting LIPA with standardizing the way courses are described and marketed to potential clients, and
- Meeting with the CSA-LIPA-GEMS Task Team to update team members on work to date and prepare for future performance needs assessment activities.

OBJECTIVE 3: GOL INSTITUTIONS USING ICT MORE EFFECTIVELY

The ICT sector goal of the GOL’s forthcoming “Agenda for Transformation” is to facilitate Universal Access, transparency, and low cost provision of telecom and ICT services nationwide. This will be done by upgrading domestic and international internet connectivity through utilization of fiber optic links and the regulation of Internet and cell phone industries so that the private companies will compete to provide efficient, secure, and affordable service. The priority interventions of the Government are to implement regulations, pricing and complementary infrastructure to make access available to wide circles of society by linking the country for high-speed broadband access. The policy arm of the GOL, the Ministry of Post and Telecommunications (MOPT), is leading the prioritization process. The regulator, Liberia Telecommunications Authority (LTA); the infrastructure provider, Liberia Telecommunications Corporation (Libtelco); and private sector companies will provide stakeholder feedback, and implement high-priority programs through public-private partnerships (PPP). Funding will come from the Universal Access Fund and the National Budget, among others.

**USAID-GEMS Objective 3:
GOL institutions are able to use ICT more effectively and efficiently to further Liberia’s development objectives as articulated in the National Telecommunication and ICT Policy.**

Activities and Accomplishments

One of the priorities of the GOL in the effective implementation of the ICT policy across Government is the recruitment and training of Chief Information Officers (CIOs). A STTA consultant for the design of coursework and methods for the CIO training was identified and work will commence in next quarter. The CIOs will ensure that the Program Management Office of the MoPT will have a structured plan for ensuring their ability to consistently implement the policy.

OBJECTIVE 4: MANAGEMENT OF NATURAL RESOURCE CONCESSIONS

The concessions advisory area is focused on providing assistance to establish an improved, effective concessions management process, and to facilitate its transition into the newly established National Bureau of Concessions (NBC). Support of this objective includes providing technical assistance to the NIC in its responsibilities related to concessions.

USAID-GEMS Objective 4:

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.

A STTA Cadastre Specialist began an assignment to establish the roadmap for the development of a national concessions cadastre. The national concessions cadastre will ensure that concessions issued are based on the priorities of the GOL regarding land use.

Activities and Accomplishments

The M&E advisory team continued to make progress on building the capacity and systems of the NBC to improve concessions monitoring. Feedback was provided on proposed concessions monitoring indicators, instruments and systems developed by the NBC. A draft concessions monitoring manual to document decisions related to NBC monitoring was prepared and will be finalized next quarter. A significant barrier to progress in concessions monitoring relates to the lack of funding at the NBC to conduct monitoring fieldwork of any type. The M&E unit will work with the Concessions Advisor and NBC management team in the coming quarter to identify potential solutions to this issue.

OBJECTIVE 5: UTILIZING A NATIONAL PAYMENT SYSTEM

The payments advisory area has focused its efforts on those initiatives which will facilitate improved speed, accuracy and payment processes using technology. These have included approaches to expand uses of mobile money for transmission of salary payments to GOL employees in remote areas and small tax revenue collection.

The payments advisory area is led by a Payments Advisor. This objective was supported by two STTAs:

1. **Communications Specialist.** The communications and outreach effort on the government direct deposit and mobile money program will focus on developing a financial services communication strategy including the strength and security of the financial services environment, the benefits of leaving portions of their direct deposit salaries in bank accounts, and the coming benefits of mobile money. The communications content will highlight the positive nature of the direct deposit program and mobile money initiatives.
2. **Mobile Money advisor.** The advisor will develop an implementation plan for mobile money pilots and full roll-out, evaluate pilot performance, and modify the approach as appropriate. This will include both liaising and facilitating discussions with and between the CBL, commercial banks, mobile network operators and merchants to establish all prerequisites for success.

Activities and Accomplishments

- Coordinated with the USAID Advancing Youth Project, a mobile service provider, and a commercial bank for the payment of salary stipends via mobile money. USAID AYP pays a monthly stipend of US\$50.00 to some Ministry of Education teachers to teach youth at night school. The stipend payment via mobile money started with eight teachers from two public schools in early November. The second stipend payment via mobile money at three public schools for 12 teachers was made on the 30th of November. The third pilot for AYP teachers took place in Buchanan City for an additional 12 teachers late December. This brings the total number of USAID AYP teachers on mobile money to 32. AYP will continue to rollout payment to other districts in Grand Bassa for the February payment and will continue the process until the majority of their 500 teachers are enrolled in the program. The pilots have been very successful and feedback from recipients is that the process is efficient and easy. USAID-GEMS will continue to work with USAID AYP and other donors to pay salaries through mobile money.
- A pilot project for use of mobile money to pay salaries for Ministry of Education regular teachers is in the final stages of development. Focus group discussions revealed that late salary payments, long queues in the banking hall, and the need to travel great distances to collect salaries provided the opportunity for mobile money to benefit this group of GOL employees. It is anticipated that the first salary pilot of regular GOL employees will be undertaken during the next quarter.
- Agreement was reached with the CBL to assist in the facilitation of a meeting with commercial banks and mobile network operators early next quarter to expand their participation in mobile money and make the initiative more competitive.
- The National Teachers Association of Liberia has expressed interest for their staff to receive their salary via mobile money in 15 counties.
- USAID-GEMS facilitated cooperation between the Ministry of Finance, a mobile service provider and a commercial bank to develop the requirements for a pilot to collect revenue via mobile money. USAID-GEMS coordinated the arrangement for the Virtual Private Network (VPN) connection, the foundation for infrastructure to build revenue collection, and is involved in the management of the development Application Program Interface (API), overall project plan for the rollout starting with the technical requirements and the testing plan.
- A CCN LTTA has been recruited to work with the MOF Department of Revenue (DOR) to ensure the reconciliation processes for mobile money revenue collection is adequate and timely. The pilot program, which will begin next quarter, will begin with 500 “dummy” accounts with 20 different tax codes to test the daily sweep and reconciliation of the payments. Once successful the process will be piloted to approximately 20 live volunteers in a carefully orchestrated rollout.

USAID-GEMS Objective 5:
GOL is able to establish and utilize 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.

- To further the development of mobile service coverage, USAID-GEMS is liaising with the Liberia Telecommunications Authority (LTA) to consider areas of high frequency of GOL employees and low mobile coverage for the Universal Access Fund (UAF) plan in 2013 and allow the funds to be utilized to subsidize the construction of new mobile towers. These would provide mobile coverage in areas without it, thereby enabling GOL employees in rural and remote areas to have access to mobile money services.
- Agreement was reached with the CBL to provide assistance to the payments division regarding the development of operational procedures, training, and project management support for off-site bank supervision software procurement and implementation and payment infrastructure. Project management for both will begin next quarter.

ACHIEVEMENTS IN CROSS-CUTTING THEMES AND SPECIAL PROJECTS

National Capacity Development Unit

During the quarter, a CCN LTTA Capacity Development Coordinator was recruited to support the NCDU in its efforts to identify and coordinate the capacity development initiatives of the GOL and donors in USAID-GEMS supported MACs.

USAID-GEMS Project Oversight

During the quarter the first USAID-GEMS Technical Committee (TC) meeting was held. The TC objectives are to ensure that current and agreed on programs are effectively implemented as outlined in the modified scope of work in the GEMS contract. They would review and validate USAID-GEMS' work plans that address capacity building and performance improvement programs within MACs and serve as a platform for USAID-GEMS to periodically share technical information and monitor outputs and impact. Standing members of the TC include USAID/Liberia representatives and senior officials from the key public entities that have the predominant responsibility for managing Liberia's Public Sector PFM and economic reform agendas, particularly as described in the USAID-GEMS Scope of Work.

USAID-GEMS worked closely with the leadership of the NCDU to establish the USAID-GEMS Technical Committee and delivered a successful two-day workshop which achieved the following:

1. Established functional relationships between MAC focal points, the USAID-GEMS Technical Team, and the NCDU;
2. Reviewed, discussed, and validated the USAID-GEMS Capacity Development Approach;
3. Reviewed and validated USAID-GEMS Work Plans:
 - Wave #1 Institutions: LIPA; CSA; NIC; GC; GSA; PPCC; NBC; CBL.
 - Wave #2 Institutions: MOE; MOHSW; MOA; MLME; MoPT; MOF; FDA; MoYS; EPA.
4. Introduced Change Management and M&E as essential programs with respect to achieving organizational change initiatives and measuring institutional performance, respectively.

Outputs related to the workshop were developed and delivered to the technical team members and guidelines for the establishment of each institution's change management committee.

Economic Advisory Support

In support of the MOF's efforts to enhance the analysis and reporting on the performance of the economy and providing policy briefs, USAID-GEMS recruited a Senior Economic Advisor reporting directly to the Minister of Finance. The advisor joined the team at the beginning of the quarter and is based at the Ministry of Finance.

During the quarter, the following economic advisory support services were provided:

- In collaboration with the MOF Macro Fiscal Analysis Unit (MFAU), the very first issue of the "Annual Economic Review" covering the period July 2011 to June 2012 was prepared and the highlights on the performance of the economy were presented to Cabinet by the Minister of Finance on January 19, 2013.
- In collaboration with other technical staff, prepared a technical report to support Liberia's application for the MCC Compact. The report was presented by the Minister of Finance at the Board of MCC Directors and Liberia was eventually selected as one of the five countries that were approved for the MCC Compact.
- Prepared a policy brief on the short term budget deficit financing by Government. The brief provided various financing options with their respective drawbacks and recommended the most desired option.
- Prepared a critical assessment of the alignment of the WBG Country Program Support FY 2012-17 with the "Agenda for Transformation" (AfT) for the Minister's use during the meeting with the WB Country Director.
- In collaboration with the staff of the Ministry of Finance Macro Fiscal Analysis Unit (MFAU), produced a report on updates of the budget execution as of November 2012 for the Minister's use in strategic donor meetings.
- Accompanied a USAID-GEMS sponsored GOL delegation to the International Consortium on Government Financial Management Winter Conference on Good Public Financial management Practices in a period of Global Adjustment that took place December 10-12, 2012 at the IMF in Washington, DC. USAID-GEMS sponsored five high ranking government officials for the Conference, at which material was presented on the theme of fiscal transparency and public finance management good international practices.
- Working together with Deputy Minister Revenue, Dr. James Kollie and Mr. Theophilus Addy of the MPEA, completed the final editing of the "Agenda for Transformation" document.
- Prepared a paper entitled "Can Tourism and ICT Be Sunrise Primary Growth Sectors in a Liberian Economy? The Case of Tourism," which was presented to technical staff of USAID-GEMS. A presentation to the Ministry of Finance technical and Senior Executive management staff is planned for January 2013.

INFORMATION AND COMMUNICATION TECHNOLOGY

Open Budget Initiative Electronic Billboard Pilot

USAID-GEMS continued its support to the Ministry of Finance in the procurement, installation, development of content presentation and training of staff for an electronic billboard designed to

enable the public to understand what Government collects and how the funds are used. It is also intended to reflect the GOLs willingness to be transparent in its management of public funds.

This initiative was led by the IT Advisor and supported by an STTA Senior Communications Advisor. The Deputy Minister for Budget managed the process and provided sign off on the presentation of all content, which was provided by the GOL. During the quarter all activities were completed in preparation for the formal launch early next quarter.

- A quality 3mx2m Electronic billboard was procured and shipped to Liberia, where it was erected and successfully integrated onto the Ministry of Finance computer network and commissioned on the forecourt of Ministry of Finance, facing onto Broad St.
- The electronic billboard provides a flexible new channel for MoF to communicate with an audience of citizens, who may be interested in understanding and tracking government's progress, but may be hampered by low levels of literacy and numeracy, and little access to newspapers or the Internet. The MOF's intention is to provide these citizens, in a manner that can be easily understood, with a view of government's planned financial affairs including budgets, revenues, and expenditure, and then to track transparently the actual progress against those targets. Additionally, the MOF is committed to helping citizens to better track Liberia's progress in social and economic development against its peer group.
- USAID-GEMS assisted with concluding the specification, design and development of the pilot content for the billboard.
- "Open Budget" materials were developed and finalized for pre-launch, launch, and post-launch pilot phases. Launch materials were demonstrated live on the billboard in a presentation to the Minister of Finance in early December.
- Pre-launch materials, announcing the impending launch of the Open Budget Initiative, were presented for continuous viewing on the billboard starting from before the Christmas period. The project is poised for launch early next quarter.
- In understanding the "Open Government" ambitions of MOF, a desk study was undertaken of peer and related countries pathways towards more open government. This desk study has been published in an accessible style on an on-line website in the hope that it will help government and civil society actors to better understand the ambitions, challenges and rewards of moving towards greater transparency and openness.



From the crowded street in front of the Ministry of Finance, passersby will be able to view information on government finances, activities and projects on the Open Budget Initiative's Electronic Billboard.

- USAID-GEMS has encouraged and facilitated MOF's engagement of civil society as partners in the pilot initiative; also encouraging MOF to engage with IREX to improve CSO activity.
- A design for a dedicated "Open Budget" content development team, integrated with the MoF Communications department and IT Unit, was developed.
- MOF systems technicians have been trained and illustrated competence, in the maintenance and operation of the billboard.

PRESIDENT'S YOUNG PROFESSIONAL PROGRAM

During the quarter, the recruitment process to select 14 candidates for the President's Young Professional Program managed by JSI on behalf of USAID-GEMS completed. A total of 78 applications for the program were received.

A robust screening and selection process included group interviews, presentations, mock situations and written tests to assess communication, negotiations, creativity, problem solving, listening, among other skills. Each of the selected 14 PYPs, five women and nine men, has a Bachelor's Degree in Business Management, Economics or Accounting. All 14 PYPs will be placed in the Department of Budget in the Ministry of Finance where they will be trained for one year in the processes necessary for the development of the national budget in the Medium Term Expenditure Framework (MTEF) format. In the second year they will be posted to USAID-GEMS supported MACs as Budget Officers.

The President will induct these PYPs early next quarter.

TRAINING



Members of the GEMS Technical Committee joined USAID-GEMS advisors for a two-day workshop to discuss the USAID-GEMS approach, validate the project work plans, and define roles in facilitating project activities.

During the first quarter USAID-GEMS completed a number of training activities for the various partners, to support/strengthen GOL capacity. These training results reflect formal trainings, although a major component of USAID-GEMS human capacity development approach is on-the-job training. Of the 163 participants trained during this period, 117 were men and 46 were women, representing 28 percent of the total. This level of participation by women is a 7 percent increase over the average percentage in FY 2012. We anticipate reaching our target of 50 percent women participation with annual increases.

The following sentence will be maintained in our reports until we reach the recommended target: "Sponsoring Units must identify and consider structural and cultural conditions in the host country that limit women's training opportunities when they plan projects and activities (see ADS 201.3.9.3)."

USAID-GEMS tracked training activities using the USAID official training database (TraiNet) and provided technical assistance to our team as well as to USAID on the USAID participant training process and requirements.

USAID-GEMS organized and implemented the attendance by five Liberian senior government officials at a training hosted by the IMF and the International Consortium on Governmental Financial Management in Washington, D.C. The theme of the conference was “Good Public Financial Practices in a Period of Global Adjustment.” The sponsored officials included the Auditor General, the Director General of GSA, the Deputy Minister for Administration at the MOH, the Director of Macro-Fiscal Unit at the MOF and the Director of Project Delivery in the Office of the President. The short lead time and the demands of the participants were significant challenges that the team had to overcome.

GENDER CONSIDERATIONS

USAID-GEMS endeavors to encourage the participation of Liberian women and strengthen their capacity to meaningfully engage in economic governance. Over the past quarter, USAID-GEMS worked with USAID/Liberia and partner MACs to address gender implications and identify opportunities to promote gender equity in project activities. Since the inception of the USAID-GEMS project, advisors have paid particular attention to identifying “gender” champions and to actively encouraging the participation of women in USAID-GEMS training opportunities.

International training opportunities are another avenue through which USAID-GEMS seeks to create and nurture female leaders in the public sector. In December 2012, USAID-GEMS sponsored five high-ranking Liberian government officials for a three-day conference in Washington, DC, on “Good Public Financial Management Practices in a Period of Global Adjustment.” Pearine Davis-Parkinson, Director General for the GSA, was among the government officials who attended. Through this conference, Hon. Davis-Parkinson participated in dynamic discussions on financial management and gained critical insights that will enhance her capacity as a public leader.

In addition to reaching out to senior officials, USAID-GEMS also encourages training for civil servants, particularly through its partnership with LIPA. In FY13 Q1, the TraiNet database, recorded that 46 of the 163 people trained over the period were female. This figure, representing 28 percent of the total, is a 7 percent increase over the average percentage in FY 2012. USAID-GEMS anticipates that the project will soon achieve gender parity in training, in accordance with USAID ADS policy.

The USAID-GEMS Human Resources team is also making strides toward institutionalizing gender equity throughout the GOL. Throughout FY13 Q1, the HR team worked with CSA to finalize a Human Resources Policies & Procedures Manual that will clearly speak to the importance of gender equity in the Government, a key aspect of the CSA’s mandate and mission. The Manual, expected to be rolled out next quarter, will mandate that all public agencies consider gender equity in their selection and recruitment processes. Gender considerations are also apparent in the Civil Service Performance Management System (PMS), which is on track to be finalized next quarter. For instance, Chapter 6 of the PMS provides guidance on avoiding the biases one may encounter when doing performance evaluations, including gender bias. Together, the Manual and the PMS will build a strong foundation for promoting gender considerations in GOL operations.

The HR team is also working directly with partner MAC's to formalize their staffing and recruitment plans through transparent, standardized processes. These tools and systems will help to discourage nepotism and ensure new hires are made based on merit and with due consideration to matters such as gender equity. Lastly, the HR team is beginning to plan for the roll-out of employee satisfaction surveys, which will touch upon gender-sensitive considerations such as staff perceptions of gender equality, harassment and other related concerns.

The MOF's Open Budget Initiative (OBI) presented another opportunity through which the USAID-GEMS team incorporated gender considerations in its work. The OBI team – consisting of IT specialists, graphic designers, and a communications consultant - developed a plan for the OBI Electronic Billboard that uses graphics, simplified language and animations to communicate government financial information to the average citizen. Given the high levels of adult illiteracy in Liberia, particularly among women, this is an important tool for encouraging gender inclusiveness in discussions around public affairs and decision-making. In addition, the team developed a Handbook for Open Government that places the OBI billboard project within the context of a larger movement that promotes transparency, accountability, and gender parity in the democratic process. A resource for the MOF and the GOL as a whole, the Handbook introduces best practices and examples that the Government may wish to adopt if it pursues its own Open Government strategy.

Within USAID-GEMS, female candidates for professional positions are encouraged and sought. During this past quarter, the USAID-GEMS team hired two female Liberian professionals - Ms. Ara Chea in the role of Training Coordinator to support the team at LIPA under Component 2, and Mrs. Estelle Brumskine in the role of short-term Internal Audit Consultant to provide assistance to the Internal Audit Secretariat. The USAID-GEMS team looks forward to the arrival of Mrs. Chea and Mrs. Brumskine early next quarter and is committed to continuing to identify female Liberian professions to fill leadership positions on the project.

USAID-GEMS also actively seeks ways to promote the empowerment of women through complementary programs. In partnership with the President's Young Professionals Program (PYPP), USAID-GEMS is sponsoring fourteen member of PYPP Class IV, five of whom are female. USAID-GEMS advisors look forward to becoming mentors to the class when it is officially launched early next year. These exceptionally talented Liberian graduates will be placed within the MOF's Department of the Budget where they will develop the skills and knowledge necessary to become future leaders in the public sector.

III. SHORT-TERM CONTRACTED TECHNICAL ASSISTANCE

Objective 1:

- **Procurement Specialist** to finalize the Public Procurement Manual reflecting the 2010 amendments to the PPCA, to complete the manual's appendices and develop supplementary manuals. He finalized the Public Procurement Manual (PPM), the PPM – General User Guide and the PPM - Executive Summary Edition for non-practitioners. He developed seven supplementary manuals, facilitated a discussion of the manuals with the PPCC management and the Procurement Community of Practice. He incorporated their feedback and made the adjustments necessary to ensure that the final version of the documents were relevant and useful to practitioners.
- **Organizational Development and Change Specialist** to conduct visioning and change management workshops for Wave I and II MAC's, develop key initiatives for each MAC that derive from the workshops, support the establishment and training of Change Management Committees (CMC's) within each organizations. He also co-facilitated a workshop for LIPA on organizational rebranding, and will return in FY13 Q2 to continue his change management exercises and post-workshop engagement with the CMC's.

Objective 2: LIPA

- **Capacity Building Specialist** to help LIPA implement the recommendations made at the conclusion of the Capacity Development Needs Assessment carried out in May-June 2012. He continued to orient and train members of the Needs Assessment Task team in determining capacity development gaps across the GOL and strengthening LIPA's capacity to deliver trainings that address those needs.
- **Institutional Development Specialist** to deliver training to LIPA staff in Adult Learning Techniques and to enhance curriculum development, design and course offerings. He worked with LIPA staff to develop a framework for the standardization of all LIPA curricula and to reach agreement upon LIPA's course offerings for 2013, as well as a master training schedule.

Objective 4: Concessions

- **Cadastre Specialist** to review the existing policy, legal, regulatory and institutional frameworks for concessions management and to assess the cadastre needs of relevant ministries and agencies. He will use this information to formulate a roadmap for the development of an integrated national cadastre system that best suits the concession sector in Liberia.

Objective 5: Payments

- **Communications Specialist** to develop a financial services communication strategy highlighting the strength and security of the financial services environment; the benefits of leaving portions of employees' direct deposit salaries in bank accounts; and the coming benefits of mobile money.
- **Mobile Money Advisor** to manage the pilot and develop an implementation plan for the rollout of GOL mobile money initiatives for employees salaries and tax collections. He will

also facilitate discussions with commercial banks, mobile network operator and merchants to expand participation for nationwide service delivery and increased competition.

Open Budget Initiative (OBI) - Electronic Billboard

- **Senior Communications Consultant** to continue the development of a storyboard for the OBI Electronic Billboard that successfully communicates financial and budgetary information to the everyday “man on the street.” Stationed at the MOF several days a week, she also worked to build the capacity of the MOF IT to generate new content for the billboard and sustain its operation without USAID-GEMS assistance.

During FY13 Q1, USAID-GEMS hired three short-term graphic designers to assist the OBI team in communicating information for the OBI Electronic Billboard that would be understood by the target audience of Liberians with low levels of literacy and numeracy:

- **OBI Graphic Designer I** to design presentation templates and color palettes, as well as develop opening animations for the slide show and for selected financial data.
- **OBI Graphic Designer II** to design and develop animations for the OBI Electronic Billboard that communicated information on Liberian demographics, comparisons to other African countries, and financial data.
- **OBI Graphic Designer III** to design and develop icons and graphics that animated the storyboard developed for the OBI Electronic Billboard.

MOHSW

- **Health Worker Pay Analysis Specialist** on extended assignment from the previous quarter to complete the data analysis and final report for the MOHSW Health Worker Pay Survey. The final report, delivered to the Program Coordination Team at MOHSW, incorporated key findings, recommendations and an implementation roadmap for the Ministry. She also worked to refine the survey database containing biometric information on all health care workers in the country, which was submitted to MOHSW for further analysis and use.

IV. MONITORING AND EVALUATION

GEMS Project Training M&E

Working in partnership with the Training Team, the M&E unit identified a need and developed corresponding tools for soliciting feedback on USAID-GEMS trainings and workshops. These forms were pilot tested with the PFM training and a change management workshop at LIPA. Data resulting from the use of these new training monitoring forms are included in this quarter's report for the first time. In the next quarter, follow-up interviews will be conducted with a sample of past training attendees to test instruments designed to assess the utility of project trainings in the workplace.

Data Quality Assessment (DQA)

The M&E unit provided the necessary information for the DQA of the USAID-GEMS project which was conducted in November 2012. The exercise was carried out by the Liberian Monitoring and Evaluation Program (L-MEP)'s Governance M&E Specialist. The purpose of the DQA is to ensure that the USAID Mission and Assistance Objective (AO) Team are aware of the strengths and weaknesses of project-reported data in USAID's five data quality standards: precision, timeliness, reliability, integrity, and validity. This assessment informs recommendations from L-MEP to USAID on the extent to which data integrity can be trusted to influence management decisions. The USAID-GEMS DQA was conducted on five indicators, three 'FACTS' indicators or 'F' indicators and two others.

These indicators include:

- Number of USG supported anti-corruption measures implemented (2.2.4-7)
- Number of training days provided to executive branch personnel with USG assistance (2.2.2-6),
- Number of government officials receiving USG-supported anti-corruption training (2.2.4-2),
- Number of Executive Branch Personnel Trained with USG Assistance and
- Number of performance gaps reduced or eliminated in targeted GOL institutions respectively.

The results of the DQA are expected next quarter and will provide guidance on areas, if any, that may need improvement.

Project Management Plan Tracking for the Quarter

The project is substantially on track to achieve targets against all anticipated results as detailed in the project work plan and PMP. The USAID-GEMS PMP does not have quarterly targets and no shortfalls have been observed in key deliverables that would result in anticipated shortcomings against annual targets. There are challenges in some of the project areas which may affect interim targets, however, the project M&E and Senior Management team will conduct the first six-month performance review of progress against the work plan and PMP with Advisors at the end of the second quarter in order to identify potential needed revisions to project benchmarks, PMP indicators and targets as well as to highlight project accomplishments and achievements during this period.

USAID Performance Indicator Data Table

USAID-GEMS Performance Indicator Data Table: 2012									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2012 Target	USAID FY 2012 Actual	2012 Description
USAID-GEMS supported MACS perform targeted public sector functions more effectively (under USAID/Liberia DOI)									
I-1	% of surveyed internal and external clients reporting improvement in procurement process	Custom	% of respondents	N/A	2012	TBD	0	0	
I-2	% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example	Custom	% of managers	N/A	2012	TBD	0	0	
I-3	% of surveyed LIPA clients that report satisfaction with training quality	Custom	# of MACs	N/A	2012	TBD	0	0	
I-4	Number of MACs that have successfully deployed an e-Government activity with project support	Custom	# of MACs	N/A	2012	0	0	0	
I-5	% change in GOL fleet expenditures	Custom	% change	N/A	2012	0	0	0	
I-6	# of new and revised concessions agreements that meet improved GOL standards	Custom	# of concessions	N/A	2012	0	0	0	
I-7	\$ value of increased productivity from reduced GOL staff absence from work resulting from mobile money salary payment (estimated via special study)	Custom	\$ value	N/A	2012	0	0	0	
I-8	Number of Executive Branch Personnel Trained with USG Assistance	Custom	# of personnel	Sex	2012	0	200	365	

USAID-GEMS Performance Indicator Data Table: 2012									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2012	USAID FY 2012	2012 Description
				Male		0	140	286	
				Female		0	60	79	
IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards improved									
I.1-1	Number of performance gaps reduced or eliminated in targeted GOL institutions	Program Custom	# of gaps	N/A	2012	0	5	6	PPCC Conflict of Interest Avoidance Manual, GSA Motorcycle Maintenance Manual, GSA Generator Manual, GSA Vehicle Maintenance Manual, GSA New Vehicle Policy, GSA Fleet survey
I.1-2	Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations	USAID PMP Custom	# of MACs	N/A	2012	0	0	0	
I.1-3	# of Liberian Young Professionals deployed to MACs with USAID-GEMS support	Custom	# of people	Sex	2012	0	0	0	
IR 1.1.1: Compliance of partner GOL institutions with PFM law increased in order to promote transparency, accountability, and efficiency									
I.1.1-1	# of MACs utilizing financial management software tools or IFMIS for financial management	Custom	# of MACs	Tool type	2012	0	0	0	
I.1.1-2	# of MACs with auditable Financial Management (FM) systems	Custom	# of MACs	N/A	2012	0	0	0	

USAID-GEMS Performance Indicator Data Table: 2012									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2012	USAID FY 2012	2012 Description
I.1.1-3	# of MACs that have developed detailed, agency-specific FM processes conforming to the PFM law, disseminated them to staff and trained staff in their use	Custom	# of MACs	N/A	2012	0	0	0	
IR 1.1.2: Targeted management functions of GOL institutions strengthened									
I.1.2-1	# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures	Custom	# of PEs	N/A	2012	0	0	0	
I.1.2-2	% of staff receiving performance appraisals in last 12 months	Custom	% of staff	N/A	2012	0	0	0	
I.1.2-3	% change in number of vehicles in operation fleet	Custom	% change	N/A	2012	N/A	0	0	
I.1.2-4	# of PMS systems established or strengthened in MACs with USAID-GEMS support	Custom	# of PMS	N/A	2012	0	0	0	
I.1.2-5	# of MACs with IT systems that are assessed as IFMIS ready	Custom	% of MACs	N/A	2012	0	0	0	
IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened									
I.2-1	% change of surveyed LIPA trainees that report use of new knowledge and skills and can provide an example three months post-training	Custom	% of trainees	N/A	2012	0	0	0	
IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved									
I.2.1-1	# of new trainings offered in response to clients' performance needs identified through capacity needs assessments	Custom	# of new trainings	N/A	2012	0	0	0	

USAID-GEMS Performance Indicator Data Table: 2012									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2012	USAID FY 2012	2012 Description
I.2.1-2	# of international certification trainings that include preparatory testing	Custom	# of trainings	N/A	2012	0	0	0	
IR 1.2.2: Institutional sustainability of LIPA enhanced									
I.2.2-1	Institutional sustainability plan developed and approved	Custom	Y/N	N/A	2012	0	N	N	
I.2.2-2	# of training courses developed or revised by LIPA curriculum developers	Custom	# of trainings	N/A	2012	0	0	0	
I.2.2-3	% of LIPA services assessed by LIPA M&E unit annually	Custom	% of services	N/A	2012	0	0	0	
I.2.2-4	% change in LIPA revenue from new sources	Custom	% change	N/A	2012	0	0	0	
IR 1.3: Expanded Public sector use of ICT linked to development objectives supported									
I.3-1	Program Management Office (PMO) established at MOPT and providing services	Custom	Y/N	N/A	2012	0	N	N	
I.3-2	# of MACs with a USAID-GEMS trained CIO	Custom	# of MACs	N/A	2012	0	0	0	
IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively									
I.4-1	# of new taxation and pricing formulas applied to concessions	Custom	# of formulas	N/A	2012	0	0	0	
I.4-2	Concessions M&E policies and procedures manual developed and approved	Custom	Y/N	N/A	2012	N	N	N	
I.4-3	National concessions cadastre designed	Custom	Y/N	N/A	2012	N	N	N	

USAID-GEMS Performance Indicator Data Table: 2012									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2012	USAID FY 2012	2012 Description
IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards									
1.5-1	# of GOL employees paid via mobile money (in thousands)	Custom	# of GOL employees	Sex	2012	0	0	0	
				Male		0		0	
				Female		0		0	
1.5-2	% of GOL revenues payments transferred via electronic payments	Custom	% of payments	N/A	2012	0	0	0	
1	Number of USG supported anti-corruption measures implemented (2.2.4-7)	F Indicator	# of measures	N/A	2012	N/A	0	6	PPCC Conflict of Interest Avoidance Manual, GSA Motorcycle Maintenance Manual, GSA Generator Manual, GSA Vehicle Maintenance Manual, GSA New Vehicle Policy, GSA Fleet Survey
2	# of training days provided to executive branch personnel with USG assistance (2.2.2-6)	F Indicator	# of days	Sex	2012	N/A	500	821	Topics covered in the majority of GEMS training in the first year included Change Management, Visioning, Performance Improvement training with LIPA and comprehensive multi-disciplinary training with the NBC.

USAID-GEMS Performance Indicator Data Table: 2012									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2012	USAID FY 2012	2012 Description
				Male			350	670	
				Female			150	151	
3	# of government officials receiving USG-supported anti-corruption training (2.2.4-2)	F Indicator	# of officials	Sex	2012	N/A	25	42	Topics counted under the reported training for this indicator include training related to Fleet Management documentation, Financial Management at LIPA and training in the content and development of the new PPCC Procurement Manual
				Male			17	34	
				Female			8	8	

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1 Actual (Oct-Dec 2012)	Description	USAID FY 2013 Q2 Actual (Jan-Mar 2103)	Description	USAID FY 2013 Q3 Actual (Apr-June 2013)	Description	USAID FY 2013 Q4 Actual (July-Sept 2013)	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
USAID-GEMS supported MACS perform targeted public sector functions more effectively (under USAID/Liberia DOI)										
I-1	0	Instruments are complete. STTA is being recruited to implement baseline survey in wave I MACs in Q2 2013							10	
I-2	0	PMS design is being finalized and will be rolled-out in							20	

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1	Description	USAID FY 2013 Q2	Description	USAID FY 2013 Q3	Description	USAID FY 2013 Q4	Description	USAID FY 2013	USAID FY 2013
		wave 1 MACs in Q2 2013								
I-3	0	USAID-GEMS expects data in Q2 from the client satisfaction survey							30	
I-4	0	OGI bill board has been installed and content developed. Official launch is January 2013							3	
I-5	0	This is an annual report indicator. No data are expected until end of Liberia fiscal year. The GSA New Vehicle Policy has been developed and approved by cabinet. Pilot test in eight MACs will be implemented beginning Q2 2013							-10	
I-6	0	Work in this area will resume when USAID-GEMS Concessions Advisor and STTAs are brought in in Q2 2013							2	
I-7	0	Data for this indicator are not available pending completion of mobile money pilot activities							TBD	
I-8	214	Topics covered in Q1 FY 2013 focused on orientation to the Liberian PFM law and training in use of the FM software package QuickBooks. An additional workshop was conducted							300	214

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1	Description	USAID FY 2013 Q2	Description	USAID FY 2013 Q3	Description	USAID FY 2013 Q4	Description	USAID FY 2013	USAID FY 2013
		as an orientation to the USAID-GEMS Technical Committee as well as a workshop focused on rebranding at LIPA. Three Liberian GoL officials were sent to the US to participate in a Government Financial Management Best Practices Conference. Two intensive workshops focused on improving the quality of LIPA training content and delivery and the first of multiple workshops for drivers, mechanics and other fleet personnel on fleet maintenance procedures was held at LIPA as well.								
	161								210	161
	53								90	53

IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards improved

I.1-1	0	Anticipated results in this indicator for Q2 2013: Automated Financial Management systems deployed in at least three MACs; OGI bill board brought on-line; CSA HR policies and procedures manuals approved; IT systems delivered to at							10	
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USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1	Description	USAID FY 2013 Q2	Description	USAID FY 2013 Q3	Description	USAID FY 2013 Q4	Description	USAID FY 2013	USAID FY 2013
		least five MACS; performance measurement systems deployed in at least three MACs; personnel gaps filled with 14 Liberian Young Professionals								
I.1-2	0	MACs will begin comprehensive implementation of new FM systems and tools in Q2 of 2013.							6	
I.1-3	0	All the vetting and selection process was completed in December 2012. The official hire date will be in the first week of January 2013.							14	14
IR 1.1.1: Compliance of partner GOL institutions with PFM law increased in order to promote transparency, accountability, and efficiency										
I.1.1-1	0	MACs will begin comprehensive implementation of new FM systems and tools in Q2 of 2013.							6	
I.1.1-2	0	Results are expected for this indicator in Q1 2014.							2	
I.1.1-3	0	Roll-out of FM processes and procedures will continue through Q2 and Q3 2013.							6	
IR 1.1.2: Targeted management functions of GOL institutions strengthened										
I.1.2-1	0	Work with the PPCC in procurement PMS including MAC assessment of procurement compliance							2	

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1	Description	USAID FY 2013 Q2	Description	USAID FY 2013 Q3	Description	USAID FY 2013 Q4	Description	USAID FY 2013	USAID FY 2013
		will begin in Q3 of 2013								
I.1.2-2	0	Data are expected at the end of Q4 2013 as the new HR performance appraisal system is rolled out.							10	
I.1.2-3	0	This is an annual report indicator. No data are expected until end of Liberia fiscal year. The GSA New Vehicle Policy has been developed and approved by cabinet. Pilot test in eight MACs will be implemented beginning Q2 2013							-10	
I.1.2-4	0	PMS plan is under development and will be rolled out in Q2 2013.							8	
I.1.2-5	0	Results in IT will be achieved in Q2 2013 as new computers and IT infrastructure are put in place.							8	
IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened										
I.2-1	0	Baseline data on this indicator are expected to be collected beginning in late Q2 of 2013.							10	
IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved										
I.2.1-1	3	A total of new three courses - Marketing Management, Development Planning and Development Management - were offered							4	

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1	Description	USAID FY 2013 Q2	Description	USAID FY 2013 Q3	Description	USAID FY 2013 Q4	Description	USAID FY 2013	USAID FY 2013
		by LIPA during the quarter as a result of the Training Needs Assessment conducted with USAID-GEMS Assistance. Capacity building activities to strengthen LIPA's curriculum revision and development capacity will continue throughout 2013.								
I.2.1-2	0	No preparatory trainings have been conducted yet. Planning for these courses is on-going.							I	
IR 1.2.2: Institutional sustainability of LIPA enhanced										
I.2.2-1	N	Sustainability plan for LIPA will be finalized in QIII 2013.							Y	
I.2.2-2	0	The review and initial revisions of six courses was begun during the first quarter. These courses included: M&E, Human Resource Development, Procurement Management, Public Procurement Management, Basic Procurement In-Service Training, and Records Management. Additional revisions will be undertaken of these and other courses in coming quarters in order to bring them in line with best practices.							3	

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1	Description	USAID FY 2013 Q2	Description	USAID FY 2013 Q3	Description	USAID FY 2013 Q4	Description	USAID FY 2013	USAID FY 2013
I.2.2-3	0	LIPA M&E unit and system are yet to be formed. This is expected to begin in QII 2013 with M&E data collection expected in Q3.							10	
I.2.2-4	0	Data on this indicator are expected to be available Q4 2013							5	
IR 1.3: Expanded Public sector use of ICT linked to development objectives supported										
I.3-1	0	No PMO Office established yet. Work in support of the PMO office will continue throughout FY 2013							Y	
I.3-2	0	The Training Coordinator for CIOs has been selected and should arrive in Monrovia in early January. Training of CIOs is expected to begin in Q3 2013							4	
IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively										
I.4-1	0	STTA is being recruited to assist in revisions of the formulas. Results are expected in Q3 2013							2	
I.4-2	N	Technical assistance to the NBC to strengthen concessions monitoring is on-going. A completed set of standard monitoring procedures is expected to be completed in Q4 2013							Y	
I.4-3	N	An STTA has been hired to carry out this activity,							Y	

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1	Description	USAID FY 2013 Q2	Description	USAID FY 2013 Q3	Description	USAID FY 2013 Q4	Description	USAID FY 2013	USAID FY 2013
		which will be completed in Q2 2013.								
IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards										
1.5-1	0	20 non-GOL teachers have been paid stipends by USAID project Advancing Youth with USAID-GEMS technical assistance. Payments of 50 GOL teachers in ELWA and Buchanan will take place in QII 2013.							25	0
	0								19	0
	0								6	0
1.5-2	0	Revenue payments work will begin in QII, with actual electronic transfers to begin in QIII 2013.							20	
1	0	Anticipated results in this indicator for Q2 2013: Automated Financial Management systems deployed in at least three MACs; OGI bill board brought on-line							4	
2	265	Topics covered in Q1 FY 2013 focused on orientation to the Liberian PFM law and training in use of the FM software package QuickBooks. An additional workshop was conducted as an orientation to the							500	265

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1	Description	USAID FY 2013 Q2	Description	USAID FY 2013 Q3	Description	USAID FY 2013 Q4	Description	USAID FY 2013	USAID FY 2013
		USAID-GEMS Technical Committee as well as a workshop focused on rebranding at LIPA. Three Liberian GoL officials were sent to the US to participate in a Government Financial Management Best Practices Conference. Two intensive workshops focused on improving the quality of LIPA training content and delivery and the first of multiple workshops for drivers, mechanics and other fleet personnel on fleet maintenance procedures was held at LIPA as well.								
	193								350	193
	72								150	72
3	145	Topics covered in Q1 FY 2013 focused on orientation to the Liberian PFM law, training in use of the FM software package QuickBooks, and Asset Management training in new vehicle maintenance procedures.							100	145
	105								70	105
	40								30	40

V. CHALLENGES AND CONSTRAINTS

The USAID-GEMS project's management remains committed to bridge all challenges and constraints, and works deliberately to find creative and innovative solutions for all implemented projects. Through analysis of collected project data and daily staff collaboration, the project's leadership actively "manages for results" and provides course correction, if necessary. The following challenges from this quarter are noted below.

Human Resources functional area

Challenges persist and are relatively unchanged from previous quarterly report summaries. They remain a constraint to achieving some project results in this area – specifically to deliver assistance both on time, as specified in the summary and detailed project plans, and in-scope, as leaders seek to take the initiative in a different direction:

Managing Resistance and Change Management: Challenges continue in getting institutional leaders to effectively champion the implementation efforts, with many times having to reschedule meetings and work-sessions, all aimed at making affirmative progress to complete planned deliverables.

Committed Leadership: Difficulties and challenges exist with getting the leaders of the institutions with which we are currently engaged to demonstrate commitment to the agreed-upon solutions and to be visibly supportive to set the tone for the program in achieving capacity development and performance improvement objectives.

Ability to Manage Stakeholder Expectations: Although the common objectives of USAID-GEMS and the institution may have been explicitly discussed and agreed with within the MOU, subsequent utterances and behaviors imply that a general disconnect persists.

Availability of Institutional Leaders: As cited in previous quarterly reports, challenges persist with availability of leaders to meet, to discuss issues and risks to project plans as outlined in prepared status reports, to properly mitigate risks, and to solicit their needed support and help to drive activities and tasks.

Ownership and Accountability: Challenges with how to best make leaders and their direct reports, along with middle managers be more accountable for the processes, project tasks assigned directly to them, systems changes, and related interventions. Also, there are challenges with how best to identify, enlist and use internal champions to achieve the objectives of the initiative.

Ability to Obtain Adequate, Dedicated Resources and Limited Implementation Capacity: Insufficient resources have been provided at the institutions, which are heavily relying on USAID-GEMS to do the lion's share of the design and implementation work to get agreed-upon solutions in place. This belies the capacity building and knowledge sharing objectives of the USAID-GEMS project if institutional partners are not working alongside USAID-GEMS team members, and will undermine efforts to achieve sustainability of performance improvement.

Monitoring and Evaluation functional area

Progress in building NBC capacity in concessions monitoring has been hampered by a lack of funding at the NBC for fieldwork in order to test and implement instruments and systems.

Information Technology functional area

The procurement process of the IT Standard Solution Pack for Wave I institutions took longer than expected, with resultant downstream delays. By close of quarter the supplier bids were received, and the bid committee had convened to perform the technical analysis for final selection in January 2013 and deployment of the materials into the institutions shortly thereafter. The lessons learned about the USAID-GEMS procurement processes and lead times, with the development of reusable templates and methods, will temper expectations, but also shorten the procurement process for future IT related purchases. This delay has particularly effected the ability of the FM team to implement the accounting solutions package.

The poor centralized policy direction on GoL ICT provides a challenge to the rollout of ICT in the MACs. The selection of architectures, hardware and software systems, and the related human capacity building has to be done with little central guidance. Every effort is being made to ensure that current decisions are in synch with Liberia and international good practice, and to allow selected systems an easy fit into future frameworks. In 2013, USAID-GEMS will give increased attention to assist primarily MOPT and other GoL ICT decision making structures to develop improved GoL-wide guidelines.

VI. FUNCTIONAL AND INSTITUTIONAL WORKS PLAN FOR NEXT QUARTER

FINANCIAL MANAGEMENT

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
ICT Infrastructure to Support Financial Management					
Upgrade Financial Management Hardware and Basic Infrastructure	Basic IT hardware and software in place				
Upgrade Financial Management Software tools	Minimum IT hardware in place to support financial management				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
					# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
	FM software or spreadsheets				
	FM software or spreadsheet tools in place to support financial management (basic bookkeeping and reporting)				

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
MTEF Budget Formulation and Execution					
Develop budget formulation and execution control spreadsheets specific for each agency to utilize until IFMIS roll out. Set up budget structure and budget data on Quick Books if applicable.	<ul style="list-style-type: none"> MTEF Budget formulation and execution spreadsheet customized for the agency in place 				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
	<ul style="list-style-type: none"> Agency staff have software tools available to create MTEF budgets as per PFM Law requirements 				
Develop, document and implement improved MTEF budget formulation processes.	<ul style="list-style-type: none"> Cost center based budget broken down as per the 9 GOL chart of accounts segments developed for the 2012-2013 fiscal year. 				
Develop, document and implement improved MTEF Budget execution processes	<ul style="list-style-type: none"> Accurate budget vs. actual reports available 				
	<ul style="list-style-type: none"> Tools available to create accurate budget vs. actual reports 				

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Accounting & Reporting Processes and Systems					
Develop, document and implement improved expenditure and payment processes	<ul style="list-style-type: none"> Process Map of updated process 				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
	<ul style="list-style-type: none"> Process Map of updated PFM Law compliant process available 				
Develop, document and implement improved month end and year end closing and financial reporting processes	<ul style="list-style-type: none"> Process Map of updated process 				
	<ul style="list-style-type: none"> Process Map of updated PFM Law compliant process available 				
Develop, document and implement improved audit trails & forms.	<ul style="list-style-type: none"> Process Map of updated process 				
	<ul style="list-style-type: none"> Process Map of updated PFM Law compliant process available 				
Develop, document and implement improved processes for archiving of financial documents and electronic data	<ul style="list-style-type: none"> Process Map of updated process. Assets needed to secure documents procured or plans made to procure Assets 				

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
	<ul style="list-style-type: none"> Process Map of updated PFM Law compliant process available. Agency has the capacity to secure documents and electronic data is backed up regularly and archived securely 				
Implement the use of the GOL standard Chart of Accounts	<ul style="list-style-type: none"> GOL standard chart of accounts is in use 				
Cash and Bank Account Management					
Develop, document and implement improved cash handling and management processes	<ul style="list-style-type: none"> Process Map of updated processes. Adequate safe procured or plans made to procure. Cash reconciliation spreadsheet. 				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
	<ul style="list-style-type: none"> Agency has the capacity to manage and control cash as per the PFM Law requirements 				
Develop, document and implement improved bank account management and control processes	<ul style="list-style-type: none"> Process Map of updated process. Bank reconciliation spreadsheet. 				
	<ul style="list-style-type: none"> Agency has the capacity to manage and control bank accounts as per the PFM Law requirements 				

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
PFM Law Compliance					
Incorporate PFM Law compliance into all financial management processes	<ul style="list-style-type: none"> PFM Law compliance incorporated into all financial management processes 				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
					# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)
	<ul style="list-style-type: none"> The agency has processes in place to ensure full compliance with the PFM law, these are documented in P&P manuals and process maps. 				Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
Conduct a PFM law compliance audit to ensure full compliance improve processes if necessary	<ul style="list-style-type: none"> Assurance provided to stakeholders that the agency processes ensure full compliance with the PFM Law 				
	<ul style="list-style-type: none"> Assurance that the agency's processes ensure full PFM Law compliance 				
Audits and Internal Controls					
Incorporate effective Internal Controls in all financial management processes	<ul style="list-style-type: none"> Effective internal controls will be in place and documented in process maps and P&P Manuals 				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
					# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
	<ul style="list-style-type: none"> The agency has effective internal controls in place to ensure assets are safeguarded, financial reports are accurate and the agency is in compliance with all applicable legislation 				Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
Develop the human and institutional capacity of the Internal audit function and team	<ul style="list-style-type: none"> Audit committee formulated and active. Audit is functioning as per the GOL Internal Audit Strategy (dependent on Internal Audit Secretariat plans and resources) 				
	<ul style="list-style-type: none"> Audit committee formulated and active to facilitate audits and ensure effective responses to audit issues. Internal Audit is functioning as per the GOL Internal Audit Strategy 				
Develop a policies and procedures manual, improve audit trails and improve archiving to ensure the agency can be audited by external auditors	<ul style="list-style-type: none"> Detailed Policies and Procedures Manual including details of procedures not covered in the general MOF Policies and Procedures manual. Audit trails and financial documents created 				
	<ul style="list-style-type: none"> A P&P manual is in place documenting processes to be audited and all necessary audit trails and documents are created and archived allowing effective internal and external audit and ultimately the agency receives reasonably good audit reports 				
Detailed Financial Management Policies and Procedures					

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Manual					
Develop a detailed Financial Management Policies and Procedures Manual with agency specific details not covered in the MOF Manual applicable to all M&As	<ul style="list-style-type: none"> Agency specific detailed Financial Management Policies and Procedures manual with a level of detail beyond the MoF general manual 				
	<ul style="list-style-type: none"> Detailed Financial Management Policies and Procedures manual with a level of detail beyond the MoF general manual and ensuring full compliance with the PFM Law in place, disseminated and complied with 				
Organizational Structure of the Finance Department and Job Descriptions					
Update the organizational structure of the Finance Department to align with updated processes and tools.	<ul style="list-style-type: none"> Update organizational structure for the Finance Department 				
	<ul style="list-style-type: none"> Updated and aligned organizational structure of the Finance Department 				
Update and align job descriptions to support and align with updated processes.	<ul style="list-style-type: none"> Updated and aligned job descriptions for all Finance staff. 				

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
	<ul style="list-style-type: none"> Line staff and management have updated and aligned job descriptions for all Finance staff to guide staff and allow for performance benchmarking 				
Financial Management Professionals Skills and Knowledge					
Develop a training plan and provide training as required to bring financial management professionals skills and knowledge up to international best practice standards and execute their tasks and responsibilities to fully comply with the PFM Law.	<ul style="list-style-type: none"> Training Materials 				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
	<ul style="list-style-type: none"> Financial management professionals in the agency have the skills and knowledge to fully comply with the PFM law and execute their tasks and responsibilities at international best practice standards. 				

HUMAN RESOURCE MANAGEMENT

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Strategic, Annual Operating & Staffing Plans	Expected Results: Increased transparency; Greater discipline; and increased likelihood of achieving institutional performance goals.				# HR Manning plans developed as part of strategic/AOP plans
	Deliverables: Requirements for all plans; Final Plans and Staff communications session				
HR Policies & Procedures Manual	Expected Results: Alignment of policies to support organizational goals and improve controls; Strengthened governance.				#MACs issuing procedure manuals that meet good practices
	Deliverables: Finalized staff handbook and staff communications session; Signed certifications for HR file; Training materials; Completed training				
Performance Management/ Assessment (PM/PA) Framework and Toolkit	Expected Results: Enhanced staff and institutional performance				% of staff receiving performance appraisals in last 12 months (GEMS PMP 2.1.2-2)
	Deliverables: Final PM/PA framework and tools for rollout; Training materials/ completed training sessions				
Selection, Recruitment and Induction Process	Expected Results: Greater alignment of staff and required skills; Increased capacity building and institutional performance				# of interviews conducted evidencing results of panels
	Deliverables: Draft policies and procedures, framework and Selection process tools, roles definition, etc.				

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Assess Staff Skills	Expected Results: Greater alignment of right skills in the right roles to promote institutional effectiveness and performance improvement				# competency models developed
	Deliverables: Functional competency models; Skills assessment tools and communications materials				
Time (Attendance) Reporting Process and System	Expected Results: Enhanced controls; Greater ownership & accountability; Greater governance				# of approved departmental timesheets submitted to HR/time reporting system
	Deliverables: Feasibility study results; Requirements/data elements; Draft process and related tools (manual & automated)				
Employee/Staff Satisfaction Survey (ESS)	Expected Results: Enhanced staff and institutional performance				# of grievances
	Deliverables: Requirements/data elements; Draft survey tool				# of disciplinary actions
Compensation and Benefits (Staff Pay) Survey	Expected Results: Greater staff satisfaction; Greater governance				# compensation-related surveys performed
	Deliverables: Requirements/data elements; Draft survey tool				

PROCUREMENT MANAGEMENT

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Procurement Advisory	Increased transparency and accountability in use of CSA and GOL resources; increased appreciation for competitive procurement processes and change of behavior related to procurement. DELIVERABLE - Internal procurement practice notes, Procurement Plan				# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
Job Descriptions	Increased transparency, checks and balances in procurement process. DELIVERABLE - Job descriptions Expanded Job descriptions				# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
Develop Systems and Procedures	Improved performance and reduced risk of loss of GOL and CSA resources. DELIVERABLE - Internal standard operating procedures for procurement Structured procurement documentation Procurement documentation tracking system				# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
Suppliers, Contractors, and Consultants Database Development	Increased competition, quality of goods, works and services provided. DELIVERABLE - Database and performance history on suppliers, contractors and consultants Historical record of costs of goods, works and services by provider				% of surveyed internal and external clients reporting improvement in procurement process (PMP 1-1)

ASSETS MANAGEMENT

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Complete Fleet Policy implementation plan.	Enact the agreed pilot				
Continue workshops, training and mentoring for all Wave 1 institutions re: Data reporting and Maintenance guidelines	Improved AM efficiency and adoption of basic AM processes				
Follow up in all phase one MACS and mentoring and coaching Re above	Change in Institutional thinking				
Start the same process described above in the Phase 2 MACS	See above				
Implementation of the New Fleet Policy pilot scheme as agree by cabinet in 7 MACS	Improved efficiency, cost savings				
General Asset management Data collection	The formulation of a GOL Asset register with live input coming in from the MACS initially manually and eventually with live software				

MONITORING AND EVALUATION

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Develop performance measurement system	High quality performance measurement systems established in partner MACs				% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (PMP 1-2); # of PMS systems established or strengthened in MACs with USAID-GEMS support (PMP 1.1.2-4)
M&E training	Improved capacity to implement Performance Measurement System (PMS)				GEMS support (PMP 1.1.2-4)
Conduct baselines	Baseline data collected and incorporated into project Performance Measurement Plan (PMP) and Performance Measurement System				
Support performance measurement system	PMS data reported and PMS systems sustained				% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (PMP 1-2); # of PMS systems established or strengthened in MACs with USAID-GEMS support

INFORMATION TECHNOLOGY

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Install IT Standard Solution Package, being installation of specified networks; Deploy File/Application Server, Safe Zone for Financial Management & e-Library in all Wave I MACs	Installation certificates, training certificates, IT policy document on Threat management, Action Plan and SOPs				
IT Policies & Procedures: IT Policy Document development and Implementation in all Wave I MACs	Draft Policy Doc Signed agreements by all staff				
Train IT staff in all Wave I MACs in Systems Admin & related to support their new systems	Training Certificates				
Document & Knowledge Management; e-Library Document; Improvements to Website exercise in all Wave I MACs	File structure, Document naming convention, User acceptance certificates				
IT Organizational Structure: Develop Strategy for wave I institutions to utilize IFMIS Equipment	Roadmap for integration of partner MACs onto IFMIS				# of MACs with IT systems that are assessed as IFMIS ready (PMP 1.1.2-5)

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Piloted automation of Civil Service Exam Exercise	Pilot website for online examination				
Automation of Governance Commission national governance survey	Online/smartphone survey tools and database of results				
Develop MOPT roadmap of GoL-wide ICT activities	Roadmap of activities, roles and responsibilities				
Assessment of Wave 2 institutions	Assessment reports				

LIBERIA INSTITUTE FOR PUBLIC ADMINISTRATION

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Provision of four qualified accounting lecturers to LIPA	Improved accounting and financial skills for public sector accountants; increased pass rate on certification exams. Course curriculum; Training results on credentialing exams				# of international certifications trainings that include preparatory testing (PMP 1.2.1-2)
Leadership, Change Management & Culture: Provide support in institutionalizing reform at LIPA through formulation of the Change Management Committee (CMC)	Well-coordinated & sustained reform initiatives; enhanced capacity for change management. Change management committee (CMC) formed; CMC TOR developed & training on roles & responsibilities provided				
Training Program Management: Provide support in the development of LIPA Course Schedule & Brochure; in response to market demands (as per Training Needs Assessment Report)	Market-driven programs. LIPA Course Schedule & Brochure for 2013-14				# of new courses offered in response to clients' performance needs (PMP 1.2.1-1)
Training Program Management: Provide support to enhance LIPA's training design/curriculum development capacity	Increased capacity for service delivery; Service delivery quality enhanced. Curriculum/ modules for revised courses				# of training courses developed or revised by LIPA curriculum developers (PMP 1.2.1-2)
Training Program Management: Enhance	Increased LIPA capacity; improved delivery of training services.				# of international certifications trainings that include preparatory testing (PMP 1.2.1-2)

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
partnership with professional bodies & certified testing entities	Partnerships with professional bodies; LIPA certified as a testing center.				

ICT POLICY

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
CIO Regime Roll-out					
CIO Training	CIO preparatory training available for use DELIVERABLE—Specialized training curriculum developed and training schedule developed				# MACs with a USAID-GEMS trained CIO (PMP 1.3-2)
Universal Access Fund					
Support MOPT and stakeholders in divestiture of GOL share in CCL	Policy mandate to divest some or all GOL equity from the Fund DELIVERABLE—GOL decision on amount of shares divested				
MOUs and Assessment					
Development of MOU 1	Agreement to undertake assessment. DELIVERABLE—MOU 1 signed				
Development of MOU 2	Agreement to implement agreed performance improvement initiatives DELIVERABLE—MOU 2 signed				
Conduct mandate review, visioning and change management / workshop with MOPT leadership	Revised or validated vision and mission DELIVERABLE—Vision, mission and development of 12 month key activity initiatives for MOPT				
Assess performance gaps and design implementation packages for financial management, human resource, asset management, procurement management, M&E and ICT environment	Identification of performance gaps. DELIVERABLE—Assessment report and recommendations for performance improvement				

NATIONAL BUREAU OF CONCESSIONS

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Provision of full time Economic & Financial Analysis Specialist and a Mining Concessions Management Specialist	Improved quality of terms in concession agreements and performance in mining concessions DELIVERABLE - Technical reviews, evaluations and analysis of mining sector and concessions projects & proposal				# of new and revised concessions agreements that meet improved GOL standards (PMP 1-6)
STTAs on fiscal terms & pricing in contracts (rubber, oil palm, forestry & mining)	Increased capacity to develop terms in concession agreements DELIVERABLE - Recommendations for existing and methodology for future fiscal terms & pricing in concessions contracts				# of new taxation and pricing formulas applied to concessions (PMP 1.4-1)
Short term technical assistant to develop a strategic plan for NBC	Plan for implementing NBC mandate DELIVERABLE - Strategic Plan				
Short term technical assistant to develop cadastre road map	Plan for development and implementation of national cadastre. DELIVERABLE - Cadastre roadmap and specifications				

PAYMENT SYSTEMS

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Expand mobile money pilots to GOL salaries	Pilots establish viability of money for salaries and tax collection DELIVERABLE—Evaluation report of money pilot projects for teachers and other salary payment pilots				Number of pilot participants
Develop revenue collection mobile money pilot	Pilot projects for collection of revenue DELIVERABLE - Evaluation report of money pilot projects for tax collection				Number of pilot participants
Technical assistance to revenue payment hub in DoR	Interface between ASYCUDA and TAS completed, to be integrated with IFMIS				Transactions passing through interface
ATM POS SWITCH Assessment	Assessment Report				

GENERAL SERVICES AGENCY

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
The formulation of both an Implementation plan and an action plan, to accommodate the agreed Fleet Management Pilot in 7 GOL MACS	Benefits of new fleet management policy identified and substantiated from pilots DELIVERABLES - Pilot in progress within at least three Ministries				

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION

Key Activities	Expected Results and Deliverables	Timeline 2013			PMP Indicators
		January	February	March	
Procurement Regulator Advisory Support	Increased credibility of PPCC, standardized and consistent processes, improved guidance to entities, increased compliance, reduction in arbitrary procurement processes, improved quality of procurements and concessions, reduced opportunity for corrupt practices, increased credibility for PPCC and standardized processes for consistency DELIVERABLE - Procurement instructional circulars to institutions, supplementary procurement guides, compliance review template, 'in process' review procedures, SOP for regulatory processes supplier, consultant & contractor database with past performance, MOF agreement to try to align cash allotments to procurement plan requirements				# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
Procurement Staff Oversight and Training*	Increased compliance, reduction in arbitrary procurement processes, training materials, improved ability of procurement trainers, improved competence of procurement staff and quality, transparency, competitiveness in public procurements and value for public expenditure DELIVERABLE - Requirements for county procurement staff identified, minimum training requirement for procurement positions established, procurement course curriculum refined, standardized procurement training material				
Procurement Regulator Stakeholder Surveys and Collaboration	Compliance with PPCC mandate, understanding of concerns & requirements of stakeholders DELIVERABLE - Annual Procurement Forum and Perception Survey Results				

APPENDICES

Appendix I: List of Completed Deliverable (FY13, Q1)

Product Description	Type of Product (Document, Film, etc.)	Institution
Objective I: Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards		
MoH Health Pay Survey Comprehensive Report—Final	Document (.doc)	MoHSW
MoH Health Pay Survey Final Report Presentation	Document (.ppt)	MoHSW
MoHSW Health Pay Survey Lessons Learned Final	Document (.doc)	MoHSW
MOHSW Basic Salary Pay Process Documentation	Document (.doc)	MoHSW
MOHSW Allowance & Incentive Pay Process Documentation	Document (.doc)	MoHSW
MOH Payroll Process Maps (with responsibilities and timelines)	Document (.xls/.ppt)	MoHSW
MOH Process Map for Conducting Pay Analysis Survey	Document (.xls/.ppt)	MoHSW
Pension Scheme Reform: Final 12-month implementation work plan & roadmap	Document (.xls)	CSA
Governance Manual (Final)—Public Service Pension (PSP) System	Document (.doc)	CSA
Key Initiatives (3) Roadmap and Action Plan—Latest Version: HR Policy; Performance Management System; Civil Service Standing Orders	Document (.xls)	CSA
Performance Management System Framework and Complete Handbook	Document (.doc)	CSA
Performance Management System (PMS) Toolkit (15—Final):	Documents (.doc)	CSA
Staff Performance Appraisal Plan	Documents (.doc)	CSA
Annual Performance Appraisal Tool/Template Finals Levels 1–4	Documents (.doc)	CSA
Grievance Appeal Process Form	Documents (.doc)	CSA
Employee Self-Assessment Forms Levels 1–4	Documents (.doc)	CSA
Employee Development Plan Form	Documents (.doc)	CSA
Interim Performance/Progress Review Form	Documents (.doc)	CSA

Product Description	Type of Product (Document, Film, etc.)	Institution
Objective 1: Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards		
Notice of Substandard Performance	Documents (.doc)	CSA
Peer Review Form	Documents (.doc)	CSA
Upward Evaluation Report	Documents (.doc)	CSA
GEMS Technical Steering Committee Workshop Presentation	Document (.ppt)	NCDU/GEMS
Gems Technical Committee Workshop Expectations	Document (.doc)	NCDU/GEMS
Visioning and Change Management Activity Report: Phase I	Document (.doc)	Wave I & II MACS
Visioning & Change Management Work Plan: Wave I MACs	Document (.xls)	Wave I MACs
Visioning & Change Management Work Plan: Wave II MACs	Document (.xls)	Wave II MACs
USAID-GEMS_LIPA Rebranding and Change Management Workshop Presentation	Document (.ppt)	LIPA
LIPA Rebranding & Change Management Workshop Session Outputs	Document (.doc)	LIPA
Flow-Chart for setting up QuickBooks Classes (Department, Cost Centers, Sections, etc.)	Step-By-Step Flow Chart	Liberia Institution of Public Administration (LIPA) and General Services Agency (GSA)
A bank reconciliation template for reconciling bank accounts	Bank Reconciliation Template	LIPA and Civil Service Agency CSA)
Government of Liberia (GOL) chart of account cross-walk for mapping LIPA chart of account to that of the GOL	Chart of Account Cross-Walk template	LIPA
Draft section of the Policies and Procedures Manual for the CSA covering cash management	Section of a P&P Manual	CSA—model/basis for other MACs
Spreadsheet to create the GOL standard 39 digit account and chart of accounts for MAC	Spreadsheet	GC, PPCC, LIPA, NIC, NBC Previously delivered to GSA
MTEF Budget Formulation Spreadsheet	Spreadsheet	LIPA, GC, PPCC Previously delivered to GSA
GOL standard chart of accounts	Spreadsheet	GC, PPCC
Quick Books company file set up with GOL chart of accounts and budget structure	Quick Books company file	PPCC, GC, NIC

Product Description	Type of Product (Document, Film, etc.)	Institution
Objective 1: Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards		
including structure for donor projects		
Flow-Chart for setting up QuickBooks Classes (Department, Cost Centers, Sections, etc.)	Step-By-Step Flow Chart	Liberia Institution of Public Administration (LIPA) and General Services Agency (GSA)
Generator maintenance Manuel and technical procurement protocols and criteria	Document (.doc)	GSA/All MACS
Motorcycle maintenance and safety Manuel	Document (.doc)	GSA/All MACS
General AM spread sheet	Document (.doc)	GSA/All MACS
Fleet Data collection Spreadsheets	Document (.doc)	GSA/All MACS
Power point presentation for cabinet re New Fleet Policy	Document (.doc)	GSA
Final Fleet Policy Document	Document (.doc)	GSA
Pre cabinet meeting implementation plan	Document (.doc)	GSA
Database of Salary Survey returns	Electronic database	MOHSW
Electronic billboard	IT infrastructure	MOF
Pre-launch, launch and pilot "Open Budget" content for display on electronic billboard	Computer presentations, animations and films	MOF
System administration manuals for electronic billboard	Document	MOF
Design of "Open Budget" content development team	Document	MOF
Quick Books financial management software	Software application	All

Product Description	Type of Product (Document, Film, etc.)	Institution
Objective 2: The institutional capacity of LIPA is enhanced to provide targeted training that will improve the capacity and performance of GOL personnel responsible for key management functions		
Memorandum of Understanding between USAID-GEMS and LIPA	Document (.doc)	LIPA
Current Training Programs (2012) and Proposed New Training Programs for 2013	Document (.doc)	LIPA
Assistance to LIPA (Report – November, 2012)	Document (.doc)	LIPA
Training Evaluation (Tools)	Document (.doc)	LIPA/USAID-GEMS
USAID-GEMS Training Procedures Guide (Draft)	Document (.doc)	USAID-GEMS
TraiNet Reports	Document (.doc)	USAID-GEMS
Objective 3: GOL institutions are able to use ICT more effectively and efficiently to further Liberia's development objectives as articulated in the National Telecommunication and ICT Policy		
ToR for Training Specialist to design coursework and methods for CIO regime	Document	MOPT
Specification of institutions extended IT requirements (for WB procurement purposes)	Document	PPCC
Specification of institutions extended IT requirements (for GEMS procurement purposes)	Document	NBC
Objective 5: GOL is able to establish and utilize 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		
Expedited Funds Availability regulation	Document	CBL
Mobile Money Payment Teacher Pilot Project	Document	CBL

Appendix 2: List of Trainings, Workshops, and Events

The training and workshops presented in the following table represents the formal training provided to partners. Following formal training the Advisors and Specialists work alongside partners to ensure that the knowledge gained is applied to their work, in on-the-job training. The effectiveness of both training approaches will be reflected in the improved quality of outputs of the MACs.

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
NIC	GOL Chart of Accounts and Budget Structure; Preparing & Executing MTEF Budgets	10/11/2012	13	3	Accounting/Finance/Auditing Staff
LIPA	Public Sector Accountancy Training	11/14/2012	9	1	Accounting/Finance/Auditing Staff
LIPA	Public Sector Accountancy Training	11/15/2012	6	5	Accounting/Finance/Auditing Staff
LIPA	General Quickbooks Training	11/21/2012	3	4	Accounting/Finance/Auditing Staff
LIPA	General Quickbooks Training	11/22/2012	8	1	Accounting/Finance/Auditing Staff
LIPA	Public Finance Management Training 1	12/06/2012	6	4	Accounting/Finance/Auditing Staff
LIPA	Public Finance Management Training 2	12/07/2012	14	16	Accounting/Finance/Auditing Staff
LIPA	Public Finance Management Training 3	12/10/2012	20	4	Accounting/Finance/Auditing Staff
CSA	M&E planning meeting	13/11/12	4	0	Director of Planning, Monitoring and Evaluation M&E Officer GEMS M&E Advisor and Specialist
NBC	Review of comments provided to NBC Concession monitoring framework	15/11/12	4	0	Deputy Director General Director of Monitoring and Evaluation GEMS M&E Advisor and Specialist
GC	Plan for M&E activities and review the Governance Assessments tools	27/11/12	3	0	GC M&E Manager GEMS M&E Advisor and Specialist

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
LIPA	Introduction of training evaluation forms and plan for future M&E responsibilities	3/12/12	4	1	M&E Instructors Deputy Director General for training Training Director Research Specialist
GC	Revision of GC's plan for getting the Governance assessment done	12/11/12	2	0	GC M&E Manager GEMS M&E Advisor
MOF	Systems maintenance and administration of Electronic billboard	5 Dec	7	0	Technical systems administrators from the MOF IT unit

Appendix 3: TrainNet report

Activity	Activity Status	Program Name	Program Location	Start Date	End Date	Budget	Actual	Difference	Males	Females	Total Participants
International Business Initiatives (IBI) GEMS	Active	Governmental Financial Management	US	12/10/2012	12/12/2012	39678	0	39678	3	1	4
International Business Initiatives (IBI) GEMS	Active	Quick Books Training—Session 1	IC	11/14/2012	11/15/2012	4062	4062	0	15	6	21
International Business Initiatives (IBI) GEMS	Active	Quick Books Training—Session 2	IC	11/21/2012	11/22/2012	3288	3288	0	11	5	16
International Business Initiatives (IBI) GEMS	Active	LIPA - Re Branding and Change Management Workshop	IC	12/4/2012	12/6/2012	1185	1185	0	11	4	15
International Business Initiatives (IBI) GEMS	Active	Technical Steering Committee Workshop	IC	11/7/2012	11/8/2012	4300	4300	0	18	2	20
International Business Initiatives (IBI) GEMS	Active	Public Finance Management Training 1	IC	12/6/2012	12/6/2012	3593	3593	0	6	4	10
International Business Initiatives (IBI) GEMS	Active	Public Finance Management Training 2	IC	12/7/2012	12/7/2012	3593	3593	0	14	16	30
International Business Initiatives (IBI) GEMS	Active	Public Finance Management Training 3	IC	12/10/2012	12/10/2012	3594	3594	0	20	4	24
International Business Initiatives (IBI) GEMS	Active	GOL Chart of Accounts and Budget Structure; Preparing and Executing MTEF Budgets	IC	10/11/2012	10/11/2012	54	54	0	13	3	16

Activity	Activity Status	Program Name	Program Location	Start Date	End Date	Budget	Actual	Difference	Males	Females	Total Participants
International Business Initiatives (IBI) GEMS	Active	GOL Chart of Accounts and Budget Structure; Preparing and Executing MTEF Budgets 3	IC	11/6/2012	11/6/2012	1	1	0	2	1	3
International Business Initiatives (IBI) GEMS	Active	Classes, Customers, Jobs in Quickbooks	IC	11/21/2012	11/21/2012	1	1	0	2	0	2
International Business Initiatives (IBI) GEMS	Active	Budget Formulation and Exceptions in Quickbooks	IC	12/3/2012	12/5/2012	1	1	0	2	0	2
International Business Initiatives (IBI) GEMS	Active	LIPA—Introduction of Fleet Management Guideline Tools	IC	12/21/2012	12/21/2012	1	1	0	15	0	15
International Business Initiatives (IBI) GEMS	Active	GOL Chart of Accounts and Budget Structure; Preparing and Executing MTEF Budgets 2	IC	10/30/2012	10/30/2012	1	1	0	2	0	2
International Business Initiatives (IBI) GEMS	Active	LIPA—Training of Teachers	IC	10/8/2012	10/10/2012	150	150	0	21	5	26
International Business Initiatives (IBI) GEMS	Active	LIPA—Training of Teachers Introduction	IC	10/3/2012	10/4/2012	100	100	0	6	2	8

USAID/Liberia Governance and Economic Management Support (USAID-GEMS)

Coconut Plantation, UN Drive

Adjacent to Atlantis Guest House

Mamba Point,

Monrovia, Liberia

Tel: 231 (0) 88-688-3502

www.gemsliberia.com

IBI International

2101 Wilson Blvd

Suite 1110

Arlington VA 22201- USA

Tel: 1-703-525-2277

www.ibi-usa.com