



USAID
FROM THE AMERICAN PEOPLE

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

QUARTERLY PROGRESS REPORT:
JANUARY–MARCH 2013 (FY13, Q2)



APRIL 2013

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: Minister of Education, Ms. Etmonia Tarpeh (right), shaking hands with USAID-GEMS Chief of Party, Victoria Cooper (left) after signing the Memorandum of Understanding between USAID-GEMS and the Ministry of Education. USAID-GEMS provides technical assistance to improve performance and build capacity at counterpart Liberian Ministries, Agencies, and Commissions.

**USAID/LIBERIA GOVERNANCE
AND ECONOMIC
MANAGEMENT SUPPORT
(USAID-GEMS) PROJECT
QUARTERLY PROGRESS REPORT:
JANUARY-MARCH 2013 (FY13, Q2)**

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.

CONTENTS

ACRONYMS.....	iii
EXECUTIVE SUMMARY	I
I. PROJECT OVERVIEW	5
II. ACHIEVEMENTS AND PERFORMANCE	9
Achievements by Project Objective.....	9
Achievements in Cross-Cutting Themes.....	23
M&E Metrics.....	28
III. PROJECT CHALLENGES.....	51
IV. WORK PLANS FOR NEXT QUARTER	55
Appendices	
Tables.....	71

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
COP	Chief of Party
CSA	Civil Service Agency
DoB	Department of Budget
DoR	Department of Revenue
EPA	Environmental Protection Agency of Liberia
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
IAS	Internal Audit Secretariat
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
LAN	Local Area Network
LIPA	Liberia Institute of Public Administration
LTA	Liberia Telecommunications Authority

LTTA	Long-term Technical Assistance
MAC	Ministry, Agency, & Commission
MIS	Management Information System
MLME	Ministry of Lands, Mines & Energy
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOE	Ministry of Education
MOHSW	Ministry of Health and Social Welfare
MOPT	Ministry of Post and Telecommunications
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MYS	Ministry of Youth & Sports
NBC	National Bureau of Concessions
NCDS	National Capacity Development Strategy
NCDU	National Capacity Development Unit
NGO	Non-governmental Organization
NIC	National Investment Commission
OBI	Open Budget Initiative
OGI	Open Governance Initiative
PFM	Public Financial Management
PFMRCU	Public Financial Management Reforms Coordinating Unit
PFMRIU	Public Financial Management Reform Implementation Unit
PM/PA	Performance Management/Assessment
PMO	Project Management Office
PMP	Performance Management Plan
PPCA	Public Procurement and Concessions Act
PPCC	Public Procurement and Concessions Commission
PPM	Public Procurement Manual
STTA	Short-term Technical Assistance
TA	Technical Assistance
TAS	Tax Automation System
TNA	Training Needs Assessment
USAID	United States Agency for International Development
USAID AYP	USAID Advancing Youth Project
USAID-GEMS	USAID Governance and Economic Management Support Project
VCM	Visioning and Change Management Workshop
WB	World Bank

EXECUTIVE SUMMARY

During this quarter, the United States Agency for International Development's Governance and Economic Management Support (USAID-GEMS) project began engagement with its "Wave 2" Government of Liberia (GOL) institutions. Wave 2 consist of nine counterpart Ministries, Agencies, and Commissions (MACs): Post and Telecommunications (MOPT); Finance (MOF); Education (MOE); Health and Social Welfare (MOHSW); Agriculture (MOA); Lands, Mines and Energy (MLME); Youth and Sports (MYS); the Environmental Protection Agency (EPA); and Forest Development Authority (FDA). To help inform this work, the USAID-GEMS project's leadership and advisors incorporated "lessons learned" and knowledge from the project's interactions with the first cohort of GOL institutional counterparts.

In prior quarters, the project focused on providing technical assistance to eight GOL MACs: the Liberia Institute for Public Administration (LIPA); National Investment Commission (NIC); Governance Commission (GC); Civil Service Agency (CSA); Central Bank of Liberia (CBL); General Services Agency (GSA); National Bureau of Concessions (NBC); and Public Procurement and Concessions Commission (PPCC).

Key Achievements in the Quarter

Objective I

- Initial Memoranda of Understanding (MOUs) were signed with the MOPT, MOE and EPA and personnel from both the MOPT and MOE attended Visioning and Change Management (VCM) workshops led by USAID-GEMS' advisors. These institutions are now ready for their initial performance assessments by USAID-GEMS. The EPA's VCM workshop will take place in the next quarter. The PPCC and GSA signed comprehensive MOUs with USAID-GEMS for the implementation of technical assistance to close performance gaps and operationalize the agreed upon solutions packages.
- On behalf of the Internal Audit Secretariat (IAS), USAID-GEMS developed and produced "Procedures for the Set-up & the Effective Functioning of the GOL Internal Audit Departments"; a Code of Conduct and Ethics document; Internal Audit Manual; and the Operational Procedural Manual. The Internal Audit Secretariat has adopted these deliverables and they are presently in use at the MACs in which IAS has placed internal auditors.
- The USAID-GEMS Human Resources team worked with the CSA to develop, finalize and launch the following: "Government of Liberia Standing Orders for the Civil Service;" "Civil Service Human Resources Policy & Procedures Manual" and the "Civil Service Performance Management System (PMS): A Guide to Performance Management." After the Cabinet endorsed these documents, they were presented to GOL institutions during a two-day workshop in March.
- The development of a career path for procurement professionals progressed through support to the Public Procurement and Concessions Commission (PPCC). The project provided draft regulations on the requisite qualifications of procurement unit staff, from Logistics Assistant to Procurement Director.
- Project personnel delivered a full manual and guidelines to support efforts on the GOL's general asset data collection. These documents provided information to targeted MACs in order to assist

them in preparation for the data input exercise, which will have to be completed once the GSA implements its desired software solution.

- The Operational fleet manual and guidelines were introduced to the NIC, CSA, GC, and PPCC along with an initial training workshop for asset and fleet management personnel, which was also attended by senior management.

Objective 2

- USAID-GEMS collaborated with LIPA and provided assistance in finalizing LIPA's training program brochure and calendar for the first 2013 Training Cycle Courses. One hundred and fifty (150) course brochures and 600 information flyers were printed and distributed to selected MACs and private sector institutions.
- Preliminary activities towards LIPA refurbishment were completed in March 2013. An assessment of the LIPA building was conducted and a contractor was identified for the work. The anticipated refurbishment will improve the physical environment and provide more available venues in which to present LIPA courses.

Objective 3

- The Chief ICT Officer training course was designed and subsequently validated during a workshop, which included the MOPT and other stakeholders.

Objective 4

- The USAID-GEMS STTA Cadastre Specialist developed a roadmap for the development of a National Concessions Cadastre. A workshop was held with all the GOL concessions stakeholders and the dialoguing resulted in an agreement for the National Concessions Cadastre to be coordinated at the NBC.

Objective 5

- USAID-GEMS facilitated the first stakeholder meeting for mobile money (mMoney) at the Central Bank of Liberia. The goals for the meeting included acquainting the stakeholders with the role of mobile money for salary payments and revenue collection; ensuring stakeholder awareness of the ongoing pilot programs; and encouraging commercial banks and mobile companies to participate in mMoney.

Special Projects

- A USAID-GEMS advisor facilitated the development and launch of the first Annual Economic Review by the Ministry of Finance.
- On January 23rd, 2013, President Ellen Johnson Sirleaf inaugurated the Open Budget Initiative electronic billboard, which supports the GOL's commitment to financial transparency by displaying how allocated public funds are used. This event received worldwide media coverage.
- USAID-GEMS supported the configuration and deployment of a smartphone platform to facilitate the GC's National Governance survey. Trainers taught the survey's enumerators how to use the platform and also instructed administrators in the development of the questionnaire, design of forms and analysis of data for producing reports.

- The President inducted 14 young adults into the Class IV of the President's Young Professionals Program, which is sponsored by USAID-GEMS. These young professionals are assigned to the Department of the Budget within the MOF to enhance the implementation and sustainability of the Medium Term Expenditure Framework.

I. PROJECT OVERVIEW

The five-year United States Agency for International Development Governance and Economic Management Support (USAID-GEMS) project provides technical assistance to improve performance through strengthening public sector capacity in Liberia. Specifically, USAID-GEMS works with key Ministries, Agencies, and Commissions (MACs) in 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.

The project supports the Government of Liberia's vision of leading the nation to become a middle-income country by 2030, which could be achieved if Liberia manages its rich resources effectively to build its national wealth equitably and sustainably. The project's strategic approach has been designed to support the GOL in implementing its own policies and frameworks in key management areas. The project provides technical assistance to improve economic governance through human and institutional capacity development within selected GOL MACs in order to achieve the following objectives:

- Objective 1: Management systems and key organizational functions- including financial and human resources management, procurement, monitoring and evaluation, and assets management- of participating GOL institutions conform to international good practice standards.
- Objective 2: The capacity of the Liberia Institute for Public Administration is enhanced to provide performance improvement solutions to GOL and other institutions.
- Objective 3: Participating GOL institutions use Information and Communication Technologies (ICT) more effectively to further Liberia's development objectives as articulated in the National Telecommunication and ICT Policy.
- Objective 4: Management of natural resource concessions is more efficient, effective, and transparent through the introduction and management and oversight tools utilizing automated ICT based systems where appropriate.
- Objective 5: GOL supports and utilizes expanded electronic banking mechanisms with accurate and timely processing and reconciliation of GOL payments and receipts to and from vendors, businesses, civil servants and the public, utilizing mobile technologies when feasible.

By the end of the USAID-GEMS project, with GOL leadership and support, USAID/Liberia envisions a public sector with measurably improved technical skills and an enabling environment to better manage government operations responsibly and effectively in the targeted areas. The activities under USAID-GEMS will contribute to improved organizational management within and across the counterpart GOL institutions and enhanced coordination across government functions to help ensure that public finances and assets are managed in the interest of the Liberian people and the country's development objectives.

The USAID-GEMS project began active implementation in early April 2012 with a focus on the MACs, which have cross-cutting technical authority for determining the GOL's processes and

procedures and also provide both support and strategic oversight in the technical and functional areas that USAID-GEMS seeks 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	Governance & Institutional Capacity Development
National Bureau of Concessions & Inter-Ministerial Concessions Committee	Concessions Management
Central Bank of Liberia (National), MOF Expenditure Department (GOL)	Payment Systems
Ministry of Post & Telecommunications	Information & Communications Technology

The fundamental procedures for the sustainable implementation of the GOL management frameworks were developed in the first year of the project through a collaborative process between the USAID-GEMS project’s team and the relevant central management agencies. USAID-GEMS will support these agencies for the duration of the project to roll out practical training and changes in operational processes to the targeted MACs. This partnership will help implement effectively new procedures, which are designed to achieve the desired performance improvements in managing national resources effectively.

The following technical approach has been established for the project’s work with each counterpart Liberian institution:

- After a dialogue between USAID-GEMS and the prospective counterpart institution, the first Memorandum of Understanding (“MOU I”) is drafted and the timing for the signing of the document is set. The executed MOU I authorizes USAID-GEMS to begin the initial institutional assessment of the MAC.
- After the signing of MOU I, the MAC’s senior management is invited to participate in a two-day Visioning and Change Management workshop (VCM).
- Within two weeks of the VCM workshop, team members from each of the six functional areas of USAID-GEMS (financial management, human resources, procurement, asset management, monitoring and evaluation, and information technology) visit the MAC to undertake performance assessments, benchmarked against the metrics of the prevailing GOL framework or international good practices.

- Within six weeks of the signing of MOU I, USAID-GEMS presents the assessment report with the solutions package to the MAC for review and validation.
- Once the solution package is accepted and agreed upon by the MAC, the second MOU (“MOU 2”) is signed. This document delineates agreement on how USAID-GEMS will assist the MAC to close the performance gaps identified in the institutional assessment. It establishes the mutual responsibilities of both the MAC and the USAID-GEMS. MOU 2 serves for the life of the project but may be modified to address emerging priorities.
- USAID-GEMS’ advisors work directly with the professional staff in the various functional areas using a regular schedule of visits to implement the work to catalyze the change(s) required for performance improvement.
- Depending on the needs of each MAC, this sequence of events serves as a basis for working with each new institution

II. ACHIEVEMENTS AND PERFORMANCE

ACHIEVEMENTS BY PROJECT OBJECTIVE

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

FINANCIAL MANAGEMENT

The USAID-GEMS Financial Management (FM) team supports performance improvement initiatives across all key accounting and finance areas in the National Investment Commission (NIC), National Bureau of Concessions (NBC), Liberia Institute of Public Administration (LIPA), Governance Commission (GC), Public Procurement and Concessions Commission (PPCC), Civil Service Agency (CSA), and General Services Agency (GSA).

PFM Law Compliance, Medium Term Expenditure Framework (MTEF) Budget Formulation and Execution

The FM team has utilized International Public Sector Accounting Standards (IPSAS), accounting-related GOL policies, and the Liberian PFM Law to guide the development, documentation and implementation of activities to support to the GOL's finance and accounting departments within counterpart institutions. The advisors also use these foundational standards when establishing processes to create and execute Medium Term Expenditure Framework (MTEF) budgets and other accounting and reporting processes.

The FM team has been drafting and documenting, in both policies and procedures manuals, business processes using QuickBooks software and spreadsheets. In this quarter, the FM team made substantial progress in developing the manuals and the necessary forms to support selected business processes. The staff at counterpart MACs, especially personnel at PPCC, GC, LIPA and the CSA, participated in the development of the processes and have received extensive on-the-job-training in executing them and utilizing the supporting tools, primarily QuickBooks and spreadsheets.

Those GOL fiscal officers, who had not participated in the initial PFM Law and Regulations orientation, received training during this quarter at LIPA. This training was facilitated by USAID-GEMS, in collaboration with the Public Financial Management Reform Coordination Unit (PFMRCU). Such trainings are crucial to building the capacity of counterpart GOL MACs to comply with the PFM Law, thus the USAID-GEMS FM Team will continue its collaboration with the PFMRCU in this efforts.

In order to support MTEF Budget Formulation, a spreadsheet to create MTEF Budgets which includes all the sources and uses of funds including donor funding within a three-year horizon, was provided to the GC and the PPCC. The spreadsheet allows these MACs to develop a budget based on their long or medium-term strategic plans and compare them to funds available from the GOL budget, donors and other sources. During this quarter, the GOL's MOF Bureau of the Budget issued the Budget Call Circular for FY 2013-2014 and gave MACs their budget ceiling. The USAID-GEMS FM team also collaborated with the Bureau of the Budget to review their tools to ensure consistency with those developed by the project to aid counterpart MACs in the development of their GOL FY 2013/2014 budgets.

Also, in this quarter, the FM team focused on providing on-the-job training in utilizing QuickBooks and spreadsheets while simultaneously developing identified business processes. This involves both an analysis of existing forms and approvals. Additionally, it requires the introduction of new forms and business processes, which use QuickBooks and spreadsheets that contain improved internal controls. It is anticipated that during the next quarter, when the new IT infrastructure is in place, MACs will begin operating these new business processes and draft forms in parallel with existing systems. Ideally, the transition and complete migration to the new processes will occur by the end of the quarter.

Accounting and Reporting Processes and Systems

The FM team continues to move forward in collaboration with our GOL partners to develop processes to support accounting and reporting processes and systems:

- A Step-By-Step manual on QuickBooks was developed and used in providing hands-on training on QuickBooks to identified GOL employees; and
- A draft QuickBooks User's manual, currently under review by the FM team was developed to aid the new QuickBooks users in operating the software after its successful installation.

Month End Closing and Reporting

Substantial work has been done in cooperation with the GOL partners to develop and document policies and procedures related to month-end and year-end closing and reporting. Once a GOL counterpart institution's employees are comfortable in using only QuickBooks, the processes, process maps, policies and procedures manuals can be finalized and formally approved by the MAC's management.

Accounting and finance staff members will be trained in the newly developed processes and taught how to use the tools to create reports, specifically spreadsheets to create the IPSAS Cash Basis reports.

IPSAS Accounting Standards and the GOL Chart of Accounts

- The GOL standard chart of accounts has been utilized in developing company files to be used in the QuickBooks accounting software.
- The standard GOL 39 digits chart of accounts was developed for the CSA based on the overall GOL chart of accounts and was given to the CSA to aid in coding transactions going into IFMIS.

Audit Trails, Archiving and Forms

- Forms and processes have been developed to create an audit trail of the approvals, account postings and other activities involved in financial transactions or processes.
- The new forms are a vital component of compliance with the PFM law. They help create audit trails because they require various approvals and this constitutes an important step forward in improving internal controls. For example, a Purchase Order will not be approved by the Controller unless the Budget Officer has ensured that the purchase will not lead to a budget overrun and that the purchase has been approved by the Department or Project Manager that is responsible for that budget.

Cash and Bank Account Management

The USAID-GEMS FM team continues to work closely with its MAC partners to ensure that the tools for effective control of cash and bank management are customized to and utilized by each

MAC. During the quarter, the team continued various cash management activities with the MACs:

- Provided on-the-job training to the CSA Assistant Comptroller and the Imprest Fund Custodian in utilizing the template developed to perform monthly bank reconciliation.
- Imprest Fund ledgers were developed to properly account for the Imprest (Operational) funds. LIPA and the CSA are currently utilizing the USAID-GEMS developed Bank Reconciliation Template and Imprest Fund ledgers to reconcile their monthly bank accounts and have expressed appreciation for these tools.
- Petty cash and Imprest fund management and control draft processes and process maps have been developed and provided to the MACs partners for additional comment.
- The cash and bank management policies and procedures manual, which will form part of the overall policies and procedures manual, is being developed in conjunction with the MACs. These policies and procedures manual cannot be finalized until the Comptroller-Accountant General rolls out the overarching Financial Management manual of the GOL.
- Accounting tools, sub-ledger and reconciliation forms and spreadsheet tools have been developed and provided to other MACs, including the PPCC and the GC. Staff at these MACs have received training and assistance in completing bank reconciliations. Most of the Wave I MACs have expressed a need for improved cash and Imprest fund handling tools and capacity. Many of these capacity gaps have been closed with tools, training and on-the-job support.

USAID-GEMS is in the process of acquiring six fireproof safes for partner MACs. A modern safe with access requiring at least two persons is a key element in meeting various PFM Law requirements in order to safeguard cash and important documents such as blank checks and receipt books.

Internal Audit Function

To complement the FM team's deliverables, USAID-GEMS contracted and placed a short-term technical assistance (STTA) consultant at the GOL's Internal Audit Secretariat (IAS) to develop appropriate internal audit framework documents for the implementation of the GOL's Internal Audit Strategy. The STTA consultant developed and completed the following documents for the IAS to use in implementing the GOL's Internal Audit Strategy:

- *Procedures for the Set-up & the Effective Functioning of the GOL Internal Audit Departments:* This document establishes the rationale for setting-up and maintaining an internal audit department to implement the GOL's Internal Audit Strategy in the MACs. It also articulates the formulation and structure of the ideal internal audit department.
- *Code of Conduct and Ethics:* This manual documents the required professional culture for the internal auditing arena. It spells out the objectives of the Internal Audit Secretariat (IAS), and the professional conduct and ethics that are required of internal auditors in the practice of the profession. All internal auditors embedded at the various MACs are required and expected to be in compliance with the IAS Code of Conduct and Ethics.
- *Internal Audit Manual:* This manual assists the IAS in establishing and strengthening the audit functions of the internal audit departments at the various MACs, and also guides internal auditors in performing their duties including enforcing compliance of the PFM Laws and Regulations. The manual documents the internal audit policies and procedures the auditors must follow. It also contains the forms and templates that auditors must use in performing their duties.

- *Operational Procedural Manual:* This document is Part II of the Internal Audit Manual and it explains in detail the audit forms and templates referred to in the Internal Audit Manual.

The IAS has adopted these documents and they are presently in use at the MACs with internal auditors. The Financial Management team has incorporated effective internal controls in the financial management processes at the various MACs to make their financial management systems auditable.

Internal Controls

Improved internal controls are being incorporated into all processes, budget formulation and execution, accounting and reporting and cash and bank account management. A general internal controls training also is planned for all finance and internal audit staff at USAID-GEMS partners. It is hoped that this training will be provided in cooperation with the IAS.

ICT Infrastructure to Support Financial Management

Hardware

The FM team has been providing on-the-job training to MACs partners in anticipation of the installation of IT infrastructure which will support the implementation of the interim financial management solutions. The implementation of the IT solution package for the MACs is in progress and expected for installation in the next quarter.

Software

QuickBooks implementation and training have continued. Some company files have been set up, and staff at the MACs have received general QuickBooks training, which requires follow-up with on-the-job training. Therefore, the focus this quarter has been in entering data for the current fiscal year and providing on-the-job training pending the installation of the hardware and software. Extensive on-the-job training has also been given in the use of the sophisticated spreadsheets required to upload QuickBooks accounting transaction data, create key reports required by the MOF and to comply with the ISPAS' accounting and reporting standards.

Detailed Policies and Procedures Manuals

A detailed policies and procedures manual for each Wave I MAC is currently being drafted. The manual is a step-by-step description of the MACs material processes, MTEF Budget formulation and execution, accounting and reporting and cash and bank account management. The manuals are a key component in the MACs PFM Law compliance. Since not a single Wave I MAC had a fully developed and implemented policy and procedure manual at the commencement of the USAID-GEMS project, the implementation of an approved manual will be a major milestone in the project.

HUMAN RESOURCES MANAGEMENT

The USAID-GEMS' HR Advisory team focused on the CSA during the quarter and successfully developed, finalized, and launched three key initiatives to the GOL:

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

These listed deliverables form the basis of the Human Resources Management (HRM) solutions packages for all counterpart MACs.

With respect to the PMS, it was determined by the Director General of the CSA that the new process and related system should first be presented to the President and Cabinet members for their approval prior to its launch. To support this presentation, the USAID-GEMS Senior HR Advisor followed a request and prepared and presented the overview presentation for discussion at the March 14th Cabinet meeting. The Manual and PMS were both well-received and unanimously endorsed by the Cabinet. This set the stage for the successful launch, held the following week and well-attended by the Cabinet, the US Ambassador to Liberia, USAID, and other key donors to the GOL.

The USAID-GEMS team also took the opportunity to re-engage with all the Wave I institutions' HR leaders during the quarter to review the solutions package and to discuss the design and implementation of the stated activities in the package. All of the leaders in these institutions, along with HR leaders from selected key GOL MACs for the above-mentioned key initiatives, were in attendance and avidly participated in the workshops held during the quarter.

In this quarter, the HR advisory area was supported by one CCN and one short-term technical assistance (STTA) contracted employee:

- I. Joyce Johnson Dolo – HR Specialist, who has been overseeing and working closely with our partners at the CSA to manage the 3 key core service delivery objectives mentioned above, which are critical to HR management at MACs.
 - Rogers Kamanga – Organizational Development and Change Specialist, who joined the team in October 2012, will continue conducting Visioning and Change Management workshops, which are now focused on Wave II institutions in the review and validation of their respective organizational mandates, taking into account business requirements, processes needed to satisfy business objectives, as well as, to identify key initiatives and to introduce change management as an essential program to support implementation of key initiatives.

ASSET MANAGEMENT

During the quarter, the Asset Management (AM) team produced a full manual and guidelines for the General Asset Data collection. These documents are aimed at the MACs for internal organization purposes and also to assist them in preparation for the eventual data input that will be necessary once the GSA implements their desired software solution. Additionally, the team introduced the Operational fleet manual and guidelines to the NIC, CSA, GC, and PPCC, and this was accompanied by an initial training workshop for the asset and fleet management personnel, including attendance by senior management. After the training, additional capacity was built through mentoring and support visits to individuals and small groups in specialist areas such as Generator Operations and Management, and Vehicle Operations and Management. Additionally, the following notable achievements were made this quarter in the AM functional area:

- The USAID-GEMS team met many times with the GSA's Director General to work on the budget and other planning activities necessary for the roll out of the pilot for the new Fleet Policy. Also, meetings and dialogue occurred between USAID-GEMS and the senior member of the Budget Committee resulting in an agreed upon initial budget for the roll out of the Fleet Policy.

- A general meeting was held with banks, insurance and rental car companies to iron out the final details to enable the creation of competitive products for GOL employees participating in the joint equity scheme.

PROCUREMENT

The full-time Procurement Advisor and Procurement Specialist joined the project during the quarter. Preparations began to support the MACs in the development of procurement plans for the GOL FY 13/14 budget.

Activities and Accomplishments

The development of a career path for procurement professionals progressed through support to the Public Procurement and Concessions Commission (PPCC). Draft regulations were provided for qualifications of procurement unit staff from Logistics Assistant to Procurement Director.

The PPCA requires that each Procurement Unit has a minimum of two staff. The regulations establish the minimum procurement positions required for each procurement entity based on their budget. The budget is defined as the total budget for the entity, including donors as reflected in the National Budget.

MONITORING & EVALUATION

The M&E unit made significant progress during the quarter in supporting the development and implementation of performance monitoring systems in partner MACs.

Performance Monitoring Manual

A key draft deliverable - the USAID-GEMS Performance Monitoring Manual - was completed during the quarter. This manual is intended to serve as a step-by-step guide to the identification of performance gaps, the development of corresponding performance goals and objectives, the selection of appropriate performance indicators, the design of data collection tools and reports, the implementation of data collection and reporting systems and the resulting use of data for decision-making. The manual is tailored to the performance monitoring needs of functional management units and the overall administration division within MACs and includes a series of tools that can be utilized to facilitate the process.

The team shared the draft manual with M&E points of contact and staff in five of the Wave 1 MACs and held a meeting to solicit detailed feedback on its content, structure and overall usability. A final version of the handbook will be completed in the next quarter and workshops will be held on how to use the manual properly in support of the implementation of “back office” functional area performance monitoring systems in Wave 1 and Wave 2 MACs.

MAC Performance Monitoring System Development

The M&E unit continued to support the development and deployment of performance monitoring systems (PMS) in the project’s Wave 1 MACs throughout the quarter with measurable results being achieved in the GSA’s New Vehicle Policy pilot test PMS. This performance monitoring exercise combines data on vehicle sales and purchases, human resources, vehicle rental agreements and other information in order to provide data required for assessing the facilitating factors, barriers and impacts of this policy. Desired results and corresponding indicators and data sources were identified in partnership with GSA staff. The team continues to work on establishing baselines and targets for this endeavor. During the

policy's roll out in the next quarter, the PMS will be updated periodically and reports prepared from the resulting data for dissemination to the managers of the activity.

The USAID-GEMS' team held an introductory workshop on M&E concepts and needs at LIPA in March 2013. The workshop, facilitated by the USAID-GEMS Training Advisor, was designed to improve understanding and acceptance of the need for a robust M&E unit and systems at LIPA. The workshop also served to introduce the USAID-GEMS M&E team to the three new members of the recently established LIPA M&E unit. A series of meetings and workshops will be conducted in the third quarter to begin to map out the parameters of the back office PMS. A STTA consultant will be brought in during the same quarter to develop the core service delivery M&E system.

Requests have been made at the GC, NIC and the CSA for meetings to plan the launch of performance monitoring work at these institutions. Back-office monitoring and evaluation discussions with the NBC and PPCC currently are on hold pending the arrival of new advisors with each of these institutions.

M&E Institutional Assessments

The M&E unit prepared institutional assessments related to performance monitoring functions and capacity in the five institutions in which M&E points of contact have been established: LIPA, NBC, GC, NIC and CSA. Additional assessments will be conducted in the GSA and PPCC in the upcoming quarter, as well as in the Wave 2 institutions.

M&E Tool Development and Data Collection Support

The M&E unit worked closely with USAID-GEMS advisors and partners to develop a series of draft tools required for data collection related to the project's Performance Management Plan (PMP) indicators. These tools included indicators related to Financial Management, IT and LIPA's Client Satisfaction survey. The drafted tools will be finalized and tested as part of the on-going project data collection related to the PMP in the upcoming quarter. Additional tools will be developed, as required, for timely data collection and reporting on project indicators and other key results.

INFORMATION TECHNOLOGY

The Information Technology (IT) Advisory area, within the project's Objective I, focuses on the provision of guidance and support on technology, tools and systems required to support performance improvement activities at the counterpart MACs.

Following the IT solutions packages, Information and Communications Technology (ICT) infrastructure was procured, installed and configured at selected MACs to support safe and secure financial management activities in the Office of Financial Management (OFM), including Accounts, HR, Asset Management, and Procurement. At LIPA, GC, NBC, and NIC this included:

1. Local Area cabling infrastructure, providing access points for all designated OFM functional areas;
2. Network switching gear and cabinets to support and secure OFM requirements, with capacity to include further operational requirements;
3. A workgroup file and application server, running Microsoft Small Business Server operating system, to administer and host OFM systems as well as core operational requirements of the larger institution, such as document sharing and collaboration activities;

4. A number of workstations to support the functions of Accounts (2), Procurement (1), Asset Management (1), HR (1);
5. Threat management infrastructure, including a Unified Threat Management device to protect the core network from threats and to allow bandwidth and activity management, as well as anti-virus licenses for the file and application server and the OFM workstations and other core functional areas; and
6. Back-up UPS devices for the server and core network peripherals, as well as for supplied workstations.



Further enhancements to this standard solution were provided to the NIC and NBC, which aim to support the operational concessions management requirements beyond the back-office OFM function. This additional support included:

1. NIC
 - a. Installation of 24 Local Area Network cabling points to support operational requirements of the institution; and
 - b. Provision of two network printers and one scanner.
2. NBC
 - a. Installation of a comprehensive 90 point fully configured Local Area Network to support the existing and planned needs of the new institution in their new building, as well as three wireless access points; and
 - b. Provision of additional five new workstations to support management and operational requirements.

The infrastructure components of the IT solution packages for the CSA and PPCC have been specified and are being processed by USAID-GEMS procurement, with delivery and installation planned for late April.

The IT units at each of the Wave I institutions are undertaking structured training courses to administer and ensure the on-going health and effectiveness of their ICT platforms. The training will provide the beneficiaries with (1) the skills needed for the configuration, management, maintenance, security and troubleshooting of their Information Technology platforms; (2) entry and intermediary level of understanding in the practice of System Administration based on the IT infrastructure introduced at the institutions, including Microsoft (with focus on Small Business Server), Cisco and Cyberoam technical training; and (3) an introduction to “good practices” in IT Asset management. Participants from MOPT, CSA, LIPA, GSA, NIC, PPCC, and the GC have attended these training sessions.

Additionally, Quickbooks Enterprise Solutions accounting software, which will be deployed at the MACs with the assistance of USAID-GEMS Financial Management functional team, has been procured for the NBC (5 user licenses); NIC (10 user licenses); PPCC (5 user licenses); GC (5 user licenses); LIPA (5 user licenses); and GSA (5 user licenses).

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.

During the quarter, USAID-GEMS utilized services of three advisors, who are dedicated to this objective and also had the support of two STTA staff, a Capacity Building Specialist and a Curriculum Development Specialist. The advisors collaborated with counterpart LIPA staff to move the capacity building process forward in the areas of:

- Training Program Management;
- Monitoring & Evaluation;
- Client Perception Survey; and,
- LIPA Refurbishment

Training Program Management

The USAID-GEMS team continues to devote a large portion of its support towards improving the key result area of Training Management. This core function is still constrained by several issues including two major challenges:

- Although some LIPA trainers have good delivery techniques, the majority of LIPA trainers lack basic skills in training design. As a result, the USAID-GEMS team has had to provide extensive support and one-on-one coaching and mentoring.
- LIPA has lacked a set of standards for training design, delivery and evaluation. To meet this need, the USAID-GEMS team has proposed standards in these areas and has provided consulting to ensure adherence and commitment to training quality standards. These standards are still evolving and will need additional quality control by LIPA in conjunction with USAID-GEMS Objective 2 team members.

As a result, the USAID-GEMS Training team has focused on the following:

- **Review / Development of Training Course Outlines & Modules:** In this quarter, the USAID-GEMS Training Team provided support in the review of existing modules and the development of new ones. All except one of the training courses (23 out of 24) were revised:
 - Eleven Short-Term Competency-Based Courses: (1) Records Management; (2) Communications and Report Writing; (3) Work Planning and Reporting; (4) Managing the Boss; (5) Office Management and Practices; (6) Basic computer: Microsoft (MS)-Word; (7) Basic computer; MS-Access, (8) Basic computer: MS-Excel; (9) Basic computer: MS-PowerPoint, (10) Customer Service; and (11) Purchasing & Supply Management.
 - Twelve Long-Term Courses: (1) Internal Audit (Cert), (2) Internal Control systems (Cert), (3) Public Sector Finance (Cert), (4) Public Sector Budgeting (Cert), (5) Public Procurement (Cert), (6) Project Planning & Management (Cert), (7) Monitoring & Evaluation (Cert), (8) Human Resource Management (Cert), (9) Marketing Management (Cert), (10) Development Management

(Dip), (11) Public Procurement (Dip), and (12) Human Resource Management (Dip).

Out of the courses listed above, five courses are newly developed: Managing the Boss; Customer Service; Purchasing & Supply Management; Marketing Management; and Banking & Finance.

- **Development of the LIPA Course Brochure & Training Calendar:** The USAID-GEMS Training team collaborated with LIPA and provided assistance in finalizing LIPA's training program brochure and calendar for the First 2013 Training Cycle Courses. Up to 150 course brochures and 600 information sheets/flyers for the 2013 Wave I Training Cycle were printed. This marks the first time LIPA produced such documents for marketing its courses to other GOL MACs and private sector institutions. Essentially, the courses to be provided are closely aligned to GOL priorities and reflect the results of the Institutional Performance Needs Assessment, completed in 2012 by USAID-GEMS in collaboration with LIPA and the CSA. The proposed training offerings address the performance challenges identified at six of the Wave I MACs.
- **Development of Training Delivery & Evaluation Tools:** As part of the process to enhance training quality at LIPA, the USAID-GEMS team provided support in developing standards for course design, delivery and evaluation. USAID-GEMS has also been building LIPA's training delivery capacity by integrating adult learning methodologies, as well as providing input on course content.

Client Perception Survey

Currently, no statistically-significant baseline exists against which to measure LIPA's customer satisfaction. Utilizing in-house expertise at USAID-GEMS, a customer perception survey will be conducted to establish a baseline for client satisfaction. Evidence-based findings of the satisfaction level and needs of LIPA clients will facilitate informed decisions about its course offerings; and will also enable USAID-GEMS and LIPA to develop a baseline upon which to measure changes in client satisfaction as a result of implementation of the approved institutional solutions package. In order to move the process forward, USAID-GEMS has collaborated with LIPA in drafting a set of tools including questionnaires for capturing perceptions of LIPA trainees (alumni) and their supervisors. A survey methodology will be developed prior to implementing the survey.

LIPA Refurbishment

Preliminary activities towards LIPA refurbishment were completed by end of March 2013. During this period, an assessment of the main LIPA building was conducted and, subsequently, a contractor was identified to commence its refurbishment. The series of interventions to improve LIPA's training rooms and attendant facilities are critical and will help ensure that LIPA facilities are conducive to its adult audience, and that they provide a safe, clean and professional physical environment. Refurbishments also will increase the number of appropriately equipped training venues to support the institution's new course schedule, within the limitations of space and budget.

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

The GOL's forthcoming "Agenda for Transformation" sets the ICT sector goal as the facilitation of the Universal Access fund, support transparency, and offer the low cost provision of telecom and ICT services nationwide. This can be accomplished by upgrading domestic and international internet connectivity through the utilization of fiber optic links and the regulation of Internet and cell phone industries so that the private companies will compete to provide efficient, secure, and affordable service. The GOL's priority interventions 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. As the policy arm of the GOL to achieve these goals, the Ministry of Post and Telecommunications (MOPT), is leading the prioritization process. The regulator, Liberia Telecommunications Authority (LTA); the infrastructure provider, Liberia Telecommunications Corporation (Libtelco); and private sector companies will provide stakeholder feedback, and implement high-priority programs through public-private partnerships (PPP). Funding will come from the Universal Access Fund and the National Budget, among others.

Activities and Accomplishments

USAID-GEMS is committed to assisting MOPT with modernizing GOL's ICT arrangements, with a focus on:

- identifying suitable Chief Information Officers (CIOs) and training them ;
- designing solutions for key cross-ministerial ICT services, such as e-security, e-mail, website development and maintenance;
- development of basic enterprise architecture for GOL;
- standardization and development of key procurement and acquisition processes for ICT-related services and products; and
- structuring internet and connectivity solutions for MACs.

USAID-GEMS has been especially active during this quarter in the development of training for Chief Information Communication Technology Officers (CICTOs)¹ During this quarter, the following progress was made to support Objective 3:

1. A STTA consultant was fielded to support the objectives of:
 - a. Establishing a CICTO Training regime
 - b. Training CICTOs
 - c. Facilitating CICTO certification
2. Other implementation activities focused on the design and development of the coursework and methods for the CICTO training. The objective was to equip CICTOs with the requisite skills and knowledge needed to provide ICT leadership at the level of the MACs and thereby enable the GOL to acquire and utilize ICT more effectively and efficiently.
3. The MOPT accepted the consultant's recommendations on the design and delivery of the course. Subsequently, they were presented to an extended stakeholder grouping. The

¹ Previously known as Chief Information Officers (CIOs). The name was changed to avoid confusion with the existing information and public relations functions within GOL

recommendations were accepted, and the consultant has been mandated to proceed with the development of the coursework. This development work is on-going.

USAID-GEMS and MOPT have jointly conducted a variety of scoping and assessment exercises and workshops over the period to better understand GOL's ICT priorities and develop an implementation roadmap to bring policies to life. This has culminated in a draft set of short-term objectives, to be supported by USAID-GEMS, which will lay stronger foundations for GOL's ICT ambitions.

1. The design and development of a Government/National Enterprise Architecture
2. A reorganization of the design of the ICT competency within GOL
3. The development of a strategy for GOL software license acquisition and management
4. The development of an ICT User Policies document

Activities in pursuit of these ambitions are underway.

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 is focused on providing assistance to establish an improved, effective concessions management process, and to facilitate its transition to the newly established National Bureau of Concessions (NBC). Support of this objective includes providing technical assistance to the NIC in its responsibilities related to concessions, as well as technical support to other concession-granting agencies of the GOL.

The STTA Cadastre Specialist who joined the project in the previous quarter (FY13, Q1) completed his assignment in this quarter. The Cadastre Specialist conducted over 50 interviews with representatives of 24 public and private organizations involved in some way with concessions. From these interviews and a study of existing documentation, the Specialist prepared an exhaustive report outlining the need for a national concessions cadastre (NCC), the essential elements of the NCC and a suggested implementation strategy. The NCC report was presented to a workshop attended by ten representatives from five government bodies, including the NBC, FDA, GC, NIC, and MOA. This workshop was a catalyst in bringing all concerned agencies together to begin a dialogue about the need to reform and improve the concessions management process in Liberia.

Activities and Accomplishments

- The GEMS IT Team supervised the installation of new hardware and networking in the NBC's new building.
- A long-term concessions advisor was identified, hired and deployed to Monrovia at the end of the quarter.

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

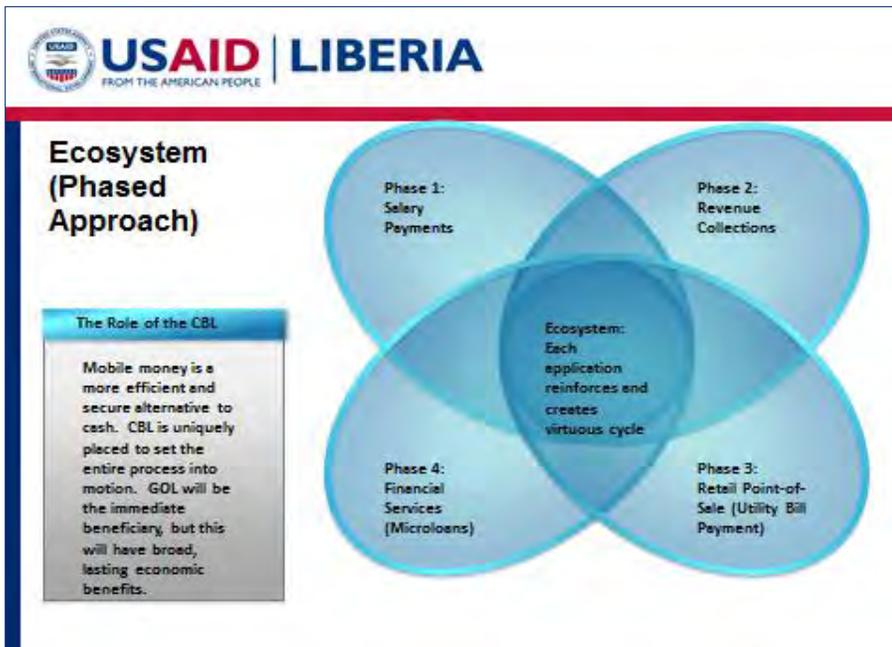
The payments team has focused its efforts on those initiatives which will facilitate improved speed, accuracy and payment processes using technology. These have included approaches to expand uses of mobile money for transmission of salary payments to GOL employees in remote areas and small tax revenue collection. In addition, a roadmap for off-site bank supervision software has been drafted. Testing on an interface between ASYCUDA (customs) and TAS (tax) is underway to eliminate dual entry to the two systems resulting in reconciliation issues.

The payments advisory area is led by both a Payments Advisor and Mobile Money expert. This objective was supported by an additional one CCN LTTA and two expat STTAs during the second quarter:

- Bill Togba, Bank and Payment Supervision Assistant, CCN LTTA. Mr. Togba works with the Central Bank of Liberia advisor responsible for payments reform and bank supervision automation and assist with project management for these two initiatives. The payments / bank supervision assistant will identify appropriate training that may be required by the CBL and coordinate with the vendors and the CBL for attendance and/or local training.
- John Napolitano, mMoney Specialist, expat STTA. Mr. Napolitano is undertaking a cost benefit for the Government of Liberia to analyze current government expenditures related to salary payment and revenue collection. A methodology has been created that will be used as a template to analyze the cost and benefits of the government wide mMoney initiatives.
- Kate Head, Communications Specialist expat STTA. Ms. Head continues to work on the next stages of the mobile money pilot project by creating materials for government workers to increase acceptance and adoption of the mobile money payments in distant locations. In addition, she will interview teachers currently enrolled in mobile money to map the progression of their mobile money knowledge and use of the application. She will also create materials and an education program for the revenue payment mobile tests.

Activities and Accomplishments

- Coordinated and facilitated the stakeholder meeting for mMoney at the Central Bank of Liberia. The primary goal of the meeting was to acquaint the stakeholders with the role of mobile money for salary payments and revenue collection and to ensure that all of the stakeholders were aware of the pilot programs that have started. The key stakeholders represented the CBL, MOF, commercial banks, MNO's, LibTelCo. USAID-GEMS presented the "ecosystem," as detailed below, and outline what needs to be done and how each of the stakeholders will be involved:



- USAID-GEMS continues to work with the USAID Advancing Youth Program (AYP) to facilitate stipend payment via mMoney and continues to move outside of Monsterrado County to the following counties: Grand Bassa County, Bong County, Margibi County, Nimba County, and Lofa County. About 90 teachers have participated in the pilot to date. The team has been conducting initial benchmarking interviews (opinion research) with AYP teachers and merchants. On average, the results have been positive. Two challenges identified were, the platform uses Liberian Dollars instead of USD (which should be resolved during the next quarter), and there needs to be more education on the usage of mMoney for both merchants and participants.
- USAID-GEMS continues to work with the Ministry of Education and Ministry of Finance to promote the next pilot to have 20 MOE teachers receive a portion of their salary via mMoney. The payments team has collaborated with the Deputy Minister for Administration, MOE, and Deputy Minister for Expenditure, MOF, to discuss USAID-GEMS' role to utilize mMoney as part of the payment system. USAID-GEMS facilitated a series of meetings between the Civil Service Agency, Ministry of Finance, and Ministry of Education to discuss the way forward and develop a plan for further rollout of pilot programs. These pilots should be further developed and rolled out during the next quarter.
- The mMoney work plan for 2012-2014 and the National ATM Switch Report have been completed and presented to the Supervision and Payments divisions for their review and approval. CBL representative on the payments project, James Wilfred, was impressed with the National ATM Switch Assessment Report. USAID GEMS has coordinated a series of meetings between Lonestar MTN (MNO), and an ATM Entrepreneur to discuss a pilot for non-bank independent ATMS. This is the current or near future business of ATM deployment; however would entail the amendment of the guidelines on electronic transactions to allow for non-bank participants. The CBL is anticipating a switch that interconnects all the ATMs, Point of Sale, and mMoney; however this is outside of the scope of USAID GEMS beyond the initial assessment report.

- USAID-GEMS has continued to facilitate interaction between the Ministry of Finance Department of Revenue, MNO Lonestar and Ecobank for the collection of revenue via mMoney pilot. All preliminary technological details have been settled between the three parties and a roadmap for continuation has been developed and approved. We are awaiting a MOU between the MNO and MOF to continue implementation of the VPN connection and then will begin testing on connectivity for approximately 100 “dummy” accounts with 20 distinct tax codes to ensure reconciliation is approved from the MOF DoR department of Data Capture.
- Also at the Ministry of Finance, USAID-GEMS is testing the interface that was developed between ASYCUDA (customs) and TAS (tax) for revenue collection at the Freeport of Monrovia. Previously entries needed to be made into both systems separately leading to errors introduced into each system and reconciliation between the systems to be non-existent. As of the start of testing on March 21, there have been over 4,000 transactions processed totaling in excess of \$4M in revenues. The testing is running parallel to the manual process, but is expected to “go-live” during the next quarter. Since the start of the test ASYCUDA and TAS have reconciled 100% within 24 hours, this has never been done in Liberia.
- Finally, USAID-GEMS has drafted the roadmap for the development of an automated off-site bank supervision system that is mandated for accession to the West African Monetary Zone. This roadmap is organized into several parts. The first section discusses the current environment – current state practices and barriers to successful data management in central banks; the second section describes the structure and functionality of an Automated Bank Supervision Offsite Solution (ABSOS); the third section looks at the benefits of an ABSOS; the fourth and final section addresses potential objections to the ABSOS and proposes solutions to perceived drawbacks. The roadmap will be completed and presented in the next quarter.

ACHIEVEMENTS IN CROSS-CUTTING THEMES

Economic Advisory Support to MOF

- Prepared responses and talking points for the interview between the Minister and Mr. Ahmed Waqas of the FIRST Magazine that took place on January 11, 2013.
- Prepared and made a presentation on MTEF during the orientation program of the President’s Young Professional Program on January 22, 2013.
- Prepared a press release for the launch of the first issue of the *Annual Economic Review 2012* which took place on January 23.
- Completed the final editing of the *Fiscal Out-turn Report for 2011/12*
- Started preparing conference papers for presentation by the minister:
 - On Investment Climate in Liberia at the West Investments Summit 2013 in Lome, Togo in June 26-27, 2013.
 - On the need for innovations in the financing of agriculture in Africa at the 3rd Africa banking and Finance Conference (ABFC) at Nairobi, Kenya, May 14-15, 2013.

- Recruitment of MCC Development Economist: prepared the written test and then marked and graded the scripts and also chaired the oral interview panel.
- Mentoring the Macro Fiscal Analysis Unit Economists: A research proposal titled *The Doha Agricultural Trade Liberalization: What are the Implications for Sub-Saharan Africa?* has been prepared by one of the economists and submitted to the African Economic Research Consortium for consideration for research grants award.
- Prepared a presentation on *Investing in post-conflict economies: Why targeting the diaspora investors matters?*

Training

During the second quarter of FY 2013, USAID-GEMS, once again conducted training activities with its partners with the objective of contributing to lift Liberia. The training team keeps managing the USAID official training data base, TraiNet, to track all the training offered to USAID/GEMS partners. Of the 325 participants trained 271 were men and 54 were women, representing 17% of the total number.

USAID/GEMS continues to work on increasing female participation, mainly through encouragement of partners to identify and remove any obstacles/constraints. We intend to incorporate in the next client satisfaction surveys questions relating to these obstacles. This will capture the main constraints to be overcome in order to reduce the gender balance gaps.

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

The training team developed a training evaluation guide and translated it into an automated system which can be used for fast storage and retrieval of the data collected from the surveyed participants in order to improve the training quality. The team presented the guide to LIPA for validation/endorsement.

The training team also developed for USAID/GEMS a training request form to be used for training planning and resource request.

Gender Considerations

Over the past quarter, USAID-GEMS worked with USAID/Liberia and partner MACs to respond to the unique gender-based needs and opportunities present at each USAID-GEMS supported institution.

The USAID-GEMS Human Resources team assisted the CSA in achieving several key milestones toward institutionalizing gender equity throughout the GOL. In collaboration with the USAID-GEMS HR team, the CSA finalized and launched the Human Resources Policies and Procedures Manual and the Civil Service Performance Management System (PMS). Both of these documents emphasize the importance of promoting gender equity in the Government, a key aspect of the CSA’s mandate and mission. The HR Manual, for instance, mandates that all public agencies consider gender equity in their selection and recruitment processes. Gender considerations are also apparent in Chapter 6 of the PMS, which provides guidance on avoiding biases when doing performance evaluations, including gender bias.

With the approval of the HR Manual and the PMS, the HR team began planning this quarter for implementing the new standards across the GOL. As part of this process, the HR team is working directly with partner MAC's to formalize their staffing and recruitment plans through transparent, standardized tools and systems. These improved processes will help to ensure new hires are made based on merit and with due consideration to matters such as gender equity. The HR team also made progress on the development of employee satisfaction surveys, which will capture data on gender-sensitive considerations such as staff perceptions of gender equality and harassment in the workplace.

Training is another avenue through which USAID-GEMS advisors are building the capacities of both men and women in the GOL. In FY13 Q2, the TraiNet database, which tracks the overall number of participants in USAID-GEMS workshops and trainings, recorded 17% of the people trained over the period were female. USAID-GEMS is committed to increasing this figure and is taking steps to identify structural and cultural conditions that may limit women's training opportunities and participation. To this end, USAID-GEMS began collaboration with LIPA to develop a client perception survey which considers the identification of obstacles to achieving gender parity.

During the institutional assessment phase of LIPA, "gender mainstreaming" was identified as one of institute's strategic challenges. To address this issue, USAID-GEMS developed and gained approval to field a short-term Gender Mainstreaming Specialist. This Specialist will provide support in developing LIPA's capacity to mainstream gender-responsive issues and concerns into training, research and consultancy programs, thereby contributing to women's empowerment and access to local and national decision-making processes. The Specialist will also develop modules for a gender mainstreaming course at LIPA designed in tandem with CSA and the Ministry of Gender to meet GOL requirements for its civil servants. Recruitment for this position is expected to commence next quarter.

During FY13Q2, the USAID-GEMS team also finalized and gained approval for a short-term Gender Specialist. The Gender Specialist will conduct an in-depth gender analysis of program activities and will develop a comprehensive USAID-GEMS gender strategy in line with USAID and GOL gender policies. The Specialist will also be responsible for incorporating gender considerations into the Wave II assessments and action plans for each of the project's five objectives. The recruitment team has identified a consultant to undertake this assignment, which will commence early next quarter.

Within USAID-GEMS, female candidates for professional positions are encouraged and sought. During this past quarter, the USAID-GEMS team welcomed the arrival of an additional long-term Liberian female professional, Ms. Bantie Brownell-Forschner. Ms. Brownell-Forschner joined USAID-GEMS in the role of Communications and Outreach Manager to disseminate knowledge of the project through a wide variety of communications tools. The USAID-GEMS team is committed to continuing to identify female Liberian professions to fill leadership positions on the project.

Information and Communication Technology

Open Budget Initiative Electronic Billboard Pilot Launch

In a ceremony on 23 January 2013, held in the forecourt of the Ministry of Finance, the Liberia Open Budget Initiative was launched by H.E. Mrs. Ellen Johnson Sirleaf, President of the Republic of Liberia.

USAID-GEMs had supported the Ministry of Finance in the procurement, installation, development of content, presentation, and training of staff for an electronic billboard designed to enable the public to understand what Government collects and how the funds are used. It is also intended to reflect the GOL's willingness to be transparent in its management of public funds. This electronic billboard was successfully integrated onto the Ministry of Finance computer network and commissioned on the forecourt of Ministry of Finance, facing onto Broad St. This provides a flexible new channel for MOF to communicate with an audience of citizens, who may be interested in understanding and tracking government's progress, but may be hampered by low levels of literacy and numeracy, and little access to newspapers or the Internet. The MOF's intention is to provide these citizens, in a manner that can be easily understood, with a view of government's planned financial affairs including budgets, revenues, and expenditure, and then to track transparently the actual progress against those targets. Additionally, the MOF is committed to helping citizens to better track Liberia's progress in social and economic development against its peer group.

Change Management

Workshop Planning, Preparation, and Delivery to MOPT & MOE:

The GEMs HR/VCM team successfully delivered Visioning & Change Management workshops to the above-mentioned institutions that satisfied the following objectives:

1. Day One: Visioning

- Review the institution's mandate based on Legislative Acts or other legal documents and related provisions,
- Review and validate the institution's vision and mission in relation to mandate,
- Understand business objectives, and requirements as a direct result of the Act or mandate provisions,
- Identify 3-5 major initiatives for the entity to pursue in the next fiscal/calendar year (12 months).

2. Day Two: Integrated Change Management

- Introduce change management as an essential program with respect to the institution's change initiatives,
- Understand the key components and processes that encompass a change management program,
- Understand the integrated nature of change management in pursuing and achieving institutional reform, organizational change and performance improvement,



GOL leaders at billboard inauguration.

- Introduce change management tools for consideration in managing change efforts and performance improvements initiatives.

Outputs and deliverables made available to the members of the institution in attendance are as follows:

- New and or revised vision and mission statements
- Key requirement listings: Business; Service Delivery; Reporting
- Key initiatives listings (3-5 initiatives)

The following items are follow-up activities with the institutions to develop and deliver the following:

- Identify key processes needed to meet or satisfy business objectives
- Key processes listings
- Key processes grouped in an organizational structure
- Review and validate the institution's organizational structure needed to support key processes
- Develop roadmaps, which are intended to be high-level, along with detailed action plans for each of the 3-5 initiatives identified.
- Business plan outlines and to support detailed plan development.

There are several Wave II institutions scheduled for the delivery of the above-listed workshops, all of which are expected to be satisfied in the coming quarter, by the end of May 2013:

1. EPA
2. FDA
3. MoA
4. MoHSW
5. MLME
6. MoYS

Ongoing support to LIPA:

The HR/VCM team continues to work closely with the LIPA Advisory team and the established LIPA Change Management Committee to develop workplans based on LIPA and GEMS solutions/interventions.

Follow-up support to the NIC:

The HR/VCM team continues to work closely with the NIC's Change Management Committee to develop workplans based on NIC as well as GEMS solutions/interventions. Correspondingly, GEMS team is currently providing technical assistance to facilitate the finalization of their new organization structure.

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

Considerable time and effort was spent by the HR/VCM team to re-engage the GC, PPCC, and GSA to schedule the visioning and change management workshops/retreat, which has yet to be held. Although workshop objectives were formally detailed and discussed with representatives of each institution, along with expected outputs and deliverables, follow-up activities, and expected roles of the institution and its GEMS partner, these retreats remain unscheduled.

M&E METRICS

Progress against Targets and Benchmarks

The project has made significant progress in realizing its targets against expected results as detailed in the work plan and project PMP. The project has already exceeded its Annual targets for FY 2013 for multiple indicators related to training and project work strengthening the quality and diversity of LIPA training course offerings. These include:

1. 1.8. Number of Executive Branch Personnel Trained with USG Assistance Q2 target 300, actual 359
2. 1.2.1-1. # of new trainings offered in response to clients' performance needs identified through capacity needs assessments Q2 target 4, actual to date 8
3. 1.2.2-2. # of training courses developed or revised by LIPA curriculum developers Q2 target 3, actual to date 24
4. 2. # of training days provided to executive branch personnel with USG assistance (F 2.2.2-6) Q2 target 500, actual to date 513
5. 3. # of government officials receiving USG-supported anti-corruption training (F 2.2.4-2) Q2 target 100, actual to date 189

A performance review of progress against the work plan was conducted with all Advisors of the various functional and program areas in March. Significant potential shortfalls in project achievement against targets were not identified during this review and it is likely that most if not all targets for FY 2013 will be met.

PMP Indicator Instruments

Significant progress was made during the quarter in preparing instruments for use in collecting required project performance data related to indicators for which significant progress is expected in the coming quarter. These include tools that will be utilized for reporting on the Financial Management indicators, a draft tool for the LIPA perception survey and the tool to be utilized for assessing IFMIS-ready IT systems. Additional tools will be developed as data collection timeframes require.

I. USAID-GEMS PERFORMANCE INDICATOR DATA TABLE: 2013									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
USAID-GEMS supported MACS perform targeted public sector functions more effectively (under USAID/Liberia DOI)									
I-1	% of surveyed internal and external clients reporting improvement in procurement process	Custom	% of respondents	N/A	2012	TBD	0	0	
I-2	% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example	Custom	% of managers	N/A	2012	TBD	0	0	
I-3	% of surveyed LIPA clients that report satisfaction with training quality	Custom	# of MACs	N/A	2012	TBD	0	0	
I-4	Number of MACs that have successfully deployed an e-Government activity with project support	Custom	# of MACs	N/A	2012	0	0	0	
I-5	% change in GOL fleet expenditures	Custom	% change	N/A	2012	0	0	0	
I-6	# of new and revised concessions agreements that meet improved GOL standards	Custom	# of concessions	N/A	2012	0	0	0	
I-7	\$ value of increased productivity from reduced GOL staff absence from work resulting from mobile money salary payment (estimated via special study)	Custom	\$ value	N/A	2012	0	TBD	0	

I. USAID-GEMS PERFORMANCE INDICATOR DATA TABLE: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2013	USAID FY 2013	2013 Description
I-8	Number of Executive Branch Personnel Trained with USG Assistance	Custom	# of personnel	Sex	2012	0	300	325	
				Male		0	210	271	
				Female		0	90	54	
IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards improved									
I.1-1	Number of performance gaps reduced or eliminated in targeted GOL institutions	Program Custom	# of gaps	N/A	2012	0	10	4	CIO training materials completed, Revised HR Standing Orders and the GOL-approved Performance Appraisal System completed and circulated through a workshop, OGI Billboard was brought on-line, and Asset Management Guidelines were completed. Gaps to be closed for Q3 2013 include: Finalization of the MAC Performance Monitoring Handbook, Deployment of the ASYCUDA/TAS interface, deployment of IT solutions packages in all Wave I MACs, implementation of the Procurement Perception Survey
I.1-2	Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations	USAID PMP Custom	# of MACs	N/A	2012	0	0	0	

I. USAID-GEMS PERFORMANCE INDICATOR DATA TABLE: 2013									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2013	USAID FY 2013	2013 Description
I.1-3	# of Liberian Young Professionals deployed to MACs with USAID-GEMS support	Custom	# of people	Sex	2012	0	0	0	
IR 1.1.1: Compliance of partner GOL institutions with PFM law increased in order to promote transparency, accountability, and efficiency									
I.1.1-1	# of MACs utilizing financial management software tools or IFMIS for financial management	Custom	# of MACs	Tool type	2012	0	0	0	
I.1.1-2	# of MACs with auditable Financial Management (FM) systems	Custom	# of MACs	N/A	2012	0	0	0	
I.1.1-3	# of MACs that have developed detailed, agency-specific FM processes conforming to the PFM law, disseminated them to staff and trained staff in their use	Custom	# of MACs	N/A	2012	0	0	0	
IR 1.1.2: Targeted management functions of GOL institutions strengthened									
I.1.2-1	# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures	Custom	# of PEs	N/A	2012	0	0	0	
I.1.2-2	% of staff receiving performance appraisals in last 12 months	Custom	% of staff	N/A	2012	0	0	0	
I.1.2-3	% change in number of vehicles in operation fleet	Custom	% change	N/A	2012	N/A	0	0	

I. USAID-GEMS PERFORMANCE INDICATOR DATA TABLE: 2013									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2013	USAID FY 2013	2013 Description
I.1.2-4	# of PMS systems established or strengthened in MACs with USAID-GEMS support	Custom	# of PMS	N/A	2012	0	0	0	
I.1.2-5	# of MACs with IT systems that are assessed as IFMIS ready	Custom	% of MACs	N/A	2012	0	0	0	
IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened									
I.2-1	% change of surveyed LIPA trainees that report use of new knowledge and skills and can provide an example three months post-training	Custom	% of trainees	N/A	2012	0	0	0	
IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved									
I.2.1-1	# of new trainings offered in response to clients' performance needs identified through capacity needs assessments	Custom	# of new trainings	N/A	2012	0	0	0	
I.2.1-2	# of international certification trainings that include preparatory testing	Custom	# of trainings	N/A	2012	0	0	0	
IR 1.2.2: Institutional sustainability of LIPA enhanced									
I.2.2-1	Institutional sustainability plan developed and approved	Custom	Y/N	N/A	2012	0	N	N	
I.2.2-2	# of training courses developed or revised by LIPA curriculum developers	Custom	# of trainings	N/A	2012	0	0	0	

I. USAID-GEMS PERFORMANCE INDICATOR DATA TABLE: 2013									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2013	USAID FY 2013	2013 Description
I.2.2-3	% of LIPA services assessed by LIPA M&E unit annually	Custom	% of services	N/A	2012	0	0	0	
I.2.2-4	% change in LIPA revenue from new sources	Custom	% change	N/A	2012	0	0	0	
IR 1.3: Expanded Public sector use of ICT linked to development objectives supported									
I.3-1	Program Management Office (PMO) established at MOPT and providing services	Custom	Y/N	N/A	2012	0	N	N	
I.3-2	# of MACs with a USAID-GEMS trained CIO	Custom	# of MACs	N/A	2012	0	0	0	
IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively									
I.4-1	# of new taxation and pricing formulas applied to concessions	Custom	# of formulas	N/A	2012	0	0	0	
I.4-2	Concessions M&E policies and procedures manual developed and approved	Custom	Y/N	N/A	2012	N	N	N	
I.4-3	National concessions cadastre designed	Custom	Y/N	N/A	2012	N	Y	N	
IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards									
I.5-1	# of GOL employees paid via mobile money (in thousands)	Custom	# of GOL employees	Sex	2012	0	0	0	
				Male		0		0	
				Female		0		0	

I. USAID-GEMS PERFORMANCE INDICATOR DATA TABLE: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2013	USAID FY 2013	2013 Description
I.5-2	% of GOL revenues payments transferred via electronic payments	Custom	% of payments	N/A	2012	0	0	0	
I	Number of USG supported anti-corruption measures implemented (2.2.4-7)	F Indicator	# of measures	N/A	2012	N/A	4	1	OGI bill board installed and official launching has been done. Automated FM systems deployment was delayed due to challenges in deployment of IT systems. These will be brought online in April of 2013 in all Wave I MACs.

I. USAID-GEMS PERFORMANCE INDICATOR DATA TABLE: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2013	USAID FY 2013	2013 Description
2	# of training days provided to executive branch personnel with USG assistance (2.2.2-6)	F Indicator	# of days	Sex	2012	N/A	500	248	In Q2 2013, trainings conducted focused on QuickBooks, Posting Expenses, Bank Reconciliation and Budget, MTEP Budget Formulation, Month end closing and reporting. Additional workshops conducted were CSA Key Initiatives Launch, Key Initiatives HR Policy/PMS. LIPA trained 27 trainers (LIPA trainers & adjunct faculty) in training of trainers (TOT), 26 MAC participants in Performance improvement and effective service delivery, and 35 MAC participants in "in-service" procurement training. Two intensive workshops on Fleet and Asset Management Tools, Introduction to Asset Maintenance
				Male			350	200	
				Female			150	48	

I. USAID-GEMS PERFORMANCE INDICATOR DATA TABLE: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	USAID FY 2013	USAID FY 2013	2013 Description
3	# of government officials receiving USG-supported anti-corruption training (2.2.4-2)	F Indicator	# of officials	Sex	2012	N/A	100	44	Topic covered in Q2 2013 focused on: MTEF Budget Formulation, Processing Expenses, QuickBooks Posting Expenses, Expenditure Process Maps, Bank Reconciliation and Budget, Month End Closing and Reporting, Cash & Bank Acct Management, QuickBooks Posting. Introduction of Maintenance/Asset, Fleet and Asset Management Tools
				Male			70	40	
				Female			30	4	

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1 Actual (Oct-Dec 2012)	Description	USAID FY 2013 Q2 Actual (Jan-Mar 2103)	Description	USAID FY 2013 Q3 Actual (Apr-June 2013)	Description	USAID FY 2013 Q4 Actual (July-Sept 2013)	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
USAID-GEMS supported MACS perform targeted public sector functions more effectively (under USAID/Liberia DOI)										
I-1	0	Instruments are complete. STTA is being recruited to implement baseline survey in wave I MACs in Q2 2013	0	STTA was put off until new Procurement Advisor and Specialist could take their positions at end of Q2 2013. Survey has now been scheduled for early in Q3 2013.					10	
I-2	0	PMS design is being finalized and will be rolled-out in wave I MACs in Q2 2013	0	A performance monitoring handbook for the MACS has been developed to support the PMS roll-out. MACS Managers will be trained in the use of the handbook for effective implementation. A performance monitoring plan for use in the New Vehicle Policy Pilot has been developed and is being populated.					20	
I-3	0	USAID-GEMS expects data in Q2 from the client satisfaction survey	0	USAID-GEMS expects data in Q3 from the client satisfaction survey. A draft instrument has been developed and shared with LIPA.					30	

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
I-4	0	OGI bill board has been installed and content developed. Official launch is January 2013	1	The official launched of the OGI bill board has been done. The OGI bill board is now functioning effectively providing key data on budget expenditures and GoL projects.					3	1
I-5	0	This is an annual report indicator. No data are expected until end of Liberia fiscal year. The GSA New Vehicle Policy has been developed and approved by cabinet. Pilot test in eight MACs will be implemented beginning Q2 2013	0	Expected data for this indicator will come by the end of Liberia fiscal year. Implementation of the new vehicle policy and new vehicle maintenance protocols by the GSA that will produce results in reduced fleet expenditures is on-going.					-10	
I-6	0	Work in this area will resume when USAID-GEMS Concessions Advisor and STTAs are brought in in Q2 2013	0	The Concessions Advisor joined the project late in the second quarter. Project activities in support of expected results in this indicator will resume in the coming quarter.					2	
I-7	0	Data for this indicator are not available pending completion of mobile money pilot activities	0	Data for this indicator are not available pending completion of mobile money pilot activities. STTA has been brought in by the project to complete a cost-benefit analysis that will inform target setting for this indicator.					TBD	
I-8	214	Topics covered in Q1 FY	235	In Q 2 2013, trainings					300	539

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
		2013 focused on orientation to the Liberian PFM law and training in use of the FM software package QuickBooks. An additional workshop was conducted as an orientation to the USAID-GEMS Technical Committee as well as a workshop focused on rebranding at LIPA. Three Liberian GoL officials were sent to the US to participate in a Government Financial Management Best Practices Conference. Two intensive workshops focused on improving the quality of LIPA training content and delivery and the first of multiple workshops for drivers, mechanics and other fleet personnel on fleet maintenance procedures was held at LIPA as well.		conducted focused on QuickBooks, Posting Expenses, Bank Reconciliation and Budget, MTEP Budget Formulation, Month end closing and reporting. Additional workshops conducted were CSA Key Initiatives Launch, Key Initiatives HR Policy/PMS. LIPA trained 27 trainers (LIPA trainers & adjunct faculty) in training of trainers (TOT), 26 MAC participants in performance improvement and effective service delivery, and 35 MAC participants in "in-service" procurement training. Two intensive workshops on Fleet and Asset Management Tools, Introduction to Asset Maintenance						
	161		271						210	432
	53		54						90	107
IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards improved										
I.1-1	0	Anticipated results in this indicator for Q2 2013: Automated Financial	4	CIO training materials completed, Revised HR Standing Orders and the					10	4

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
		Management systems deployed in at least three MACs; OGI bill board brought on-line; CSA HR policies and procedures manuals approved; IT systems delivered to at least five MACs; performance measurement systems deployed in at least three MACs; personnel gaps filled with 14 Liberian Young Professionals		GOL-approved Performance Appraisal System completed and circulated through a workshop, OGI Billboard was brought on-line, Asset Management Guidelines were completed. Gaps to be closed for Q3 2013 include: Finalization of the MAC Performance Monitoring Handbook, Deployment of the ASYCUDA/TAS interface, deployment of IT solutions packages in all Wave I MACs, implementation of the Procurement Perception Survey						
I.1-2	0	MACs will begin comprehensive implementation of new FM systems and tools in Q2 of 2013.	0	Draft processes, P&P manuals and process maps are in place in 5 Wave I MACs. Key FM spreadsheets have been developed and staff trained in their use in 5 Wave I MACs. Full-scale implementation of all FM solutions will take place in early Q3 as the IT solutions packages are deployed. The tool for data collection for this indicator was completed.					6	
I.1-3	0	All the vetting and selection process was completed in December	14	14 Liberian Young Professionals have been hired and deployed at the					14	14

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
		2012. The official hire date will be in the first week of January 2013.		Ministry of Finance in the department of Budget						
IR 1.1.1: Compliance of partner GOL institutions with PFM law increased in order to promote transparency, accountability, and efficiency										
I.1.1-1	0	MACs will begin comprehensive implementation of new FM systems and tools in Q2 of 2013.	0	Quickbooks Company file set up and staff trained in all Wave 1 MACs. Full-scale implementation of all FM solutions will take place in early Q3 as the IT solutions packages are deployed. The tool for data collection for this indicator was completed					6	
I.1.1-2	0	Results are expected for this indicator in Q1 2014.	0	Full-scale implementation of all FM solutions will take place in early Q3 as the IT solutions packages are deployed. The tool for data collection for this indicator was completed					2	
I.1.1-3	0	Roll-out of FM processes and procedures will continue through Q2 and Q3 2013.	0	Draft processes, P&P manuals and process maps developed in 5 Wave 1 MACs. Full-scale implementation of all FM solutions will take place in early Q3 as the IT solutions packages are deployed. The tool for data collection for this indicator was completed					6	
IR 1.1.2: Targeted management functions of GOL institutions strengthened										
I.1.2-1	0	Work with the PPCC in procurement PMS	0	Work with the PPCC in procurement PMS					2	

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
		including MAC assessment of procurement compliance will begin in Q3 of 2013		including MAC assessment of procurement compliance will begin in Q3 of 2013.						
I.1.2-2	0	Data are expected at the end of Q4 2013 as the new HR performance appraisal system is rolled out.	0	Data are expected at the end of Q4 2013 as the new HR performance appraisal system is rolled out. The final Performance Appraisal system for the GoL was approved and launched on Q2.					10	
I.1.2-3	0	This is an annual report indicator. No data are expected until end of Liberia fiscal year. The GSA New Vehicle Policy has been developed and approved by cabinet. Pilot test in eight MACs will be implemented beginning Q2 2013	0	Expected data for this indicator will come by the end of Liberia fiscal year. The baseline number of vehicles in the fleet (2692) has been set based on the USAID-GEMS-conducted fleet census.					-10	
I.1.2-4	0	PMS plan is under development and will be rolled out in Q2 2013.	0	A Performance Monitoring Handbook has been developed to support the establishment of PMS Systems in the MACS. A PMS has been developed in the GSA for monitoring of the new vehicle policy pilot test.					8	
I.1.2-5	0	Results in IT will be achieved in Q2 2013 as new computers and IT infrastructure are put in place.	0	Computers and IT infrastructures have been in place in some wave 1 MACS. The configuration of these computers for					8	

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
				effective functioning has not yet been done. Actual data on this indicator will be realized in Q3 2013. A draft instrument for this indicator was developed this quarter and will be finalized in early Q3.						
IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened										
1.2-1	0	Baseline data on this indicator are expected to be collected beginning in late Q2 of 2013.	0	Baseline data on this indicator were expected to be collected beginning in late Q2 of 2013 but the deadline was moved to Q3 when an STTA will be brought on board to assist in development and deployment of M&E systems at LIPA.					10	
IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved										
1.2.1-1	3	A total of new three courses - Marketing Management, Development Planning and Development Management - were offered by LIPA during the quarter as a result of the Training Needs Assessment conducted with USAID-GEMS Assistance. Capacity building activities to strengthen LIPA's curriculum revision and development capacity will	5	In quarter Q2 2013, LIPA offered 5 trainings in the new courses developed. These include: Managing the Boss, Customer Service, Purchasing & Supply Management, Marketing Management and Banking & Finance					4	8

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
		continue throughout 2013.								
1.2.1-2	0	No preparatory trainings have been conducted yet. Planning for these courses is on-going.	0	The hiring process of TCNs trainers is in process and it is anticipated that they will be on board to start training in accountancy certification programs sometime in April 2013.					1	
IR 1.2.2: Institutional sustainability of LIPA enhanced										
1.2.2-1	N	Sustainability plan for LIPA will be finalized in QIII 2013.	0	Sustainability plan for LIPA will be finalized in Q3 2013.					Y	
1.2.2-2	0	The review and initial revisions of six courses was begun during the first quarter. These courses included: M&E, Human Resource Development, Procurement Management, Public Procurement Management, Basic Procurement In-Service Training, and Records Management. Additional revisions will be undertaken of these and other courses in coming quarters in order to bring them in line with best practices.	24	A total of 24 courses were developed (5 new courses) or revised (19 revised) during the quarter. These include 11 Short-Term Competency-Based Courses: Records Management, Communications and Report Writing, Work Planning and Reporting, Managing the Boss, Office Management and Practices, Basic computer: MS-Word, Basic computer: MS-Access, Basic computer: MS-Excel, Basic computer: MS-Power Point, Customer Service, Purchasing & Supply Management. 13 Long-Term Courses: Internal					3	24

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
				Audit (Cert), Internal Control systems (Cert), Public Sector Finance (Cert), Public Sector Budgeting (Cert), Public Procurement (Cert), Project Planning & Management (Cert), Monitoring & Evaluation (Cert), Human Resource Management (Cert), Marketing Management (Cert), Development Management (Dip), Public Procurement (Dip), Human Resource Management (Dip), Banking & Finance (Dip)						
1.2.2-3	0	LIPA M&E unit and system are yet to be formed. This is expected to begin in QII 2013 with M&E data collection expected in Q3.	0	The process of developing an M&E system has started with the appointment of three staff to the newly formed LIPA M&E unit and a mini workshop conducted on March 21, 2013. STTA will be recruited in Q3 to help develop and deploy the LIPA M&E system.					10	
1.2.2-4	0	Data on this indicator are expected to be available Q4 2013	0	Data on this indicator are expected to be available Q4 2013					5	

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
IR 1.3: Expanded Public sector use of ICT linked to development objectives supported										
I.3-1	0	No PMO Office established yet. Work in support of the PMO office will continue throughout FY 2013	0	No PMO Office established yet. Work in support of the PMO office will continue throughout FY 2013						Y
I.3-2	0	The Training Coordinator for CIOs has been selected and should arrive in Monrovia in early January. Training of CIOs is expected to begin in Q3 2013	0	CIO training materials have been completed, and presentation of the draft CIO training design was conducted. Training of CIOs will take place in Q3 2013 as CIOs are hired by the GoL.						4
IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively										
I.4-1	0	STTA is being recruited to assist in revisions of the formulas. Results are expected in Q3 2013	0	An STTA has been interviewed and should be brought in in Q3 2013 to work on these formulas. Application of these formulas will be dependent on the review and/or granting of concessions by the GoL.						2
I.4-2	N	Technical assistance to the NBC to strengthen concessions monitoring is on-going. A completed set of standard monitoring procedures is expected to be completed in Q4 2013	0	The M&E Advisor is expected to collaborate with an STTA in Q3 or Q4 to complete this manual. Finalization of this manual is expected in Q1 2014.						Y

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
I.4-3	N	An STTA has been hired to carry out this activity, which will be completed in Q2 2013.	N	The National cadastre assessment has been designed. The roll-out plan has not yet been developed.					Y	
IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards										
I.5-1	0	20 non-GOL teachers have been paid stipends by USAID project Advancing Youth with USAID-GEMS technical assistance. Payments of 50 GOL teachers in ELWA and Buchanan will take place in QII 2013.	0	USAID-GEMS work in facilitating mobile money salary payments for staff of the Advancing Youth project has resulted in 12 non-GOL teachers paid in Buchanan. Work in implementing mobile money payment to GoL teachers is on-going and should produce results in Q3.					.25	0
	0								19	0
	0								6	0
I.5-2	0	Revenue payments work will begin in QII, with actual electronic transfers to begin in QIII 2013.	0	The TAS / ASYCUDA interface began testing on March 21, 2012 and is expected to go live next quarter. USAID-GEMS anticipates more than 4000 transactions with a value of over \$4M to be processed by the end of the pilot test in April of next quarter.					20	

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
1	0	Anticipated results in this indicator for Q2 2013: Automated Financial Management systems deployed in at least three MACs; OGI bill board brought on-line	1	OGI bill board installed and official launching has been done. Automated FM systems deployment was delayed due to challenges in deployment of IT systems. These will be brought online in April of 2013 in all Wave I MACs.					4	1

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
2	265	Topics covered in Q1 FY 2013 focused on orientation to the Liberian PFM law and training in use of the FM software package QuickBooks. An additional workshop was conducted as an orientation to the USAID-GEMS Technical Committee as well as a workshop focused on rebranding at LIPA. Three Liberian GoL officials were sent to the US to participate in a Government Financial Management Best Practices Conference. Two intensive workshops focused on improving the quality of LIPA training content and delivery and the first of multiple workshops for drivers, mechanics and other fleet personnel on fleet maintenance procedures was held at LIPA as well.	248	In Q2 2013, trainings conducted focused on QuickBooks, Posting Expenses, Bank Reconciliation and Budget, MTEP Budget Formulation, Month end closing and reporting. Additional workshops conducted were CSA Key Initiatives Launch, Key Initiatives HR Policy/PMS. LIPA trained 27 trainers (LIPA trainers & adjunct faculty) in training of trainers (TOT), 26 MAC participants in Performance improvement and effective service delivery, and 35 MAC participants in "in-service" procurement training. Two intensive workshops on Fleet and Asset Management Tools, Introduction to Asset Maintenance					500	513
	193		200						350	393
	72		48						150	120

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY	Description	USAID FY	Description	USAID	Description	USAID	Description	USAID	USAID
3	145	Topics covered in Q1 FY 2013 focused on orientation to the Liberian PFM law, training in use of the FM software package QuickBooks, and Asset Management training in new vehicle maintenance procedures.	44	Topic covered in Q2 2013 focused on: MTEF Budget Formulation, Processing Expenses, QuickBooks Posting Expenses, Expenditure Process Maps, Bank Reconciliation and Budget, Month End Closing and Reporting, Cash & Bank Acct Management, QuickBooks Posting. Introduction of Maintenance/Asset, Fleet and Asset Management Tools					100	189
	105		40						70	145
	40		4						30	44

III. PROJECT CHALLENGES

Financial Management

Two critical constraints have affected the FM team's ability to complete the planned tasks as scheduled under Objective I.

1. The first has been the late implementation of the IT hardware and software at partner MACs. Six of the seven MACs are implementing QuickBooks with the support of USAID-GEMS, however at the end of the quarter, no Wave I MAC had an IT network and work stations capable of running QuickBooks, making it impossible to implement the new financial management processes. The necessary IT environment should be in place early in the 3rd quarter and the implementation phase can begin in earnest. Meanwhile extensive solution/process design, documentation and training has been undertaken using QuickBooks on the FM team's laptops.
2. A second constraint has been the inability to meet with counterparts as scheduled. The USAID-GEMS FM team had agreed with all MAC partners to meet for on-the-job training and collaboration in developing new FM processes for at least four hours every week. However, in the best cases only about 50% of these meeting happened and in some cases much less. Since the onsite collaborative work and on-the-job training is the capacity building method employed to effect improved performance, the progress proceeded much more slowly than had been anticipated because MAC partners were not available at the scheduled times. Given that GOL professionals could not meet as scheduled, the time allotted to complete the various tasks in the annual work plan was too optimistic. This factor will be taken into consideration for future work plan preparation, by allowing additional time to complete the tasks.

Human Resources Management

Although the HR Advisory and the Visioning & Change Management teams have maintained a full listing of risks and issues to implementation of solutions, the summary below represents the key issues currently confronted by the HR Advisory and Visioning & Change Management teams, respectively:

A. Issue/Challenge: Lack of Ownership.

There is not enough show of ownership of documents as CSA-produced documents. Interest is very low therefore taking initiative is also low.

- **Mitigating Action(s):** Assign key task(s) to CSA team members and request that leaders present status of tasks and deliverables in meetings.
- **Responsible Party:** DDG of HR Policy and Director, Management Services, CSA.
- **Timeframe for Completion:** April 2013

B. Issue/Challenge: Lack of Urgency.

Designated project team(s) at the CSA is showing no urgency to complete critical task necessary to keep launch timeline. Interest to assist with key activities is low.

- **Mitigating Action(s):** Assign key task(s) and request that CSA leaders present in meetings.
- **Responsible Party:** DDG of HR Policy and Director, Management Services, CSA.
- **Timeframe for Completion:** Ongoing.

C. Issue/Challenge: Lack of Capacity.

The training department lacks competent staff to conduct trainings.

- **Mitigating Action(s):** Get LIPA involved in developing and conducting training from the onset of training discussions.
- **Responsible Party:** CSA Training Director, GEMS HR Advisors, LIPA Training Director – HR.
- **Timeframe for Completion:** June 2013.

D. Issue/Challenge: Lack of Commitment from Senior Leadership and Review Team.

It has been difficult to get Senior Staff together to provide input. Not enough time and effort is being invested in initiatives and getting them launched. Review team is disengaged and it is difficult to get input and feedback.

- **Mitigating Action(s):** Maintain frequent contact with senior management and apprise them of tasks and related deadlines. Also, to stress the overall importance of their continued participation in the implementation process, written status updates were required for initiatives.
- **Responsible Party:** DG; DDG of HR Policy; Director, Management Services, CSA.
- **Timeframe for Completion:** Ongoing

E. Issue/Challenge: Leadership/Management Turnover.

There exists a heightened sense of concern of impending senior management turnover, thereby slowing down already limited engagement in initiatives by senior leadership.

- **Mitigating Action(s):** Continue to work until official notification is given and transition has occurred.
- **Responsible Party:** DG; DDG of HR Policy; Director, Management Services, CSA.
- **Timeframe for Completion:** Ongoing

F. Issue/Challenge: HR Community/MACs Acceptance.

An ongoing challenge remains in getting the GOL HR Community and Senior Leadership at the MACs to accept and begin to adopt and use documents and tools designed for the system.

- **Mitigating Action(s):** Have multiple training workshops around launch and soon thereafter as follows: 1. HR Professionals, 2. TOTs, 3. Supervisors/Reviewers, 4.

- Employees, and, 5. Follow up meetings and smaller group trainings conducted in MACs with HR staff.
- **Responsible Party:** CSA Training Director, GEMS HR Advisors, LIPA Training Director—HR.
- **Timeframe for Completion:** June 2013.

G. Issue/Challenge: Launch-to-Training Timeline.

The ability to deliver training and follow-up meetings immediately after launch, to avoid losing momentum of the initiative, remains a key challenge.

- **Mitigating Action(s):** Have multiple training workshops around launch and soon thereafter as follows: 1. HR Professionals, 2. Train-the-Trainers (TOTs), 3. Supervisors/Reviewers, 4. Employees, and, 5. Follow up meetings and smaller group trainings conducted in MACs with HR staff.
- **Responsible Party:** CSA Training Director, GEMS HR Advisors, LIPA Training Director – HR.
- **Timeframe for Completion:** June 2013.

Visioning & Change Management-Related:

A. Issue/Challenge: Leadership commitment and visibility.

There is an overall lack of committed and visible leadership to effectively and successfully champion and drive implementation of change interventions and processes.

- **Mitigating Action(s):** Establish reasons for lack of committed and visible leadership; provide change management refresher training to members of CMC and GEMS-Technical Committee, and line managers; reinforce messages for the necessity of committed and visible leadership.
- **Responsible Party:** Director-NCDU; Deputy Minister for Administration at the respective MAC.
- **Timeframe for Completion:** Ongoing.

B. Issue/Challenge: Establishment of Change Management Committees (CMC).

The majority of Wave 1 & 2 MACs have not yet established the CMC. Only 2 of Wave 1 and 3 of Wave 2 MACs have confirmed the establishment of the committee.

- **Mitigating Action(s):** Establish reasons for the delays and agree target date for the establishment of the CMC.
- **Responsible Party:** Director, NCDU; USAID-GEMS Technical Committee Coordinator.
- **Timeframe for Completion:** Ongoing.

C. Issue/Challenge: Insufficient Project Management skills.

Members of CMC and USAID-GEMS Technical Committee lack project management skills for timely and effective implementation of planned change initiatives. This also includes team building and management of meetings skills.

- **Mitigating Action(s):** Provide project management and team development orientation training to members of CMC and key personnel in MACs.
- **Responsible Party:** USAID-GEMS Technical Committee Coordinator; USAID-GEMS Change Management Specialist.
- **Timeframe for Completion:** May 2013.

Fleet Management

Due to situations outside the control of USAID-GEMS, some which pertain to the Budget Committee, the approach has been modified, as it relates to the joint equity scheme from a 90/10% split to a 70/30% split. Unfortunately, these decisions are being made without the full comprehension of the implications for the entire reform. A compromise needs to be reached and the workable figure needs to be 80/20%. This will be the challenge to come.

IV. WORK PLANS FOR NEXT QUARTER

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Objective I					
ICT Infrastructure to support financial management					
Upgrade Hardware and Basic Infrastructure	Basic IT hardware and software in place Minimum IT hardware in place to support financial management				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
Upgrade Financial Management Software tools	FM software or spreadsheets FM software or spreadsheet tools in place to support financial management (basic bookkeeping and reporting)				
MTEF Budget formulation and execution					
Develop budget formulation and execution control spreadsheets specific for each agency to utilize until IFMIS roll out. Set up budget structure and budget data on Quick Books if applicable.	MTEF Budget formulation and execution spreadsheet customized for the agency in place Agency staff have software tools available to create MTEF budgets as per PFM Law requirements				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Develop, document and implement improved MTEF budget formulation processes.	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	Accurate budget vs. actual reports available Tools available to create accurate budget vs. actual reports				
Accounting & Reporting Processes and Systems					
Develop, document and implement improved expenditure and payment processes.	Process Map of updated process Process Map of updated PFM Law compliant process available				# of MACs utilizing FM software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented agency specific FM processes conforming to international best practices, disseminated to staff and trained staff in their use (PMP 1.1.1-3) # of M&As that have expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
Develop, document and implement improved month end and year end closing and financial reporting processes	Process Map of updated process Process Map of updated PFM Law compliant process available				
Develop, document and implement improved audit trails & forms.	Process Map of updated process Process Map of updated PFM Law compliant process available				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Develop, document and implement improved processes for archiving of financial documents and electronic data	<p>Process Map of updated process. Assets needed to secure documents procured or plans made to procure Assets</p> <p>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</p>				
Cash and Bank Account Management					
Develop, document and implement improved cash handling and management processes.	<p>Process Map of updated processes. Adequate safe procured or plans made to procure. Cash reconciliation spreadsheet.</p> <p>Agency has the capacity to manage and control cash as per the PFM Law requirements</p>				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
Develop, document and implement improved bank account management and control processes.	<p>Process Map of updated process. Bank reconciliation spreadsheet.</p> <p>Agency has the capacity to manage and control bank accounts as per the PFM Law requirements</p>				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
PFM Law compliance					
Incorporate PFM Law compliance into all financial management processes	PFM Law compliance incorporated into all financial management processes The agency has processes in place to ensure full compliance with the PFM law, these are documented in P&P manuals and process maps.				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
Conduct a PFM law compliance audit to ensure full compliance improve processes if necessary	Assurance provided to stakeholders that the agency processes ensure full compliance with the PFM Law Assurance that the agency's processes ensure full PFM Law compliance				
Audits and Internal Controls					
Incorporate effective Internal Controls in all financial management processes	Effective internal controls will be in place and documented in process maps and P&P Manuals The agency has effective internal controls in place to ensure assets are safeguarded, financial reports are accurate and the agency is in compliance with all applicable legislation				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Develop a policies and procedures manual, improve audit trails and improve archiving to ensure the agency and be audited by external auditors					
Detailed Financial Management Policies and Procedures Manual					
Develop a detailed Financial Management Policies and Procedures Manual with agency specific details not covered in the MOF Manual applicable to all M&As	Agency specific detailed Financial Management Policies and Procedures manual with a level of detail beyond the MoF general manual Detailed Financial Management Policies and Procedures manual with a level of detail beyond the MoF general manual and ensuring full compliance with the PFM Law in place, disseminated and complied with				
Organizational Structure of the Finance Department and Job Descriptions					
Update the organizational structure of the Finance Department to align with updated processes and tools.	Update organizational structure for the Finance Department Updated and aligned organizational structure of the Finance Department				
Update and align job descriptions to support and align with updated processes.	Updated and aligned job descriptions for all Finance staff. Line staff and management have updated and aligned job descriptions for all Finance staff to guide staff and allow for performance benchmarking				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Financial management professionals skills and knowledge					
Develop a training plan and provide training to bring FM professionals' skills and knowledge up to international best practice standards and execute their tasks and responsibilities to comply with the PFM Law.	Training Materials 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.				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
FM Assessments of Wave 2 M&As					
MOE, MOHSW, MOPT, FDA & EPA					
MOA, MLME & MOYS					
Human Resources Management					
Strategic, Annual Operating & Staffing Plans	Expected Results: Increased transparency; Greater discipline; and increased likelihood of achieving institutional performance goals.				# HR Manning plans developed as part of strategic/AOP plans
	Deliverables: Requirements for all plans; Final Plans and Staff communications session				
HR Policies & Procedures Manual	Expected Results: Alignment of policies to support organizational goals and improve controls; Strengthened governance.				#MACs issuing procedure manuals that meet good practices
	Deliverables: Finalized staff handbook and staff communications session; Signed certifications for HR file; Training materials; Completed training				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Performance Management/ Assessment (PM/PA) Framework and Toolkit	Expected Results: Enhanced staff and institutional performance				% of staff receiving performance appraisals in last 12 months (GEMS PMP 2.1.2-2)
	Deliverables: Final PM/PA framework and tools for rollout; Training materials/ completed training sessions				
Selection, Recruitment and Induction Process	Expected Results: Greater alignment of staff and required skills; Increased capacity building and institutional performance				# of interviews conducted evidencing results of panels
	Deliverables: Draft policies and procedures, framework and Selection process tools, roles definition, etc.				
Assess Staff Skills	Expected Results: Greater alignment of right skills in the right roles to promote institutional effectiveness and performance improvement				# competency models developed
	Deliverables: Functional competency models; Skills assessment tools and communications materials				
Time (Attendance) Reporting Process and System	Expected Results: Enhanced controls; Greater ownership & accountability; Greater governance				# of approved departmental timesheets submitted to HR/time reporting system
	Deliverables: Feasibility study results; Requirements/data elements; Draft process and related tools (manual & automated)				
Employee/Staff	Expected Results: Enhanced staff				# of grievances

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Satisfaction Survey (ESS)	and institutional performance				# of disciplinary actions
	Deliverables: Requirements/data elements; Draft survey tool				
Compensation and Benefits (Staff Pay) Survey	Expected Results: Greater staff satisfaction; Greater governance				# compensation-related surveys performed
	Deliverables: Requirements/data elements; Draft survey tool				

Visioning and Change Management Workshops					
Plan, prepare and deliver a 2-day Visioning & Change Management Leadership workshop at Ministry of Agriculture (MoA)	Delivery of Visioning Workshop; Delivery of Change Management Workshop				
	Establishment of Change Management Committee (CMC); Development of Roadmap/Action Plans				
Plan, prepare and deliver a 2-day Visioning & Change Management Leadership workshop at Ministry of Education (MoE)	Delivery of Visioning Workshop; Delivery of Change Management Workshop				
	Establishment of Change Management Committee (CMC); Development of Roadmap/Action Plans				
Plan, prepare and deliver a 2-day Visioning & Change Management Leadership workshop at Ministry of Health (MoHSW)	Delivery of Visioning Workshop; Delivery of Change Management Workshop				
	Establishment of Change Management Committee (CMC); Development of Roadmap/Action Plans				
Plan, prepare and deliver a 2-day Visioning & Change Management Leadership	Delivery of Visioning Workshop; Delivery of Change Management Workshop				

workshop at Ministry of Lands, Mines & Energy (MLME)	Establishment of Change Management Committee (CMC); Development of Roadmap/Action Plans				
Plan, prepare and deliver a 2-day Visioning & Change Management Leadership workshop at Ministry of Youth & Sports (MoYS)	Delivery of Visioning Workshop; Delivery of Change Management Workshop				
	Establishment of Change Management Committee (CMC); Development of Roadmap/Action Plans				
Plan, prepare and deliver a 2-day Visioning & Change Management Leadership workshop at Environmental Protection Agency (EPA)	Delivery of Visioning Workshop; Delivery of Change Management Workshop				
	Establishment of Change Management Committee (CMC); Development of Roadmap/Action Plans				
Plan, prepare and deliver a 2-day Visioning & Change Management Leadership workshop at Forestry Development Authority (FDA)	Delivery of Visioning Workshop; Delivery of Change Management Workshop				
	Establishment of Change Management Committee (CMC); Development of Roadmap/Action Plans				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Asset Management					
Implement the fleet pilot	Go ahead for full implementation				Take up of JE scheme and vehicle disposal
Operational Fleet management Mentoring for wave 1 Macs	Embedding systems and practices.				Data flow
Operational Fleet Management Assessments and initial introductory meetings with management. With 2 macs.	Change thinking and attitudes				Initial data returns
FM Workshops with the Wave 2 Macs	Begin Fleet management practices and data collection				Internal Mac fleet register
AM data collection Mentoring with Wave 1 Macs	Embedding systems and practices.				Data flow sheets
AM Assessments and initial introductory meetings with management - MACs.	Change thinking and attitudes				reports
AM workshops with Wave 2 macs	Change thinking and attitudes				Beginning of internal Mac AM registers
Procurement					
Procurement advisory	Internal procurement advisory note (procurement plan)				
Job descriptions	Expanded job description				
Develop systems and procedures	Internal standard ops procedures for procurement structured documents; procurement documentation tracking system (templates for requisitions, POS, RFQs)				
Suppliers, contractors, consultants database development	Database and performance history on suppliers, contractors, consultants historical record of cost of goods, works and services by provider				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Procurement training	Provision of training in procurement planning and hands-on workshop to finalize macs procurement plans				
Monitoring & Evaluation					
Develop performance measurement system	High quality performance measurement systems established in partner MACs				% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (PMP 1-2) # of PMS systems established or strengthened in MACs with USAID-GEMS support (PMP 1.1.2-4)
M&E training	Improved capacity to implement Performance Measurement System (PMS)				GEMS support (PMP 1.1.2-4)
Conduct baselines	Baseline data collected and incorporated into project Performance Measurement Plan (PMP) and Performance Measurement System				
Support performance measurement system	PMS data reported and PMS systems sustained				% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (PMP 1-2) # of PMS systems established or strengthened in MACs with USAID-
Information Technology					
Install standard IT Solution Packs, being installation of specified networks; Deploy File/Application Server, Safe Zone for Financial Management & e-Library in PPCC	Installation certificates Training certificates IT Policy document on Threat management Action Plan and SOP's				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Secure safe zone on CSA network for Financial Management	Installation certificates Training certificates IT Policy document on Threat management Action Plan and SOP's				
Oversee deployment of e-Library/Shared folder system in all Wave 1 MACs	Manifest implementation of a basic shared folder system active on file server with shared public and private folder systems				
Document & Knowledge Management; e-Library Document; Improvements to Website exercise in all Wave 1 MACs	File structure, Document naming convention, User acceptance certificates				
IT Policies & Procedures: IT Policy Document development and Implementation in all Wave 1 MACs	Draft Policy Doc Signed agreements by all staff				
Complete training of IT staff in all Wave 1 MACs in Systems Admin & related to support their new systems	Training Certificates				
IT Organizational Structure: Develop Strategy for wave 1 institutions to utilize IFMIS Equipment	Roadmap for integration of partner MACs onto IFMIS				# of MACs with IT systems that are assessed as IFMIS ready (PMP 1.1.2-5)
Piloted automation of Civil Service Exam Exercise	Pilot website for online examination				
Assessment of Wave 2 institutions	Assessment reports				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Install standard IT Solution Packs, being installation of specified networks; Deploy File/Application Server, Safe Zone for Financial Management & e-Library in Wave 2 institutions	Installation certificates Training certificates IT Policy document on Threat management Action Plan and SOP's			➔	
IT Organizational Structure: Develop Strategy for Wave 2 institutions to utilize IFMIS Solution	Roadmap for integration of partner MACs onto IFMIS			➔	# of MACs with IT systems that are assessed as IFMIS ready (PMP 1.1.2-5)
ITIL foundation training for all Wave 1 and Wave 2 institutions	Training certificates			➔	
Design and deployment of a shared service node for offsite MAC backups	Approved ADS-548 Installation certificate for infrastructure Certificates for inclusion of each MAC onto extended network			➔	
Objective 2					
Finalize recruitment of four qualified part-time accounting lecturers for LIPA	Improved accounting & financial skills for public sector accounting personnel; increased pass rate on certification exams. Course curriculum; & Training results on credentialing exams				# of international certifications trainings that include preparatory testing (PMP 1.2.1-2)
Provide support in the design of a leadership & management development strategy to inform capacity building & career development initiatives	Enhanced capacity for change management; Leadership & management development strategy				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Provide support in revising course outlines & modules for existing courses, & in developing outlines & modules for new ones (identified through performance needs assessment)	Market-driven training programs; service delivery quality enhanced. Curricula / modules for all courses				# of new courses offered in response to clients' performance needs (PMP 1.2.1-1) # of training courses developed or revised by LIPA curriculum developers (PMP 1.2.1-2)
Provide support in the development of Training Design & Delivery Manuals	Service delivery quality enhanced. LIPA Training Design & Delivery Manual				
Provide support in the development of building blocks for the design & installation of a Monitoring & Evaluation System at LIPA	Enhanced M&E capacity. Performance Monitoring & Quality Assurance Systems at LIPA				% of LIPA services assessed by LIPA M&E unit annually (PMPI.2.2-3)
Provide support in conducting a customer perception survey of key clients of LIPA to assess their satisfaction with service quality	Enhanced client feed-back; Service delivery quality improved				# of surveyed LIPA clients that report satisfaction with LIPA service quality (PMP 1-3)
Provide support in the refurbishment of LIPA	Improved physical (learning) environment				
Objective 3					
The design and development of a Government/National ICT Enterprise Architecture	Architecture documents, implementation strategy and short-term roadmap				
A reorganization of the design of the ICT competency within GOL	Revised organizational design, Change plan				
The development of a strategy for GoL software license acquisition and management	Approved strategy, roadmap, costing model				
The development of an ICT User Policies document	Approved User Policy document				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Develop CIO coursework materials	Completed training modules & materials for all CIO training modules				
Gain stakeholder approval for CIO coursework	Documented MOPT as well as other key stakeholders' approval				
Prepare for CIO training program implementation	Finalized arrangement with LIPA on facility and collaboration on delivery				
Pilot CIO training modules	Conducted pilot training on introductory modules				
Objective 4					
Provision of full time Economic & Financial Analysis Specialist and a Mining Concessions Management Specialist	Improved quality of terms in concession agreements and performance in mining concessions DELIVERABLE - Technical reviews, evaluations and analysis of mining sector and concessions projects & proposal				# of new and revised concessions agreements that meet improved GOL standards (PMP I-6)
STTAs on fiscal terms & pricing in contracts (rubber, oil palm, forestry & mining)	Increased capacity to develop terms in concession agreements DELIVERABLE - Recommendations for existing and methodology for future fiscal terms & pricing in concessions contracts				# of new taxation and pricing formulas applied to concessions (PMP I.4-1)
Short term technical assistant to develop a strategic plan for NBC	Plan for implementing NBC mandate DELIVERABLE - Strategic Plan				
Short term technical advisors to design National Concessions Cadastre	DELIVERABLE - Cadastre design, specifications and implementation plan.				# of new and revised concessions agreements that meet improved GOL standards (PMP I-6)
Objective 5					
Roadmap for bank supervision off-site software	Plan for funding / implementation of automated off-site supervision software				Roadmap approved

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		April	May	June	
Mobile Money salary pilot programs in place	Portion of teacher's salaries paid via mobile money				1.5-1
Assist DOR with revenue collection via mobile money	Revenues collected via mobile money				1.5-2
Technical Assistance to revenue payment hub	ASYCUDA / TAS interface developed / deployed				1.5-2
Project management for CBL infrastructure	Project plan developed / implemented				

APPENDIX: TABLES

TABLE 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		
Financial Management		
LIPA Journal Entry Template to use in recording deposits and making general journal entry, which has the chart of accounts of the agency embedded through a drop-down list.	Journal Entry Template	LIPA
CSA Operational Funds Ledger-Liberia Dollars. To be used for the full accounting of the operating funds in Liberian dollars	Excel Ledger Template	CSA
CSA Operational Funds Ledger-US Dollars. To be used for the full accounting of the operating funds in US dollars.	Excel Ledger Template	CSA
CSA GOL Standard Chart of Accounts. To be used for coding transactions	Spreadsheet	CSA
CSA Imprest Fund Set-up Process	Flow Chart	CSA
CSA Monthly Reconciliation Process	Flow Chart	CSA
CSA Imprest Fund Replenishment Process	Flow Chart	CSA
HR Management-Related Outputs & Deliverables		
CSA CSSO & HRPM Key Activities Listing v4.2 27Mar13	Documents (.doc)	CSA
CSA Key Initiatives Launch Presentation 21Mar2013 Day 1&2	Documents (.ppt)	CSA
CSA_Key_Initiatives_Launch_20-21_March_2013_Agenda_v3.2	Documents (.doc)	CSA
CSA PMS Launch & Rollout Key Stakeholder Listing v3.3	Documents (.xls)	CSA
CSA PMS Launch & Rollout Communications Plan Matrix	Document (.doc)	CSA
CSA Key Initiatives Launch Background Document v2.1	Documents (.doc)	CSA, Ministry of State, USAID

Product Description	Type of Product (Document, Film, etc.)	Institution
CSA Key Initiatives Launch Background Document US Embassy	Documents (.doc)	CSA, Ministry of State, USAID
Talking Points for US Ambassador Opening Remarks CSA Launch 20Mar2013 v1.0	Document (.doc)	USAID
CSA PMS Overview Cabinet Presentation Mar2013 Final	Document (.ppt)	CSA, Executive Mansion
CSA Initiatives Launch March 2013 I-Pager v1.1	Document (.ppt)	CSA, Executive Mansion
CSA PMS Change Readiness Assessment Survey Tool v3.3	Document (.ppt)	CSA, key M&As of GOL
Civil Service PMS M&E Table v1.0 March 2013	Document (.doc)	CSA, key M&As of GOL
CSA HRP Civil Servant Certification v2.0	Document (.doc)	CSA, key M&As of GOL
Key Initiatives (3) Roadmap and Action Plan – Latest Version: HR Policy; Performance Management System; Civil Service Standing Orders	Document (.xls)	CSA
Civil Service Standing Orders – Final	Document (.pdf)	CSA, key M&As of GOL
HR Policy Manual 11Mar13-Final	Document (.pdf)	CSA, key M&As of GOL
Performance Management System Framework and Complete Handbook	Document (.pdf)	CSA, key M&As of GOL
Performance Management System (PMS) Toolkit (15 - Final):	Document (.pdf)	CSA, key M&As of GOL
Staff Performance Appraisal Plan	Document (.pdf)	CSA, key M&As of GOL
Annual Performance Appraisal Tool/Template Finals Levels 1-4	Document (.pdf)	CSA, key M&As of GOL
Grievance Appeal Process Form	Document (.pdf)	CSA, key M&As of GOL
Employee Self-Assessment Forms Levels 1-4	Document (.pdf)	CSA, key M&As of GOL
Employee Development Plan Form	Document (.pdf)	CSA, key M&As of GOL
Interim Performance/Progress Review Form	Document (.pdf)	CSA, key M&As of GOL
Notice of Substandard Performance	Document (.pdf)	CSA, key M&As of GOL
Peer Review Form	Document (.pdf)	CSA, key M&As of GOL
Upward Evaluation Report	Document (.pdf)	CSA, key M&As of GOL

Product Description	Type of Product (Document, Film, etc.)	Institution
PMS Forms Chart	Document (.pdf)	CSA, key M&As of GOL
<i>Visioning & Change Management Outputs & Deliverables</i>		
Visioning and Change Management Activity Report Latest Version: Phase I	Document (.xls)	Wave I & II MACS
Visioning & Change Management Work Plan Latest Version: Wave I MACs	Document (.xls)	Wave I MACs
Visioning & Change Management Work Plan Latest Version: Wave II MACs	Document (.xls)	Wave II MACs
MoPT-Key Initiatives Roadmap and Action Plan	Document (.xls)	MoPT
MoPT Business Requirements Template v4.0 -27.03.13	Document (.xls)	MoPT
MoPT-Change Visioning Exercise Group Outputs-Version I	Document (.doc)	MoPT
MoPT Provisional Vision & Mission v2.0 25mar13	Document (.doc)	MoPT
USAID GEMS MoPT Change Management Workshop Presentation v5.0 23.03.13	Document (.ppt)	MoPT
USAID GEMS MoPT Visioning Workshop Presentation v3-23.03.13	Document (.ppt)	MoPT
MoE-Change Readiness Exercise Survey Results - 04.04.13	Document (.xls)	MoE
MoE CHANGE VISIONING EXERCISE v2	Document (.doc)	MoE
MoE Business Requirements-Key initiatives Listing V. I	Document (.xls)	MoE
MoE Provisional Vision & Mission v2.0 28mar13	Document (.doc)	MoE
USAID GEMS MoE Change Management Workshop Presentation v5.1 27.03.13	Document (.ppt)	MoE
USAID-GEMS-MoE-Visioning Workshop Presentation v3.1 27Mar13	Document (.ppt)	MoE
NIC Change Management Committee Meeting Observations 31Jan13	Document (.doc)	NIC
GEMS-SC-TC-CMC ToR Outline v.3.1	Document (.doc)	Wave I & Wave II MACs

Product Description	Type of Product (Document, Film, etc.)	Institution
VCM LIPA Action Planning Process v1.0 11Feb13	Document (.doc)	LIPA
VCM Key Competencies for Change Management Committee Members v1.0	Document (.doc)	Wave I & Wave II MACs
Asset Management		
General Asset Management Manual and guidelines	Document (.doc)	For use in all Macs
Budget for fleet pilot program	Document (.xls)	GSA and budget committee.
<i>Procurement</i>		
Draft regulations were provided for qualifications of procurement unit staff from Logistics Assistant to Procurement Director.	Qualifications of procurement practitioners; Regulations establishing minimum procurement positions required for each entity based on their budget.	PPCC
<i>Monitoring & Evaluation</i>		
Draft MAC Performance Monitoring Manual	Document	All
Draft IT IFMIS-readiness Assessment tool	Document	All
Draft FM PMP Indicator Assessment tools	Document	All
<i>Information Technology</i>		
Supplier installation record—IT solution pack	Document (.pdf)	LIPA, GC, NIC, NBC
Completed quality control sheet—installation and configuration of IT solution pack	Document (.pdf)	LIPA, GC, NIC, NBC
ToR — Systems Administrator Training; includes curriculum	Document (.doc)	LIPA, GC, NIC, NBC, GSA, CSA, PPCC
Attendance register—Systems Administrator Training	Document (.pdf)	LIPA, GC, NIC, NBC, GSA, CSA, PPCC
Supplier installation record—2 printers and scanner	Document (.pdf)	NIC
Certificate of completion—NBC LAN	Document (.pdf)	NBC
Quickbooks Enterprise Solutions accounting software—licenses	Document (.pdf)	NBC, NIC, PPCC, GC, LIPA, GSA
Loan agreement for use of Smartphone platform	Document (.pdf)	GC
Equipment return form—Smartphone platform	Document (.pdf)	GC

Product Description	Type of Product (Document, Film, etc.)	Institution
Objective 2: The institutional capacity of LIPA is enhanced to provide targeted training that will improve the capacity and performance of GOL personnel responsible for key management functions		
LIPA Client Satisfaction Survey for Training	Document	LIPA
150 course brochures developed & printed for 2013 1st Wave Training Cycle	Document (.doc) & manual	LIPA / MACs
600 information sheets (course flyers) developed & printed for 2013 1st Wave Training Cycle	Document (.doc) & manual	LIPA /MACs
Training Projection Plan	Document (.doc)	USAID-GEMS
Training Design Template	Document (.doc)	USAID-GEMS
Training Evaluation Guide (Methods & Tools)	Document (.doc)	USAID-GEMS
Training Design Template	Document (.doc)	LIPA
Training Evaluation Guide (Methods & Tools)	Document (.doc)	LIPA
23 LIPA Course Outlines & Modules	Document (.doc)	LIPA
Training Curriculum & Materials Support: LIPA 2013 First Training Cycle (Report), April, 2013	Document (.doc)	USAID-GEMS & LIPA
LIPA 2013 First Cycle Training Courses—Curriculum Development: Status Summary (Annex), April, 2013	Document (.doc)	USAID-GEMS & LIPA
Training Request Form	Document (.doc)	USAID-GEMS
Automated Training Evaluation System	Using Access Software	USAID-GEMS
Automated Change Readiness Assessment system	Using Access Software	USAID-GEMS & MACs
TraiNet Reports	Document (.doc)	Documents (.doc)
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 Training curriculum	Document (.doc)	MOPT
CIO draft Training curriculum, coursework and methods	Document (.ppt)	MOPT
MoPT Work Plan—A short term development roadmap	Document (.doc)	MOPT

Product Description	Type of Product (Document, Film, etc.)	Institution
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		
Roadmap for the Development of a national concessions cadastre		
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		
ATM Assessment Report	Document	CBL
Mobile money work plan 2012–2014	Document (.pdf)	CBL
Mobile money stakeholder presentation	Document (.ppt)	CBL

TABLE 2 LISTS OF TRAININGS, WORKSHOPS AND EVENTS

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Human Resources					
Monrovia (Paynesville)	MoHSW Change Management Overview to Communications Planning	28-Jan-13	8	3	Administration and Planning managers
Monrovia (Mamba Pt)	LIPA Change Management: CMC Constitution & Orientation	4-Feb-13	4	2	LIPA Change Management Committee Members
Monrovia (Mamba Pt)	LIPA Change Management: Action Planning Instruction	12-Feb-13	4	1	LIPA Change Management Committee Members
Monrovia (IBI Office—Mamba Pt)	CSA HRPM and PMS Focus Group Validation 2-Day workshop	6-7 Mar-13	19	8	Focus group of HR leaders/ professional community from the following institutions: 1] MoF, 2]MoE, 3]MoH, 4]MoA, 5]MoPT, 6]MPW, 7]GC, 8]LIPA, 9]GSA, 10]CSA.
Monrovia (PA's Ribhouse—Airfield)	2-Day Official launch of three key initiatives from CSA: 1] Civil Service Standing Orders, 2] Human Resources Policy, 3] Performance Management System	20-21 Mar-13	61	32	Members of President's Cabinet, key Ministers and Deputy Ministers of Administration from 40 M&As, HR Directors.
Visioning & Change Management-Related					
Monrovia (Mamba Pt. Hotel)	2-Day Visioning & Change Management Workshop for MoPT	25-26 Mar-13	20	9	Leadership team from MoPT – Minister, DMs, AMs, and Directors.
Monrovia (Mamba Pt. Hotel)	2-Day Visioning & Change Management Workshop for MoE	28-29 Mar-13	17	10	Leadership team from MoE – Minister, DMs, AMs, and Directors.
Asset Management					
GC	Workshop (introduction of maintenance and asset tracking tools)	Jan 11 2013	10	0	Maintenance staffs, vehicle director, generator technicians, drivers
NIC	Workshop(follow-up of maintenance tracking tool)s	Jan 15 2013	7	0	Maintenance manager, transport manager, Asset supervisor, drivers, generator staffs

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
PPCC	Workshop Introduction of asset and fleet management tools	January 22, 2013	5	0	Assistant Administrator Comptroller Maintenance officer Mechanic driver Generator operator
CSA	Workshop AM/FM tools and guidelines	January 23,2013	17	0	DDG/adm. Transport officer GSA coordinator Drivers Generator operator/Technician Maintenance supervisor Electrician AC Technician
CSA	Collect feedback forms, Fuel consumption calculation practice	Feb 5 2013	1	0	Transport officer
NIC	Monthly vehicle & generator status report	Feb 5 2013	4	0	Electrician Driver Maintenance supervisor Transport manager
NIC	Introduction of vehicle monthly status report template	March 8 2013	2	0	Transport manager Maintenance manager
PPCC	Install fleet status template	March 8 2013	1	0	Finance /admin
CSA	Generator data entry	March 8 2013	1	0	
CSA	Introduction of vehicle monthly status report template	March 8 2013	2	0	Director M&E Transport officer
NIC	Asset management introduction	March 19 2013	3	1	Transport manager Asset manager Maintenance manager Filing clerk
CSA	Asset management introduction	March 20 2013	3	0	Procurement officer and specialist, transport manager
PPCC	<i>Asset management introduction</i>	March 21 2013	1	0	Maintenance chief

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
NIC	Workshop AM/FM overview	March 27 2013	16	4	Asset supervisor, maintenance manager, procurement officer, Accountant, gen technician, AC technician, filing clerk
PPCC	Workshop AM/FM overview	March 28 2013	6	1	Accountant, comptroller, maintenance chief, IT officer, Finance manager, Mechanic, driver
GSA	GSA General Support	Tuesday and Thurs. through out the quarter	1 Plus	1 plus	Meetings have included 4X M&E set up 3X Banks, Insurance companies and rental car companies. 2X Budget meeting for fleet Policy Launch 5xFleet policy Budget Figures preparation General Policy work Launch of policy to participating Macs for fleet pilot.
PYP	Procurement planning	Feb	6	5	PYP students
State dinner	High Level Panel	Feb	100	100	Presidents, Prime Ministers, Ministers.
Monitoring & Evaluation					
USAID-GEMS	M&E Community of Practice Meeting	3/27/13	3	5	M&E Officers and points of contact
Information Technology					
GEMS Conference Room	GC Do Forms Training	January 18	2	3	
GEMS Conference Room	MOPT ICT Roadmap 1	January 24	9	1	Directors, CIOs, Admin Staff, Asst Ministers, Assistant Directors
GEMS Conference Room	Introduction to GEMS IT Solution Package Deployment	February 2	16	0	Asst. Managers, IT Managers, CIO, System Admins, IT Assistants, Network Technicians, Asst. Directors, IT. Supervisors Institutions; MOPT, NIC, NBC, LIPA, CSA, GSA, GC, PPCC

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
GEMS Conference Hall	MOPT ICT Roadmap 2	February 7	7	0	Directors, CIOs, Admin Staff, Asst Ministers, Assistant Directors
MOPT	MOPT ICT Roadmap 3	February 20	4	0	CIOs, Admin Staff, Security Specialist, IT Specialist
PA's Ribhouse Conference Hall	MOPT CIO Training Design	March 14	29	5	Directors, Chairmen, IT Managers, Communication Officers, Deputy Directors, IT Directors Institutions: MOT, MOPT, MFA, MOCI, GSA, MOH, CSA, GC, MOA, CU, MOJ, LIBTELCO, MOL, MOE, MOYS, MPW, Starz IT Institute, LTA

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

Coconut Plantation, UN Drive

Adjacent to Atlantis Guest House

Mamba Point,

Monrovia, Liberia

Tel: 231 (0) 88-688-3502

www.gemsliberia.com

IBI International

2101 Wilson Blvd

Suite 1110

Arlington VA 22201- USA

Tel: 1-703-525-2277

www.ibi-usa.com