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

QUARTERLY PROGRESS REPORT:
APRIL–JUNE 2012 (FY12, Q3)



JULY 2012

This report is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this report were prepared by IBI International under contract number 669-C-00-11-00050. The views expressed herein are the sole responsibility of IBI International and do not necessarily reflect the views of USAID or the United States Government.

Cover Photo: Focus groups conducted by USAID-GEMS provided key insights for the Government of Liberia's Ministry of Finance on government payment processes, bank services, and mobile money.
Buchanan

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DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

AM	Asset Management
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
NIC	National Investment Commission
OGI	Open Governance Initiative
PARIS	Payment Assurance Real-time Information System
PFM	Public Financial Management
PFMRC	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 Assistant
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-GEMS	USAID Governance and Economic Management Support Project
UTM	Unified Threat Management
VIN	Vehicle Identification Number
WARCIP	West Africa Regional Communications Infrastructure Program
WB	World Bank

EXECUTIVE SUMMARY

This report covers activities and project operation undertaken from April through June 2012 (FY 12, Q3) and provides details on progress following the official launch of the USAID-GEMS project on April 5, 2012.

Awarded to IBI International on June 29, 2011, the USAID–GEMS project is designed to strengthen 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 that supports sustainable outcomes in alignment with President Johnson-Sirleaf’s message to the Liberian legislature in 2010:

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

To address the GOL’s rapidly evolving social and economic development objectives as articulated in the Agenda for Transformation, Liberia Rising Vision 2030 and the Medium Term Expenditure Framework (MTEF), the USAID-GEMS Scope of Work was modified in this quarter to align with these priorities. Following the modification of the contract, USAID-GEMS took steps to strengthen its capacity building approach through applying, with appropriate refinements, USAID’s Human & Institution Capacity Development (HICD) model to support design of project activities that are aligned closely with the GOL’s National Capacity Development Strategy (NCDS) and that will be sustainable after the end of the USAID-GEMS project.

The high-level USAID-GEMS Steering Committee has adopted the USAID-GEMS technical approach based on three overarching principles:

1. Institutionalizing Economic Governance and Linking it to Economic Development

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

2. Solidifying Government Ownership of the Reform Process

USAID-GEMS encourages working with established GOL structures to design and implement the desired capacity development initiatives in a collaborative manner, to ensure that initiatives are coordinated in line with GOL’s development framework, to facilitate the sharing of information across the government, and to help maintain GOL ownership of the process and responsibility for its sustainable implementation.

3. Emphasizing the Use of Liberia Technical Experts.

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

The HICD approach will build capacity using a results-oriented approach, whereby participating institutions will develop and maintain systems that increase transparency and accountability, promote efficiency, increase public investment through targeted programs, enhance revenue, and limit opportunities for corruption. Furthermore, the refined HICD framework strengthens USAID-GEMS ability to leverage institutional performance improvement and an enabling environment as the means to support and sustain capacity building.

The modified scope-of-work is guided by Liberia's development focus areas, and represents three themes, which are consistent with the targeted priorities set forth by the President in her 2012 State of the Nation Address:

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

The focus of USAID-GEMS in this quarter, under the modified approach, has been on identifying existing performance gaps and designing solutions packages in the areas of financial management, human resource management, procurement, asset management, informational technology, civil service training, concessions, and national payment systems. In addition to preparing work plans for 15 MACs in FY-13, the USAID-GEMS team has:

- Completed institutional assessments for the National Investment Commission (NIC), Civil Service Agency (CSA), General Services Agency (GSA), Governance Commission (GC), Public Procurement and Concessions Commission (PPCC), National Bureau of Concessions (NBC) and Liberia Institute of Public Administration (LIPA);
- Designed and directed a health worker pay survey on behalf of the Ministry of Health and Social Welfare (MOHSW) which collected data on more than 8,000 health workers;
- Drafted a GOL vehicular fleet management policy;
- Re-wrote the Public Procurement Handbook and Regulations;
- Developed an on-line Payment Assurance Realtime Information System (PARIS) to link the Ministry of Finance (MOF), the Central Bank of Liberia (CBL), and the commercial banks to enable them to have real-time view of all government checks, and provide all parties with the tools to register their transactional activities with these checks;
- Conducted five focus groups with teachers, fire fighters and policemen to evaluate overall interest in the use of mobile money facilities;

- Conceptualized and designed an Open Government Initiative with the Ministry of Finance (MOF) to provide GOL financial performance information to the general public;
- Recruited a Senior Economist to assist the Minister of Finance and staff of a macro-fiscal advisory team within the MOF; and
- Completed a customer needs assessment of five entities in collaboration with LIPA and CSA to determine the needs for public sector training programs.

I. PROJECT OVERVIEW

The USAID Governance and Economic Management Support Program (GEMS) is a five-year technical assistance program to improve performance through strengthening public sector capacity in Liberia. Specifically, USAID-GEMS will work with key Ministries, Agencies, and Commissions (MACs) of Liberia to build management capacity, implement a comprehensive civil servant training initiative, strengthen the government’s capacity to manage natural resource concessions, facilitate the implementation of the government’s national ICT policy, and operate a modern national payment system.

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

The USAID-GEMS project began full implementation in early April 2012 with methodologies and approaches ready for rapid roll out. Our assistance began with MACs that have cross-cutting technical authority for determining the GOL’s processes and procedures, and providing support and strategic oversight in the technical and functional areas that USAID-GEMS seek to improve, namely:

Technical Authority Agency	USAID-GEMS AREA
MOF—Controller General’s Department, Public Financial Management (PFM) & MTEF	Financial management
Civil Service Agency	Human Resource Management
Public Procurement and Concessions Commission	Procurement
General Services Agency	Asset Management
LIPA	Training
Governance Commission (GC)	Governance & Capacity Development
National Bureau of Concessions & IMCC	Concessions Management
Central Bank of Liberia (National), MOF Expenditure Department (GOL)	Payment Systems
Ministry of Post & Telecommunications	Information & Communications Technology

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

USAID-GEMS has engaged purposefully and strategically with these institutions first. Performance improvement initiatives in this “first wave” of cross-cutting institutions will allow them to better support and oversee other MACs. This approach allows USAID-GEMS to support the cross-cutting agencies in implementing their policies and procedures across the GOL in an accelerated manner. Where policies and procedures do not exist, USAID-GEMS is providing support to establish them.

II. PROJECT PROGRESS AND ACHIEVEMENTS

USAID-GEMS has structured its project delivery team around the five project objectives, with an integrated plan for achieving demonstrable human and institutional capacity development that will improve performance of targeted public sector institutions. The deliverables produced this quarter are presented in Appendix I.

The National Capacity Development Unit (NCDU) within the Ministry of Planning and Economic Affairs is USAID-GEMS' primary liaison partner with the GOL. The NCDU has the mandate to monitor implementation of the National Capacity Development Strategy and is currently staffing the unit to perform this role. In support of this, USAID-GEMS held a visioning session with the NCDU and included LIPA, CSA and the GC as each has a mandated role in capacity development. Among the conclusions, it was agreed 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

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

This objective utilizes technical advisors (TAs), both expatriate and cooperating country nationals (CCNs), to support the GOLs efforts in improving the performance of administrative and management support areas of finance, human resource, procurement, assets, information technology and monitoring and evaluation. The progress and achievements under this objective are provided below.

Financial Management

The financial management advisory team completed in-depth financial management assessments of CSA, GSA, PPCC, NIC, LIPA and GC. The assessment tool addressed staffing capacity, technology used and/or readiness for Integrated Financial Management Information System (IFMIS) implementation along with the four key elements of financial management as required in the PFM Act: 1) MTEF Budget Formation and Execution; 2) Cash Management; 3) Accounting and Reporting; and 4) Internal Controls and Audits.

The first of several financial management Cooperating Country Nationals (CCNs), Gregory Johnson, joined the team during the quarter.

USAID-GEMS reached agreement with the MOF to provide two long term professionals to the Office of the Minister in the positions of:

1. Senior Economic Advisor: MOF validated shortlisted candidates and interviewed the first choice candidate in Monrovia. He will start September 1st.
2. Policy Analyst: MOF shortlisted candidates and interviews are in progress.

Activities and Accomplishments

- Completed in-depth financial management assessments of six institutions with accompanying financial management performance improvement solutions

- Developed a detailed financial management capacity building action plan and work plan model for all USAID-GEMS counterpart agencies
- Conducted an analysis of and developed detailed steps associated with, the two financial and cash management models employed by the GOL, one for line ministries and one for autonomous agencies and commissions. Initial process maps are being developed for validation by the institutions.
 - The GOL uses two different financial management models for ‘line ministries’ and ‘autonomous agencies’. As a result, USAID-GEMS has developed two solutions for financial management software for use until the institutions are transitioned onto the IFMIS software platform.
 - Both solutions provide the agencies with much improved financial management software and were discussed and agreed with the Public Financial Management Reforms Coordinating (PFMRC) Unit.
 - As line ministries are partially engaged in the IFMIS implementation process, USAID-GEMS will use a standardized series of MS Excel spreadsheets while autonomous agencies will be provided with inexpensive accounting software packages.
- Developed specifications for interim financial management software solutions for institutions using manual accounting processes to improve readiness for the transition to IFMIS, which is a multi-year effort.
- Continued close collaboration with the Ministry of Finance Public Financial Management Reforms Coordinating Unit, which is responsible for coordinating PFM and IFMIS implementation across the GOL.
- Developed an MS Excel spreadsheet to create any GOL 39-digit standard account code and the GOL standard chart of accounts for any GOL agency.
- Developed an MS Excel spreadsheet to formulate and execute MTEF budgets, support all accounting and financial reporting functions as required by International Public Sector Accounting Standards (IPSAS) and PFM Law requirements.
- Completed interviewing the top candidates for three CCN long-term Financial Management Specialist positions.

Human Resources

USAID-GEMS completed in-depth assessments of the human resources (HR) management functions at CSA, PPCC, NIC, LIPA and the GC. Additionally, an assessment of the core functions of the CSA was carried out as it is the GOL entity with responsibility for recruitment, selection, training, development and management of civil servants. The assessment tool considered the organizational structure and staffing of the HR function. It also used HR good practices to identify performance gaps in the areas of HR strategy, planning, staff selection and recruitment, staff training and professional development, staff performance management, staff advocacy and employee disputes, compensation and benefits and time and attendance. During the quarter, the Health Worker Pay Survey was designed by the HR and information technology (IT) advisors and directed by the HR advisor.

The HR advisory area was supported by two short-term technical assistance (STTA) personnel:

1. Sharon Dennis—Health Worker Pay Analysis Specialist to supervise the survey data gathering, analyze the data and present the results
2. Mohammad Talha—Human Resource specialist to work with the CSA in developing the roadmap for implementing the pension reform component of the Medium Term Pay Strategy.

Activities and Accomplishments

- Completed data gathering for MOHSW Health Worker Pay Survey in collaboration with MOHSW. Data analysis is expected to continue through the fourth quarter. This quarter's technical assistance on the Pay Survey included:
 - Data gathering instrument designed, institutions identified and logistics organized
 - 42 data gatherers trained
 - Solar powered android telephones used to capture and transmit data
 - Surveyed health workers in approximately 400 facilities nationwide over four weeks
 - Approximately 8,000 health workers identified (original MOHSW projections were 3,500); and
 - 22 sources of health worker pay and incentives identified.
- Completed assessment of the CSA's institutional core processes and related environment against good practices and designed performance improvement solutions.
- Completed functional area human resource assessment of CSA, GC, PPCC, NIC and LIPA and designed performance improvement solutions.
- Reviewing Civil Service HR standing orders and policy against best practice to identify areas for improvement.
- Assessing feasibility and design of an HR Policy manual for GOL Legislature's staff.
- Developing civil service HR performance management system and documents to be issued by the CSA for implementation across the civil service.
- Developed TOR and agreed with the CSA on the provision by USAID-GEMS of a Management Advisor to support the Joint Working Group on Payroll Reform for a two year period. Advertisements completed and candidates to be interviewed early 4th Quarter.



Equipped with mobile phone technology, assessors for the MOHSW Health Worker Pay Survey traversed the country to interview over 8,000 workers employed in Liberia's health sector

Procurement Management

USAID-GEMS completed in-depth procurement assessments for the CSA, GC, PPCC, NIC, LIPA and GSA. Additionally, an assessment of the PPCC's core procurement regulatory

functions was undertaken as it has the authority for regulatory oversight of all procurement processes and functions, as well as authorizing procurement staff qualifications and training. The assessment tool considered the organization structure, staffing, processes and procedures against good practice and the requirements of the Public Procurement and Concessions Act (PPCA). It also considered the institutional environment for procurement.

Two STTA personnel supported the procurement advisory area:

1. John Stanford—Procurement Specialist to finalize the procurement manual and incorporate feedback from procurement practitioners and PPCC Commissioners
2. Klahn Gboloh Jarbah—Procurement Specialist to support implementation of procurement capacity building initiatives in the PPCC and other targeted MACs

Activities and Accomplishments

- Completed functional area procurement assessment of the CSA, GC, GSA, PPCC, NIC and LIPA and designed performance improvement solutions.
- Completed procurement regulatory assessment of PPCC and designed performance improvement solutions.
- Completed draft final Public Procurement Manual (PPM) which provides detailed procurement procedures for procurement practitioners. Appendices with templates for use will be finalized in the next quarter.
- Completed draft final PPM General User Guide which provides a broad overview of the procurement process and references the PPM for more detailed information.
- Completed draft final PPM Executive Summary Edition to be used as a reference guide for executives and procurement officials who may be involved in the procurement process.
- Completed draft final Regulations Accompanying the Public Procurement and Concessions Act of 2005, as Amended and Restated in 2010. These update the interpretation and intent of sections in the PPCA as amended.

Assets Management

USAID-GEMS completed in-depth assessments of the assets management function of the CSA, GSA, PPCC, NIC, LIPA and GC. Additionally, the project conducted an assessment of GSA's core functions as it has authority for asset management in the public sector.

Activities and Accomplishments

- Vehicle fleet survey undertaken in collaboration with GSA
 - 90 Ministries, Agencies and Commissions covered, all of which have central offices in Monrovia;
 - Identified and recorded more than 2,500 vehicles with their engine and VIN numbers, along with an impression of the maintenance history;
 - Documented approximately 400 generators; and
 - Documented approximately 400 motorcycles.

- Processes established to control and capture all new vehicle procurements.
- GSA Director General and Deputy Director General sponsored on study tour to South Africa, Rwanda and East Timor to review property and fleet management approaches, processes, and lessons learned along with asset management software tools.
 - Met government officials in Johannesburg and Cape Town, South Africa to discuss primarily approached regarding government building management and non-fixed asset data collection.
 - Met government officials and private sector stakeholders at the central and decentralized level in Rwanda to review the government’s fleet management policy. The policy framework is consistent with the objectives of the GOL. Officials from the GOL determined that the Liberian policy should be based on the Rwandan approach.
 - In East Timor, met stakeholders and users of the Asset Management component of Freebalance software for IFMIS to assess the performance and appropriateness of this solution for Liberia’s GSA. East Timor is the only location in the world where the module is installed. The software was in early stages of development and a definitive assessment of performance could not be determined. As a result of the study tour, GOL officials determined that they would not pursue the Freebalance Assets Management module as part of Liberia’s IFMIS.
- First draft of the fleet management policy and implementation strategy developed during study tour.
- Completed in-depth assets management assessments of the CSA, GSA, PPCC, NIC, LIPA and GC and designed performance improvement solutions.
- Completed core functions assessment of GSA and designed performance improvement solutions.

Monitoring and Evaluation

An internal review of the implementation of the USAID-GEMS capacity development approach and USAID’s HICD approach established that the ability to monitor and evaluate internal performance, across a counterpart institution, would determine the sustainability of our performance improvement support and other initiatives. This was substantiated during the various visioning and change management workshops with the institutions, where monitoring and evaluation was identified as a necessary initiative. During the quarter a definitive monitoring and evaluation advisory area was added to Objective I. This will support the development of an M&E capacity within each of the USAID-GEMS targeted MACs to monitor their internal performance improvements.

The M&E area is currently staffed by a CCN employee, Nyumah Bondi, and was supported during the quarter by an STTA, Richard Mason, to develop the project’s Performance Management Plan (PMP) and M&E systems. Mr. Mason will return in September as the long-term USAID-GEMS M&E Advisor. In-depth M&E assessments will be undertaken during the next quarter.

Activities and Accomplishments

- Agreed with the Governance Commission to provide an STTA expert to develop the framework and instruments for their M&E Unit. This technical support is expected to start in early August.
- Developed terms of reference (TORs) and agreed with the Governance Commission to support the following positions in the M&E Unit: 1) Program Manager and 2) Policy Analyst. Positions to be advertised and recruited in the next quarter.
- Agreed to provide office furniture, equipment and supplies for the positions supported by USAID-GEMS at the GC
- Agreed to provide a Capacity Development Coordinator to the NDCU to coordinate capacity development initiatives of other donors in USAID-GEMS targeted MACs

OBJECTIVE 2—INSTITUTIONAL CAPACITY OF LIPA ENHANCED

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

USAID-GEMS has two advisors dedicated to this objective and a CCN staff member is expected to join the team during the next quarter.

The LIPA advisory area was supported by two STTA personnel:

1. Felipe Tejada, Capacity Building Advisor and Partner of subcontractor AGChange to establish a joint LIPA/CSA/USAID-GEMS Needs Assessment Team to develop the assessment tools and carry out the needs assessment.
2. Andy Gilboy, Institutional Development Specialist and Senior Partner of AGChange, to finalize the needs assessment and identify performance needs of LIPA's training staff.

During this quarter, the USAID-GEMS team of advisors collaborated with LIPA staff to undertake two key tasks:

1. Validation and completion of the institutional assessment process, and
2. Launch of a pilot capacity development (training) needs assessment process for five (5) MACs in which USAID-GEMS is currently engaged.

Validation and Completion of Institutional Assessment Process

To ensure ownership of deliverables emanating from the institutional assessment process, the USAID-GEMS advisors engaged LIPA staff to further review the assessment findings. The USAID-GEMS advisors facilitated discussions on:

- The requirements identified for supporting the delivery of LIPA's mandate to further ascertain its relevance, mode of delivery, service delivery effectiveness and efficiency, as well as consistency with the beneficiaries' changing needs
- The review and refinement of the vision, mission, core values and operating principles of LIPA by focusing principally on how the newly-developed vision, mission and operating principles could be operationalized

- The critical elements needed for branding LIPA in order to enhance its image and service delivery potential;
- How LIPA's leadership and management capacity could be enhanced during the implementation phase of the USAID-GEMS project. Discussion focused on strategies for establishment of a leadership structure with the ability to create and re-create long-term strategic plans, and governance systems capable of supporting LIPA's sustainability and growth.

Recognizing that LIPA's ongoing training, research and consultancy services and products constitute its main tools for operationalizing its mandate, vision and mission, the LIPA staff were engaged in the assessment of the institution's performance. The process reviewed proposed strategies for enhancing LIPA's core program management capacity focused mainly on training, research, and consultancy design and delivery. The aim of the engagement was to reach consensus on how to enhance LIPA's program delivery capacity, the relevance and alignment of its programs to government priorities, and program effectiveness, efficiency, monitoring and evaluation capacity. In the context of enhancing effectiveness of cross-cutting management processes—including problem-solving and decision-making processes, the planning process, communication process and the M&E system—the USAID-GEMS advisors facilitated a working session to identify performance improvement opportunities relating to all these areas. Among other activities, the USAID-GEMS advisors also conducted a focused capacity needs assessment process for the 12 LIPA trainers to assess their training of trainer (TOT) and curriculum development capacity.

Following completion of the initial discussions with LIPA, the institutional assessment report was prepared. The institutional assessment identified the main institutional performance gaps and their root causes. As a result, a solution package was developed to address those gaps.

Capacity Development (Training) Needs Assessment

The inclusion by USAID-GEMS of staff from partner entities in the work delivery under USAID-GEMS is a key component of on-the-job training. USAID-GEMS helped build the institutional capacity of LIPA and the CSA to jointly conduct a customer 'needs assessment' survey by facilitating an assessment of a discrete set of five GOL MACs to determine the priority performance opportunities where LIPA can offer its training and advisory services. It was expected that, with this information, LIPA could begin to design training to directly address the performance challenges identified in the target MACs.

The initial Needs Assessment was considered as a pilot to assess the performance needs of the first group of MACs identified as key targets of USAID-GEMS. The Needs Assessment therefore included: LIPA, CSA, GSA, PPCC, GC and the NIC. USAID-GEMS will facilitate subsequent assessments, alongside staff from LIPA and CSA, to address needs of the remaining USAID-GEMS targeted MACs.

The assessment's Task Team included two senior staff from the CSA: Dorothy Kiepeeh and George Wilson III; and two senior staff of LIPA: Esi K. Ogunkoya and Charles Jarrett. The Task Team members were to identify in selected MACs the priority performance opportunities for



An assessor in training on the use of the smartphones for the MOHSW survey

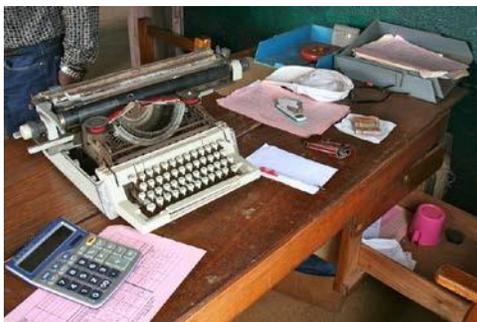
capacity development that LIPA could provide. As part of USAID-GEMS strategy for knowledge-sharing with partners, the Capacity Building Advisor was tasked with proposing guidelines for the Task Team, designing and facilitating workshops and sessions to orient the team to the tasks at hand, provide coaching, and working with the Task Team in carrying out the first Phase of the needs assessments. During the course of the assignment, the list of MACs to be surveyed was reduced from six to five, as the NIC was undergoing an internal restructuring exercise.

The key findings from the secondary data, the draft USAID-GEMS institutional assessments, and the primary data gathered at the 5 MACs were grouped and organized in three major categories:

1. “Common skills needed”—Highlighting the major thematic areas of training that are common to more than one MAC, and often to most of them. These included performance management; human resource management; leadership; training; project management; administrative skills; communications; general IT skills; financial management; research and analysis; reporting; customer/client services; and gender awareness
2. “Special training needs”—Highlighting some unique training opportunities that might require a tailor-made approach for a specific MAC or for a specialized topic suggested for a limited audience among the MACs. These included asset management; procurement certification; special IT skills; and safety
3. “Levels of increasing specialization”—Presenting topics that are in high demand including some from the common skills mentioned previously along with others including financial management; information technology; procurement; administration and management; human resources management; and monitoring and evaluation.

OBJECTIVE 3—GOL INSTITUTIONS USING ICT MORE EFFECTIVELY

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.



A Senior Tax Collector demonstrates the totality of equipment for the MoF-Revenue Department office in Buchanan, where there is no electricity or generator.

The ICT sector goal of the Government’s forthcoming Agenda for Transformation (the successor to its Poverty Reduction Strategy) 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 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 Ministry of Post and Telecommunications (MOPT) is leading the prioritization process. The Liberia Telecommunications Authority (LTA), the publicly-held Libtelco, and private sector companies will provide stakeholder feedback, and implement high-priority

programs through public-private partnerships. Funding will come from the Universal Access Fund, among other sources.

The USAID-GEMS ICT policy implementation advisory area works directly with the Minister of Post and Telecommunications, and during this quarter an office was established for the advisor in the Ministry.

Activities and Accomplishments

- Chief Information Officer (CIO) Regime—The role and scope of the CIO was agreed by MOPT and approved and classified by the CSA. The position is formally entered in CSA's register of civil service positions, which is the final step in the CSA job classification process.
- The FY 12-13 budget has earmarked \$2 million for the launch of the CIO regime across the GOL; and \$1 million for FY 13-14 for CIO salaries and training.
- The Universal Access (UA) Fund, UA Governance Board, UA Implementation Committee were all constituted in this quarter, paving the way to fund future deployment and installation of telecommunications and ICT networks in designated universal access communities.
- Consultations with World Bank/WARCIP program are ongoing to establish a Program Management Office (PMO) at MOPT.
- The ICT advisor will accompany the Minister of MOPT and his delegation on a World Bank funded study tour to Rwanda to review that country's ICT infrastructure, plans, successes, and lessons learned.

OBJECTIVE 4—MANAGEMENT OF NATURAL RESOURCE CONCESSIONS IS MORE EFFICIENT, EFFECTIVE AND TRANSPARENT

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.

The concessions advisory area focused on the transformation of the Bureau of Concessions (BOC) into the National Bureau of Concessions (NBC), however, activities with the National Investment Commission (NIC) were also resumed following their move to new premises.

The concessions advisory area was supported by four record keeping interns to support the NBC in arranging, describing, storing and organizing the NBC records and filing system. Their work is expected to be completed during the next quarter.

Activities and Accomplishments

- USAID-GEMS began an assessment of the capacity of Ministry of Lands, Mines and Energy (MLME) in the area of operating the national mining cadastre, and the Department of Research and Development of the Forestry Development Authority (FDA), where a database of forestry sector information is managed.
 - The assessment considers the database, ICT applications, information systems and human resources available.

- USAID-GEMS developed and delivered an eight week training program on concession management to accelerate the integration of the existing BOC staff and new NBC team and develop an organization structure and mandate;
 - Phase 1—Introduced newly recruited professional staff to the management of concessions reviewing the concession process, institutional, governance, and policy framework.
 - Phase 2—Designed to integrate the existing BOC staff with the newly recruited professionals and facilitate knowledge sharing focusing on:
 - Reviewing the status of the concessions sector including agriculture, forestry, mining, petroleum, industry and services; and
 - Analyzing key challenges confronting the concession sector including the concessions process, management and overall impact in the development process.
 - Phase 3—Considered the internal mechanisms for delivering the NBC mandate:
 - Analyzing issues in management systems, human resources, basic infrastructure, equipment and strategic challenges in the NBC’s immediate and future mandate;
 - Reviewing the NBC organization, structure, personnel, new premises, ICT applications, and organizational requirements; and
 - Analyzing USAID-GEMS’ road map for NBC’s capacity development and set up the foundations for developing a three year business plan.

OBJECTIVE 5—UTILIZING A NATIONAL PAYMENT SYSTEM

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.

The payments advisory area has refocused its efforts to those initiatives which will facilitate improved speed, accuracy, and payment processes using technology. These have included approaches to expand payroll direct deposit for GOL employees and uses of mobile money.

The payments advisory area was supported by one STTA:

- I. Kate Head, Communications Specialist, to develop communications plans for the Payment Assurance Real-Time Information System (PARIS), the Taxpayer Services Center and Call Center at the MOF, and mobile payments (specifically tax payments) at the MOF.

Activities and Accomplishments

- USAID-GEMS developed the following strategy for piloting the transfer of government employee direct deposit salaries via mobile money:
 - USAID-GEMS facilitates discussions with commercial banks to offer standing order arrangements to GOL employees for their salaries to be remitted via mobile money transfer following deposit by MOF;

- Employees arrange with the commercial bank where their salary is direct deposited to have their salaries sent to their phones on a monthly basis using existing mobile money options; and
- Results analyzed, challenges addressed and presented to banks as a commercial product opportunity and business case for expansion outside of Monrovia.
- Arrangements made with a small police department and school district near Monrovia to participate in the pilot program, which is scheduled for the next quarter.
- Conducted five focus groups in Buchanan and ELWA outside of Monrovia to obtain opinions of teachers, firemen or policemen on the topics of government payments, bank services and mobile money.
- Worked with the MOF Department of Revenue (DoR) to pilot collection of tax revenues via mobile money tentatively approved for start with rural tax payments in Q4.
- Coordinated a presentation from Lonestar/Ecobank to the MOF DoR to address security issues associated with collection and reconciliation of tax payments.
- Continued to assist the MOF DoR with approaches to improve processes for collection of taxes and customs duties.
 - Facilitated an agreement between GOL and Ecobank to relocate its Roberts International Airport branch bank to inside the customs house in order to enable payments directly into the DoR transitory account at the bank and then sweep them nightly into the DoR. This enhancement will allow for funds to be recognized in the DoR on a daily basis as opposed to weekly with the current system.
 - Tentative agreement reached for Ecobank branch at the Liberia Petroleum Refining Company (LPRC) to remain outside of LPRCs facility, but with access to the DoR systems for tax and customs revenue collection.
- Continued to assist the DoR revenues in approaches for developing an interface between ASYCUDA (customs system) and TAS (tax system) to facilitate payment and data sharing between the two systems. This would allow revenues to flow directly from the commercial banks to the revenue agency on the same day. An STTA expert is expected during Q4 to assist in developing the specific requirements for the interface
- Assisted with a study tour to The Gambia to review the V-RegCoss system for offsite bank supervision.



The M-PESA (Kenya) interface that was tested in a print version for focus group participants on government payments, bank services and mobile money

ACHIEVEMENTS IN CROSS-CUTTING THEMES AND SPECIAL REQUESTS

Information and Communication Technology

Information and Communications Technology advisory services provides cross-cutting support to all advisory areas through the provision of technology tools to create work efficiencies and improve performance.

In addition to supporting the other advisory areas, the ICT advisory area has focused on providing assistance to several special projects requested or required by the GOL.

Activities and Accomplishments

Open Government Initiative (OGI)—Electronic Billboard

- Assisted the MOF to conceptualize an automated information system allowing the MOF to easily publish approved reports, financial information, and information resource materials to interested stakeholders in convenient and accessible formats, and through a variety of channels.
- USAID-GEMS procured the infrastructure for the project pilot, which will showcase the OGI by displaying this information on a high quality 2mx3m electronic LED billboard facing the busy street outside the MOF.
- Cross-functional team established and led by MOF for sustainability meets regularly and has achieved significant progress in the development of content for the launch of the pilot, aligning the underlying Ministerial processes to achieve the required participation. The electronic billboard pilot is scheduled to be launched during Q4.
- **Ministry of Finance Voucher Tracking System**
 - Assisting the Comptroller and Accountant General (CAG) with an automated system to allow for vouchers to be tracked and located real-time in the Ministry of Finance.
 - Vouchers will be tagged and tracked through their workflow lifecycle by an automated, unattended system utilizing RFID technologies.
 - A web interface will provide interested parties with the ability to query a voucher, returning the life-history of the document, tracked through the processing stages.
 - Analysis of the aggregated data will enable the CAG to forecast processing times and identify bottlenecks and opportunities for performance improvement. Locating of "lost" vouchers will be swift.
 - Specifications and requirements identified and system awaiting final approval by the MOF
- **PARIS— Payment Assurance Real-time Information System**
 - Developed a system to provide authorized personnel in commercial banks, the Central Bank, and the Ministry of Finance with a real-time view of the state of every GOL check, tracking payment.

- All personnel trained, including training of trainers for commercial banks’ trainers, supervisors and tellers, key Central Bank and MOF personnel.
- CAG received the go-ahead from the banks for the system to go live
- System expected to commence during Q4.
- IT Solutions Package for the MACs
 - Assessments of the IT functions of the first set of counterpart MACs indicate a general low level of awareness or application of IT in the institutions. As a solution, USAID-GEMS seeks to, at minimum provide a safe and secure IT platform that enables:
 - Desktop solutions (word-processing, spreadsheets, etc.) and related standard office productivity tools at the workstation;
 - Sound financial management and accounting of Public Finance, HR, Assets, Procurement and related governance instruments;
 - Effective electronically mediated collaboration, including email and document creation and sharing, between staff, clients and interested and effected parties, while ensuring the retention of institutional memory.
 - USAID-GEMS will offer GOL MAC's a modular portfolio of core infrastructure components, as well as collaboration and connectivity tools and services, together with the necessary training and support services.
- Smartphone platform
 - The smartphone platform, intended for use across all functional units as a survey tool, as well as for other pilots, utilizing mobile technologies, supported the MOHSW Health Worker Pay Survey with the collection of over 8000 surveys from across the country. Feedback on the survey and the platform has been gathered and is undergoing analysis for the identification of improvements to the survey platform specifically, and the smartphone platform more generally

Training

USAID-GEMS undertook eleven in-country trainings and/or workshops and facilitated one external study tour. These were offered in:

- Institutional visioning and change management
- Procurement
- Training Needs
- Open Government
- Concessions management, and
- Assets management
- Human and Institutional Capacity Building (HICD)

All training, except the HICD training, has been captured within the USAID TraiNet database which facilitates the tracking of participants who have attended workshops or trainings provided across all USAID-GEMS programs and initiatives. Our TraiNet records indicate that during the quarter a total of 86 people participated in training activities, out of which 66 were male and 20 were female. The annual total number of participants for Q1–Q3 now stands at 273, of which 218 were male and 55 were female participants. The details are provided in Appendix II.

Training was provided to the USAID-GEMS team on the USAID HICD approach to capacity building. Training was provided on the USAID-GEMS modified HICD approach to GOL partners NCDU, LIPA and CSA, with a separate training provided to 25 USAID employees on both approaches.

Gender Considerations

Gender considerations and equity continue to be a challenge across the GOL as well as within the USAID-GEMS professional team.

USAID-GEMS advisors regularly include female staff of institutions in various initiatives, although they may not be responsible for the particular work area but show interest in the activities being undertaken. In the next quarter, special attention will be focused on how best to identify gender-based constraints and opportunities in both the needs assessment and performance solution processes as part of the HICD approach.

Within USAID-GEMS, female candidates for professional positions are encouraged and sought. Four female professional CCNs are expected to join the team in the next quarter.

Special Requests

The Acting Minister of Planning and Economic Affairs requested USAID-GEMS assistance in completing the Governance and Public Institutions Pillar Strategy within the Agenda for Transformation Liberia Rising 2030. An STTA consultant, Eric Nelson, provided this assistance during the quarter.

Additionally, the Acting Minister of Planning and Economic Affairs requested USAID-GEMS assistance in editing the draft final Agenda for Transformation Liberia Rising 2030. This assistance was provided by IBI's home office and returned within the designated timeframe.

III. CHALLENGES, ISSUES AND CONSTRAINTS

The implementation of USAID-GEMS capacity development approach requires that the advisors and specialist are involved in the day to day activities of the institutions in supporting the changes and building capacity for sustained improvements. The expectations of all parties are very high and USAID-GEMS advisors will make every effort to design and deliver sustainable performance solution interventions with the understanding that there are always trade-offs required in order to meet the needs of all stakeholders. The challenges that arose during the quarter are provided by functional area.

FINANCIAL MANAGEMENT CAPACITY BUILDING CHALLENGES AND ISSUES

The MOF Public Financial Management Reform Implementation Unit (PFMRIU) began “rolling out” the Integrated Financial Management Information System (IFMIS) to several large and/or key GOL MACs on July 1, 2012. The CSA is scheduled to participate as part of the first tranche, with PPCC coming later in the fiscal year. The USAID-GEMS financial management solution package, of providing interim financial management software to these counterparts, is no longer required. While this may be considered a positive development in one sense, the challenge encountered will be insufficient capacity building related to the IFMIS plan prior to the roll-out.

Indeed, although the roll-out has now begun, the finance staff at these MACs do not have the capacity to operate the system and their business processes have not been modified to effectively implement IFMIS in a manner consistent with the PFM Act.

The USAID-GEMS support to these institutions will be modified to focus developing an understanding of the current business processes and in the case of PPCC, where accounting processes are completely manual, utilizing simple spreadsheets for accounting information.

HUMAN RESOURCES CHALLENGES AND ISSUES

The implementation of the MOHSW Health Pay Survey and Analysis brought many issues and risks to the surface as the selected assessors were deployed into the field across Liberia. The following issues and constraints were presented and discussed with the MOHSW leadership in an effort to reduce the risks associated with an initiative of such magnitude:

	Issue	Mitigation	Resolution/Action
1	Scope: 100% coverage of entire system	Consider alternatives of phased or scaled-down approaches.	MOHSW decided to move forth with 100% coverage of all estimated 7,842 MOH employees, an expansion of the original scope of 3500 health workers, only a week before the survey was to commence. Surveyors covered Montserrado County first, far-reaching counties second, and counties closest to Montserrado last.
2	Communications: ability to ensure quality throughout survey	Finalize communications plan and work the plan throughout phases.	Dep. Minister issued a memo to the following groups: County Health Officers (CHOs); Medical Directors; Hospital Administrators; District Health Officers (DHOs), and medical clinic Officers in Charge (OICs), informing all of the survey. Also, a one-pager communication was handed to each survey participant (over 8000) by the surveyor, which represented a brief

	Issue	Mitigation	Resolution/Action
			overview conveying the “Who, What, Why and How” of the survey.
3	Ownership/ accountability: use of internal champions	Enlist OICs, and HR managers in field to promote program	MoHSW made internal decisions of how best to enlist champions to drive participation and acceptance of the initiative. Based upon the results of the survey, champions were indeed utilized
4	Leadership: Committed and visible	1-minute recorded video message from program sponsor(s).	This was not able to be done given the short time frames and limited availability of the Chief Medical Officer to record the short video messages.
5	Training-to- launch time gap: (10 days) from surveyor training	Ensure 2-3 day training immediately precedes fieldwork	2-day training was provided and then an additional day to refresh the training and learning immediately before survey commencement (in the form of survey piloting to nearby health facilities) to minimize the potential impact of the lapse of time in training and deployment into the field
6	Quality of data capture: ensuring good input	Reinforce training and “real-time” monitoring of input/daily uploads	Daily field reporting and submission of data was disseminated via an online daily field report. MOHSW and USAID-GEMS closely monitored the performance and input from the surveyors in the field during the data gathering phase. The daily field report was also required of each surveyor to complete in the “DoForms” app on the smart phones.
7	Availability of resources: field survey/data capture/analyses	Ensure backup resources “on-tap,” to be deployed as needed.	MOHSW identified several candidates from the original pool of surveyors, whom could have been called upon and deployed. Fortunately, this was not warranted.
8	Technology issues/breakdown s: of (smart phones) in the field	Provide backup power sources and hard-copy survey forms	Back-up batteries (solar powered) were procured for the smart phone devices. In addition, car chargers were procured along with the devices as another alternate means to maintain charged phones while survey was conducted. The last option, hard copies of the survey, was available as the default plan when all else failed for each surveyor. USAID-GEMS supplied MOHSW with 8,800 copies of the survey tool, 8,800 copies of the 1- pager communications, and a supply of 1000 survey log sheets.
9	Logistical issues: transport, lodging, rain, ability to get GPS coordinates on device, etc.	Design contingency trip plans, ensure travel arrangements made in advance, and surveyors have proper gear.	MOHSW did not formally communicate their contingency plans and responses to potential logistical concerns.
10	Surveyor fatigue: surveyors will have to conduct and complete an average of 7 surveys per day.	Build “breaks” into surveyor daily schedule; change-out surveyors as warranted.	The plan was for surveyors to work 7 days/week for over 28 days and complete at least 8 surveys per day. The survey was then extended an additional 10 days due to delays and logistical issues and coordination with the Accreditation Team.

CONCESSIONS MANAGEMENT CHALLENGES AND ISSUES

The approval of the National Bureau of Concessions (NBC) Act was necessary to transform the institutional framework of concessions management; however, the Act alone is not a sufficient condition to strengthen the capacity of institutions for effective concessions management. The approval of the NBC Act provides a more effective institutional framework for the management of concession agreements. It remains necessary to implement a capacity development program for the NBC and concession entities, and to provide budgetary support and technical assistance to facilitate the transformation of BOC into NBC, in order to develop adequate capacity in concession entities to improve the management of concession agreements.

The concessions advisor can provide significant technical advisory assistance to the NBC, however, their major challenge is the funding to deliver their entire mandate. In an effort to assist in mitigating this challenge, USAID-GEMS will develop, in collaboration with the NBC, a project proposal which addresses all of the requirements for full implementation of its mandate. USAID-GEMS will request that USAID assist in the facilitation of a discussion with interested donor partners and stakeholders to assist in identifying solutions to this pressing need.

ICT IMPLEMENTATION CONSTRAINTS

The constraints in the ICT/telecom sector that could influence the effectiveness of ICT Policy implementation by USAID-GEMS and other development partners are the operational inefficiencies in Government ICT systems and management.

A second constraint is the limited human resource capacities within the MACs that are responsible for the delivery of ICT activities. There is weak coordination of ICT sector activities, limiting the decentralized and efficient delivery of ICT services to Liberian communities.

USAID-GEMS ICT Policy implementation initiatives are aligned to mitigate some of these constraints by supporting (a) the MOPT which has the mandate to expand the network of ICT facilities across the country and the CIO regime will be a major contributor to this initiative; (b) the LTA to develop the expertise to create an enabling regulatory environment to establish new systems and expand services to the counties; and (c) Libtelco which will partner with GOL and leverage the private sector through PPPs to expand the provision of ICT/infrastructure services.

IV. USAID-GEMS FIELD AND HOME OFFICE STAFF

FIELD OFFICE PROFESSIONAL STAFF AND INITIATIVES

Gregory Johnson, a Liberian professional with a US CPA qualification, joined the USAID-GEMS team this quarter as a long-term Financial Management Specialist. In this role, he is supporting the project's capacity development activities in the area of financial management.

Mr. Johnson joined our project delivery professional team currently composed of four other Liberian and 13 expatriate professionals. Six additional Liberian professionals are in the process of being recruited in Q4, in addition to the four Liberian professional being recruited for the Governance Commission, Civil Service Agency and NCDU. Details of the USAID-GEMS staffing pattern and organization structure are provided in Appendix III.

The USAID-GEMS team uses a continuous performance improvement approach to maximize the results of our out activities. During the quarter an HICD expert, Patrick Coughlin, provided STTA to further refine the USAID-GEMS capacity development approach within the context of the USAID HICD methodology and the conditions facing our GOL counterpart institutions. This resulted in the addition of a definitive monitoring and evaluation advisory area to USAID-GEMS Objective I that will work at the counterpart level to embed a Performance Monitoring Systems in each institution. The modified USAID-GEMS HICD Approach is provided in Appendix IV.

HOME OFFICE SUPPORT

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

- David Colvin, IBI's President and CEO, who led the field office review of the project's HICD approach together with STTA Patrick Coughlin and GOL counterparts from NCDU, CSA, the GC, and LIPA.
- Martine Laney, who joined IBI this quarter as Director of Project Management, to work with the Field Office to finalize the USAID-GEMS FY12, Q2 Progress Report; to help prepare the annual work plan; and to support the HO Program Manager and the implementation team in refining the knowledge management function for the project.
- Leah Carey, Program Manager, to assist in finalizing the USAID-GEMS FY12, Q2 Progress Report for submission to USAID and to assist in the development of a knowledge management plan.
- Alina Pedigo, Program Manager for Personnel Management, to work with the field-based operations and technical team to review the policies and procedures in place for personnel compliance.
- Rebecca Mann, Manager of Recruitment, to help the USAID-GEMS team standardize procedures and recruitment operations and to become more efficient and effective in the identification, hiring, and management of talent.

- Erik Vonderhaar, Program Manager for Contracts Administration, to work with the Field Office to review project policies and procedures to ensure compliance with applicable US Government rules and regulations and to identify and correct any gaps found.
- Layla Slonim, Director of Finance, to review the policies and procedures in place for financial management and to train the Project Field Accountant in QuickBooks and the IBI chart of accounts

V. QUARTER FOUR WORK PLANS

The work plans provided in this section represent the activities that will be undertaken in the current USAID-GEMS targeted institutions of Civil Service Agency, General Services Agency, Public Procurement and Concessions Commission, Governance Commission, National Investment Commission and Liberia Institute of Public Administration. They also cover the work plan for ICT policy implementation, concessions management and payment systems.

FINANCIAL MANAGEMENT WORK PLAN

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
ICT Infrastructure to support financial management	I					USAID-GEMS IT & FM Advisors, Agency partners	# of MACs that are utilizing modern ICT tools, IFMIS if available, to execute financial management (GEMS PMP 2.1.1-1) # of MACs with auditable financial Management systems (GEMS PMP 2.1.1-3) Number of targeted MACs that pass USAID assessments for financial management and host country contracting (GEMS PMP 2-2) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (GEMS PMP 2.1-2)

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Upgrade Hardware and Basic Infrastructure	I	Minimum IT hardware in place to support financial management				Note: this is a component of a larger IT activity	
Upgrade Financial Management Software tools	I	FM software and/or spreadsheet tools in place to support financial management					
MTEF budget formulation and execution	I					USAID-GEMS Advisors, Agency partners, MOF Public Financial Management Reforms Implementation Unit, MOF MTEF Secretariat and DOB	<p>Number of targeted MACs that pass USAID assessments for financial management and host country contracting (GEMS PMP 2-2)</p> <p>Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (GEMS PMP 2.1-2)</p> <p>Percent of Ministries and Agencies covered by sector strategies with multi-year costs of recurrent and investment expenditure (GEMS PMP 2.1.1-3)</p> <p># of MACs that are utilizing modern ICT tools, IFMIS if available, to execute financial management (GEMS PMP 2.1.1-1)</p> <p># of MACs that have</p>

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
							developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (GEMS PMP 2.1.1-4)
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.	I	Agency staff have software tools available to create MTEF budgets as per PFM Law requirements					
Develop, document and implement improved MTEF budget formulation processes.	I	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	I	Tools available to create accurate budget vs. actual reports					Number of targeted MACs that pass USAID assessments for financial management and host country contracting (GEMS PMP 2-2)
Accounting & Reporting Processes and Systems	I					USAID-GEMS Advisors, Agency partners, MOF Public Financial Management Reforms Implementation Unit	# of MACs that are utilizing modern ICT tools, IFMIS if available, to execute financial management (GEMS PMP 2.1.1-1)

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
							<p># of MACs with auditable financial Management systems (GEMS PMP 2.1.1-3)</p> <p># 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 (GEMS PMP 2.1.1-4)</p> <p>Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (GEMS PMP 2.1-2)</p>
Develop, document and implement improved expenditure and payment processes.	I	Process Map of updated PFM Law compliant process available					
Develop, document and implement improved month end and year end closing and financial reporting processes	I	Process Map of updated PFM Law compliant process available					
Develop, document and implement improved audit trails & forms.	I	Process Map of updated PFM Law compliant process available					

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Develop, document and implement improved processes for archiving of financial documents and electronic data	I	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	I	GOL standard chart of accounts is in use					Number of targeted MACs that pass USAID assessments for financial management and host country contracting (GEMS PMP 2-1)
Cash and Bank Account Management	I					USAID-GEMS Advisors, Agency partners, MOF Public Financial Management Reforms Implementation Unit	<p># of MACs that are utilizing modern ICT tools, IFMIS if available, to execute financial management (GEMS PMP 2.1.1-1)</p> <p># of MACs with auditable financial Management systems (GEMS PMP 2.1.1-3)</p> <p># of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained</p>

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
							staff in their use (GEMS PMP 2.1.1-4)
Develop, document and implement improved cash handling and management processes.	I	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.	I	Agency has the capacity to manage and control bank accounts as per the PFM Law requirements					
PFM Law compliance	I					USAID-GEMS Advisors, Agency partners, MOF Public Financial Management Reforms Implementation Unit	<p>Number of targeted MACs that pass USAID assessments for financial management and host country contracting (GEMS PMP 2-2)</p> <p>Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (GEMS PMP 2.1-2)</p> <p>Percent of Ministries and Agencies covered by sector strategies with multi-year costs of recurrent and investment expenditure (GEMS PMP 2.1.1-2)</p> <p># of MACs with auditable financial Management</p>

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
							systems (GEMS PMP 2.1.1-3) # of MACs that have developed detailed, agency-specific FM processes conforming to PFM law, disseminated them to staff and trained staff in their use (GEMS PMP 2.1.1-4)
Incorporate PFM Law compliance into all financial management processes	I	The agency has processes in place to ensure full compliance with the PFM law, these are documented in P&P manuals and process maps					
Audits and Internal Controls Incorporate effective Internal Controls in all financial management processes	I	The agency has effective internal controls in place to ensure assets are safeguarded, financial reports are accurate and the agency in compliance with all applicable legislation				USAID-GEMS Advisors, Agency partners, Internal Audit Secretariat, GAC	Number of targeted MACs that pass USAID assessments for financial management and host country contracting (GEMS PMP 2-2) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (GEMS PMP 2.1-2)

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
							<p># of MACs with auditable financial Management systems (GEMS PMP 2.1.1-3)</p> <p># 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. (GEMS PMP 2.1.1-4)</p>
Develop the human and institutional capacity of the Internal audit function and team	I	<p>Audit committee formulated and active to facilitate audits and ensure effective responses to audit issues</p> <p>Internal Audit is functioning as per the GOL Internal Audit Strategy</p>					

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Develop a policies and procedures manual, improve audit trails and improve archiving to ensure the agency and be audited by external auditors	I	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					
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.	I	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.				USAID-GEMS Advisors, Agency partners, LIPA, other training sources	Number of Executive Branch Personnel Trained with USG Assistance (previous USAID F 2.2.2-1) # of training days provided to executive branch personnel with USG assistance (USAID F 2.2.2-6) # of government officials receiving USG-supported anti-corruption training (USAID F 2.2.4-2)

HUMAN RESOURCE MANAGEMENT WORK PLAN

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Strategic, Annual Operating & Staffing Plans	I	Expected Results: Increased transparency; Greater discipline; and increased likelihood of achieving institutional performance goals. Deliverables: Requirements for all plans; Final Plans and Staff communications session				USAID-GEMS HR TAs CSA	% of staff receiving performance appraisals in last 12 months (GEMS PMP 2.1.2-2)
HR Policies & Procedures Manual	I	Expected Results: Alignment of policies to support organizational goals and improve controls; Strengthened governance. Deliverables: Finalized staff handbook and staff communications session; Signed certifications for HR file; Training materials; Completed training				USAID-GEMS HR TAs CSA	
Performance Management/Assessment (PM/PA) Framework and Toolkit	I	Expected Results: Enhanced staff and institutional performance Deliverables: Final PM/PA framework and tools for rollout; Training materials/ completed training sessions				USAID-GEMS HR TAs CSA	# / % of Staff

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Selection, Recruitment and Induction Process	I	Expected Results: Greater alignment of staff and required skills; Increased capacity building and institutional performance Deliverables: Draft policies and procedures, framework and Selection process tools, roles definition, etc.				USAID-GEMS HR TAs CSA	# of interviews evidencing results of panels
Assess Staff Skills	I	Expected Results: Greater alignment of right skills in the right roles to promote institutional effectiveness and performance improvement Deliverables: Functional competency models; Skills assessment tools and communications materials				USAID-GEMS HR TAs CSA	
Time (Attendance) Reporting Process and System	I	Expected Results: Enhanced controls; Greater ownership & accountability; Greater governance Deliverables: Feasibility study results; Requirements/data elements; Draft process and related tools (manual & automated)				USAID-GEMS HR TAs CSA 3rd Party	

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Employee/Staff Satisfaction Survey (ESS)	I	Expected Results: Enhanced staff and institutional performance Deliverables: Requirements/data elements; Draft survey tool				USAID-GEMS HR TAs CSA	
Compensation and Benefits (Staff Pay) Survey	I	Expected Results: Greater staff satisfaction; Greater governance Deliverables: Requirements/data elements; Draft survey tool				USAID-GEMS HR TAs CSA	

ASSET MANAGEMENT WORK PLAN

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Consult all stake holders concerning a fleet management policy.	Fleet Policy	Better Management of Government assets				GSA/USAID-GEMS	% change in GoL fleet expenditures (GEMS PMP 2 – 6) % change in number of vehicles in operation fleet (GEMS PMP 2.1.2-3)
Finalize Fleet Policy and put forward to cabinet.	Fleet Policy	Better Management of Government assets				GSA/USAID-GEMS	
Identify AM software compatible with IFMIS	Central fleet/AM register	Better Management of Government assets				GSA/USAID-GEMS	
Formulate processes and procedures for basic fleet management in the MACS	Vehicle management and data collection	Better Management of Government assets				GSA/USAID-GEMS	
Complete fleet implementation plan	Implementation of new policy	Better Management of Government assets				GSA/USAID-GEMS	

PROCUREMENT WORK PLAN

Key Activities	Objective #	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Procurement Regulator Advisory Support	1	Improved, consistent guidance to entities, increased compliance, reduction in arbitrary procurement processes and improved quality. Deliverable - Completed rewritten procurement manual, regulations and user guide				PPCC and USAID-GEMS/STTA	# of Procurement Entities assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (GEMS PMP 2.1.2-1)
Job Descriptions	1	Expanded or new Job descriptions for staff involved in procurement function				USAID-GEMS	
Develop systems and procedures	1	Structured procurement documentation, procurement documentation tracking system, M&E indicators for interventions				USAID-GEMS	

INFORMATION AND COMMUNICATION TECHNOLOGY WORK PLAN

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
IT—USAID-GEMS Project Activity						USAID-GEMS_IT	# of MACs with IT systems that are assessed as IFMIS ready (GEMS PMP 2.1.2-5) Number of MACs that have successfully deployed an e-Government activity with project support (GEMS PMP 2-5)
ADS-548 submission	I	Results: Improved quality of solutions package; reduced compliance risk Deliverables: USAID letter of approval				USAID-GEMS_IT / Service Provider	
Identification and acquisition of IT resources for 1st wave of institutions	I	Results: Availability of approved, suitably specified in-country stock of infrastructure necessary for USAID-GEMS improvement exercises Deliverables: Purchase Orders, and related Delivery Notes				USAID-GEMS_IT	
Setup beta mini shared-services-center	I	Results: Improved robustness, availability of core systems. Cost savings from centralized provisioning				USAID-GEMS M&E, USAID-GEMS_IT	

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Improvements to USAID-GEMS Smartphone/mobile platform		Deliverables: Draft MOU between SSC and Client					
	I	Results: Platform effectiveness and robustness improved Deliverables: Statement of completion of performance improvement activities				USAID-GEMS_IT, USAID-GEMS	
Design and implement USAID-GEMS M&E Performance Portal	I	Results: MAC's self-report on M&E of USAID-GEMS initiatives Deliverables: Certificate of acceptance				USAID-GEMS_IT	# of PMS systems supported in MACs that are utilized for decision-making (GEMS PMP 2.1.2-4)
Implement USAID-GEMS Project Management Tools	I	Results: Improved synergy, collaboration and communication between participants; reduced activity discordance Deliverables: Training attendance tools				USAID-GEMS_IT	
Generalist Systems Support	I	Results: Improved efficiencies and effectiveness in operation of systems Deliverables: Support logs and/or narratives				USAID-GEMS_IT	
IT—Project Generic Modular Systems							

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
ICT Policy Document dev & adoption	I	Results: Improved control environment, enhanced codes of conduct, awareness of roles and responsibilities by all parties Deliverables: Letter of acceptance for each qualified staff member				USAID-GEMS_IT	
MAC Site preparation	I	Results: Efficient adoption of new infrastructure by MAC Deliverables: Certificate of Completion				USAID-GEMS_IT / Service Provider	
Install & Configure Server & UTM	I	Results: Secured computing environment, improved IT administration, productivity improvements Deliverables: Installation Certificate, Acceptance Certificate				USAID-GEMS_IT / Service Provider	
LAN & Connectivity Setup	I	Results: Improved collaboration and sharing of information resources; utilization of shared services Deliverables: Installation Certificate, Acceptance Certificate				USAID-GEMS_IT / Service Provider	

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
IT Sysadmin Training	I	Results: IT Unit able to administer server platform, providing domain administration, maintain security, ensure good availability of services Deliverables: Certificate of Completion				Service Provider	
ITIL training—Foundation Course	I	Results: Improved Service Delivery by IT Unit Deliverables: Certificate of Completion				STTA	
IT Process Improvements	I	Results: Integration of IT into organizational strategy Deliverables: TBD				USAID-GEMS_IT	
IT—Project Mission Systems							
Open Government Initiative platform and e-Billboard pilot—phase I	I	OGI Billboard Operational				USAID-GEMS_IT, STTA Comms Consultant, STTA Web developer	Number of MACs that have successfully deployed an e-Government activity with project support (GEMS PMP 2-5)
PARIS implementation	I	PARIS used by Banks				USAID-GEMS_IT	
Voucher/Payment Tracking System	I	Voucher / payment tracking system operational					
- definition & acquisition						USAID-GEMS_IT	
- implementation						USAID-GEMS_IT/	

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Concessions MIS design Cadastre improvement exercise GSA Asset Management System improvement exercise						Service Provider	
	4					USAID-GEMS_IT	
	4					USAID-GEMS_IT/ Service Provider	
	1					USAID-GEMS_IT	

MONITORING AND EVALUATION WORK PLAN

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Provide M&E training in partner MACs	I	Improved capacity to implement PMS in partner MACs				M&E Advisor and Specialist	Number of Executive Branch Personnel Trained with USG Assistance (previous USAID F 2.2.2-1) # of training days provided to executive branch personnel with USG assistance (USAID F 2.2.2-6)
Develop PMS in partner MACs	I	High quality performance measurement systems established in partner MACs				M&E Advisor and Specialist	# of PMS systems supported in MACs that are utilized for decision-making (GEMS PMP 2.1.2-4) % of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (GEMS PMP 2-3)
Finalize USAID-GEMS project PMP and submit to USAID for approval		Approved project PMP				M&E Advisor and Specialist	
Conduct baselines in Wave I MACs	I	Baseline data collected and incorporated into project PMP				M&E Advisor and Specialist	% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example

LIPA WORK PLAN

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Provide support in the development of building blocks for re-branding LIPA	2	Image enhanced; services effectively communicated to clients.				USAID-GEMS & LIPA	
		Re-branding elements					
Provide support in institutionalizing reform at LIPA	2	Change management committee (CMC); CMC TOR; CMC operations manual				USAID-GEMS & LIPA	
Provide support in the development of LIPA Course Schedule	2	Draft LIPA Course Schedule				USAID-GEMS & LIPA	# of new courses offered in response to clients' performance needs
Enhance Training design / curriculum development capacity	2	Increased capacity; Initial draft modules for selected courses				USAID-GEMS & LIPA	# of LIPA training courses that meet quality standards
Enhance Training delivery capacity	2	Increased capacity; Service delivery quality enhanced; Introductory TOT workshops				USAID-GEMS & LIPA	# of LIPA training courses that meet quality standards
Identify professional certification entities or bodies for possible partnerships (Support towards preparatory certification programs)	2	List of potential partners				USAID-GEMS & LIPA	

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Conduct an initial 'needs' assessment & performance improvement process of library services	2	Improved services; Library resource needs identified				USAID-GEMS & LIPA	# of clients accessing library services
Perception survey of key clients to assess their satisfaction with training quality	2	Client feedback; Improved services				USAID-GEMS & LIPA	# of surveyed LIPA clients that report satisfaction with training quality

ICT POLICY IMPLEMENTATION WORK PLAN

Key Activities	Objective #	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
CCN/LTTA recruited	3	Contract obligates us to hire Senior Liberian ICT specialist to be groomed by ICT advisor in policy implementation for long term sustainability. The <u>Deliverable</u> : CCN TOR and CCN is hired.				USAID-GEMS	
Establish ICT Governance Board	3	Apex decision making body for ICT investments in GOL; enhanced collaboration among the MACs to implement policy. <u>Deliverable</u> : TOR for ICTGB; and ICTGB is constituted.				USAID-GEMS/MPEA	
Begin establishment of PMO	3	Support organ for ICT Policy implementation and sustained technical advisory support for GOL MACs				USAID-GEMS / MOPT	Program Management Office (PMO) established at MOPT and providing services (GEMS PMP 2.3-1)
Universal Access Fund is operational	3	ICT Policy mandate is met; funding for ICT initiated. <u>Deliverable</u> : Fund financed				GEMS / MOPT / LTA / LTC	
Support roll out of CIO regime into MACs	3	CIO regime installed in MACs				GEMS / MOPT / LTA / LTC	

CONCESSIONS MANAGEMENT WORK PLAN

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Process & policy analysis of concessions	4	Policy report				USAID-GEMS/NBC	
Needs assessment of M&A	4	TNA				USAID-GEMS	
Capacity Development Program for M&A	4	Capacity Development Report				USAID-GEMS	
Concessions Governance (PPCA & Laws)	4	Governance Review Report				USAID-GEMS/NBC	
ICT assessment in M&A	4	Assessment Report				USAID-GEMS	
Concession data base reconciliation	4	Reconciliation Report				USAID-GEMS/NBC/MLME/FDA	
Developing M&E indicators	4	Indicators Report				USAID-GEMS/NBC/MLME/FDA	# of PMS systems supported in MACs that are utilized for decision-making (GEMS PMP 2.1.2-4) % of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (GEMS PMP 2-3)
M&E assessment in M&A	4	M&E Assessment Report				USAID-GEMS	
M&E Training	4	M&E Training Program				USAID-GEMS	Concessions M&E

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
							<p>policies and procedures manual developed and approved (GEMS PMP 2.4-3)</p> <p>Number of Executive Branch Personnel Trained with USG Assistance (previous USAID F 2.2.2-1)</p> <p># of training days provided to executive branch personnel with USG assistance (USAID F 2.2.2-6)</p>
M&E Field Visits	4	Field Report				USAID-GEMS/NBC/CA	
BOC/NBC team integration	4	Training Program				USAID-GEMS	<p>Number of Executive Branch Personnel Trained with USG Assistance (previous USAID F 2.2.2-1)</p> <p># of training days provided to executive branch personnel with USG assistance (USAID F 2.2.2-6)</p>
NBC final structuring	4	Proposed Structure				USAID-GEMS/NBC	
NIC Final Structuring	4	Proposed structure				USAID-GEMS/NIC	
NIC Business Plan & Promotion	4	Training program				USAID-GEMS/NIC	<p>Number of Executive Branch Personnel Trained with USG Assistance (previous USAID F 2.2.2-1)</p>

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
							# of training days provided to executive branch personnel with USG assistance (USAID F 2.2.2-6)
Organizing data & Filing	4	Filing Report				USAID-GEMS/NBC	
Migrating filing into electronic form	4	Filing Report				USAID-GEMS	
NBC retreat	4	Retreat Report				USAID-GEMS/NBC	
NBC strategic Plan	4	Strategic Plan				USAID-GEMS/NBC	
Workshop NBC stakeholders	4	Workshop Report				USAID-GEMS/NBC	
NBC organizational analysis	4	Strategic Report				USAID-GEMS	
Data Base & Information System Design	4	System Design report				USAID-GEMS	
M&E System design	4	System Design report				USAID-GEMS	
Training Needs Assessment on Concessions Management	4	TNAs				USAID-GEMS	
Training M&A on Concessions Mgt.	4	Training Program				USAID-GEMS	Number of Executive Branch Personnel Trained with USG Assistance (previous USAID F 2.2.2-1) # of training days provided to executive branch personnel with USG assistance (USAID F 2.2.2-6)

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and partners	PMP Indicators
			July	Aug	Sept		
Purchasing equipment for ICT applications	4	Equipment Request				USAID-GEMS	
Web Page design	4	Web page request				USAID-GEMS	
MIS design	4	MIS Report				USAID-GEMS	
MIS implementation	4	MIS Implementation report				USAID-GEMS	

PAYMENTS SYSTEMS WORK PLAN

Key Activities	Objective Number	Expected Results and Deliverables	Timeline			Responsible Person and Partners	PMP Indicators
			July	Aug	Sept		
Pilot programs for direct deposit via mobile money	5	Pilot complete				USAID-GEMS / MOF DOR/ Lonestar	% of GoL employees/payments issued through direct deposit (GEMS PMP 2.5-1) Number of mobile transactions initiatives implemented with GEMS support (GEMS PMP 2.5-2)
Interface between ASYCUDA / TAS completed	5	Interface completed and installed				USAID-GEMS/ MOF	
Pilot for rural tax payments via mobile money	5	Pilot complete				USAID-GEMS / MOF DOR	Number of mobile transactions initiatives implemented with GEMS support (GEMS PMP 2.5-2) % of GoL revenues payments transferred via electronic payments (GEMS PMP 2.5-3)

APPENDIX I. LIST OF COMPLETED PRODUCTS AND DELIVERABLES FOR THE PERIOD

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		
Institutional Assessment Report	Document	CSA
Institutional Assessment Report	Document	GC
Visioning Workshop Presentation Materials	Document (.ppt)	CSA/GSA/NCDU
Change Management Workshop Presentation Materials	Document (.ppt)	CSA/GSA/NCDU
Change Readiness Assessment Survey Tool	Document	CSA/GSA/NCDU
Change Visioning Exercise Template	Document	CSA/GSA/NCDU
Institution Key Requirements Listing	Document (.xls)	CSA/GSA/NCDU
Key Initiatives Listing 2012/2013	Document (.xls)	CSA/GSA/NCDU
HR M&E by Process Key Indicators and Measures v2.0	Document (.xls)	CSA/GC/NIC/PPCC/LIPA/GSA
HRM Detailed Assessment: Executive Summaries	Document (.doc)	CSA/GC/NIC/PPCC/LIPA
HRM Detailed Assessment : Questionnaires	Document (.doc)	CSA/GC/NIC/PPCC/LIPA
HRM Detailed Assessment: Recommendations Summaries	Document (.xls)	CSA/GC/NIC/PPCC/LIPA
HRM Detailed Assessment: Issues, Impacts, and Recommendations	MS Excel spreadsheet	CSA/GC/NIC/PPCC/LIPA
HRM Detailed Assessment: Best Practice Guides/Tool Packages (4)	MS Excel spreadsheet	CSA/GC/NIC/PPCC/LIPA
Pay Survey Stakeholder Management Plan &	MS Excel spreadsheet	MOHSW

Product Description	Type of Product (Document, Film, etc.)	Institution
Template		
Pay Survey Communications Management Plan & Template	MS Excel spreadsheet	MOHSW
Pay Study Sr. Exec Briefing: Project Risks and Resolutions	Document	MOHSW
Pay Survey Key Stakeholder Interview Guide	Document	MOHSW
Pay Survey Key Stakeholder Interview Summaries (16)	Document	MOHSW
Final Pay Survey Data Collection Tool	Document Database (Excel/Access)	MOHSW
Pay Survey Assessor Training Materials	Document MS Excel spreadsheet	MOHSW
Health Pay Study Field Communications Summary I-Pager	Document	MOHSW
Draft Pay Analysis Participant & Data Profiles (10)	Document MS Excel spreadsheet	MOHSW
Initial Understanding of Institutional Challenges Meeting Summary	Document	MOPT
Functional IT Assessments & Recommendations	Document	CSA, GC, PPCC, LIPA, GSA
Open Government Initiative High-level recommendations & Draft Work plan	Document	MOF
Open Government Initiative—electronic Billboard: specified, selection process completed, and product ordered	Infrastructure	MOF
Salary Survey Mobile Platform & final version of Survey instruments	e-Document/e-Form/Database/Information System	MOHSW
Voucher Tracking System—In principle project approval by MoF, USAID, USAID-	Document/Email	MOF

Product Description	Type of Product (Document, Film, etc.)	Institution
GEMS		
Draft Public Procurement Manual	Document	PPCC
Draft Final Regulations Accompanying PPCA of 2005 as Amended 2012	Document	PPCC
Draft Final Public Procurement Manual Executive Summary Edition	Document	PPCC
Draft Final Public Procurement Manual General User Edition	Document	PPCC
PPCC Institutional Assessment	Document	PPCC
Draft Fleet Management Policy	Document	GSA
Draft Fleet Management Policy Implementation Plan	Document	GSA
Fleet register	Document	GSA
GSA Visioning Exercise	Document	GSA
GSA Institutional assessment	Document	GSA
GOL Standard Chart of Accounts creation spreadsheet	MS Excel spreadsheet	Possibly useful for all
Chart of Accounts	Document	NIC/PPCC/GSA/GC/CSA
LIPA Chart of Accounts Cross-Walk	Document	LIPA
Journal Voucher Form Template	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/GC/CSA
General Ledger Workbook—Including Trial Balance and Financial Statements Templates-PPCC	MS Excel spreadsheet	NIC / PPCC / GC
Budget vs. Actual Report	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/GC/CSA
Appropriation-Budget-Expenditure-Commitment Report Template	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/GC/CSA
Bank Reconciliation Template	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/GC/CSA

Product Description	Type of Product (Document, Film, etc.)	Institution
Imprest/Petty Cash Ledger Template	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/GC/CSA
Budget formulation, execution control, reporting and financial accounting and reporting spreadsheet	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/GC/CSA
Work Shop 1 Introduce financial management professionals to GOL financial management systems and the best tools available for their agency, IFMIS, Quick Books or similar or spreadsheets depending on the agency.	Training materials	NIC/PPCC/GSA/LIPA/GC/CSA
Work Shop 2 Provide more in depth hands on training in the USAID-GEMS tools to formulate and control the execution of an MTEF budget	Training materials	NIC/PPCC/GSA/LIPA/GC/CSA
Work Shop 3 Develop or explain existing PFM law compliant expenditure and payment processes and create process maps of the process	Training materials	NIC/PPCC/GSA/LIPA/GC/CSA
Currently Under Development: Work Shop 4 Develop PFM law compliant revenue processes using improved IT platforms and document them in process maps Work Shop 5 Develop or explain existing PFM law compliant month end, quarterly and year end closing and reporting processes using improved IT platforms and document them in process maps Work Shop 6 Develop or explain existing PFM law compliant cash and	Training materials	NIC/PPCC/GSA/LIPA/GC/CSA

Product Description	Type of Product (Document, Film, etc.)	Institution
bank account management processes using improved IT platforms and document them in process maps Work Shop 7 Review, update and align the finance function organizational structure and job descriptions based on the above revised processes and work flows/demands Work Shop 8 Provide training in the role and importance of internal audit and internal controls and the GOL's internal audit strategy, the Internal Audit Secretariat		
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		
Institutional Capacity Assessment Tool (Generic)	Document (.doc)	LIPA
Capacity Assessment Tool	Document (.doc)	LIPA
Baseline Data Collection Tool (Institution-wide)	Document (.doc)	LIPA
Baseline Data Collection Tool (Programs)	Document (.doc)	LIPA
Leadership Capacity Assessment Tool	Document (.doc)	LIPA
Vision, Mission, & Operating Principles Litmus Test (Assessment Tool)	Document (.doc)	LIPA
Vision Statement	Document (.doc)	LIPA
Mission Statement	Document (.doc)	LIPA
Mission Statement (with key objectives)	Document (.doc)	LIPA
Operating Principles	Document (.doc)	LIPA
Requirements for implementation of the National Training & Development Policy	Document (.doc)	LIPA

Product Description	Type of Product (Document, Film, etc.)	Institution
Interim Strategy for Addressing Critical Operational Capacity Issues and Challenges	Document (.doc)	LIPA
Institutional Assessment Report & Capacity Development Plan	Document (.doc)	LIPA
Draft MOU	Document (.doc)	USAID-GEMS & LIPA
Capacity / Training Needs Assessment Report	Document (.doc)	LIPA, CSA, GC, GSA & PPCC
TOR & Short-listing / Selection Criteria: CCN Training Coordinator	Document (.doc)	USAID-GEMS & LIPA
TOR for STTA Institutional Development Specialist (Change Management)	Document (.doc)	LIPA
TOR for STTA Capacity Building Specialist (Staff Skills Assessment)	Document (.doc)	LIPA
TOR for STTA Library Management Systems Specialist	Document (.doc)	LIPA
TOR for STTA Capacity Building Specialist (Capacity/Training Needs Assessment)	Document (.doc)	LIPA
TOR for STTA Curriculum Development & Training Specialist	Document (.doc)	LIPA
TOR for STTA Strategic Planning Specialist	Document (.doc)	LIPA
TOR for STTA Marketing Specialist	Document (.doc)	LIPA
TOR for STTA Monitoring and Evaluation Specialist	Document (.doc)	LIPA
TOR for STTA Gender Mainstreaming Specialist	Document (.doc)	LIPA
TOR for STTA Business Development Specialist	Document (.doc)	LIPA
USAID-GEMS approach to capacity building and performance improvement	Document (.ppt)	LIPA

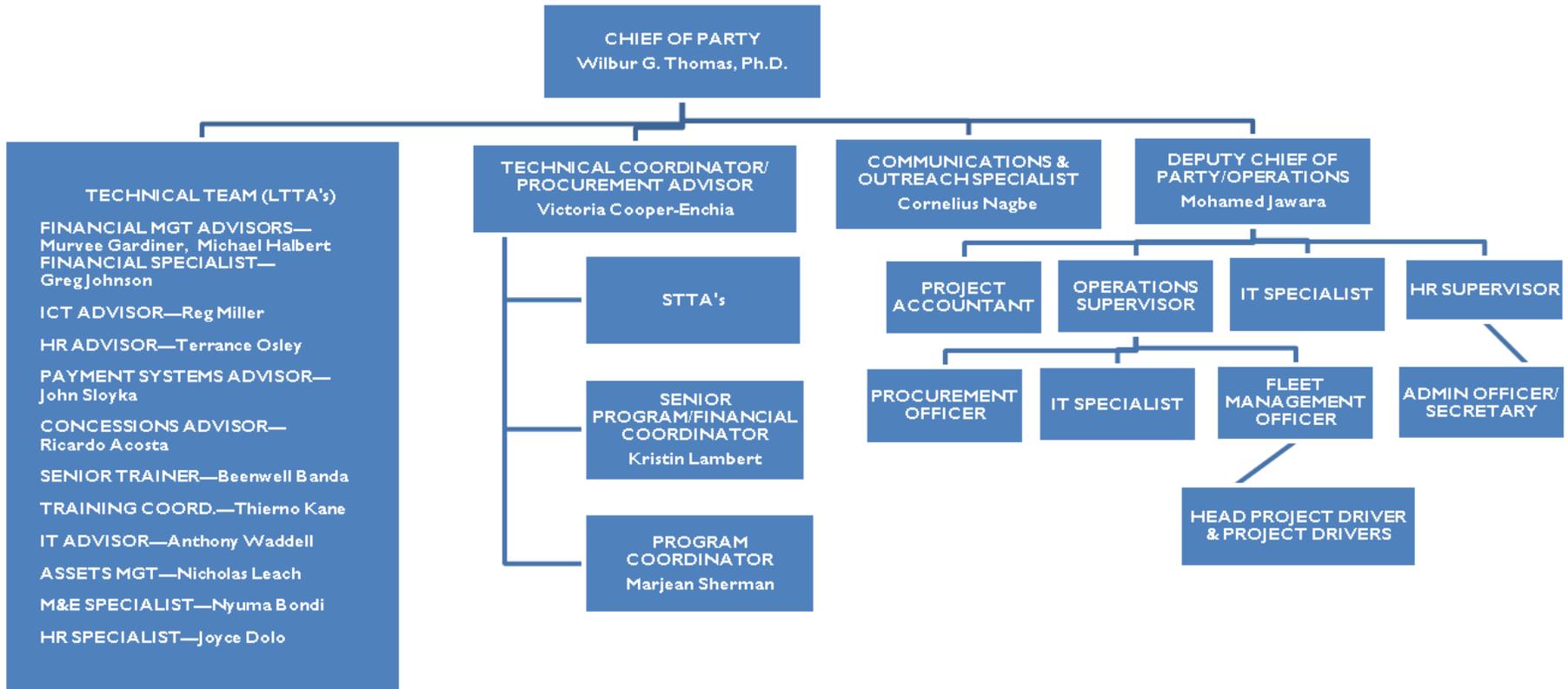
Product Description	Type of Product (Document, Film, etc.)	Institution
The Capacity Assessment Tool	Document (.ppt)	LIPA
Mandate Review	Document (.ppt)	LIPA
Review of the Vision & Mission	Document (.ppt)	LIPA
Formulation of Operating Principles	Document (.ppt)	LIPA
Wrap-Up: Vision, Mission & Values	Document (.ppt)	LIPA
Leadership Capacity Assessment	Document (.ppt)	LIPA
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		
CIO TOR	Document	MOPT
CCN/LTTA TOR	Document	MOPT
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		
BOC road map to NBC	Document	NBC
Field Monitoring templates for Firestone and LAC	Document	NBC
Field Monitoring report for LAC	Document	NBC
Training on concession management for the integration of BOC and NBC teams	Document	NBC
Presentation on NBC to IMCC and legislature	Power Point Presentation	NBC
Presentation on M&E to NBC	Power Point Presentation	NBC
Presentation on Governance in concessions to NBC	Power Point Presentation	NBC
Presentation on NIC structure to Board	Power Point Presentation	NIC
NIC Institutional Assessment	Document	NIC

Product Description	Type of Product (Document, Film, etc.)	Institution
NBC Institutional Assessment	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		
Payment System for Liberia (Liberia Interbank Payment System)	Document	CBL
Strategy for piloting the transfer of employee direct deposit salaries via mobile money developed	Document	MOF

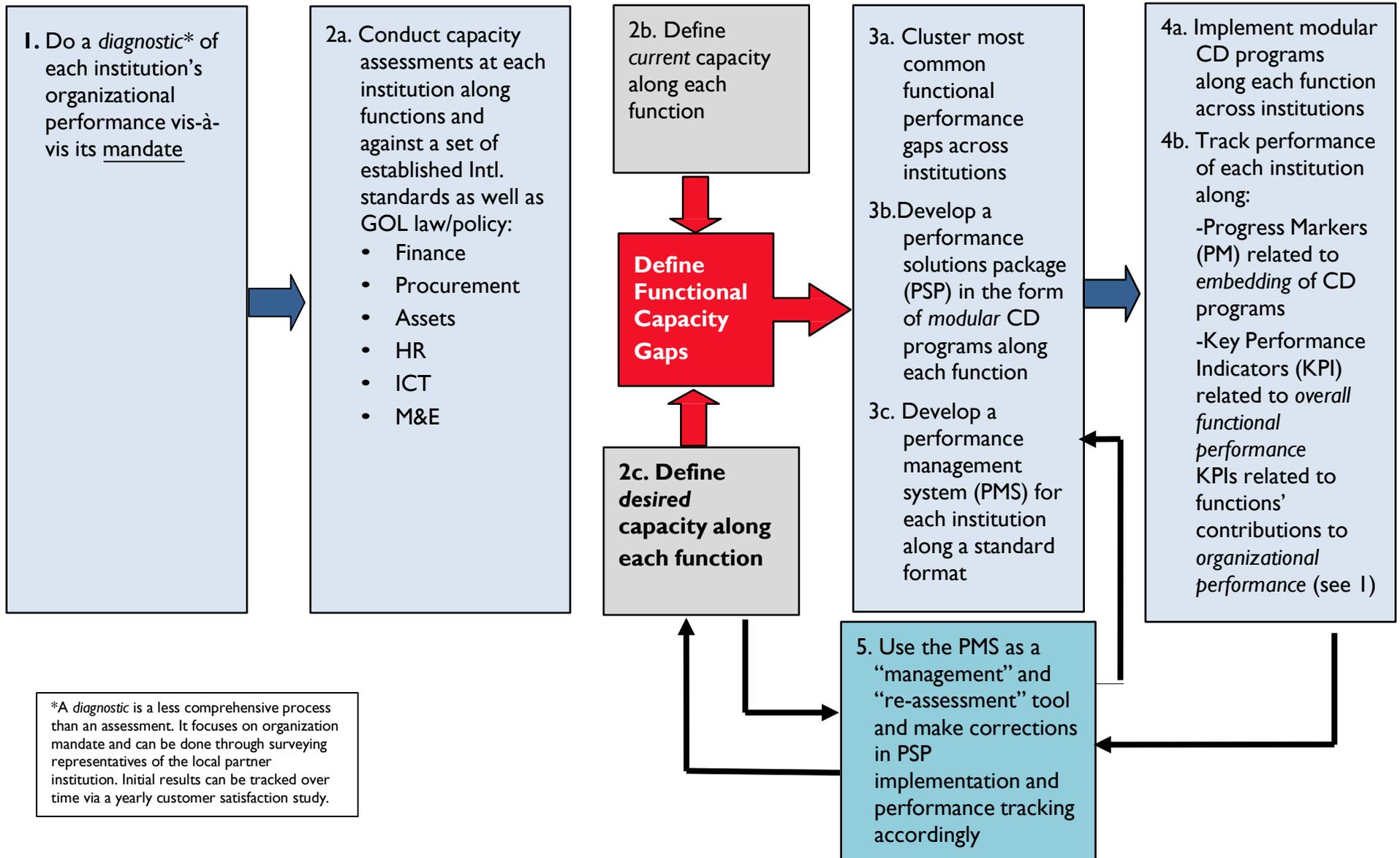
APPENDIX II. LISTS OF TRAININGS, WORKSHOPS AND EVENTS

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
In country	GSA visioning Workshop	4/5-6/12	14	5	GOL
In country	GSA change management Workshop I	4/16-18/12	19	7	GOL
In country	NCDU visioning & change management workshop	5/8-11/12	6	1	GOL
In country	NBC Introductory Program to new staff and Transition from BOC to NBC	05/03/12 – 06/15/12	18	0	GOL
In country	Public procurement manual workshop I	6/4/12	8	1	GOL
In country	TNA workshop I	6/6/12	7	3	GOL
In country	Public Procurement Manual Workshop 2	6/7/2012	8	2	GOL
In country	MOF Open government initiative	6/26/12	11	2	GOL
Third country	GSA study tour on use of “Free balance”	4/20-5/13/12	1	1	GOL

APPENDIX III. USAID-GEMS TEAM AND ORGANIZATIONAL STRUCTURE



APPENDIX IV. USAID-GEMS HUMAN & INSTITUTIONAL CAPACITY DEVELOPMENT APPROACH



*A *diagnostic* is a less comprehensive process than an assessment. It focuses on organization mandate and can be done through surveying representatives of the local partner institution. Initial results can be tracked over time via a yearly customer satisfaction study.

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